

**Destination DC Board of Director's Meeting
2018**

<u>Full Name</u>		<u>March 29th</u>	<u>May 31st</u>	<u>Sep. 27th</u>	<u>Dec. 12th</u>
Amy	Austin	Yes	Yes	Yes	Yes
Barbara	Richardson	No	No	No	No
Brian	Kenner	No	No	No	No
Clarence	Anthony	N/A	Yes	No	Yes
Daniel	Nadeau	Yes	Yes	N/A	N/A
David	Touhey	Yes	Yes	Yes	Yes
Elliott	Ferguson	Yes	Yes	Yes	Yes
Evan	Koppel	Yes	Yes	Yes	No
Gail	Smith	No	Yes	Yes	No
Greg	Casten	Yes	No	Yes	Yes
Gregory	O'Dell	No	No	Yes	No
James	MacGregor	Yes	Yes	Yes	No
Jerome	Davis	Yes	Yes	Yes	No
Jessica	Wasserman	Yes	Yes	Yes	Yes
John	Drew	No	No	Yes	Yes
John	Snedden	Yes	Yes	N/A	N/a
Kathy	Hollinger	No	Yes	Yes	Yes
Meade	Atkeson	Yes	Yes	Yes	Yes
Meg	Caulk	Yes	Yes	No	Yes
Michael	Akin	Yes	No	Yes	No
Mike	Dickens	Yes	No	N/A	N/A
Nancy	Koide	Yes	Yes	Yes	Yes
Nizam	Ali	Yes	Yes	Yes	Yes
Paul	Cohn	No	No	Yes	Yes
Robin-Eve	Jasper	Yes	No	N/A	N/A
Ron	Bracco	No	No	Yes	No
Satinder	Palta	Yes	N/A	N/A	N/A
Solomon	Keene	Yes	Yes	Yes	Yes
Stephen	Marks	Yes	Yes	Yes	No
Steve	Shulman	Yes	No	No	No
Steve	Smith	No	No	N/A	N/A
Wharton	Berger	N/A	Yes	Yes	Yes
Susan	Norton	Yes	No	N/A	N/A
Charles	Hill	N/A	Yes	Yes	Yes
Adriaan	Radder	N/A	Yes	Yes	No
Michael	Black	N/A	Yes	No	Yes
Steve	Moore	N/A	Yes	Yes	Yes
Stacy	Smith	N/A	Yes	Yes	Yes
David	Moran	N/A	Yes	No	No
Sheri	Swain	N/A	Yes	Yes	Yes

TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT
2019	*Meg Caulk, Special Events Mgr. & Dir. of Operations, Smithsonian Nat'l Air & Space Museum	2010	At-Large (Cultural)	No
2019	*Michael Akin, President, LINK Strategies	2013	At-Large	Yes
2019	Stephen Marks, Partner, Bike and Roll	2010	At-Large (Transportation)	No
2019	*Evan Koppel, United Airlines	2016	At-Large (Business)	No
2019	Amy Austin, President and CEO, theatreWashington	2016	At-Large (Cultural)	Yes
2019	John Drew, President & CEO, Trade Management Associates	2013	At-Large (Convention)	No
2019	*Meade Atkeson, GM W Hotel	2016	Industry (Hotel)	No

* An asterisk denotes a member of the Executive Committee.

TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT
2019	*Ron Bracco, VP Events, Hargrove Events	2016 (took over for Tim McGill in 2015)	At-Large (Business)	No
2019	James MacGregor, VP of Local Markets, American City Business Journals	2016	At-Large (Media)	No
2020	Clarence Anthony	2017	At-Large (Convention)	No
2020	*David Touhey, Senior Vice President and General Manager, Monumental Sports	2011	At-Large (Sports)	No
2020	*Nizam Ali, General Manager, Ben's Chili Bowl	2011	Industry (Restaurant)	Yes
2020	*Nancy Koide, Co-Owner, SEI	2017 (Took over for Manuel Iguna 2015)	Industry (Restaurant)	Yes
2020, bid rotates	Steve Moore, Executive Director, SW BID	2018	Institutional (BID)	Yes

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TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT
2021	*Matt Felix, General Manager, Renaissance Hotel	2018	Industry (Hotel)	No
2021	*Greg Casten, Partner & Director of Operations, Tony & Joes	2013	Industry (Restaurant)	Yes
2021	Charles Hill, General Manager, Embassy Suites by Hilton	2018	Industry (Hotel)	Yes
2021	Paul J. Cohn, Chairman of O Street Musuem	2002	Third-Party Appointment	Yes
2021	Stacy Smith, General Manager, Hyatt Place	2018	Industry (Hotel)	Yes
2021	Michael Black, Dir. Operations DC/MD/VA/W Va., Uber	2018	At-Large (Cultural)	No

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TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT
2021	*Gail Smith Howard, GM, Hyatt Regency	2015	Industry (Hotel)	No
2018	Jessica Wasserman, Owner, Wasserman & Associates	2015	Third-Party Appointment	Yes
N/A	Brian Kenner, Deputy Mayor, Planning & Economic Development (DMPED) (Proxy is Karima Woods)	2015	Ex-Officio (DMPED)	Yes
N/A	*Elliott Ferguson, President & CEO, Destination DC	2009	Ex-Officio (DDC)	Yes
N/A	*Gregory O'Dell, President & CEO, Events DC	N/A	Ex-Officio (Events DC)	Yes
N/A	*Jerome Davis, Executive Vice President and Chief Revenue Officer	2016	Institutional (MWAA)	No
N/A	*Sherie Swain, GM Holiday Inn Capitol	2018	Ex-Officio (HAWDC)	Yes

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TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT
N/A	Barbara Richardson, Chief of Staff, METRO/ WMATA	2010	Institutional (WMATA)	Yes
N/A	Kathy Hollinger, President, Restaurant Association of Metropolitan Washington	2012	Ex-Officio (RAMW)	Yes
N/A	*Wharton Berger, Director of Economic Development, Office of the CFO, Government of the District of Columbia	2018	Ex-Officio (CFO)	No
N/A	Solomon Keene, Jr President, Hotel Association of Washington, DC	2011	Ex-Officio (HAWDC)	No
N/A	Steve Shulman, Executive Director, Cultural Tourism	2013	Ex-Officio (Cultural Tourism)	Yes
N/A	*David Moran, Area Operations, Clydes	2018	Ex-Officio (RAMW)	No

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TERM	INDIVIDUAL & POSITION	YEAR APPOINTED	CATEGORY	DISTRICT RESIDENT

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Account Name

10 Thomas Restaurant
1400 North
14K Restaurant and Lounge
1789 Restaurant
20 F Street NW Conference Center
21st Century Expo Group Inc.
701 Restaurant
7th Street Park at The Wharf
9:30 Club
9th Street Pizzeria LLC
a.lounge
AAA Mid Atlantic
AAA/Universal Bus Charter, Inc.
AC Hotel National Harbor/Washington DC Area
AC Pollard Event Staffing
Academy Bus LLC.
Acadiana Restaurant
Adam's Inn
Adams Morgan Partnership BID
Advantage Financial Federal Credit Union
Adventure DC Tricycle Tours
Adventure Links
Adventure Tours
AFI Silver Theatre and Cultural Center
African American Civil War Memorial
AgendaPop Mobile Event App
Agora
Air China Limited
Air Force Memorial
AJAX
Ajilon
AKA White House
Al Tiramisu
Alexandria Quality Inn Mount Vernon
All About Town Inc.
Allied Live
AlliedPRA, Washington DC
All-Purpose Pizzeria
AMA DC Area Conference Center
America Bus Service Inc.
American Airlines
American Audio-Video
American Excursionist
American Executive Sedan Service
American Express
American Guest House

American Journeys International
American Society of Travel Agents
Americana Hotel
Ampa Events
Amsterdam Falafelshop
Amtrak
Anacostia Community Museum
Anderson House – The American Revolution Institute of the Society of the Cincinnati
Andrew W. Mellon Auditorium
Aperto
Aquarian, a Shepard Company
Arata Expositions, Inc.
Arc, The Hotel
Ardeo + Bardeo
Arena Stage at the Mead Center for American Theater
aRes Travel, Inc.
Arlington Convention & Visitors Service
Arlington Court Suites Hotel
Arlington House
Arlington National Cemetery
Art and Soul
ARTECHOUSE
Article One - American Grill & Lounge
Asia Nine Bar & Lounge
AT&T Nation's Football Classic
Atrium
Atrium Cafe at the National Museum of Natural History
Atrium Restaurant
Audio Visual Management
Audio Visual Production Solutions
AV Solutions (AVS)
Avenue Cafe
Avenue Grill
Avenue Suites
B TOO
B.F. Saul Company Hospitality Group
Baked by Yael
Baltimore Symphony Orchestra
Bar Dupont
Bar Rouge
Barcode
Basilica of the National Shrine of the Immaculate Conception
Battle's Transportation
Beacon Hotel and Corporate Quarters
BearCom Rental
Bed and Breakfast DC
Beer Tours by DC Brew Tours

Belga Cafe
Benjamin Bar & Lounge
Benjamin Terrace
Ben's Chili Bowl
Ben's Next Door
Ben's Upstairs
Beyond Times Square
Bialek's Music Ltd.
Bibiana Osteria Enoteca
Big Bus Tours Washington DC
Bike and Roll
Birch & Barley / ChurchKey
Bistro 525
Black Hawk Sedans
Black History National Recreation Trail
Black Jack & TILT Side Bar
BLT Prime by David Burke
BLT Steak
Blue Duck Tavern
Blues Alley Jazz
Boating in DC
Bolt Burgers
Bombay Club
Booking.com (USA Inc.)
BOURBON STEAK
Boveda
Brasserie Beck
Breather Inc.
Brede-Washington Inc.
Bridge View Media
BridgeStreet Global Hospitality
Brightspark Travel, Inc.
Broccoli City Lifestyle Group
Buca di Beppo
Bureau of Engraving & Printing
Busch Gardens Williamsburg/Water Country USA
Buttercream Bakeshop
C&A Events
C&O Canal Boat Rides
C&O Canal National Historical Park
Cabinet
Café Bonaparte
Cafe Deluxe - West End
Cafe Dupont
Cafe Lombardy
Calico
Callaway Transportation

Cambria Suites Washington, DC / Convention Center
Canopy Washington DC The Wharf
Capital Area Gay and Lesbian Chamber of Commerce
Capital Audio Visuals, Inc.
Capital Bikeshare
Capital City Events
Capital Hilton
Capital Meeting Planning, Inc.
Capital One Arena
Capital Party Rentals
Capital Region USA, Inc.
Capital Wheel
Capitol Bistro
Capitol Entertainment Services, Inc.
Capitol Hill Association of Merchants & Professionals (CHAMPS)
Capitol Hill Hotel
Capitol Skyline Hotel
Capitol Steps
Captive
Carey International
Carmine's
Carnegie Endowment for International Peace
Carnegie Library at Mt. Vernon Square
Carpe DC Food Tours
Carter Barron Amphitheatre
Casa Luca
Castle Cafe at the Smithsonian Castle Information Center
Catch 15 Italian Kitchen + Oyster Bar
Cathedral of St. Matthew the Apostle
Centrolina
CES Security Inc.
Chaia - Farm to Taco
Chalin's Restaurant
Charlie Palmer Steak
Chartwell Grill Restaurant
Cherry Hill Park
Chick-fil-A District Heights
China Chilcano
Chris Ferenzi Photography
Christie's Photographic Solutions
Cinnabar
Circle Bistro
Citi Open/Washington Tennis & Education Foundation
City Club of Washington
City Segway Tours of Washington, DC
City Sights DC
City Tap House

City Winery
CityCenterDC
cityhouse
Citywide (Lead)
Civil Cigar Lounge
Clara Barton Missing Soldiers Office Museum
Clarksburg Premium Outlets
Claudia's Steakhouse
Clear Channel Airports
Clyde's of Gallery Place
Clyde's of Georgetown
CMR - Convention Management Resources, Inc.
College Nannies, Sitters + Tutors
Comfort Inn Capital Beltway
Comfort Inn Convention Center - Downtown DC
Commercial Laundry Corporation
Conference & Logistics Consultants, Inc.
Connecticut Avenue Collection (CAC)
Continental City Tours
Convention Floral
Convivial
Copa di Vino
Corcoran Caterers
Corporate Car Worldwide
Cort Event Furnishings
Courtyard by Marriott - Largo Capital Beltway
Courtyard by Marriott Capitol Hill/Navy Yard
Courtyard by Marriott Chevy Chase
Courtyard by Marriott Convention Center
Courtyard by Marriott Embassy Row
Courtyard by Marriott Washington, DC - U.S. Capitol
Courtyard Cafe at the National Portrait Gallery
Courtyard Washington, DC/Dupont Circle
CPR MultiMedia Solutions
Creative Impact Group
Credit Union House
Crowne Plaza National Airport
Crystal Gateway Marriott
CSI Washington, DC
CTM Media
Cuba Libre Restaurant & Rum Bar
Cultural Tourism DC
CultureCapital
Cure Bar & Bistro
Cureate
Cvent
D.C. Department of Small and Local Business Development

D.C. United
Daily Grill
Daily Grill
DAR Constitution Hall
Dave & Buster's
David Luria Photography
Days Inn Washington, DC - Connecticut Ave.
DBGB Kitchen & Bar
DC Armory
DC Bike Ride
DC by Foot
DC Chamber of Commerce
DC Circulator
DC Cruises
DC Cycling Concierge
DC Design Tours
DC Ducks
DC Improv Comedy Club & Restaurant
DC Insider Tours
DC Jazz Festival
DC Livery
DC Metro Food Tours/ 4lobe Events
DC Nation Incorporated
DC Trails
DCity Smokehouse
Decades
Decatur House on Lafayette Square
Del Frisco's Double Eagle Steakhouse
Del Frisco's Grille
Design Foundry
Destination DC
Destination DC Housing Services
Destination DC Temporary Staffing Services
Destination Gettysburg
Destinations International
Digital Event Associates
Dirty Habit
Discovery Theater
District Architecture Center
District ChopHouse & Brewery
District Department of Transportation
District Distilling Co.
District Doughnut
District Experience
District of Columbia/DMV
District Pier at The Wharf
District Winery

Diverse Markets Management
DJ "Dirty" Rico
Dock 5 at Union Market
Dockmaster Building at The Wharf
Dolcezza Gelato & Coffee
Doubletree by Hilton Washington, DC - Crystal City
Downtown DC Business Improvement District
Downtown Holiday Market
DTS Worldwide Transportation
Dubliner Pub
Dulles International and Reagan National Airports Shopping and Dining
Dumbarton House
E3 Personnel
East Potomac Park Golf Course
East Potomac Tennis Center
EastCoast Entertainment
Eastern Market & The North Hall at Eastern Market
Eaton Washington DC
Echostage
EDGAR Bar + Kitchen
EF Explore America
El Centro D.F. - 14th Street
El Centro D.F. - Georgetown
Emancipation Statue
Embark DC
Embassy Suites at the Chevy Chase Pavilion
Embassy Suites Washington, DC - Convention Center
Embassy Suites Washington, DC - Georgetown
Emerge MedStaffing
Encore Décor Design and Production
Engine Company 12
Enterprise Holdings
Entertainment Cruises
Escape Room Live DC
Espita Mezcaleria
Event Emissary
Event Photography of North America Corp. (EPNAC)
Event Transportation Systems
EVENT*TECH
Events DC
Executive Business Services (EBS)
Executive Signature Services, LLC
Expedia
Experience Unlimited
Experient, A Maritz Travel Company
Fabrication Events
Fairfield Inn & Suites by Marriott Washington, DC / Downtown

Fairmont Washington, DC, Georgetown
Family Tree of Life Statue
Farmers & Distillers
Farmers Fishers Bakers
FDR Memorial
Federal Bureau of Investigation
FedExField
Fiat Luxe Tours
Fifteen Squares Restaurant
Fig & Olive
Filomena Ristorante
Finn & Porter Restaurant
Fleet Transportation, LLC
Flight
Fogo de Chao
Fogo de Chao - Tyson's Corner
Folger Shakespeare Library
Ford's Theatre
FotoDC
Founding Farmers
Four Seasons Hotel, Washington D.C.
Franciscan Monastery of the Holy Land in America
Frederick Douglass National Historic Site
Fredericksburg Department of Economic Development and Tourism
Free State Atlantic Bar
Freeman
Freer Gallery of Art and Arthur M. Sackler Gallery
Fresh Kitchen
Friends of the National Zoo
Gateway DC
GENETIC Productions
George Washington Carver Nature Trail
George Washington's Mount Vernon
Georgetown Business Improvement District
Georgetown Inn
Georgetown Inn West End
Georgetown Suites - 30th Street
Georgetown University Hotel and Conference Center
Georgia Brown's Fine Southern Cuisine
Geppetto Catering
German-American Heritage Museum
Giant National Capital BBQ Battle
Glamsquad
Go Washington DC Explorer Pass
goDCgo
GOGO Charter Bus
Golden Triangle Business Improvement District

Golf DC
Good Stuff Eatery
Gordon Biersch Brewery
Grand Cuisine
Grand Hyatt Washington
Gray Line DC / Martz Group
Great Falls Park
Greater Washington Board of Trade
Group Tour Company
Growth Matters, LLC
Guest Services Inc.
Guide Service of Washington
Guild of Professional Tour Guides of Washington, DC
Hamilton Hotel Washington DC
Hampton Inn & Suites Camp Springs
Hampton Inn & Suites Washington DC Navy Yard
Hampton Inn DC Convention Center
Hampton Inn NoMa Union Station
Happi Enterprises, LLC
Harborside Hotel
Hard Rock Cafe
Hargrove Inc.
Harmon & Wilmot, LLP
Haute Catering
Haymarket Transportation
Hello! Washington, D.C.
Henley Park Hotel
Herron Printing & Graphics
Heurich House Museum
HI Washington, DC
High Velocity
HighRoad Hostel & Suites
Hill Center at the Old Naval Hospital
Hill Country Barbecue Market
Hillwood Estate, Museum & Gardens
Hilton Alexandria Old Town
Hilton Corporate
Hilton Crystal City
Hilton Garden Inn Tysons Corner
Hilton Garden Inn Washington DC/ Georgetown Area
Hilton Garden Inn Washington, DC - Downtown
Hilton Garden Inn Washington, DC / Bethesda
Hilton Garden Inn Washington, DC / U.S. Capitol
Hilton Washington DC National Mall
Hirshhorn Museum & Sculpture Garden
Historic Congressional Cemetery
Historic Dupont Circle Main Streets

Historic Tours of America
Holiday Inn Hotel & Suites Alexandria – Old Town
Holiday Inn Washington, DC - Capitol
Holiday Inn Washington, DC - Central/White House
Homewood Suites - Washington DC Capitol - Navy Yard
Homewood Suites by Hilton Arlington Rosslyn Key Bridge
Homewood Suites NoMa Union Station
Homewood Suites Washington DC Convention Center
Honeysuckle by Hamilton Johnson
Hospitality Partners
Hosts DC
Hotel Association of Washington, D.C.
Hotel Harrington
Hotel Hive
Hotel Lombardy
Hotel RL
House of Sweden
Howard County Tourism & Promotion
Howard Theatre
Howerton+Wooten Events
Hyatt Centric, Arlington
Hyatt House Washington, D.C./The Wharf
Hyatt Place Washington DC/Georgetown/West End
Hyatt Place Washington DC/National Mall
Hyatt Place Washington DC/US Capitol
Hyatt Place Washington DC/White House
Hyatt Regency Crystal City at Reagan National Airport
Hyatt Regency Washington On Capitol Hill
Ice Cream Jubilee
Ice Cream Jubilee - U St.
Ici Urban Bistro
iconsDC
ID America
ImageLink
Imagine Photography
Impact 4 Good
Infinite Power
InterContinental Washington D.C. - The Wharf
International Alliance of Theatrical Stage Employees
International Limousine Service
International Spy Museum
Ivy City Smokehouse
Jack Nadel International
Jaleo
Jardenea
Jason Dixson Photography
JDC Events, LLC

Jefferson Memorial
Jiffy Lube Live
Jimmy John's
Joe's Seafood, Prime Steak and Stone Crab
John F. Kennedy Center for the Performing Arts
JSAV
Juniper
JW Marriott Washington, D.C.
Kaiser Permanente Center for Total Health
Kalorama Guest House
Kathleen Bashian: Professional Tour Guide
Keith Lipert Corporate Gifts
Kellogg Conference Hotel at Gallaudet University
Kenilworth Aquatic Gardens
Khepera Wellness
Kimpton Carlyle Hotel Dupont Circle
Kimpton Donovan Hotel
Kimpton George Hotel
Kimpton Glover Park Hotel
Kimpton Hotel and Restaurant Group
Kimpton Hotel Madera
Kimpton Hotel Monaco Washington DC
Kimpton Hotel Palomar Washington DC
Kimpton Lorien Hotel and Spa
Kimpton Mason & Rook Hotel
Kimpton Rouge Hotel
Kimpton Topaz Hotel
King Audio Visual
Kinship
Knightsbridge Restaurant Group
Korean War Veterans Memorial
Kramerbooks & Afterwords Cafe
Kuoni Destination Management Inc.
Kushner & Associates, Convention Shuttle Services
La Sandia
Lafayette Square
LAI Live
Langston Golf Course
Lansdowne Resort and Spa
Lapidus Restaurant
Lapis
Latin Experience Entertainment, LLC
Le Pain Quotidien of Washington DC
Le Pain Quotidien, 17th Street
Le Pain Quotidien, DuPont Circle
Le Pain Quotidien, Georgetown
Le Pain Quotidien, Penn Quarter

League of Most Interesting Gentlemen
Leesburg Corner Premium Outlets
L'Enfant Plaza
Lenzy Ruffin Photography
Liaison Capitol Hill DC, A Joie de Vivre Hotel
Liaison Records, Inc
Library of Congress
Lilly Pulitzer
Lincoln Memorial
Lincoln Park
LINCOLN Restaurant
Lincoln Theatre
Linder
Link Strategic Partners
Live! Casino
Long View Gallery
Lost & Found
LTC Language Solutions
Lucky Strike Lanes
Lufthansa Group Airlines
Luray Caverns
LuxBnB
Mac Mannes Inc.
Macy's Metro Center
Madame Tussauds Washington, DC
Madam's Organ
Maggiano's Little Italy
Malmaison
Mandarin Oriental, Washington, D.C.
Mangia DC Food Tours
Marcel's by Robert Wiedmaier
Marine Corps Marathon
Marine Corps Memorial Iwo Jima Statue
MarketSW
Marriott Marquis Washington, DC
Marriott Mid-Atlantic Group Sales Office
Martin Luther King, Jr. Memorial
Mary McLeod Bethune Statue Lincoln Park
Maryland Motorcoach Association
Maryland Office of Tourism Development
Masa 14
Masseria
Mastro's Steakhouse
McCormick & Schmick's Seafood - Washington, DC (K St.)
MDB Communications
Medieval Times
Medium Rare - Barracks Row

Merriweather Post Pavilion
Métier
Metropolitan Management
Metropolitan Washington Airports Authority
MGM National Harbor, the casino
MGM National Harbor, the hotel
Michelin
Mid-Atlantic Receptive Services
Miles Media
Mitsitam Cafe at the National Museum of the American Indian
miXX Lounge
Momofuku CCDC
Monumental Affairs
Monumental Sports & Entertainment
Morrison-Clark Inn
Morrison-Clark Inn Restaurant
Morton's The Steakhouse - Downtown DC
Morton's The Steakhouse - Georgetown
Morton's The Steakhouse: Arlington
Moshe Zusman Photography
Mount Vernon Trail
Museum of the Bible
Muze East West Kitchen
MXDC Cocina Mexicana
My Event Nation, Inc.
National 4-H Conference Center
National Air and Space Museum
National Air and Space Museum Special Events Department
National Air and Space Museum Steven F. Udvar-Hazy Center
National Aquarium
National Arboretum
National Archives & Records Administration
National Building Museum
National Cherry Blossom Festival
National Concierge Association
National Gallery of Art
National Geographic Museum
National Guard Memorial Museum
National Inventors Hall of Fame Museum
National Law Enforcement Museum
National Law Enforcement Officers Memorial
National Mall
National Mall Dining
National Museum of African Art
National Museum of American History
National Museum of Natural History
National Museum of the American Indian

National Museum of the United States Navy
National Museum of Women in the Arts
National Park Service National Capital Region
National Portrait Gallery
National Portrait Gallery Special Events Department
National Postal Museum
National Press Club
National Theatre
National Union Building
National World War II Memorial
Navigaytour
NBC4-TV
Newseum
Nexxt Show
Nick's Riverside Grill
Nina's Dandy Restaurant Cruise Ship
Non-WCTC Member
Nooshi Restaurant - 19th St. Dupont
Nooshi Restaurant - Capitol Hill
Nopa Kitchen + Bar
North Gate Grill
NRI Staffing Resources
Ntiva, Inc.
NYC & Company
Oakwood Arlington
Oakwood Crystal City
Oakwood Falls Church
Oakwood Worldwide
Occasions Caterers
Occidental Grill & Seafood
Ocean Prime
Oceanaire Seafood Room
Office of Cable Television, Film, Music and Entertainment
Old Ebbitt Grill
Old Europe Restaurant
Old Stone House
Old Town Trolley Tours
Omni Shoreham Hotel
One Washington Circle Hotel
ONstage
Original Soul Wingz
Orthopaedic Mobility Rentals
Osteria Morini
Oyamel
Panda Gourmet
Panorama Productions
Park Hyatt Washington

ParkWhiz
Paul Stuart
Pelonkey
Penn Commons
Penn Social
Pennsylvania 6
Pennsylvania Quarter Neighborhood Association
Pentagon Memorial
Pepsi Co.
Phoenix Park Hotel
Pickle Pea Walks
Pinstripes
Pizzoli's
Plants Alive!, Inc.
Plume
Pod Hotel DC
Poke Papa
Potbelly Sandwich Shop
Potomac Bar & Grille
Potomac Mills Mall
Potomac Park
Potomac Restaurant & Lounge
Potomac Riverboat Company
Potomac View Terrace at the American Pharmacists Association
POV Rooftop Lounge and Terrace
Precision Meetings & Events, Inc.
Premier Tourist & Landmark Association
President's Sports Bar
Prime Rib
Production Associates
Production Resource Group, Inc.
Production Transport Inc.
Projection Presentation Technology
PSAV
Quadrant Bar & Lounge
Quantum Pilates
Quest Drape
Quicken Loans National
Radiator
Rare Essence
Rasika West End
Rayne Events
Receptive Tours DC
Recreation Pier at The Wharf
Reflections Event Photography and Video Production
Relish
Renaissance Washington, D.C. Downtown Hotel

Rendezvous
Rendez-Vous Limousine, LLC
Renwick Gallery of the Smithsonian American Art Museum
Reren
Residence Inn Alexandria Old Town South at Carlyle
Residence Inn by Marriott - Dupont Circle
Residence Inn Capitol by Marriott
Residence Inn Capitol Hill/Navy Yard
Restaurant Association Metropolitan Washington
Restaurant Mez
Reston Limousine Service Inc.
Reston Town Center
RFK Memorial Stadium
Richard Sandoval Restaurants
Ridgewells Catering
Right Proper Brew Company
Right Proper Brewing Company - Brookland Production House
Ritz-Carlton, Washington, DC
Robert Mac: Comedian/MC
Robert's Restaurant at the Omni Shoreham
Rock Creek Golf Course
Rock Creek Horse Center
Rock Creek Park
Rock Creek Tennis Center
Rocklands Barbeque & Grilling Co. - Wisconsin Ave.
Ronald Reagan Building and International Trade Center
Ronald Reagan Washington National Airport
Roam
Roof Terrace Restaurant & Bar at The Kennedy Center
Rosewood Washington, D.C.
Roti Modern Mediterranean
RPM Italian
RSVP Catering
Ruth's Chris Steakhouse
Saint John Paul II National Shrine
Salamander Resort & Spa
Santa Rosa Taqueria
Sax Restaurant & Lounge
Scootaround Wheelchair and Scooter Rentals
Scott Circle
Seasons Restaurant
SeekingSitters Washington DC
SEI
Selectconciierge.com
Senoda Printing
Sequoia Restaurant
ShadowLand Laser Adventures

Shakespeare Theatre Company
Shaw Main Streets
Shear Madness
Shelly's Back Room
Shepard Exposition Services
Sheraton Pentagon City
Sheraton Suites Old Town Alexandria
Shoreham Spa & Sports Club
Showcall Security Services, LLC
Showcall, Inc.
Sidney's Music & Entertainment
Signature Theatre
Simpleview Test
Siren by RW
Six Flags America
Sixth Engine
Skal Club of Washington DC
Smithsonian American Art Museum
Smithsonian Arts and Industries Building
Smithsonian Associates
Smithsonian Castle
Smithsonian Dining
Smithsonian Folklife Festival
Smithsonian IMAX® and Planetarium
Smithsonian Museum Shops
Smithsonian National Mall Tours
Smithsonian National Museum of African American History and Culture
Smithsonian Office of Visitor Services
Smithsonian's National Zoo
Social Tables
Sofitel Washington, DC Lafayette Square
Soundcheck
SoundView Services, Inc.
Spa by Ivanka Trump
Special Event Transportation Management
Special Events at Union Station
Spices Asian Restaurant
SPIRE
SpotHero
St. Gregory Hotel
Stage Right Entertainment, LLC
Starr Catering Group
Stars and Stripes Cafe at the National Museum of American History
State Plaza Hotel
Station Kitchen & Cocktails
Stay Alfred Vacation Rentals
Stella's PopKern

Stone's Throw
Strathmore
Succotash Restaurant
Sunny's Worldwide Chauffeured Transportation
SuperShuttle/Execucar
Supreme Court of the United States
Syzygy Events International
Taberna Del Alabardero
Tanger Outlets - National Harbor
TapSnap DC
Taste of DC, LLC
TBD account
TCU - The Consulting Unit
Team America Receptive Tour Operator
Teddy & The Bully Bar
Texas de Brazil
The Academy of Hospitality & Tourism
The American Institute of Architects
The CALPRO Group
The Capitol View at 400
The Carriage House at the Mathematical Association of America
The Caucus Room Brasserie
The Churchill Hotel near Embassy Row
The Convention Store
The Crew Works
The Darcy, Curio Collection by Hilton
The District by Hilton Club
The Dupont Circle Hotel
The Embassy Row Hotel
The Expo Group
The Fairfax at Embassy Row
The Fairfax Grille and Lounge at the Fairfax at Embassy Row
The Fillmore Silver Spring
The Flea Market at Eastern Market
The Garden Cafe
The George Washington University International Institute for Tourism Studies
The Golf Club at Lansdowne
The Great Escape Room
The Grill Room & The Rye Bar
The Gryphon
The Hamilton
The Hamilton Live
The Hay-Adams
The History of Cannabis Museum
The Jefferson, Washington, DC
The LINE DC
The Loft at 600 F

The Madison, a Hilton Hotel
The Mansion on O & O Street Museum
The Mayflower Hotel, Autograph Collection
The Melrose Georgetown Hotel
The Morrison House
The National Conference Center
The National Gallery of Art Sculpture Garden Ice-Skating Rink
The Normandy Hotel
The Observatory at America's Square
The Oval Room
The Park at 14th
The Pentagon
The Phillips Collection
The Red Hen
The Riggsby
The Ritz-Carlton, Pentagon City
The River Inn
The RMartin Group LLC- A Higher Standard in Audio-Visual Service
The Rooftop at Embassy Row Hotel
The Source by Wolfgang Puck
The Spa at Four Seasons
The Spa at Mandarin Oriental
The St. Regis Restaurant
The St. Regis, Washington, DC
The Tavern at Henley Park
The Washington Ballet
The Watergate Hotel
The Webster Group
The Westin Crystal City
The Westin Georgetown, Washington, DC
The Wharf
The Whiskey Library
The Winery at Bull Run
the wink washington dc
theatreWashington
Theodore Roosevelt Island
Timelooper
Tiny Jewel Box
TMS - Transportation Management Services
Toby's Dinner Theatre
TodayTix
Tommy Hilfiger
Tonic at Quigley's Pharmacy
Tony & Joe's Seafood Place
Top of the Hay
Top Of The Hill Banquet & Conference Center
Topaz Bar

Toro Toro
Tortilla Coast - Capitol Hill
Tours for Humanity
Transit Pier at The Wharf
TransPerfect Translations
TravelClick
Travelers Aid
Travelling Bean - Specialty Beverage Catering Company
Travelzoo
Triple Craft
Triway International Group
Trouble Funk
Trump International Hotel Washington, DC
Trust for the National Mall
Tudor Place Historic House & Garden
TWI Group, Inc
Tysons Corner Center
U.S. Capitol & Capitol Visitor Center
U.S. Military District of Washington Public Affairs
U.S. Navy Memorial
Ultrabar
Union Market
Union Station
United Airlines
United States Botanic Garden
United States Holocaust Memorial Museum
United States Institute of Peace
URBANA
USA Guided Tours
Vacation Rentals DC
Vamoose Bus
Vietnam Veterans Memorial
Vietnam Women's Memorial
Visit Alexandria
Visit Frederick
Visit Loudoun
Visit Montgomery
Visit National Harbor
Visit Prince William, Virginia
VRS Meetings & Events, Inc.
W Hotel- Washington, DC
W. Curtis Draper Tobacconist
Walton-Thomas International
Warner Theatre
Washington Airports Task Force
Washington Area Concierge Association
Washington Area New Automobile Dealers Association

Washington Auto Show
Washington Business Journal
Washington Capitals
Washington Convention Center
Washington Court Hotel
Washington Dulles International Airport, Washington Flyer Ground Transportation System
Washington Hilton
Washington International Horse Show
Washington Marriott at Metro Center
Washington Marriott Georgetown
Washington Marriott Wardman Park
Washington Metropolitan Area Transit Authority
Washington Monument
Washington Mystics
Washington National Cathedral
Washington Nationals
Washington Plaza Hotel
Washington Redskins
Washington Valor
Washington Walks
Washington Wizards
Washington, DC Economic Partnership
Washington, DC Urban Adventures
Washingtonian Media
WashingTours & Events
We, The Pizza
Well Dunn Catering Inc.
Westend Bistro
Westin Arlington Gateway
Westin Washington, DC City Center
White House
White House Gifts
White House Visitor Center
Wild Blue Yonder, Inc.
Willard InterContinental Washington
Windows Catering Company
Windows Over Washington
Wolf Trap
Woodrow Wilson House
Woolly Mammoth Theatre Company
World Bank Group Visitors Center
Worldstrides
WWI Memorial at Pershing Park
Wyndham Vacation Resorts at National Harbor
Zaytinya
ZBest Worldwide Transportation
Zentan Restaurant

Destination DC Member Business, 71% are in Washington DC

10 Thomas Restaurant
1400 North
15th & Eads
1789 Restaurant
20 F Street NW Conference Center
21st Century Expo Group Inc.
3 Stars Brewing Company
7th Street Park at The Wharf
9:30 Club
9th Street Pizzeria LLC
a.lounge
AAA Mid Atlantic
Abe's Transportation
AC Hotel National Harbor/Washington DC Area
AC Pollard Event Staffing
Academy Bus LLC
Access Audio Visuals Incorporated
Adam's Inn
Adams Morgan Partnership BID
Adventure DC Tricycle Tours
Adventure Tours
AFI Silver Theatre and Cultural Center
African American Civil War Memorial
Agora
Air China Limited
Air Force Memorial
AJAX
AKA White House
Alexandria Quality Inn Mount Vernon
Alhambra
All-Purpose Pizzeria
All-Purpose Pizzeria Capitol Riverfront
Ally Charter Bus Washington DC
AMA DC Area Conference Center
Ambar
Ambar - Clarendon
America Bus Service Inc.
American Airlines
American Audio-Video
American Executive Sedan Service
American Express
American Guest House
American Journeys International
American Society of Travel Agents
American University - University Conference and Guest Services
Americana Hotel

Ampa Events
Amsterdam Falafelshop
Amtrak
Anacostia Community Museum
Anderson House—The American Revolution Institute of the Society of the Cincinnati
Andrew W. Mellon Auditorium
Aquarian, a Shepard Company
Arata Expositions, Inc.
ARC THE.HOTEL
Arena Stage at the Mead Center for American Theater
aRes Travel, Inc.
Arlington Convention & Visitors Service
Arlington Court Suites Hotel
Arlington House
Arlington National Cemetery
Art and Soul
ARTECHOUSE
Article One - American Grill & Lounge
Arundel Mills Mall
Asia Nine Bar & Lounge
AT&T Nation's Football Classic
Atlas Performing Arts Center
Atrium Cafe at the National Museum of Natural History
Atrium Restaurant
Audio Visual Production Solutions
Avenue Cafe
Avenue Grill
Avenue Suites
B TOO
B.F. Saul Company Hospitality Group
Babylon City Tours
Baked by Yael
Ballou HS Academy of Hospitality & Tourism
Bar Rouge
Barcode
Barrister Digital Solutions
Basilica of the National Shrine of the Immaculate Conception
Battle's Transportation
Beacon Hotel and Corporate Quarters
BearCom Rental
Bed and Breakfast DC
Belga Cafe
Benjamin Bar & Lounge
Benjamin Terrace
Ben's Chili Bowl
Ben's Next Door
Ben's Upstairs

Beyond Times Square
BGB Executtravel
Bhlen
Bialek's Music Ltd.
Bibiana Osteria Enoteca
Bier Baron Tavern Comedy Loft
Big Bus Tours Washington DC
Bike and Roll DC
Birch & Barley/ChurchKey
Bistro 525
Black History National Recreation Trail
Black Jack & TILT Side Bar
BLT Prime by David Burke
BLT Steak
Blue Duck Tavern
Blues Alley Jazz
Boating in DC
Bobby Van's Grill
Bolt Burgers
Bombay Club
Booking.com (USA Inc.)
Booth-o-Rama Photoboosths
BOURBON STEAK
Boveda
Brabo
Brand USA
Brasserie Beck
Brede-Washington Inc.
BridgeStreet Global Hospitality-The Woodward Building
Brightspark Travel, Inc.
Buena Vida
Bureau of Engraving & Printing
Busch Gardens Williamsburg/Water Country USA
Buttercream Bakeshop
C&O Canal Boat Rides
C&O Canal National Historical Park
Cabinet
Café Bonaparte
Cafe Deluxe-West End
Cafe Lombardy
Calico
Callaway Transportation
Cambria Suites Washington, DC Convention Center
Canopy Washington DC The Wharf
Capital Area Gay and Lesbian Chamber of Commerce
Capital Audio Visuals, Inc.
Capital Bikeshare

Capital City Events
Capital Hilton
Capital One Arena
Capital Party Rentals
Capital Region USA, Inc.
Capital Wheel
Capitol Bistro
Capitol Entertainment Services, Inc.
Capitol Hill Association of Merchants & Professionals (CHAMPS)
Capitol Hill Hotel
Capitol Skyline Hotel
Capitol Steps
Carey International
Carmine's
Carnegie Endowment for International Peace
Carnegie Institution for Science
Carnegie Library at Mount Vernon Square
Carpe DC Food Tours
Carter Barron Amphitheatre
Castle Cafe
Cathedral of St. Matthew the Apostle
Centrolina
CES Security Inc.
Chaia - Farm to Taco
Chalin's Restaurant
Charlie Palmer Steak
Chartwell Grill Restaurant
Checkmate
Cherry Hill Park
Chevy's Fresh Mex
China Chilcano
Chris Ferenzi Photography
Christie's Photographic Solutions
Church Hall
Cinnabar
CIRCA at Chinatown
Circle Bistro
Citi Open/Washington Tennis & Education Foundation
City Brew Tours DC
City Club of Washington
City Segway Tours of Washington, DC
City Tap House Dupont
City Tap House Penn Quarter
City Winery
CityCenterDC
cityhouse
Citywide (Lead)

Clara Barton Missing Soldiers Office Museum
Clarksburg Premium Outlets
Clear Channel Airports
Cloakroom
Clyde's of Gallery Place
Clyde's of Georgetown
Clyde's Restaurant Group
Colada Shop
College Nannies, Sitters + Tutors
Comfort Inn Capital Beltway
Comfort Inn Convention Center—Downtown DC
Conference & Logistics Consultants, Inc.
Connecticut Avenue Collection (CAC)
Conrad Washington DC
Constellation Culinary
Convene
Convention Floral
Convention Management Resources (CMR), Inc.
Copa di Vino
Corcoran Caterers
Corporate Car Worldwide
Cort Event Furnishings
Courtyard by Marriott Capitol Hill/Navy Yard
Courtyard by Marriott Chevy Chase
Courtyard by Marriott Washington, DC—U.S. Capitol
Courtyard Cafe at the Smithsonian American Art Museum & National Portrait Gallery
Courtyard Washington Downtown Convention Center
Courtyard Washington, DC/Dupont Circle
CPR MultiMedia Solutions
Creative Impact Group
Credit Union House
Crowne Plaza National Airport
Crystal Gateway Marriott
CSI Washington, DC
CTM Media
Cuba Libre Restaurant & Rum Bar
Cultural Tourism DC
CultureCapital
Cure Bar & Bistro
Cureate
Cvent
D.C. Department of Small and Local Business Development
D.C. United
DAR Constitution Hall
David Luria Photography
Days Inn by Wyndham Washington DC/Connecticut Avenue
DBGB Kitchen & Bar

DC Armory
DC Bike Ride
DC Black Pride
DC Brau Brewing Company
DC by Foot
DC Chamber of Commerce
DC Circulator
DC Cruises
DC Cycling Concierge
DC Design Tours
DC Ducks
DC Improv Comedy Club & Restaurant
DC Insider Tours
DC Jazz Festival
DC Metro Food Tours/4lobe Events
DC Nation Tours
DC Row
DC Slices Food Trucks
DC Trails
Decades
Decatur House on Lafayette Square
Del Frisco's Double Eagle Steakhouse
Del Frisco's Grille
Design Foundry
Destination DC
Destination DC Housing Services
Destination DC Temporary Staffing Services
Destination Gettysburg
Destinations International
Dirty Habit
Discovery Theater
District Architecture Center
District ChopHouse & Brewery
District Commons
District Department of Transportation
District Doughnut
District Experience
District of Columbia/DMV
District Pier at The Wharf
District Winery
Diverse Markets Management
DJ "Dirty" Rico
DNV Rooftop
Dock 5 at Union Market
Dockmaster Building at The Wharf
Dolcezza Gelato & Coffee
Doubletree by Hilton Washington, DC—Crystal City

Downtown DC Business Improvement District
Downtown Holiday Market
Doyle
Drink the District
DTS Worldwide Transportation
Dubliner Pub
Dulles International and Reagan National Airports Shopping and Dining
Dumbarton House
e3 Personnel
East Potomac Park Golf Course
EastCoast Entertainment
Eastern Market & The North Hall at Eastern Market
Eaton Washington DC
EC Washington DC
Echostage
EDGAR Bar + Kitchen
EF Explore America
El Centro D.F. - 14th Street
El Centro D.F. - Georgetown
Emancipation Memorial
Embark DC Boat Tours
Embassy Suites Washington, DC—Convention Center
Embassy Suites Washington, DC—Georgetown
Encore Décor Design and Production
Engine Company 12
Enterprise Holdings
Entertainment and Sports Arena
Entertainment Cruises
Escape Room Live DC
Espita Mezcaleria
Esquared Hospitality
Event Emissary
Event Photography of North America Corp. (EPNAC)
Event Tech
Event Transportation Systems
Events DC
Excellent Tours
Executive Business Services (EBS)
Expedia
Experience Unlimited
Experient, A Maritz Global Events Company
eXpo Branders
Extraordinary Entertainment
Fabrication Events
Fairfield Inn & Suites by Marriott Washington, DC/Downtown
Fairmont Washington, DC, Georgetown
Family Tree of Life Statue

Farmers & Distillers
Farmers Fishers Bakers
Farmers Restaurant Group
Fashion Centre at Pentagon City
FDR Memorial
Federal Bureau of Investigation
FedExField
Fiat Luxe Tours
Fifteen Squares Restaurant
Fig & Olive
Filomena Ristorante
Finn & Porter Restaurant
Firefly
Fleet Transportation, LLC
Flight
Fogo de Chao
Folger Shakespeare Library
Ford's Theatre
FotoDC
Founding Farmers
Four Seasons Hotel, Washington D.C.
Franciscan Monastery of the Holy Land in America
Franklin Hall
Frederick Douglass National Historic Site
Fredericksburg Regional Tourism Partnership
Freeman
Freer Gallery of Art and Arthur M. Sackler Gallery
Fresh Kitchen
Friends of the National Zoo
G Capri & Co ~ Home of Swagology
Gateway DC
George Washington's Mount Vernon
Georgetown Business Improvement District
Georgetown Inn
Georgetown Suites - 30th Street
Georgetown University Hotel and Conference Center
Georgetown University, Global Hospitality Leadership
Georgia Brown's Fine Southern Cuisine
Geppetto Catering
German-American Heritage Museum
Giant National Capital BBQ Battle
Glamsquad
Glenstone
goDCgo
GOGO Charter Bus
Golden Triangle Business Improvement District
Golf DC

Gordon Biersch Brewery Navy Yard
Grand Atlas Tours
Grand Cuisine
Grand Hyatt Washington
Gray Line DC/Martz Group
Great Falls Park
Great Falls Travel
Greater Washington Board of Trade
Group Tour Company
Guest Services Inc.
Guide Service of Washington
Guild of Professional Tour Guides of Washington, DC
Hagerstown Premium Outlets
Halcyon
Hamilton Hotel Washington DC
Hampton Inn & Suites Washington DC Navy Yard
Hampton Inn DC Convention Center
Hampton Inn NoMa Union Station
Happi Enterprises, LLC
Hard Rock Cafe
Hargrove LLC
Haymarket Transportation
Hello! Washington, D.C.
Henley Park Hotel
Herron Printing & Graphics
Heurich House Museum
HI Washington, DC
High Velocity
Highline RxR
HighRoad Hostel & Suites
Hill Center at the Old Naval Hospital
Hill Country Barbecue Market
Hillwood Estate, Museum & Gardens
Hilton Alexandria Old Town
Hilton Corporate
Hilton Crystal City
Hilton Garden Inn Tysons Corner
Hilton Garden Inn Washington DC—Georgetown Area
Hilton Garden Inn Washington, DC/Bethesda
Hilton Garden Inn Washington, DC—Downtown
Hilton Garden Inn Washington, DC—U.S. Capitol
Hilton Washington DC National Mall
Hirshhorn Museum & Sculpture Garden
Historic Congressional Cemetery
Historic Dupont Circle Main Streets
Historic Tours of America
Holiday Inn Hotel & Suites Alexandria – Old Town

Holiday Inn Washington, DC—Capitol
Holiday Inn Washington, DC—Central/White House
Home2 Suites by Hilton Silver Spring
Homewood Suites - Washington DC Capitol—Navy Yard
Homewood Suites Washington DC Convention Center
Hospitality Partners
Hosts DC
Hotel 1600
Hotel Association of Washington, D.C.
Hotel Harrington
Hotel Hive
Hotel Lombardy
Hotel RL
House of Sweden
Howard County Tourism & Promotion
Howard Lansat Photography
Howard Theatre
Howerton+Wooten Events
Hyatt Centric, Arlington
Hyatt House Washington, D.C./The Wharf
Hyatt Place Arlington/Courthouse Plaza
Hyatt Place Washington DC/Georgetown/West End
Hyatt Place Washington DC/National Mall
Hyatt Place Washington DC/US Capitol
Hyatt Place Washington DC/White House
Hyatt Regency Crystal City at Reagan National Airport
Hyatt Regency Washington On Capitol Hill
I.M.P.
Ice Cream Jubilee
Ice Cream Jubilee - U St.
iconsDC
ID America
ImageLink
Imagine Photography
Impact 4 Good
Infinite Power
Inn of Rosslyn
InterContinental Washington D.C.—The Wharf
International Alliance of Theatrical Stage Employees
International Limousine Service
International Spy Museum
Island Time Bar & Grill
Its Hospitality
Ivy City Smokehouse
Jack Nadel International
Jaleo
Jardenea

Jason Dixson Photography
JDC Events, LLC
Jeenie
Jefferson Memorial
Jiffy Lube Live
Jimmy John's
Jo Malone London
Joe's Seafood, Prime Steak and Stone Crab
John F. Kennedy Center for the Performing Arts
Joy of Motion Dance Center
JSAV
Juniper
JW Marriott Washington, DC
Kaiser Permanente Center for Total Health
Kalorama Guest House
Karma Modern Indian
Kathleen Bashian: Professional Tour Guide
Kellogg Conference Hotel at Gallaudet University
Kenilworth Aquatic Gardens
Killer E.S.P.
Kimpton Carlyle Hotel Dupont Circle
Kimpton Donovan Hotel
Kimpton George Hotel
Kimpton Glover Park Hotel
Kimpton Hotel and Restaurant Group
Kimpton Hotel Madera
Kimpton Hotel Monaco Washington DC
Kimpton Hotel Palomar Washington DC
Kimpton Mason & Rook Hotel
Kimpton Rouge Hotel
Kimpton Topaz Hotel
Kinship
Kith/Kin
Knightsbridge Restaurant Group
Korean War Veterans Memorial
Kramerbooks & Afterwords Café
Kuoni Destination Management Inc.
Kushner & Associates, Convention Shuttle Services
La Sandia
La Tasca
La Vie
Lafayette Square
LAI Live
Langston Golf Course
Lansdowne Resort and Spa
Lapidus Restaurant
Lapis

Latin Experience Entertainment, LLC
Le Pain Quotidien of Washington DC
Le Pain Quotidien, 17th Street
Le Pain Quotidien, Dupont Circle
Le Pain Quotidien, Georgetown
Le Pain Quotidien, Penn Quarter
Leesburg Corner Premium Outlets
Leisure Pass Group - DC Explorer Pass
L'Enfant Plaza
Lenzy Ruffin Photography
Liaison Capitol Hill DC, A Joie de Vivre Hotel
Liaison Records, Inc
Library of Congress
Lincoln Memorial
Lincoln Park
Lincoln Theatre
Linder
Link Strategic Partners
Live! Casino & Hotel
Long View Gallery
LTC Language Solutions
Lucky Strike Lanes
Lufthansa Group Airlines
Luray Caverns
LuxBnB
Mac Mannes Inc.
Macy's Metro Center
Madame Tussauds Washington, DC
Madison Avenue, Inc.
Maggiano's Little Italy
Maison Kayser Corporate
Maison Kayser Mount Vernon Triangle
Maison Kayser White House
Malmaison
Mandarin Oriental, Washington, D.C.
Mangia DC Food Tours
Marcel's by Robert Wiedmaier
Marine Corps Marathon
Marine Corps Memorial Iwo Jima Statue
MarketSW
Marriott Marquis Washington, DC
Marriott Mid-Atlantic Group Sales Office
Martin Luther King, Jr. Memorial
Mary McLeod Bethune Statue Lincoln Park
Maryland Motorcoach Association
Maryland Office of Tourism Development
Masa 14

Masseria
Mastro's Steakhouse
Matchbox Vintage Pizza Bistro
McCormick & Schmick's Seafood - Washington, DC (K St.)
MD Yacht Charters
MDB Communications
Medieval Times
Medium Rare - Barracks Row
Merriweather Post Pavilion
Mesh International
Mess Hall
Métier
Metro Teleproductions Inc.
Metropolitan Management
Metropolitan Washington Airports Authority
MGM National Harbor, the casino
MGM National Harbor, the hotel
Mi Vida
Michelin
Mid-Atlantic Receptive Services
Miles Media
Miss Shirley's Cafe
Miss Shirley's Cafe - Annapolis
Miss Shirley's Cafe - Inner Harbor
Miss Shirley's Cafe - Roland Park
Mission Navy Yard
Mitsitam Native Foods Cafe
miXX Lounge
MMGY Global
Momofuku CCDC
Monumental Affairs
Monumental Sports & Entertainment
Morrison-Clark Inn
Morrison-Clark Inn Restaurant
Morton's The Steakhouse - Downtown DC
Morton's The Steakhouse: Arlington
Mount Vernon Trail
Mountain View Staging
Moxy Washington, DC Downtown
Museum of the Bible
Muze East West Kitchen
MXDC Cocina Mexicana
My Event Nation, Inc.
National 4-H Conference Center
National Air and Space Museum
National Air and Space Museum Special Events Department
National Air and Space Museum Steven F. Udvar-Hazy Center

National Aquarium
National Archives & Records Administration
National Building Museum
National Charter Bus Washington DC
National Cherry Blossom Festival
National Children's Museum
National Concierge Association
National Gallery of Art
National Geographic Museum
National Guard Memorial Museum
National Inventors Hall of Fame Museum
National Law Enforcement Museum
National Law Enforcement Officers Memorial
National Mall
National Mall Dining
National Museum of African Art
National Museum of American History
National Museum of Natural History
National Museum of the American Indian
National Museum of the Marine Corps
National Museum of the United States Navy
National Museum of Women in the Arts
National Park Service National Capital Region
National Portrait Gallery
National Portrait Gallery Special Events Department
National Postal Museum
National Press Club
National Theatre
National Union Building
National World War II Memorial
NBC4-TV
Newseum
Nexxt Show
Nick's Riverside Grill
Nino's Bakery
Nobu DC
Non-WCTC Member
Nooshi Restaurant - 19th St. Dupont
Nopa Kitchen + Bar
North Gate Grill
Ntiva, Inc.
NYC & Company
Oakwood Arlington
Oakwood Crystal City
Oakwood Falls Church
Oakwood Worldwide
Occasions Caterers

Occidental Grill & Seafood
Ocean Prime
Oceanaire Seafood Room
Office of Cable Television, Film, Music and Entertainment
Officina
O-Ku DC
Old Ebbitt Grill
Old Europe Restaurant
Old Stone House
Old Town Trolley Tours
Omni Shoreham Hotel
ON Services
One Washington Circle Hotel
Opaline
Orthopaedic Mobility Rentals
Osteria Morini
Oyamel
Oz Restaurant & Bar
Panda Gourmet
Panorama Productions
Park Hyatt Washington, DC
ParkWhiz
Pascana DC Tours
Paul Stuart
Pearl Street Warehouse
Peerspace
Pelonkey
Penn Commons
Pennsylvania 6
Pennsylvania Quarter Neighborhood Association
Pentagon Memorial
Phoenix Park Hotel
Pickle Pea Walks
Pinstripes
Pirate Ventures
Pisco y Nazca Ceviche Gastrobar
Plants Alive!, Inc.
Plume
Pod Hotel DC
Poke Papa
Potbelly Sandwich Shop
Potomac Bar & Grille
Potomac Mills Mall
Potomac Park
Potomac Restaurant & Lounge
Potomac Riverboat Company
Potomac View Terrace at the American Pharmacists Association

POV Rooftop Lounge and Terrace
PRA - Washington, D.C.
Precision Meetings & Events, Inc.
Premier Tourist & Landmark Association
Presidential Limousine
President's Sports Bar
Prime Rib
Production Associates, A Shepard AV Company
Production Resource Group, Inc.
Production Transport Inc.
Projection Presentation Technology
PSAV
Pulse House of Fitness
Quadrant Bar & Lounge
Queenstown Premium Outlets
Quest Drape
Radiator
Rare Essence
Rasika West End
Rayne Events
Receptive Tours Group
Recreation Pier at The Wharf
Reflections Event Photography and Video Production
Relish
Renaissance Washington, DC Downtown Hotel
Renwick Gallery of the Smithsonian American Art Museum
Reren
Residence Inn Alexandria Old Town South at Carlyle
Residence Inn by Marriott - Dupont Circle
Residence Inn Capitol by Marriott
Residence Inn Capitol Hill/Navy Yard
Residence Inn Washington Downtown Convention Center
Restaurant Association Metropolitan Washington
Restaurant Mez
Reston Limousine Service Inc.
Reston Town Center
RFK Memorial Stadium
Richard Sandoval Hospitality
Ridgewells Catering
Riggs Hotel DC
Right Proper Brew Company
Right Proper Brewing Company - Brookland Production House
Robert Mac: Comedian/MC
Robert's Restaurant at the Omni Shoreham
Rock and Roll Marathon
Rock Creek Golf Course
Rock Creek Park

Rock Creek Tennis Center
Rocklands Barbeque & Grilling Co. - Wisconsin Ave.
Ronald Reagan Building and International Trade Center
Ronald Reagan Washington National Airport
Roof Terrace Restaurant & Bar at The Kennedy Center
Rosewood Washington, D.C.
Roti Modern Mediterranean
RPM Italian
RSVP Catering
Ruth's Chris Steakhouse
Saint John Paul II National Shrine
Salamander Resort & Spa
San Lorenzo Ristorante + Bar
Sax Restaurant & Lounge
Scootaround Wheelchair and Scooter Rentals
Scott Circle Communications
Sculpture Garden Pavilion Cafe
Seasons Restaurant
Seat Planners Incorporated
SEI
Selectconciierge.com
Semi Ghebruwubet
Senoda Printing
Sequoia Restaurant
Service Bar
Sfoglina
ShadowLand Laser Adventures
Shake Shack Dupont Circle
Shake Shack Enterprises, LLC
Shake Shack F St.
Shake Shack Logan Circle
Shake Shack Navy Yard
Shake Shack The Wharf
Shake Shack Union Station
Shakespeare Theatre Company
Shaw Main Streets
Shear Madness
Shelly's Back Room
Shepard Exposition Services
Sheraton Pentagon City
Sheraton Suites Old Town Alexandria
Shoreham Spa & Sports Club
Showcall, Inc.
Sidney's Music & Entertainment
Simon Shopping Destinations
Siren by RW
Six Flags America

Smithsonian American Art Museum
Smithsonian Arts and Industries Building
Smithsonian Associates
Smithsonian Castle
Smithsonian Dining
Smithsonian Folklife Festival
Smithsonian IMAX® and Planetarium
Smithsonian Museum Shops
Smithsonian National Museum of African American History and Culture
Smithsonian Office of Visitor Services
Smithsonian's National Zoo
Social Tables
Sofitel Washington, DC Lafayette Square
SOULEX float spa
Soundcheck
SoundView Services, Inc.
Southwest BID
Spa by Ivanka Trump
Spain-USA Foundation
Special Event Transportation Management
Special Events at Union Station
SPiN DC
SPIRE
SpotHero
St. Gregory Hotel
Stage Right Entertainment, LLC
Stars and Stripes Cafe
State Plaza Hotel
Station Kitchen & Cocktails
Stay Alfred Vacation Rentals
Stella's PopKern
Stewart Transportation Solutions
STL Skip The Line
Stone's Throw
Strathmore
Street Guys Hospitality
Student & Youth Travel Association
Succotash Restaurant
Sunny's Worldwide Chauffeured Transportation
SuperShuttle/Execucar
Supra, A Georgian Feast
Supreme Core Cider
Supreme Court of the United States
Syzygy Events International
Taberna Del Alabardero
Tacos Tortas and Tequila (TTT)
Tanger Outlets - National Harbor

TapSnap DC
Taste of DC, LLC
TBD account
Team America Receptive Tour Operator
Texas de Brazil
The Ad Answer
The American Institute of Architects
The Anthem
The Birdhouse Bed and Breakfast
The CALPRO Group
The Capital Burger
The Capitol View at 400
The Carriage House at the Mathematical Association of America
The Caucus Room Brasserie
The Churchill Hotel near Embassy Row
The Convention Store
The Crew Works
The Darcy Hotel
The Delegate
The Dupont Circle Hotel
The Embassy Row Hotel
The Expo Group
The Fairfax at Embassy Row
The Fillmore Silver Spring
The Flea Market at Eastern Market
The Garden Cafe
The Golf Club at Lansdowne
The Great Escape Room
The Hamilton
The Hamilton Live
The Hay-Adams
The Hotel at the University of Maryland
The Jefferson, Washington, DC
The LINE DC
The Loft at 600 F
The Madison, a Hilton Hotel
The Mansion on O & O Street Museum
The Mayflower Hotel, Autograph Collection
The Melrose Georgetown Hotel
The Morrison House
The National Conference Center
The National Gallery of Art Sculpture Garden Ice-Skating Rink
The National Golf Tournament
The Normandy Hotel
The Observation Deck at CEB Tower
The Observatory at America's Square
The Oval Room

The Park at 14th
The Pentagon
The Phillips Collection
The Red Hen
The Riggsby
The Ritz-Carlton, Pentagon City
The Ritz-Carlton, Washington, DC
The Rooftop at Embassy Row Hotel
The Sightseeing Pass
The Source by Wolfgang Puck
The Spa at Four Seasons
The Spa at Mandarin Oriental
The St. Regis, Washington, DC
The Tavern at Henley Park
The Washington Ballet
The Watergate Hotel
The Webster Group
The Westin Arlington Gateway
The Westin Crystal City
The Westin Georgetown, Washington, DC
The Westin Washington, DC City Center
The Wharf
The Whiskey Library
the wink washington dc
theatreWashington
Theodore Roosevelt Island
Tierra Events
Tin Shop
TMS - Transportation Management Services
Toby's Dinner Theatre
TodayTix
Tommy Hilfiger
Tonic at Quigley's Pharmacy
Tony & Joe's Seafood Place
Top of the Hay
Top of the Hill Banquet & Conference Center
Toro Toro
Tortilla Coast - Capitol Hill
Transit Pier at The Wharf
TravelClick
Travelers Aid
Travelling Bean - Specialty Beverage Catering Company
Travelzoo
Trip Hacks DC Tours
Triple Craft
Triway International Group
Trouble Funk

Trump International Hotel Washington, DC
Trust for the National Mall
Tudor Place Historic House & Garden
TWI Group, Inc.
Tysons Corner Center
U.S. Capitol & Capitol Visitor Center
U.S. Military District of Washington Public Affairs
U.S. Navy Memorial
Uber Technologies Inc.
Ultrabar
Union Market
Union Stage
Union Station
United Airlines
United States Botanic Garden
United States Holocaust Memorial Museum
Upper West Side Café at Squash On Fire
Urbana
USA Guided Tours
Vacation Rentals DC
Vamoose Bus
Vertoe
Vietnam Veterans Memorial
Vietnam Women's Memorial
Visit Alexandria
Visit Frederick
Visit Loudoun
Visit Montgomery
Visit National Harbor
Visit Prince William, Virginia
VRS Meetings & Events, Inc.
W Hotel Washington, DC
Walter E. Washington Convention Center
Walton-Thomas International
Warner Theatre
Washington Airports Task Force
Washington Area Concierge Association
Washington Area New Automobile Dealers Association
Washington Auto Show
Washington Business Journal
Washington Capitals
Washington Court Hotel
Washington Dulles International Airport, Washington Flyer Ground Transportation System
Washington Hilton
Washington International Horse Show
Washington Marriott at Metro Center
Washington Marriott Georgetown

Washington Marriott Wardman Park
Washington Metropolitan Area Transit Authority
Washington Monument
Washington Mystics
Washington National Cathedral
Washington Nationals
Washington Performing Arts
Washington Plaza Hotel
Washington Redskins
Washington Talent, Photo & Video
Washington Valor
Washington Walks
Washington Wizards
Washington, DC Economic Partnership
Washington, DC Urban Adventures
Washingtonian Media
WashingTours & Events
West End part of the Georgetown Collection
Westend Bistro
White House
White House Gifts
White House Historical Association
White House Visitor Center
WhyHotel
Wild Blue Yonder, Inc.
Willard InterContinental Washington
Williamsburg Premium Outlets
Wilmot Law Firm, P.C.
Windows Catering Company
Windows Over Washington
Wine Key Experience
Wolf Trap
Woodrow Wilson House
Woolly Mammoth Theatre Company
World Bank Group Visitors Center
Worldstrides
WWI Memorial at Pershing Park
Wyndham Vacation Resorts at National Harbor
Yard House
Yunafit
Z Limo Worldwide Chauffeured Services
Zaytinya
ZBest Worldwide Transportation

FY15 P&A EVENTS				
	PROGRAM	ATTENDEES	TOPIC	LOCATION
1st QUARTER				
October 9, 2014	Data Dive Meeting	196	Visitor Data	Ronald Reagan Building
October 23, 2014	Monthly Forum	86	Cheat Sheet to Hosting Media	Carnegie Library
December 3, 2014	December Holiday Forum	160	Member Appreciation	Uniquely-DC @ Atlas Theatre
December 11, 2014	Webinar	69	Using the Convention Calendar	N/A
December 16, 2014	Neighborhood Strategy Session	24	SWOT Analysis	Hyatt Regency Washington on Capitol Hill
1st Quarter Total		535		
2nd QUARTER				
January 14, 2015	Committee Meeting	11	Partnerships Committee Meeting	Policy
January 20, 2015	Global Marketplace		Hosting an International Audience for IPW	Ronald Reagan Building
January 29, 2015	Power Hour	101	Networking	Bobby McKey's Dueling Piano Bar
February 3, 2015	Neighborhood Strategy Session	21	SWOT Analysis	Hyatt Regency Crystal City
February 11, 2015	Annual Open House	384	DDC Showcase	Destination DC
March 3, 2015	Eggs with Elliott	25	Networking	Café Deluxe - West End
March 24, 2015	Committee Meeting	8	Partnerships Committee Meeting	STK
2nd Quarter Total		550		
3rd QUARTER				
April 2, 2015	Member Forum	101	Miles - Digital Advertising Best Practices	Arena Stage
April 15, 2015	Business Exchange	110	Networking, Revenue generation	Potomac Riverboat Co, Tony & Joe's Seafood Place
May 14, 2015	Nationals Speed Networking	109	Speed Networking - Business Relations	Nationals Park
May 27, 2015	Neighborhood Strategy Session	5	SWOT Analysis	Embassy Suites at the Chevy Chase Pavilion
June 9, 2015	GM Orientation	9	GM Orientation to DDC	Destination DC
June 11, 2015	Power Hour	101	Networking	Policy
June 25, 2015	Member Forum	98	Member (Re)Orientation	House of Sweden
3rd Quarter Total		533		
4th QUARTER				
July 30, 2015	Member Forum	82	International Etiquette & Protocol	Kellogg Conference Center at Gallaudet University
August 17, 2015	Marketing Outlook Meeting	519	Millennials & the Future of Travel	Marriott Marquis
September 10, 2015	Power Hour	123	Networking	CABINET at Grand Hyatt
September 15, 2015	Member Forum	139	Social Media U.	National American History Museum
September 24, 2015	An Evening with Elliott	16	Networking	Credit Union House
4th Quarter Total		879		
FY15 TOTAL		2497		

FY16 P&A EVENTS				
	PROGRAM	ATTENDEES	TOPIC	LOCATION
1st QUARTER				
October 20, 2015	P&A Committee Meeting	11	Committee Meeting	National Air & Space Museum
October 21, 2015	October Monthly Forum	123	Nice Guys Finish First - Sales & Service	The Phillips Collection
November 17, 2015	November Monthly Forum	160	National Park Service Centennial	National Geographic Museum
November 21, 2015	November Business Exchange	64	Networking & Game Night	Penn Social
December 4, 2015	UK FAM Breakfast	14	Meeting Tour Operators	Café Deluxe - West End
December 14, 2015	Member Holiday Party	213	Networking & Member Appreciation	Anderson House
1st Quarter Total		585		
2nd QUARTER				
January 13, 2016	P&A Committee Meeting	10	Membership	Carmine's
January 14, 2016	Event Planning Guide Launch Party	217	Event Planning Guide Promotion	Madame Tussauds
February 10, 2016	The Big Idea Forum	83	Member engagement in Sales, Marketing, Tourism	Howard Theatre
February 12, 2016	Capitol Hill Volleyball Classic Event	91	AEF support, member-client engagement	Walter E. Washington Convention Center
February 22, 2016	VIP Open House reception	78	DDC Showcase	Destination DC Offices
February 23, 2016	Annual Open House	446	DDC Showcase	Destination DC Offices
March 10, 2016	Renwick Showcase	156	Renwick Museum exhibits, curator talk	Renwick Museum
March 24, 2016	March Monthly Forum	165	Emergency Preparedness	Smithsonian National Museum of Native American History
2nd Quarter Total		1246		
3rd QUARTER				
April 12, 2016	Member Orientation	54	New Member orientation to DDC	Gordon Biersch Brewery
April 28, 2016	Webinar	74	Travel & Tourism Best Practices	Online
May 4, 2016	May Business Exchange	143	Networking, revenue	Entertainment Cruises, The Odyssey
May 6, 2016	Neighborhood Strategy Session	20	Georgetown Neighborhood SWOT	The Westin Georgetown
May 10, 2016	May Monthly Forum	140	Economic Development	Arena Stage
June 14, 2016	Eggs with Elliott - Lufthansa	21	Lufthansa sponsored update with Elliott	China Chilcano
3rd Quarter Total		324		
4th QUARTER				
July 4, 2016	AEF July 4th Celebration		Annual Fundraiser for American Experience Foundation	Potomac View Terrace, American Pharmacists Assoc.
July 13, 2016	Member Speed Networking	167	Networking	Nationals Park
July 14, 2016	P&A Committee Meeting	18		District ChopHouse
August 24, 2016	Marketing Outlook Meeting	565	Annual Meeting	Walter E. Washington Convention Center
September 12, 2016	Hotel Member Orientation	39	Hotel Member Orientation	Marriott Marquis
September 21, 2016	Museum of the Bible Preview	68	Showcasing new member, upcoming cultural attraction	Museum of the Bible
4th Quarter Total		857		
FY16 TOTAL		3012		

FY17 P&A EVENTS

	PROGRAM	ATTENDEES
1st QUARTER		
October 12, 2016	Member Extranet Training Webinar	20
October 19, 2016	IPW 2017 Member Informational Webinar	108
October 20, 2016	October Member Mixer	214
October 26, 2016	IPW 2017 Member Informational Webinar	34
October 26, 2016	P&A Committee Meeting	17
November 1, 2016	Destination: Connecticut Avenue	43
November 2, 2016	November Member Forum	131
November 9, 2016	Member Extranet Training Webinar	24
November 17, 2016	November Business Exchange	51
December 6, 2016	Member Holiday Party	219
December 8, 2016	Neighborhood Strategy Session - Dupont	10
December 14, 2016	Member Extranet Training Webinar	19
December 15, 2016	Eggs with Elliott: GM Edition	22
1st Quarter Total		912
2nd QUARTER		
January 10, 2017	Member Office Hours	24
January 11, 2017	Member Extranet Training Webinar	14
January 12, 2017	Event Planning Guide Launch Party	190
February 8, 2017	Member Extranet Training Webinar	13
February 14, 2017	Member Office Hours	6
February 17, 2017	Captiol Hill Volleyball Member Tournamnet	155
February 22, 2017	Annual Open House VIP Reception	79
February 23, 2017	Annual Open House	480
March 7, 2017	March Member Forum	105
March 8, 2017	Member Extranet Training Webinar	17
March 9, 2017	P&A Committee Meeting	14
2nd Quarter Total		1097
3rd QUARTER		
April 11, 2017	Eggs with Elliott by Lufthansa	21
April 11, 2017	Member Office Hours	11
April 12, 2017	Member Extranet Training Webinar	13
April 18, 2017	Neighborhood Strategy Session - SW/Wharf and Capitol Riverfront	20
April 27, 2017	April Member Forum - Sports Tourism	161
May 9, 2017	Travel Rally	160
May 10, 2017	Member Extranet Training Webinar	25
June 13, 2017	Member Office Hours	10
June 14, 2017	Member Extranet Training Webinar	14
June 21, 2017	Member Speed Networking	200
3rd Quarter Total		635
4th QUARTER		
July 4, 2017	American Experience Foundation July 4th Celebration	357
July 12, 2017	Member Office Hours	5
July 13, 2017	Member Extranet Training Webinar	61

July 26, 2017	Member Training: Extranet 4.0	49
August 8, 2017	Member Office Hours	5
August 9, 2017	Member Extranet Training Webinar	16
August 22, 2017	Annual Marketing Outlook Meeting	514
September 12, 2017	Department Dish Webinar: Tourism & Visitor Services	47
September 12, 2017	Member Office Hours	5
September 13, 2017	Department Dish Webinar: Marketing & Communications	52
September 19, 2017	Department Dish Webina: Convention Sales & Services	54
September 26, 2017	Freer Gallery Showcase	166
4th Quarter Total		1331
FY17 TOTAL		3975

TOPIC
Member Extranet
IPW 2017 Member Education
Networking
IPW 2017 Member Education
State of P&A
Prospect event - Connecticut Ave. Collection area
LinkedIn
Member Extranet
DC trivia night
Member appreciation, AEF
Hotel Neighborhood SWOT analysis
Member Extranet
GM Orientation
Member accounts, touch points
Member Extranet
Publication release, networking
Member Extranet
Member accounts, touch points
CHVC promotion, AEF awareness and fundraising
Destination DC Showcase - VIP event
Destination DC Showcase
Marketing to Your Strengths: A Panda Story
Member Extranet
Membership, IPW Updates
Lufthansa sponsored event - airlines and international travel
Member accounts, touch points
Member Extranet
DDC overview and how neighborhood can work together
Sports Tourism panel
Tour/travel numbers and engagement
Member Extranet
Member accounts, touch points
Member Extranet training
Networking
AEF Annual Fundraiser
Member accounts, touch points
Training on Member Extranet update

Training on Member Extranet update
Member accounts, touch points
Training on Member Extranet update
What's Trending in DC data
Tourism department deep dive
Member accounts, touch points
Marketing department deep dive
Sales department deep dive
Freer Sackler Gallery Preview

LOCATION
Online Webinar
Online Webinar
Fogo de Chao
Online Webinar
Tony & Joe's Seafood Place
Marriott Wardman Park
U.S. Navy Memorial
Online Webinar
The Tavern at Ivy City Smokehouse
Mastro's Steakhouse
The Dupont Circle
Online Webinar
Trump International Hotel, Washington DC
Destination DC Offices
Online Webinar
Malmaison
Online Webinar
Destination DC Offices
Walter E. Washington Convention Center
DDC Office
DDC Office
Smithsonian's National Zoo
Online Webinar
Pepco Conference Room, Washington Economic Development Partnership
Pennsylvania 6
Destination DC Offices
Online Webinar
Mandarin Oriental
Shakespeare Theatre Company - Lansburgh Theatre
National Building Museum
Online Webinar
Destination DC Offices
Online Webinar
Nationals Park
Potomac View Terrace at the American Pharmacists Association
Destination DC Offices
Online Webinar

Kaiser Permanente Center for Total Health
Destination DC Offices
Online Webinar
Arena Stage at the Mead Center for American Theater
Online Webinar
Destination DC Offices
Online Webinar
Online Webinar
Freer Gallery of Art

FY18 P&A EVENTS

STATUS	DATE	PROGRAM	ATTENDEES
1st QUARTER			
Complete	Oct. 4, 2017	October Member Mixer	250
Complete	Oct. 10, 2017	DDC Office Hours	5
Complete	Oct. 11, 2017	Extranet Webinar	18
Complete	Oct. 17, 2017	Eggs with Elliott: GM Edition	20
Complete	Oct. 18, 2017	Hotel Meeting: Hotel Orientation	54
Complete	Nov. 2, 2017	Museum of the Bible Preview	404
Complete	Nov. 8, 2017	Extranet Webinar	5
Complete	Nov. 14, 2017	DDC Office Hours	9
Complete	Nov. 16, 2017	Member Trivia Night	62
Complete	Dec. 5, 2017	Member Holiday Party benefitting AEF	195
Complete	Dec. 12, 2017	DDC Office Hours	5
Complete	Dec. 13, 2017	Extranet Webinar	7
1st Quarter Total			1034
2nd QUARTER			
Complete	Jan. 9, 2018	DDC Office Hours	6
Complete	Jan. 9, 2018	2018 Event Planning Guide Launch Party	309
Complete	Jan. 10, 2018	Extranet Webinar	9
Complete	Jan. 24, 2018	Member Forum - The Reality, Necessity & Hospitality of Accessibility	64
Complete	Feb. 12, 2018	2018 Annual Open House VIP Reception	102
Complete	Feb. 13, 2018	2018 Annual Open House	477
Complete	Feb. 14, 2018	Extranet Webinar	26
Complete	Feb. 16, 2018	2018 Capitol Hill Volleyball Classic Destination DC Member Tournament	140
Complete	Mar. 6, 2018	P&A Committee Meeting	21
Complete	Mar. 20, 2018	Eggs with Elliott: GM Edition	24
Complete	Mar. 12, 2018	DDC Office Hours	7
Complete	Mar. 13, 2018	Extranet Webinar	13
2nd Quarter Total			1198
3rd QUARTER			
Complete	4/3/18	Member Forum - No Spectators: The Art of Burning Man	266
Complete	Apr. 10, 2018	DDC Office Hours	5
Complete	Apr. 11, 2018	Extranet Webinar	12
Complete	5/1/18	Member Forum: We Chat All About China	176
Complete	5/8/18	DDC Office Hours	6
Complete	5/9/18	Extranet Webinar	14
Confirmed	5/30/18	Member Forum: Humor in the Workplace	59
Confirmed	5/30/18	Member Forum: Member Presentation Training	5
Complete	Jun. 12, 2018	DDC Office Hours	7
Complete	Jun. 13, 2018	Extranet Webinar	9
Confirmed	6/20/18	Webinar: goDCgo Rethink Transportation	16
Confirmed	6/27/18	Member Forum: Speed Networking	197
3rd Quarter Total			772
4th QUARTER			
Complete	7/4/18	AEF July 4th Celebration	442
Complete	7/10/18	DDC Office Hours	5
Complete	7/11/18	Extranet Webinar	12
Complete	Aug. 8, 2018	Extranet Webinar	
Complete	Aug. 14, 2018	DDC Office Hours	
Complete	Aug. 28, 2018	Annual Marketing Outlook Meeting	578
Confirmed	Sept. 11, 2018	DDC Office Hours	
Confirmed	Sept. 12, 2018	Extranet Webinar	

	Sept. 13, 2018	Department Dish Webinar: Partnerships & Alliances	20
Confirmed	Sept. 18, 2018	Department Dish Webinar: Tourism & Visitor Services	51
Confirmed	Sept. 20, 2018	Department Dish Webinar: Marketing & Communications	72
Confirmed	Sept. 26, 2018	Member Mixer	178
Confirmed	Sept. 27, 2018	Department Dish Webinar: Convention Sales & Services	25
	4th Quarter Total		1383
FY18 TOTAL			4387

RSVP	% ATTR	PRJCT MGR	TOPIC
436	43%	AVW	Networking
6			Opportunity for members to meet DDC staff
21			Extranet tutorial
31	35%	AVW	GM Orientation
82	34%	AVW	DDC Overview, Extranet
589	31%	AVW	Preview of new DC museum
8			Extranet tutorial
6			Opportunity for members to meet DDC staff
63	2%	AVW	Business Exchange - Trivia Night
327	40%	AVW	AEF, giving, member appreciation
5			Opportunity for members to meet DDC staff
9			Extranet tutorial
1583			
7			Opportunity for members to meet DDC staff
490	37%	AVW	<i>Event Planning Guide</i> release
15			Extranet tutorial
99	35%	AVW	The Reality, Necessity & Hospitality of Accessibility
156	35%	AVW	VIP Showcase
744	36%	AVW	DDC promotion, meet DDC staff and departments
32			Extranet tutorial
145	8%	AVW, LH, CT, LW	CHVC promotion, AEF fundraising
23	7%	BDA	Partnerships, Membership update
38	37%	AVW	DC cultural community (museums, theaters, etc.)
7			Opportunity for members to meet DDC staff
17			Extranet tutorial
1773			
405	34%	AVW	New exhibit at the Renwick
6			Opportunity for members to meet DDC staff
17			Extranet tutorial
258	30%	AVW	State of Chinese Travel
6			Opportunity for members to meet DDC staff
15			Extranet tutorial
134	56%	AVW	Humor in the Workplace
13	62%	AVW	Presentation skills
5			Opportunity for members to meet DDC staff
11			Extranet tutorial
34	53%	AVW	Transportation in DC
281	30%	AVW	Networking
1185			
528	17%	LW, AVW, EV, KL, CS	AEF annual fundraiser
			Opportunity for members to meet DDC staff
16			Extranet tutorial
			Extranet tutorial
			Opportunity for members to meet DDC staff
633	9%	EV, CK	Annual Meeting
			Opportunity for members to meet DDC staff
			Extranet tutorial

41	51%	EV	Member Education/MOM Follow Up
32	37%	EV	Member Education/MOM Follow Up
45	38%	EV	Member Education/MOM Follow Up
300	41%	EV	Networking
68	63%	EV	Member Education/MOM Follow Up
1663			
6204			

LOCATION	e	IN-kind new	in-kind renewal
Fig & Olive		\$ 22,000.00	
DDC Offices			
DDC Offices			
The St. Regis, Washington, DC		\$ 1,956.00	
Hilton Garden Inn Washington, DC/ Georgetown Area		\$ 3,729.02	
Museum of the Bible		\$ 20,000.00	
DDC Offices			
DDC Offices			
Pinstripes			\$ 2,146.14
Entertainment Cruises - <i>Odyssey</i>			\$ 20,234.00
DDC Offices			
DDC Offices			
		\$ 47,685.02	\$ 22,380.14
DDC Offices			
District Winery		\$ 38,714.00	
DDC Offices			
Embassy Suites Washington, DC - Convention Center		\$ 3,810.00	
DDC Offices			
DDC Offices			\$ 20,432.36
DDC Offices			
Events DC			
DDC Offices, Capital One Arena			
the wink washington, dc		\$ 2,600.00	
DDC Offices			
DDC Offices			
		\$ 45,124.00	\$ 20,432.36
Renwick Gallery			\$ 35,547.00
DDC Offices			
DDC Offices			
Ronald Reagan Building and International Trade Center		\$ 18,615.00	
DDC Offices			
DDC Offices			
Union Stage			\$ 5,965.00
Union Stage		\$ -	
DDC Offices			
DDC Offices			
Online webinar		\$ -	
Nationals Park			\$ 31,250.00
		\$ 18,615.00	\$ 72,762.00
Potomac View Terrace at the American Pharmacists Association			
DDC Offices			
DDC Offices			
DDC Offices			
DDC Offices			
Andrew Mellon Auditorium		\$ 81,913.00	\$ 13,232.00
DDC Offices			
DDC Offices			

Hard Rock Café	\$1,000	
	\$ 82,913.00	\$ 13,232.00
	\$ 194,337.02	\$ 128,806.50

EVENT REVENUE	SPONSOR REVENUE
\$ -	\$ -
\$ -	\$ -
\$ -	\$ -
\$ -	\$ -
\$ 975.00	\$ 1,000.00
\$ -	\$ -
\$ 975.00	\$ 1,000.00
\$ -	\$ -
\$ -	
\$ -	
\$ -	\$ -
\$ -	\$ -
\$ -	
\$ -	
\$ -	
\$ 650.00	
\$ -	\$ 500.00
\$ -	\$ -
\$ 650.00	\$ 500.00
\$ 41,885.00	

\$ 41,885.00	\$ -
\$ 43,510.00	\$ 1,500.00

SPONSORS?

5 attendees

18 attendees

5 attendees

9 attendees

District Experience - \$500 Madame Tussauds - \$500 Museum of the Bible (in-kind) Women's Voices Theater Festival (in-kind)

5 attendees

7 attendees

goDCgo

	Status	Year	Make	Model	Lease Amount	Lease Starts	Lease Expires
Car 1	Owned	2013	Buick	Enclave	N/A	N/A	N/A

Statement of Financial Activities (Profit & Loss)
Year to Date
As of September 30, 2018 (Final)

Revenue (by Revenue Source)	YTD FY2018 Actual				FY2018 Budget			
	YTD Actual	YTD Budget	Variance Actual vs. Budget (YTD)	Actual vs. Budget (YTD)	Annual Budget	Variance YTD Actual vs. Annual Budget	Actual vs. Annual Budget	
1 Hotel Sales Tax Receipts	\$19,421,000	\$19,500,000	(\$79,000)	100%	\$19,500,000	(\$79,000)	100%	N/A
2 Events DC Special Funding*	570,000	570,000	\$0	N/A	570,000	\$0	100%	N/A
3 Partnership Membership Dues	2,341,000	2,244,000	\$97,000	104%	2,244,000	\$97,000	104%	N/A
4 Sponsorship Revenue	382,000	405,000	(\$23,000)	94%	405,000	(\$23,000)	94%	N/A
5 Registration Services Revenue	717,000	450,000	\$267,000	159%	450,000	\$267,000	159%	Strong performance by Registration Services team (more events/conferences to work on)
6 Housing Revenue	58,000	60,000	(\$2,000)	97%	60,000	(\$2,000)	97%	N/A
7 Publication Ad Sales	-	-	\$0	N/A	-	\$0	N/A	N/A
8 On Line Reservation Revenue	6,000	15,000	(\$9,000)	40%	15,000	(\$9,000)	40%	N/A
9 Coop Fees	630,000	358,000	\$272,000	176%	340,000	\$290,000	185%	Carryover fund to support IPW/International efforts
10 Publication Sales	21,000	18,000	\$3,000	117%	18,000	\$3,000	117%	N/A
11 Interest	100,000	100,000	\$0	100%	100,000	\$0	100%	N/A
12 Grants**	442,000	400,000	\$42,000	111%	400,000	\$42,000	N/A	N/A
13 Merchandise Sales	-	-	\$0	N/A	-	\$0	N/A	N/A
14 Miscellaneous/Other Income***	-	-	\$0	N/A	250,000	(\$250,000)	N/A	N/A
Total Revenue	\$24,688,000	\$24,120,000	\$568,000	102%	\$24,352,000	\$336,000	101%	

Expenses:	YTD FY2018 Actual				FY2018 Budget			
	Actual	Budget	Variance Actual vs. Budget	Actual vs. Budget	Annual Budget	Variance YTD Actual vs. Annual Budget	Actual vs. Annual Budget	
15 Finance/Operation/Administration	\$ 4,951,000	\$ 5,019,000	\$ (68,000)	99%	\$ 5,057,000	(\$106,000)	98%	N/A
16 Partnerships & Alliances	1,126,000	1,363,000	\$ (237,000)	83%	1,363,000	(\$237,000)	83%	N/A
17 Tourism	3,096,000	3,171,000	\$ (75,000)	98%	3,421,000	(\$325,000)	90%	N/A
18 Convention Sales & Services	5,355,000	5,359,000	\$ (4,000)	100%	5,359,000	(\$4,000)	100%	N/A
19 Marketing & Communication	7,843,000	7,914,000	\$ (71,000)	99%	7,914,000	(\$71,000)	99%	N/A
20 Registration Services	841,000	559,000	\$ 282,000	150%	558,000	\$283,000	151%	Additional staff required due to higher demand (offset by revenue)
21 Visitor Services	603,000	681,000	\$ (78,000)	89%	680,000	(\$77,000)	89%	N/A
22 Additional Programs/Projects	-	-	\$ -	N/A	-	\$0	N/A	N/A
Total Expense	\$ 23,815,000	\$ 24,066,000	\$ (251,000)	99%	\$ 24,352,000	\$ (537,000)	98%	

Change in Fund Balance	\$ 873,000	\$ 54,000	\$ 819,000	\$ -
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*Events DC funding represents funding for international convention sales - the amount approved annually

**Grant represents \$150K from MWAA and IPW follow up promotion for FY18 \$250,000

***Potential Year 2 of Air India of \$250,000 (Update: no year 2 Air India support)

FY2018 Budget (related to a new 3% hotel tax dedicated to Destination DC) \$ 5,400,000

Plan

Marketing (advertising expenses)	\$ 4,050,000
Convention Sales (additional sales mission and promotions)	\$ 700,000
Tourism (additional sales mission and international marketing)	\$ 650,000

FY2018 Actual collection \$ 5,600,000

FY2019 Budget (related to a new 3% hotel tax dedicated to Destination DC) \$ 6,000,000

FY2019 YTD collections \$ 2,100,000

Per trend of the first 4 months, it is anticipated to collect \$6M or so by the end of the current fiscal year.

Besides membership fees, Destination DC generates revenues from corporate sponsorships. In FY2018, approximately \$320,000 was collected.

Miles	\$	125,000
American Express	\$	75,000
Big Bus	\$	100,000
Others	\$	20,000
<u>Total</u>	<u>\$</u>	<u>320,000</u>

Destination DC FY18 Travel Expens

Department	Travel Expense	Employee
Finance & Administration	\$ 15,798	John Kim Calvin Morgan Merike Henneman Terri Carter Hannah Kim
Executive Office	\$ 146,347	Elliott Ferguson Crispus Gordon
Partnerships & Alliances	\$ 12,657	Claire Carlin Bruno Schwartz Liz Karpe Lisa Waldschmitt Kirsten Lyman
Tourism & Visitor Services	\$ 249,897	Theresa Belpulsi Letizia Sirtori Ang Li Lindsay Hill Lawrence Hamm Chris Thompson Kova Blake Jeffrey Spann Jessica Reyes
Convention Sales & Services	\$ 472,441	Riley, Melissa Motley, Carol Waldroup, Dianna Tara Miller Dennis Hahm Eric Kincaid Caithlin Nicolson Jeniffer Roodrigues Nancy Umansky Sharmane Fernandez Kara Hsu Alison Ricketts Chris Petrucci Carleigh Dworetzky April Robinson Becca Cohen Eva James Monique Russell Samantha Fagan Yvonne Byerly

Allison Doherty
Daniel Fitzgerald

Marketing	\$	151,394	McClain, Robin Davis, Danielle Alex Gnafakis Thompson, Kate Torri Christian O'Connor, Andrew Casas, Vanessa Alexandra Mills Jeremy Granoff Gibbs, Kate Rebecca Doser McGaughan, Brittany
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Subtotal	\$	1,048,534	
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Jobs by Department

Titles

VP, Finance & Administration
Systems Manager
Controller
HR Manager
Business Application Manager

President & CEO
Mgr, Industry & Gov't Relations

VP, Partnerships & Alliances
Associate Director , Partnerships & Alliances
Membership Coordinator
AEF Manager
Sr. Manager, Partnerships

VP, Tourism and Visitor Services
Director, International Sales
Int'l Tourism Coordinator, Asia
Sr. Manager, Tourism Sales
Sports Development Manager
Sports Coordinator
Visitor Services Manager
Visitor Services Specialist
Tourism & Visitor Services Assistant

VP Sales and Services
Director Convention Sales
Director Convention Services
Sr. Manager, International Sales
Int'l Convention Development Manager
Director, National Account
Director, National Account
Director, National Account
Director, National Account
Convention Sales Manager
Convention Sales Manager
Convention Sales Manager
Convention Sales Manager
Convention Strategy Manager
Staffing Solutions Manager
Convention Services Manager
Convention Services Manager
Convention Services Manager
Convention Services Manager
Sr. Manager, Marketing Events

Marketing Events Manager
Convention Services Coordinator

SVP Marketing & Communications
Director of Communications
Creative Director
Research Analyst Manager
Associate Director, Marketing
Associate Director, Content Marketing
Int'l Media Relations Mgr.
Marketing Specialist
Digital Marketing Manager
Media Relations Manager
Media Relations Manager, Trade
Production Manager



FY2019 PERFORMANCE GOALS

FY2019	Performance Metrics	FY2018 Goal	FY2018 Achieved	% Achieved of FY2018 Goal	FY2019 Goal	% Change over FY2018 Goal	% Change over FY2018 Actual
PARTNERSHIPS & ALLIANCES	Partnership Cash Revenue (\$)	2,664,000	2,851,611	107.0%	2,695,000	1.2%	-5.5%
	Partnership In-Kind Revenue (\$)	1,100,000	1,242,755	113.0%	1,100,000	0.0%	-11.5%
	AEF Cash Revenue (\$)	145,000	178,356	123.0%	150,000	3.4%	-15.9%
	AEF In-Kind Revenue	50,000	105,490	211.0%	75,000	50.0%	-28.9%
MARKETING & COMMUNICATIONS	Domestic Earned Media (\$)	47,500,000	67,897,583	142.9%	55,000,000	15.8%	-19.0%
	International Earned Media (\$)	23,500,000	15,089,494	64.2%	20,000,000	-14.9%	32.5%
	Total Earned Media (\$)	71,000,000	82,987,077	116.9%	75,000,000	5.6%	-9.6%
	Website Page Views	32,115,850	32,316,656	100.6%	34,364,000	7.0%	6.3%
	Website Unique Visits	9,356,850	8,839,583	94.5%	9,458,353	1.1%	7.0%
	Social Media Engagement	2,500,000	2,574,102	103.0%	2,800,000	12.0%	8.8%
TOURISM, SPORTS & VISITOR SERVICES	Tourism Leads	132	177	134.1%	165	25.0%	-6.8%
	Tourism Tradeshow Appointments	790	733	92.8%	750	-5.1%	2.3%
	Tourism FAM Tours	29	33	113.8%	35	20.7%	6.1%
	Definite Room Nights	464,971	561,948	120.9%	509,190	9.5%	-9.4%
	Brochure Distribution	498,807	476,874	95.6%	486,411	-2.5%	2.0%
	E-mail Inquiries	65,000	71,332	109.7%	69,905	7.5%	-2.0%
	Phone Inquiries	28,807	25,155	87.3%	25,532	-11.4%	1.5%
CONVENTION SALES	Room Nights: Conv. Center	733,000	789,954	107.8%	762,320	4.0%	-3.5%
	Room Nights: Non-Center	650,000	722,175	111.1%	662,170	1.9%	-8.3%
	Room Nights: Total	1,383,000	1,512,129	109.3%	1,424,490	3.0%	-5.8%
	Leads: Convention Center	395	216	54.7%	238	-39.7%	10.2%
	Leads: Non-Center	2,710	3,107	114.6%	3,000	10.7%	-3.4%
	Leads: Total	3,105	3,323	107.0%	3,238	4.3%	-2.6%
CONVENTION SERVICES	Registration Revenue (\$)	535,000	771,348	144.2%	600,000	12.1%	-22.2%
	Housing Revenue (\$)	60,000	56,088	93.5%	57,200	-4.7%	2.0%
	Service Leads/Referrals	800	745	93.1%	800	0.0%	7.4%
FINANCE & ADMINISTRATION	CBE (formerly LSDBE) Payments (\$)	3,691,000	3,921,289	106.2%	850,000	-77.0%	-78.3%

DESTINATION DC
STRATEGIC PLAN
2019-2023

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Executive Summary

Destination DC, the official destination marketing organization (DMO) for Washington, DC, is charged with driving overnight visitation to the city and generating economic impact by marketing the nation's capital as a premier convention, leisure and special events destination. Together with its members and partners, Destination DC has contributed considerably to the city's economy by attracting a record number of visitors* (22.8 million in 2017) and tax dollars (\$814 million in 2017). Over the next five years (2019-2023), Destination DC will advance its marketing, sales and communications efforts to stimulate economic development that benefits the entire DC community. (*Visitors include both domestic and overseas, leisure and business travelers, who have traveled more than 50 miles.)

An update to the situational analysis derived from background research, marketing trends, stakeholder feedback and strategic staff insight and an assessment of organizational capabilities, Events DC's goals and member needs generated the following insights.

Insights

1. Differentiating factors and productive deployment

- Destination DC must leverage Washington, DC's strengths – its status as a capital city, infrastructure, diverse historical and cultural offerings, sports successes, jazz heritage and natural beauty – to effectively share the invigorating story of the city with its prime visitor markets.
 - DC is one of the world's most influential cities, home to the United States government, key multi-national agencies and countless associations, embassies and consulates.
 - DC features a wide variety of hotel brands, as well as product ranging from luxury to self-select properties to emerging brands.
 - The Walter E. Washington Convention Center continues to be the home of signature annual events and conventions that impact the entirety of the city.
 - The Events DC portfolio of assets elevates the diverse venue options in the District.
 - Successful sports teams including the Washington Capitals, Washington Nationals, Washington Wizards, Washington Mystics, D.C. United and other professional franchises continue to put the spotlight on the District as a sports destination while the cities sports venues Capital One Arena, Nationals Park, Audi Field, RFK Campus and St. Elizabeth Campus are hosts to competitive sporting events and other entertainment.
 - DC has many historic sites and offers a wide range of quality museums and heritage sites, many of which are free to the public.
 - The city's jazz heritage is storied and its live music and theater scene are notable.
 - DC is a clean, walkable city adorned with vibrant neighborhoods, green spaces and stirring architecture.

2. Balancing competing expectations and obligations

- As a member-based organization of 1,000 members, Destination DC must be laser-focused on serving the interests of all stakeholders. There can be perceived or real tensions among members (big hotels vs. small hotels, hotels vs. restaurants, large corporations vs. small businesses and the National Mall attractions vs. neighborhood offerings.) By emphasizing overall destination marketing, Destination DC enlists stakeholders towards this common goal, but this must always be a top priority.
- Members of Destination DC continue to look to the organization to provide tangible marketing products and ways to participate, leadership, research, complementary activities, networking opportunities and business leads.
- Members place a high premium on communication and marketing from their DMO that is targeted and timely.
- Destination DC works with Events DC to attract conventions, sports and cultural events to its owned and/or operated venues, while also supporting efforts to attract similar events at venues outside of these parameters.

3. Defining DC's competitive position, challenges and opportunities

- As the country grapples with unwelcoming policies and rhetoric towards the international community, DC is also faced with perception issues, especially with the federal government headquartered here.
- Although the nation's capital has undergone a startling transformation in the past two decades, the city is still often identified by urban realities typical of any major city and associated with politics.
- There is an existing perception that Washington, DC is crime-ridden and expensive with little to offer visitors outside of monuments, museums and the federal government.
- As more convention centers grow and expand nationwide, and with no current plans to impact the Walter E. Washington Convention Center similarly, the competitive landscape to win citywide convention business will change.
- Destination DC is in a unique position to define and share the city that residents know and love to meeting planners and leisure visitors around the world.
- Growing overseas travel to Washington, DC is impacted by a more competitive global environment with the U.S. losing market share, even with attracting more international visitors.

4. Vision, goals, and implementation

- Destination DC Vision Statement:
Destination DC will utilize its increasingly strong presence in the global marketplace to attract visitors from around the world to the nation's capital. As an economic development organization for Washington, DC, Destination DC's goal is to generate visitor spending and support local jobs through the continued development and execution of integrated marketing, communications and sales initiatives.

- To increase citywide benchmarks for convention business, domestically and internationally
- To facilitate success and energize stakeholders, Destination DC set marketing goals for the organization and its partners for 2019-2023.
 - Grow domestic visitor volume by 20.7% from 20.8 million in 2017 to 25.1 million in 2023.
 - Increase visitor expenditures by 19.6% percent from \$7.5 billion in 2017 to \$9.0 billion in 2023.
 - Increase the DC tax revenue they generate by 27.9% to \$1.04 billion in 2023 from \$814 million in 2017.
 - Grow direct tourism-related jobs by 0.7% from 75,048 in 2017 to 75,499 in 2023.
- As Destination DC marketing programs are applied, the growth in overseas visitor volumes to the city, particularly from the China, India and Australia markets, will accelerate. Barring devastating world events, overseas visitors should grow to 2.6 million by 2023, up 30.0% over 2017.

Guiding Principles

The long-term success of Destination DC is contingent upon its ability to adapt to marketplace realities while staying true to its mission and vision.

Destination DC's guiding principles over the next five years comprise –

1. The Mission Statement:

As the official destination marketing organization for Washington, DC, the mission of Destination DC is to promote the nation's capital as a premier destination for business, convention, tradeshow, meeting and leisure travel. In doing so, we aim to create an economic impact that creates new jobs and benefits the District's local economy and community.

2. Representing all DC Tourism Stakeholders

Destination DC will represent and coalesce DC's tourism stakeholders by promoting the city, maximizing its limited resources, being inclusive in its initiatives, building advocates for tourism in the city and providing leadership for the DC tourism industry.

3. Supporting new developments, opportunities and business leads

New and expanded developments that come on line in the next five years (Ex. St. Elizabeth Campus, RFK Campus and The Reach), along with new types of meetings and event business opportunities (Ex. eSports, concerts and special events), should be supported by Destination DC's expertise, sales and marketing efforts.

4. Complementing Member Initiatives

Destination DC will optimize the impact of its resources by complementing industry efforts, partnering to leverage its budget, identifying and executing initiatives that enhance mutual

benefits and supporting and creating opportunities for members to learn and network.

5. Applying Metrics, Monitoring and Modifications

Strategic initiatives move the organization towards its goals and require spending so progress must be monitored through timely, quantitative performance measures that signal when adjustments must be made to achieve objectives. In addition to its overall goals above, Destination DC will define key metrics to be applied to individual initiatives to indicate the return on the money and staff time invested.

Core Priorities

Destination DC will achieve its goals by adhering to the following core priorities:

1. Tourism Marketing

Destination DC will use creative messaging and media to maximize the returns on its marketing investments and broaden the image of the city among key visitor markets.

2. Convention Sales

Destination DC will identify and pursue key market sectors, organizations and individuals who can help the city accelerate convention and meetings business.

3. Sports and Events Marketing

Destination DC will work with Events DC to pursue sports and cultural events that generate overnight visitation and create economic impact for the city.

4. Government

Destination DC will continue to build its strong relationship with the DC Government.

5. Unity

Destination DC will connect tourism stakeholders and engage the broader public to promote the city as a world-class destination and distribute the benefits of visitor spending more widely.

6. Increase in Funding

Destination DC will continue to pursue an optimum budget for the organization in order to compete with other top-tier destinations and achieve its goals for growing domestic and international tourism and conventions to the city.

Situational Analysis

SWOT Analysis

Internal Strengths of Destination DC

- **Excellent Leadership**
Destination DC's executive leadership is highly respected and brings a wealth of experience to promoting the city to key visitor markets.
- **Strong Relationships and Partnerships**
Destination DC and its Board of Directors have established connections with Events DC, Cultural Tourism DC, the National Cherry Blossom Festival, Monumental Sports and Entertainment, the Washington Nationals, DC Jazz Festival, the Walter E. Washington Convention Center, the DC Government and others that augment its marketing resources. The Board has been instrumental in securing increased funding for Destination DC to market Washington, DC and will work towards budget increases per the 2015 Budget Study.
- **Talented Team**
Destination DC boasts an exceptionally professional, savvy, dedicated and accessible team of sales and marketing professionals.
- **Cross-Department Collaboration**
Aligning each department's individual initiatives with the company's overall goal of generating increased visitation and economic impact has shown success and can be expanded further through additional coordination between departments. Strategic cross-department collaboration needs to be implemented consistently, even if decelerating the work pace to more effectively achieve marketing goals.

Internal Weaknesses of Destination DC

- **Inadequate Funding**
Destination DC's annual budgets are considerably lower than competing cities. The constant search for increased funding redirects efforts from more productive activities. As demand for supporting additional sales and marketing efforts expands, the budget must too grow to add the number of adequate staff and resources needed for success.
- **Partner Collaboration**
Destination DC's member and affiliated partners have a vast reach in the community. Maximizing and leveraging these partnerships and their subject matter expertise will help expand the reach of Destination DC's initiatives. To truly impact the connection between new event bookings and overnight visitation, hotel development must be added to underserved areas of DC, near St. Elizabeth Campus and RFK Campus. Destination DC's work with hotels in neighborhoods like Capitol Riverfront, near Nationals Park and Audi Field, shows the viability of

new hotel investment.

- **Balancing Goals and Expectations for All Members**

As Destination DC aims to reach its overnight visitation goals, the organization should strike a balance as it engages a variety of members in opportunities to help meet those objectives. Reaching common metrics for success will ensure that our stakeholders find value in our results.

- **Difficult to Measure Success**

The return on investment (ROI) is not always clear for events and other activities that members are asked to co-fund. Ad effectiveness studies and other credible metrics are required to distinguish the most productive from the least productive marketing investments.

Opportunities for Growing Tourism in Washington, DC

- **Large Scale Development Projects**

Washington, DC has \$11.5 billion worth of projects under development, including Capitol Crossing office and retail built over the center leg of I-395, The Kennedy Center's The Reach, a new concourse and security checkpoint at Reagan National Airport, the Silver Line Metro extension to Dulles International Airport and increased connection to the city's rivers with Phase II of The Wharf. Additional renovation and/or expansion projects such as RFK Campus, St. Elizabeth's East and Walter Reed, will bring to life neighborhoods that have been otherwise discounted. These projects will address competitive gaps in the city and make it a more compelling destination to meeting planners and leisure travelers. Lodging Econometrics reports that 20 new hotels are in the pipeline to open in 2018 and beyond, adding 4,544 rooms to the city's inventory.

- **Growth of Emerging Markets**

Emerging international markets – especially China, India and Australia – will be key drivers of tourism growth over the next five years. The U.S. Department of Commerce forecasts U.S. inbound visitors from China to grow by 4.870 million by 2023. Visitation to the U.S. from India continues to grow, forecasting to increase by 20% over the next seven years. Building upon the success of hosting U.S. Travel Association's IPW in Washington, DC includes tour operators booking longer stays in the District in comparison to previous years.

- **Upcoming Citywide Conventions**

Citywide conventions will begin an upturn in 2020 and will be stimulated by the strategic pursuit of key sectors including technology, biotechnology/pharmaceuticals, medical, education, transportation, government (advocacy) and environmental. The leveraging of DC's knowledge economy allows for a unique value proposition specific only to Washington, DC.

- **Major Sporting and Cultural Events**

Attracting major sporting and cultural events to DC, such as the World Cup in 2026, would have a major impact on the city. Drawing an event of this magnitude would bring visitors, investment

and publicity to Washington, DC as experienced through other big sporting events like MLB All-Star Week in 2018. New sporting and event venues such as Audi Field, Entertainment and Sports Arena and RFK Campus present additional opportunities to book a range of future sporting events including eSports, rugby, showcase basketball and future conference tournaments.

Challenges to Growing Tourism in Washington DC

- **Fierce Competition for Meetings and Conventions**

An oversupply of convention center space across the U.S., competitive cities like Baltimore, San Diego and Boston that are expanding convention center space and aggressive discounting by some destinations may result in a loss of business for DC. While an expanding hotel inventory will help make DC more competitive, customers focused solely on price will likely be drawn to second-tier cities offering concessions to attract new business. Without an expansion plan or creation of additional multi-functional spaces, DC will be challenged to remain competitive in an otherwise evolving convention venue landscape. In an 18-month time frame, the Function Space Manager role has identified 90,620 definite room nights and 24,433 tentative room nights in the pipeline for the convention sales team to further leverage.

- **DC Perceived as an Expensive Destination**

Accommodations, in particular, are often viewed as too highly priced for leisure markets, especially families with children.

- **Limited Convention Blocks for Conferences**

While Congress is in session, obtaining sufficient room blocks for citywide conventions is a challenge. This leads to the dispersal of convention participants among dozens of hotels across the city, causing logistical issues and increasing hosts' expenses of shuttling convention delegates around DC.

- **Transportation Challenges**

The highly anticipated rail service to Dulles Airport (expected, 2020) will bring Washington, DC's largest international airport in line with other global cities that boast rail access. Construction at Reagan National Airport is also slated to complete in 2020. Significant safety improvements to the aging Metrorail system and added ride/carshare services have increased options for travelers.

- **Geopolitical and Economic Uncertainties**

Since the city's image is inextricably tied to federal politics in the minds of many potential visitors, perceptions of DC are strongly linked to attitudes toward the national government in key market segments. Divisive or apathetic attitudes toward the federal government can have a negative impact on international and domestic visitor volumes. U.S. policies related to immigration, visas and international trade all have an impact on the perception of our country and therefore the destination. The possibilities of another economic contraction or terrorist attack on the nation's capital are significant threats as well.

- **Limited Inventory for Sports Tournaments and Events**

Even with new development for sporting venues, the capacity to host large-scale sporting tournaments and events is limited because the spaces aren't big enough to accommodate the number of spectators and/or the number of fields/facilities required to play. (Ex. Large lacrosse tournaments)

Resources

In order to properly address Destination DC's opportunities and challenges, it is imperative for the organization to leverage the resources and expertise of the following institutions:

- Executive Office of the Mayor
- Federal government agencies
- Council of the District of Columbia
- Events DC and its partners
- District Department of Transportation
- Local tourism businesses
- Transportation companies
- Hotel Association of Washington, DC
- Restaurant Association of Metropolitan Washington
- Metropolitan Washington Airports Authority
- Travel and Tourism Advisory Board
- U.S. Travel Association
- Brand USA
- Destinations International
- International Convention and Congress Association
- Washington, DC Economic Partnership
- Capital Region USA
- Cultural Tourism DC
- Local universities
- Local ambassadors
- Hospitality industry associations

Strategic Foundation

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 city destination. Destination DC will continue to work diligently on behalf of Events DC and the Walter E. Washington Convention Center to market Washington, DC as a premier destination for meetings, conventions and special events while articulating 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.

Destination DC's strategic foundation will be defined by the following principles:

Mission Statement

Destination DC will pursue its mission:

As the official destination marketing organization for Washington, DC, the mission of Destination DC is to promote the nation's capital as a premier destination for business, convention, tradeshow, meeting and leisure travel. In doing so, we aim to create an economic impact that creates new jobs and benefits the District's local economy and community.

Represent all DC Travel and Tourism Stakeholders

Destination DC will represent and unite the tourism stakeholders in the city, including hotels and other accommodation providers, restaurants, attractions, tour operators, destination management companies, entertainment venues, event managers, caterers, transportation companies, retail outlets, local and national governments, Capital One Arena, Nationals Park, Audi Field, RFK Campus, St. Elizabeth Campus and the Walter E. Washington Convention Center.

Destination DC will represent these stakeholders with the following principles in mind:

- **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.
- **Maintain Leadership:** Continue to influence product development, redevelopment and infrastructure improvements that impact Destination DC's mission and the image of Washington, DC.
- **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.
- **Be Inclusive:** Leverage the knowledge, initiatives and connections of all member organizations to market the city to expanding visitor markets; build relationships with businesses and groups that will support the DC tourism economy.
- **Develop Advocates:** Build community-wide support for tourism and Destination DC, particularly among residents, industry experts and city government officials.

Supporting New Developments, Opportunities and Business Leads

With \$11.5 billion worth of new development in the pipeline for Washington, DC, the ability to support the expanding product through selling and promoting it is important. Leveraging these opportunities, whether that entails identifying new business to connect to facilities, connecting clients to new product and/or promoting the product in Destination DC's marketing to reach clients and potential visitors, will further position the District as a meetings, leisure and events destination with amplified information.

Complement Member Initiatives

Destination DC will optimize the impact of its resources by complementing industry efforts, partnering to leverage its own budget and pursuing initiatives that enhance mutual benefits. Destination DC will diligently seek out member partnerships that advance the goals of participating organizations. Destination DC will also foster creative collaborations that are cost-effective for members and allow the organization to target new markets with new tools it cannot afford alone. Examples of partnerships include cooperative advertising campaigns, familiarization tours, joint sales missions to emerging markets and lead generation and tracking.

Metrics, Monitoring and Modifications

Strategic initiatives move the organization toward its goals and require spending so progress must be monitored through quantitative performance measures and adjustments must be made when progress departs from the plan. Destination DC will define key metrics that align with its strategic objectives and monitor them regularly to track progress and adapt accordingly. Destination DC will use metrics that are measurable, timely, accurate, independently verified and relevant to the organization, its members and the DC government. Examples of metrics include third-party ROI studies, earned media value, number of booked conventions, domestic and international visitor volumes, hotel tax revenues and economic impact calculators.

Strategic Planning Model

Destination DC employed a three-stage planning process to develop this strategic marketing plan.

Step One: Environmental Scan and Competitive Analysis

Destination DC reviewed industry data, marketing research and trends, stakeholder feedback and strategic staff insight and an assessment of organizational capabilities and member needs to develop an understanding of the current environment in which the organization operates. The analysis yielded the following situational insights:

- Destination DC needs to identify the differentiating factors of the city and productively deploy those factors throughout its marketing and sales efforts.
- The organization needs to balance competing expectations and obligations of myriad tourism stakeholders throughout the city.
- Destination DC needs to define the city's competitive positioning and opportunities.
- The organization's vision, goals and implementation initiatives need to be strategically aligned.

Step Two: Develop Vision Statement

Destination DC filtered key insights from the environmental scan and analysis through the organization's mission and guiding principles to develop an organization vision for the next five years.

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. As an economic development organization for Washington, DC, Destination DC's goal is to generate visitor spending and support local jobs through the continued development and execution of integrated marketing, communications and sales initiatives.

Guiding Principles:

- Represent all DC travel, tourism and meetings/conventions stakeholders
- Complement member initiatives
- Utilize metrics and monitoring and apply appropriate program modifications

Step Three: Identify Core Priorities

The final product of the strategic process is the identification of five core strategic priorities for the organization. These priorities reflect the purpose, principles and vision of Destination DC as well as the competitive pressures and environment it faces.

- **Tourism Marketing:** Destination DC will use creative messaging and media to maximize the returns on its marketing investments and broaden the image of the city among key visitor markets.

- **Convention Sales:** Destination DC will identify and pursue key sectors, organizations and individuals who can help the city accelerate convention and meetings business.
- **Sports and Events Marketing**
Destination DC will work with Events DC to pursue sports and cultural events that generate overnight visitation and create economic impact for the city.
- **Government:** Continue to strengthen relationships with the DC Government.
- **Unity:** Connect tourism stakeholders and engage the broader public to promote the city as a world-class destination and distribute the benefits of visitor spending more widely.
- **Increase in Funding:** Destination DC will continue to pursue an optimum budget for the organization in order to compete with other top-tier destinations and achieve its goals for growing domestic and international tourism and conventions to the city.

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Core Priorities

Tourism Marketing

Destination DC will use creative messaging and media to maximize the returns on its marketing investments and broaden the image of the city among key visitor markets. The organization will show that the nation's capital is a dynamic, cosmopolitan city with much to offer international and domestic visitors. Destination DC will also communicate this positioning to travelers in major emerging markets, such as China and India, through compelling marketing campaigns that position the destination as not only a city of monuments and government, but also a premier destination for business, culture, history, gastronomy and exploration. The organization will gather consumer data on Washington, DC in order to effectively target potential visitors. Lastly, Destination DC will engage in marketing activities that will provide the best return on investment for the city.

Supporting Goals:

- Build DC's image as a welcoming and vibrant capital city, separate from the Federal Government
- Employ targeted marketing to international leisure visitors
- Increase content and programming for domestic and international group tour, sports, events and FIT (frequent individual traveler)
- Leverage in market representation in China, India, UK and Australia to expand reach

Success Metrics:

- Advertising return on investment and individual marketing program performance metrics
- Visitor engagement through social media, website and phone queries
- Visitor volumes, expenditures, tax revenue generated and jobs created
- Earned media

Goal #1: Build DC's Image as a Welcoming and Vibrant Capital City

Develop marketing campaigns that speak to DC's stature as the capital of the United States, highlight its authentic attributes and the city's variety of visitor attractions.

- **Leverage DC's National Capital Status** to entice visitors and communicate everything the city has to offer. Being the nation's capital remains DC's strongest differentiator along with its unique collection of historic, heritage and cultural sites, educational opportunities and sporting events. Continue to advertise these assets but use them as a bridge to connect visitors with neighborhoods, cultural attractions and businesses away from the National Mall. Emphasize the diversity, the people and the welcoming nature of the real DC.
- **Counter the "CNN Effect"**: challenge the image of DC as nothing but politics and monuments by creating advertising campaigns that stress the excitement and variety offered by the destination. Emphasize DC as a safe, open, walkable city offering diverse neighborhoods with

distinct cultural and culinary offerings. Use advertising and consistent messaging to showcase the authentic DC.

- **Develop a Brand Proposition** that members and other tourism businesses throughout the city can unite around. Branding efforts should position the city as offering a unique variety of attractions, neighborhoods, cuisine and entertainment in the nation's capital. Advertising under the 'DC Cool' brand to reflect the real DC will help extend the brand.
- **Focus on Regional and High Value Travelers** including New York City, Boston, Philadelphia, Atlanta, Chicago, Los Angeles, as well as the more than 60 million people who live within 300 miles of the District.
- **Market to High Propensity Personas** such as families, cultural travelers, foodies, sports enthusiasts, LGBTQ and history buffs, who are interested in DC's offerings and have strong potential to visit and spend money in the District.
- **Use Metrics to Evaluate** individual marketing programs and invest advertising spend accordingly. Utilize focus group interviews in key markets and tracking of visitor image and satisfaction ratings to provide valuable intelligence on where to allocate marketing resources.

Goal #2: Employ Targeted Marketing to International Visitors

Use targeted advertising to reach high-value international markets and attract new visitor segments to the city.

- **Promote in Selective International Markets** and growth visitor markets in partnership with Capital Region USA, such as China and India. Align marketing targets with origin countries offering direct and connecting flights to Dulles and BWI airports. Additionally, expand marketing and promotional efforts in key emerging markets: China, India, Australia and SE Asia.
- **Shape International Perceptions of the City.** Promote Washington as a city with an extraordinary collection of museums, historic sites and neighborhoods offering unique cultural resources and cuisine. Emphasize that it is easily accessible by air and a green and walkable city with outstanding visual and performing arts with an outstanding food scene, including Michelin Guide-starred restaurants.
- **Increase length of stay.** Draft an action plan to increase the number of nights international visitors spend in the city to both group and individual travelers, highlighting new programming, itineraries and surrounding experiences to inspire extended stays.
- **Pursue Regional Partnerships** to target select international markets. Continue to build partner relations with Capital Region USA, Brand USA and other East Coast destinations like New York, Philadelphia and Boston to compete with West Coast international travel.

- **Develop Stop Over Programming** with Dulles International Airport and key airlines to entice travelers to consider staying in Washington, DC at no extra cost when traveling to other U.S. destinations.
- **Expand Focus on China:** continue to expand and develop a strong Welcome China program to identify the cities assets that are supporting Chinese visitors. Partner with China’s leading social media platforms, WeChat/Weibo, on a strategic communications channel to inspire travel to DC as well as a robust program to help visitors navigate the city.

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Sports and Events Marketing

Destination DC will work with Events DC to attract new sports and cultural events throughout the city, with a special focus on leveraging the Walter E. Washington Convention Center, St. Elizabeth Campus and RFK Campus. The events will generate increased economic impact for the city through overnight stays booked as a result of hosting the events in the District. Collaborating with Events DC will align all strategic efforts to pursue and solidify new events, optimizing opportunities and creating success. The prospect of booking a variety of new events, from eSports to music festivals, at venues across the city means the economic impact will also be felt immediately in areas that may not have previously attracted as many visitors.

Supporting Goals:

- Target high-profile events
- Host smaller, diverse events with promotional potential
- Promote Washington, DC as the premier destination for sports and special events

Success Metrics:

- Increase room night bookings
- Visitor engagement through social media and website content
- Venue return on investment and event revenue goals

Goal #1: Target high-profile events

Destination DC will collaborate with Events DC, other stakeholders and local venues to attract highly visible events that drive revenue for the city and worldwide exposure.

- **Attract Sporting and Special Events that generate overnight stays** from participants and attendees. Harness the relationship with Events DC and Monumental Sports, local universities and other organizations to identify and pursue a diverse range of sporting event opportunities. Leverage new sports facilities and target unique, high profile events, such as eSports, to expand audiences.
- **Leverage uniqueness of events in the nation's capital.** Destination DC will highlight the new and expanded infrastructure throughout the city for sports and special events.
- **Expand relationships with world conferences, national leagues and college conferences.** Attend tradeshows with targeted sales messaging, conduct direct sales missions and identify unique, media-savvy events with increased ROI opportunities.
- **Generate economic impact for the city.** Partner with event organizers to identify attendee trends, such as income, demographics, etc... and promote ROI for the city through the sports calculator.

Goal #2: Host smaller, diverse events with promotional potential

Destination DC will identify smaller, unique events that have built-in potential to attract much larger league events.

- **Introduce underutilized infrastructure** such as waterways, college and university campuses, city parks and recreation assets to sports and event planners.
- **Leverage the connection between events and local audiences.** Specialty events sales efforts will highlight the distinct match up of demographics between the event’s participating athletes and spectators, and the District’s own local audiences. (Ex. Active lifestyle meets Crossfit sporting event)
- **Build on the success of scheduled sporting events.** Once these types of specialty events have a positive experience in a destination, they are likely to return again and again. Destination DC will work with its partners to ensure a successful sales process and event to help secure repeat business.

Goal #3: Promote Washington, DC as the premier destination for sports

Building on the success of a Washington Capitals Stanley Cup win and hosting MLB All-Star Week, Destination DC will generate continued buzz for the city as a top sports destination.

- **Inspire sports and event planners to consider DC.** Better own the sports success in Washington, DC. Leverage current championships and a rich sports history in the city to impact sales efforts, while showcasing all of the new and expanded infrastructure throughout the city.
- **Streamline the event planner experience.** Create a one-stop shop experience for planners who book sporting and special events. Develop services that simplify how to work through the complex booking experience.
- **Highlight the connection between the fan/attendee experience and the destination.** Introduce specific itineraries and activities that complement the event experience to inspire fans/attendees to extend their length of stay.
- **Connect to the sports persona interested in visiting DC.** Target sports enthusiasts through marketing efforts, social media, website content and earned media opportunities.

Convention Sales

Destination DC will identify and pursue key market sectors, organizations and individuals who can help the city accelerate convention and meetings business. Destination DC will reach these decision makers through trade shows, targeted sales approaches and working with local government, DC-based associations and businesses to highlight DC's unique assets for meetings business.

Supporting Goals:

- Develop strong sales positioning
- Utilize city stakeholders as sales partners
- Target lucrative new markets

Success Metrics:

- Convention bookings
- Visitor numbers
- Economic impact
- Delegate attendance
- Room Night Impact
- Legacy of Events
- Walter E. Washington Convention Center Revenue

Goal #1: Develop Strong Sales Positioning

Destination DC will develop compelling positioning to distinguish the city from its competitors and sell the destination.

- **Be Visible and Present.** Destination DC has a strong industry presence. Participation on industry boards, creation of strategic partnerships, exposure of emerging leaders and speaking engagements are all activities that elevate Washington, DC's prominence in the marketplace and therefore helps Destination DC remain relevant.
- **Communicate Washington, DC's Infrastructure Strengths.** In competing with other destinations for conventions, emphasize the state-of-the-art Walter E. Washington Convention Center, Marriott Marquis Washington, DC and the entire hospitality network. Also, stress access to the federal government officials, associations and businesses of the capital city as well as accessible airports with direct flights throughout the world.
- **Advertise in and Pitch Editorial for Convention Trade Media** such as online and print media outlets of the Professional Convention Management Association (*Convene*) and *Meeting Professionals International* to remain top of mind with decision makers. Test advertising in specialized publications such as *Smart Meetings*. Actively participate in major convention shows, such as IMEX Frankfurt and IMEX America and MPI's World Education Congress. With a manager of trade media role on the communications team, pitching editorial stories consistently and developing content on washington.org will result in expanded coverage of the destination and

its partners. This position will also help to coordinate press conferences and media appointments at relevant tradeshows.

- **International Business Events Council.** Using a distinguished group of influencers in the domestic and international marketplace will create a forum of Washington, DC advocates to help sell and message about the city's knowledge economy. This group will be relied on to help position Washington, DC in the best light with current issues and opportunities.
- **Understand Changing Demands in Learning.** As labor forces evolve, there is a rise in younger generations entering the workplace. These new generations source education differently. Creating meeting spaces and learning platforms that adapt to these new teaching styles will offer a competitive advantage to Washington, DC

Goal #2: Utilize Stakeholders as Sales Partners

Destination DC's members and other stakeholders will be key partners in growing convention business to the city. The development and execution of the annual convention sales plan with Events DC will deliver a tactical approach to accomplishing annual sales initiatives and goals.

- **Use the Asset Intelligence Project to Secure Business from Key Sectors.** Washington, DC is uniquely positioned to attract business from specific business segments such as technology, biotechnology/pharmaceuticals, medical, education, transportation, government (advocacy) and environmental. The convention sales team will continue to develop a sales and marketing strategy to promote DC's connection to these sectors, connect with local thought leaders to enhance the communication and target businesses and associations who can benefit from meeting in DC.
- **Curation of the Ambassadors Circle.** A unique group of subject matter experts are strategically aligned with Destination DC's top market sectors. The group is specifically curated to be the bid principal for targeted accounts. They have the distinction of chairing conventions and creating a legacy in the city, for the organization and for themselves by taking on this distinguished role. The Ambassador Circle Patron is a notable member of the District's business community who brings credibility to the program and helps elevate its profile, therefore attracting top talent to the Circle.
- **Utilize the Washington, DC Community.** DC is home to countless associations, NGOs and corporations. Harness connections with these institutions to generate convention business, sell the destination and garner feedback on competitiveness and market changes. Attract in-kind donations to support familiarization tours and sales missions to key origin markets. Leverage economic development partnerships as a way of building contacts and accessing markets. Work with local organizations such as Events DC and its marketing partners, the Washington DC Economic Partnership, Deputy Mayor of Planning and Economic Development, Business Improvement Districts (BIDs), and community leaders to collaborate in mutually beneficial ways.

- **Present Unified DC Presence** at trade shows and other sales missions. Help coordinate the city's sales approach and communicate efforts to the tourism community. Highlight the real DC.
- **Leverage Events DC Assets to Maximize Delegate Experiences.** Access to unique experiences like walking immediately out of the Walter E. Washington Convention Center into the Apple store or complimenting a day of education with attendance at an Entertainment and Sports Arena Mystics game will help create a memorable experience outside of the convention experience.

Goal #3: Target Attractive New Markets

In order to grow, Destination DC will continue to identify and pursue attractive new markets.

- **Increase Corporate Meeting Business** to supplement government-related and citywide convention travel. Stress to the hotel community the benefits of this market, including short term impact and high revenues, and strategically target business in the shoulder seasons.
- **Pursue International Conventions.** Leverage DC's international access and appeal to attract international conventions. Secure a five-year commitment to international funding with annual increases included.
- **Cultivate "Diversity and Inclusion"** market to assist the community in fulfilling need period business over holidays.
- **Align with Overseas Leisure Programs.** By showcasing programs such as Welcome China to the MICE community, Destination DC maximizes its impact to multiple sector audiences, helping create a unique delegate experience that is curated specifically for their cultures. Domestic associations with high international attendance, as well as true internationally rotating organizations, can benefit.
- **Increase Market Share** through creating target account lists in competing cities. Destination DC's convention strategy division identifies top accounts in competitive markets for prospecting. The Convention Strategy Manager, Function Space Manager and Business Development Manager will work in conjunction to clear space, identify new opportunities and position Washington, DC to gain more market share and optimize occupancy at the Walter E. Washington Convention Center.

Government

Destination DC will strengthen relationships with the Government of the District of Columbia by continuing to educate members of the Executive Office of the Mayor, as well as the Council of the District of Columbia, on the benefits of tourism and the results of its programs on a regular basis. The city and its partners are accustomed to working together to host challenging, high-profile events securely and successfully, a selling point few other cities can promote.

Supporting Goals:

- Communicate the message of tourism and conventions as key drivers of the city's economy
- Strengthen relationships with the District Government
- Partner with the Office of the Deputy Mayor of Planning and Economic Development to secure investment in the city's superstructure and expanded direct airline service to emerging markets.

Success Metrics:

- Stable and adequate funding for Destination DC's marketing programs
- Visitor volumes from target markets
- Visitor spending
- Tourism employment
- Tourism tax revenue
- Revealing metrics and reports

Goal #1: Communicate the Message of Tourism as an Economic Driver

Destination DC will continue to promote the role of meetings, leisure travel and events as key contributors to the DC economy and a major driver of city tax revenue. Conduct quarterly briefings of the Council staff and the Mayor's office reviewing past progress in tourism development and challenges for the future, as well as conduct twice-a-year briefings with members of the Council.

Goal #2: Build Relationships with Key Officials in the DC Government.

Strengthen relationships with officials in the District Government to jointly promote and deliver high-quality experiences to visitors.

- **Distinguish the Roles of Destination DC and Events DC and each organization's impact on the Walter E. Washington Convention Center**, to help officials understand the distribution of authority and responsibilities for tourism development.
- **Strategically Deploy Government Officials** to augment sales missions and convention bookings. This will require Destination DC to notify the Mayor's office well in advance of requested appearances and limiting these to the most strategic opportunities to advance the city's tourism economy.

- **Work more closely with the Deputy Mayor for Planning and Economic Development** toward mutually beneficial goals. Such goals include growing domestic and foreign investment in the city's tourism superstructure and expanding direct air service to key feeder markets.

Goal #3: Secure and Maintain Investment in Improving the Visitor Experience and Marketing

Ensure marketing funding is adequate to achieve the goals in this plan and monitor effectiveness of programs.

- **Identify Optimal Annual Budgets** for Destination DC for the next five years, recognizing the resources available to competitor destinations and the goals of this plan. Utilize research and recommendations from third-party organizations such as Destinations International (DI). Seek to stabilize the funding available annually so long-term plans can be made to maximize the funds available. This will entail identifying more non-traditional sources of funding and furthering conversations with elected officials.
- **Track Returns on Individual Programs** within the annual budgets. Develop approaches to determine how much money spent on individual programs results in growing visitor markets and the city's tourism economy. Strive to have an objective measure on the return of each program's budget and monitor these returns to determine where to reallocate funds to more efficiently grow tourism.
- **Improve the Tourism Experience.** Mobilize Destination DC membership to welcome visitors, offer deals on washington.org and embrace a citywide approach to hospitality. Leverage the annual ROI study as a key tool to evaluate the perception and impact from tourism.

Unity

Destination DC will connect tourism stakeholders to support Destination DC's marketing efforts, to network with one another and take advantage of research and lead generation.

Supporting Goals:

- Engage the members
- Identify and align joint priorities
- Tailor research and opportunities for members

Success Metrics:

- Membership growth
- Lead generation and conversion rates
- Attendance at member events
- Annual member survey results

Goal #1: Engage the Members

Encourage active participation in Destination DC through outreach and services.

- **Host Membership Events** such as forums, networking and educational events throughout each year to build expertise, promote partnership opportunities and collaboration among members.
- **Use washington.org to showcase member businesses** and upload deals and calendar events to leverage DDC's web promotional efforts.
- **Amplify members** on social media to connect their efforts to industry and consumer audiences.
- **Represent All Members** of the organization. Find ways to get smaller members involved who may not be able to afford participating in more expensive programs such as sales missions or marketing cooperative opportunities.
- **Conduct Research** on visitor trends, visitor market characteristics, visitor satisfaction and perceptions of the city among potential markets. Make results accessible to members through seminars and online dashboards.

Goal #2: Identify and Align Joint Priorities

Make sure that members are actively engaged in programs that benefit the local tourism economy.

- **Target Citywide Conventions.** Citywide conventions have a major positive impact on the city and are widely viewed as being the most important target market for the organization. Gain cooperation of downtown hotels to set aside room blocks for these to minimize the number of different hotels housing delegates. Engage Destination DC members to help attract and retain convention business.

- **Encourage Visitors to Explore DC’s Myriad Attractions Off the Mall.** Introducing visitors to neighborhoods and attractions throughout the city can build length of stay and encourage repeat business. Moreover, this leads to a wider distribution of visitors’ contributions to the local economy.
- **Leverage Department Committees** to inform marketing and sales strategies. Ensure benefits offered to members are relevant, useful, and can be implemented at member businesses in the Membership Committee. Summarize experiences shared in the Convention Committee to help in developing key strategies for future convention success. Develop stopover programming and more content for international student groups in the Tourism Committee. Continuously develop with the Marketing Committee programming addressing market trends and research to maximize promotional efforts and impact.
- **Align Programs and Budgets with Strategic Goals** and apply metrics to indicate how well programs are contributing to growing tourism in the city.
- **Educate the Public** on the benefits of tourism in the city to garner residents’ support. Publicize compelling evidence of the economic contributions of visitors to the city – spending, incomes, employment and tax revenue – and engage neighborhood residents’ groups in welcoming visitors.
- **Promote Events** that bring overnight visitors to the city by working with Events DC and sports, theater, arts and humanities organizations. Successful past partnerships include the DC Jazz Festival, National Cherry Blossom Festival, Women’s Voices Theater Festival and Passport DC.

Goal #3: Tailor Research and Opportunities for Members

Shape communications to member needs.

- **Customize Member Communications** for specific types of businesses such as hotels, restaurants or attractions. Provide brief but valuable updates on Destination DC initiatives and news for each of these segments and respond quickly to members requesting additional information.
- **Create a Way for Members to Respond Directly to Requests for Proposals.** Ensure the RFP process is streamlined, timely and equitable.
- **Track Success of Lead Generation** to identify weaknesses in the sales process and maximize return on investment. Gather feedback from members on the number of leads converted into sales.

Closing Summary

Destination DC's Strategic Plan serves to outline the strategic priorities, goals, initiatives and metrics that will guide the organization over the next five years. It is intended to guide the organization's Annual Marketing and Sales Plans. By following this plan, Destination DC will remain aligned with the needs of its members and the demands of the industry. Destination DC will continue to strengthen its role:

- Promoting Washington, DC as a world-class tourism, convention and special event destination;
- Growing the number of conventions, events, domestic leisure travelers and international leisure travelers to the city;
- Maximizing the contribution tourism makes to the city's economy and resident's quality of life;
- Unifying the DC tourism community; and
- Advocating for tourism throughout the city.

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Destination DC

2018 ADVERTISING EFFECTIVENESS & ROI STUDY SUMMARY OF KEY FINDINGS

2018 Ad Effectiveness & ROI Study

This report presents the results of an advertising effectiveness and return on investment study conducted by Destination Analysts, Inc. on behalf of Destination DC, the organization charged with marketing the District of Columbia as a global convention, tourism and special events destination.

The main objective of this research was to develop an understanding of the reach and impact of the organization's 2018 spring and summer advertising campaigns. These campaigns consisted of \$3.6 million in media placements in print, out-of-home and online, as well as guerilla and event marketing in New York City. The campaigns were additionally supported by social media and ongoing, extensive public relations outreach to gain earned media value for Washington, DC.

Based on the media purchased for the campaign, the goals of this research require that a large survey sample be collected from across the Eastern, Central and Western United States. Additionally, large subsamples from residents of each of the metropolitan areas targeted by the advertising campaigns were also collected. Survey sampling mirrored the advertising campaign, which focused on attracting visitors from five key metropolitan areas: Los Angeles, CA, New York City, NY, Philadelphia, PA, Richmond, VA and Chicago, IL. The survey was fielded September-October, 2018.

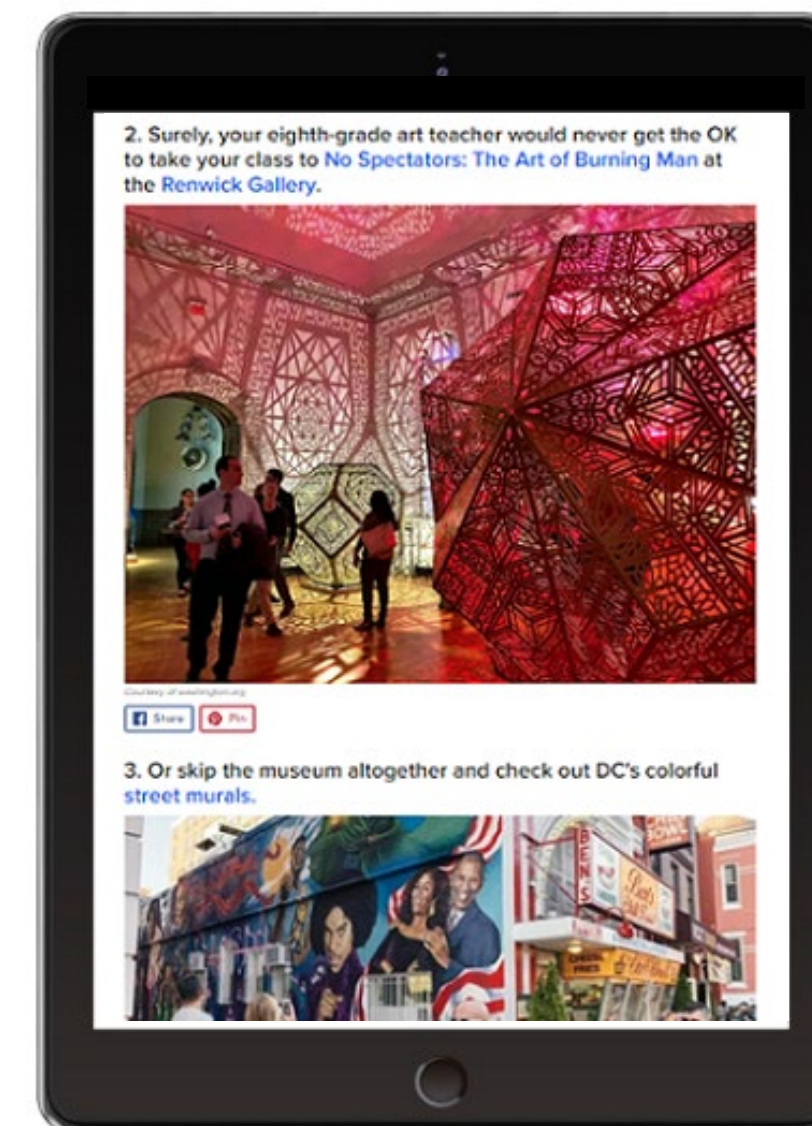
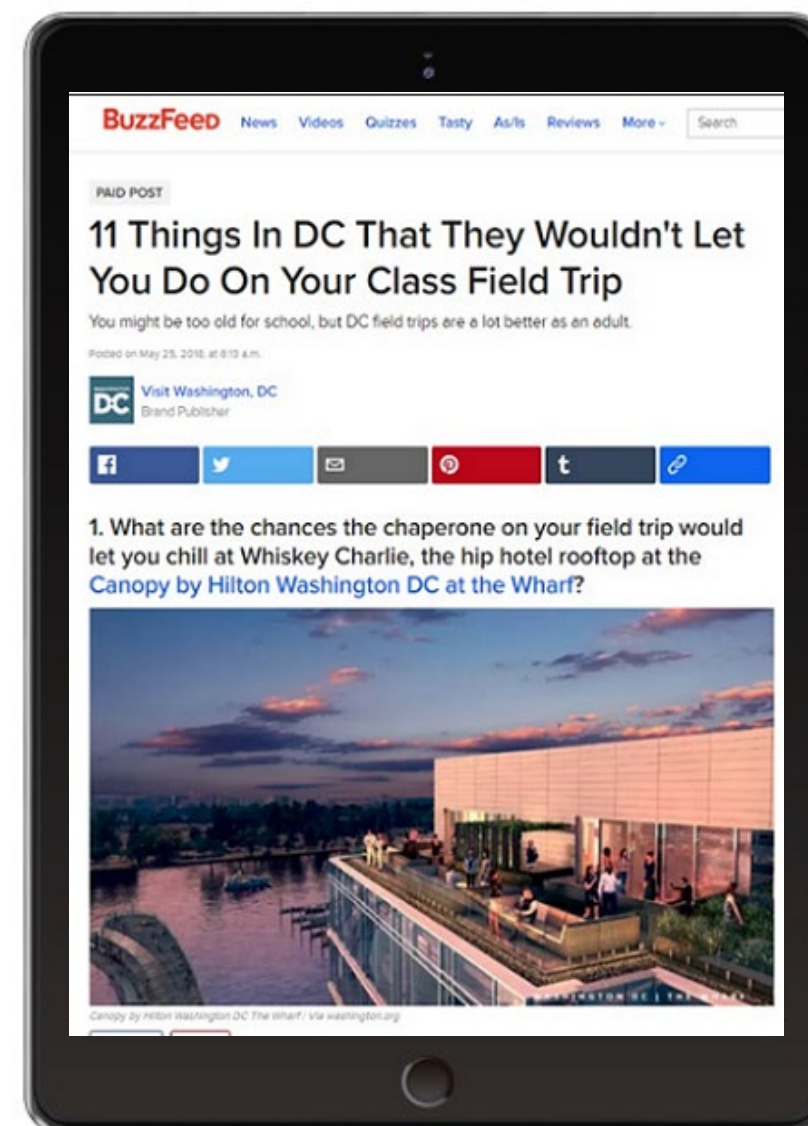
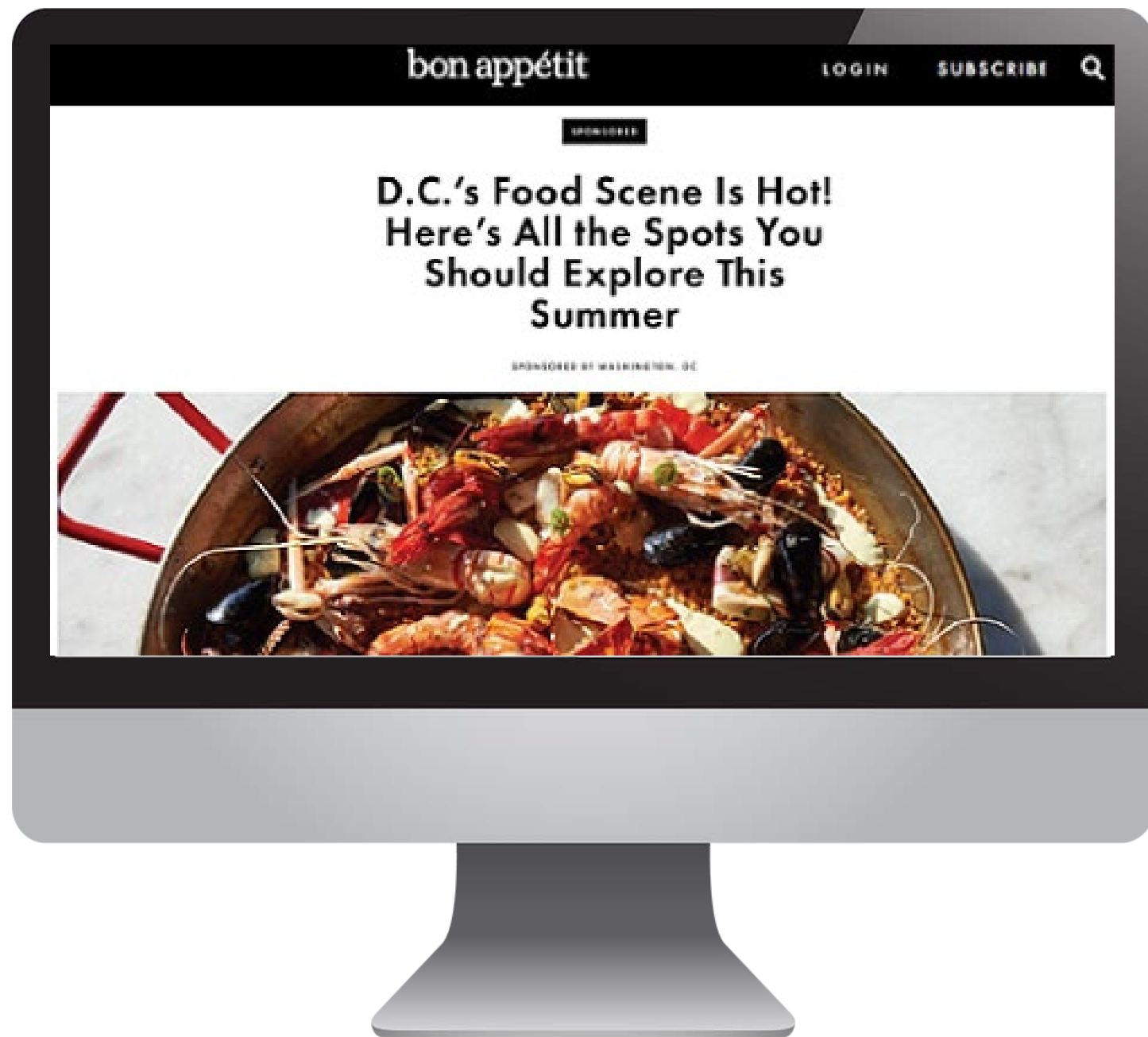
Print Advertisement Examples



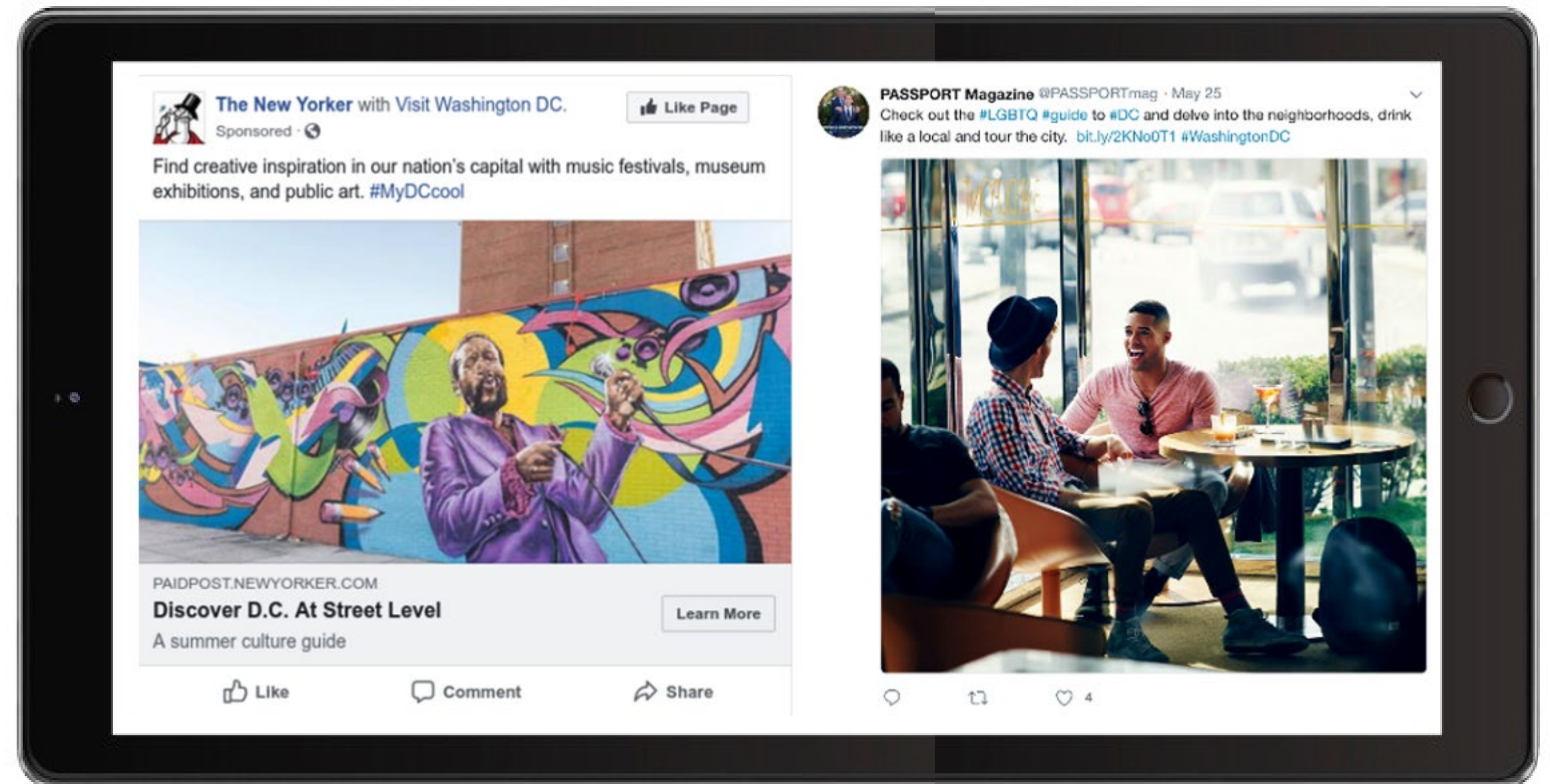
Digital Advertisement Examples



Native Advertisement Examples



Social Media Promotions



Live Television Events

Part of the spring advertising campaign included promotions at the Today Show and Good Morning America.



Pop-up Event at Grand Central Station

A pop-up event promoted Washington, DC at NYC's Grand Central Station.



Bus Advertisements



The advertising buy included bus wraps in New York, Los Angeles, Chicago and Philadelphia, as well as taxi tops in Chicago.

Outdoor Advertisements



Billboards were part of the media buy in Los Angeles.

Amtrak Acela Advertisement



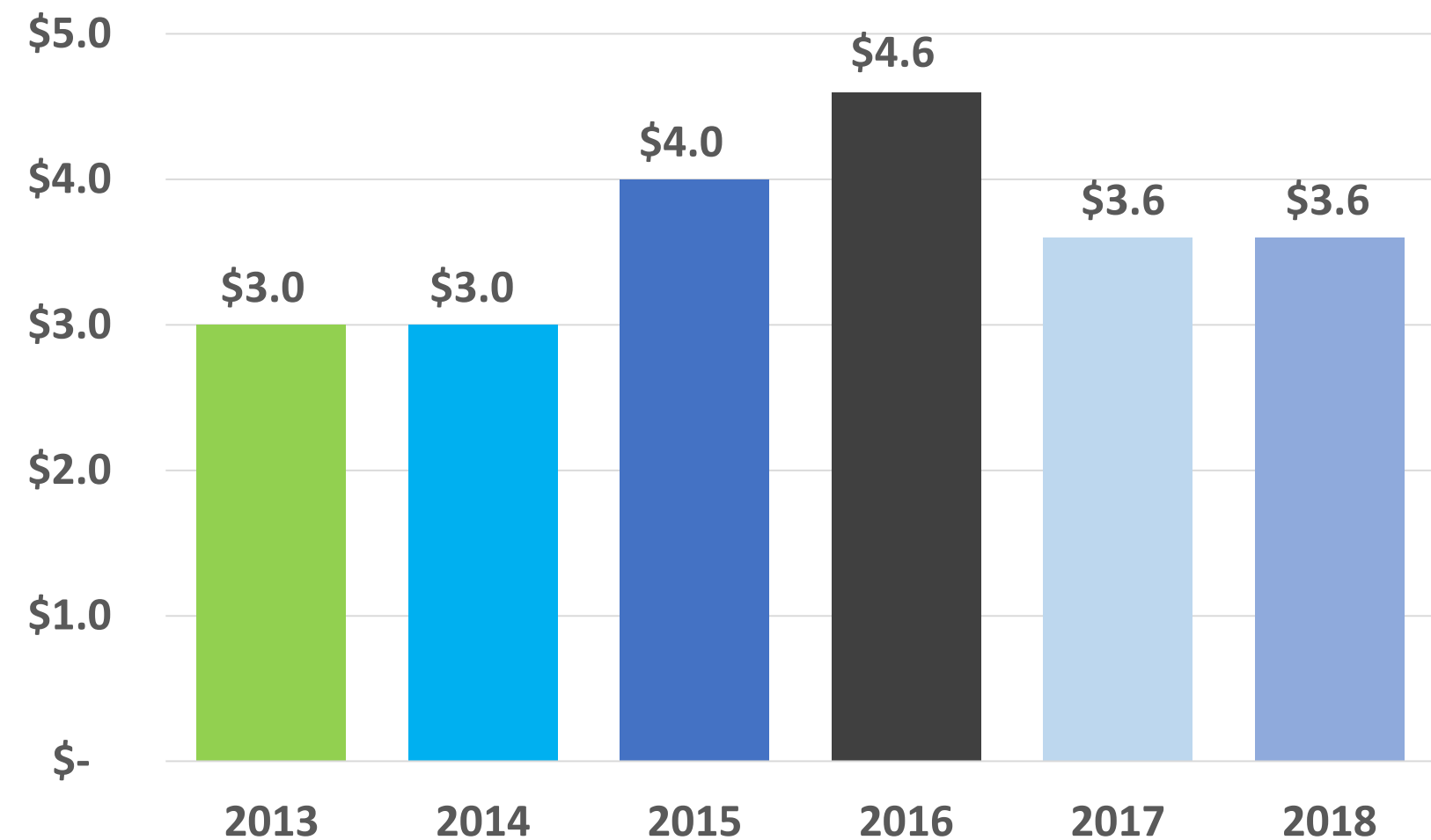
The advertising campaign also included posters onboard Amtrak's Acela Express line.

2018 ROI Summary

DDC Investment	\$3.6 million
Gross incremental visitor spending* generated	\$159.2 million
Visitor spending ROI (Incremental visitor spending/DDC investment)	\$43.77/\$1
Incremental tax revenue generated for Washington, DC	\$10.5 million
Tax ROI (Taxes generated/DDC investment)	\$2.90/\$1
Incremental visitors	582,300 ↑ Incremental trips up Travel party size up

DDC Investment: Historical Perspective

DDC Investment (in millions)



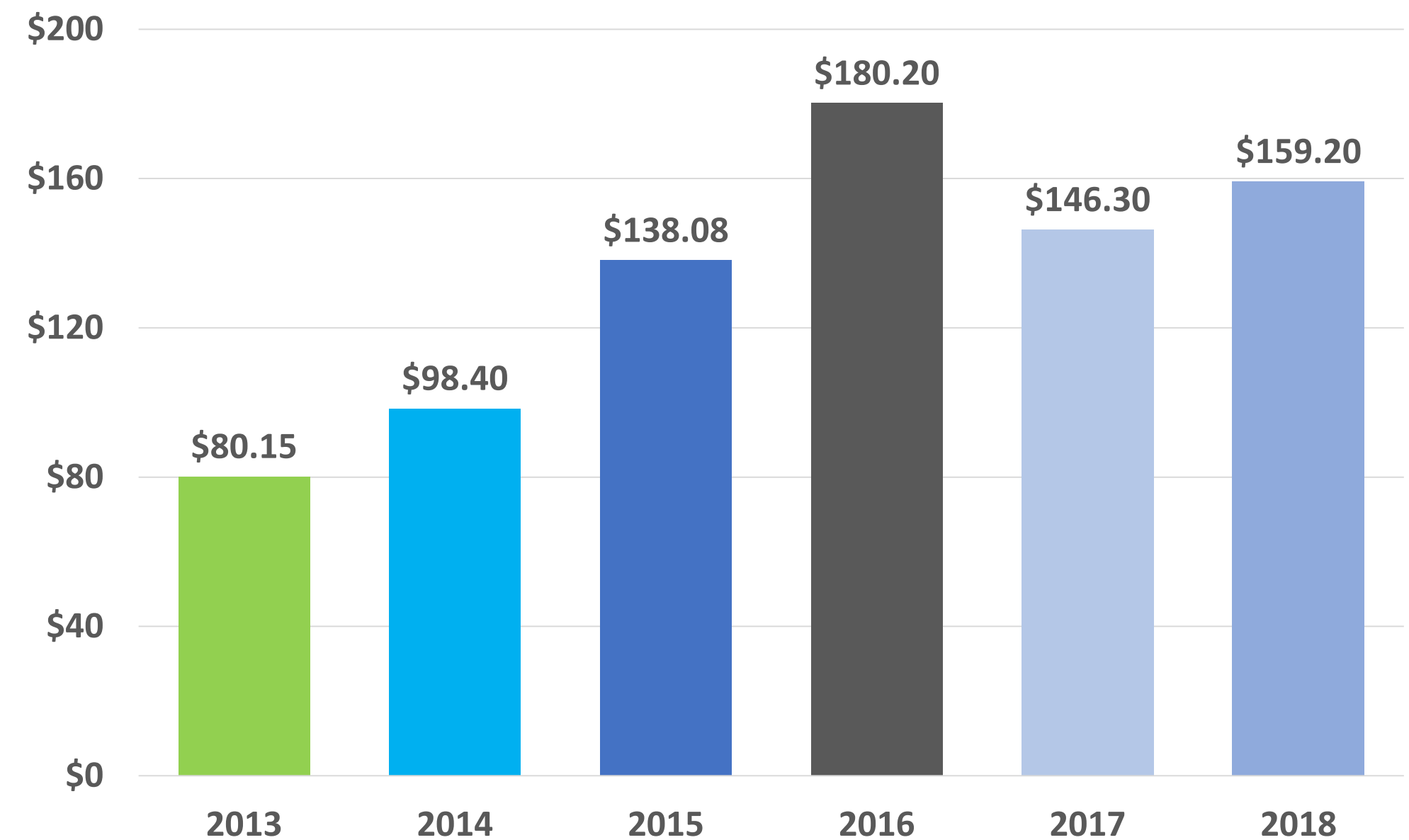
* Incremental visitor spending is the total direct visitor spending in Washington, DC reported by those who were influenced to visit Washington, DC by the advertising campaign.

Key Metrics: Visitor Spending

While the overall DDC investment in the campaign remained stable in 2018, at \$3.6 million, spending by visitors influenced to visit by the campaign grew 8.8%.

Visitor Spending from Campaign

Incremental spending in DC generated by campaign (in millions)



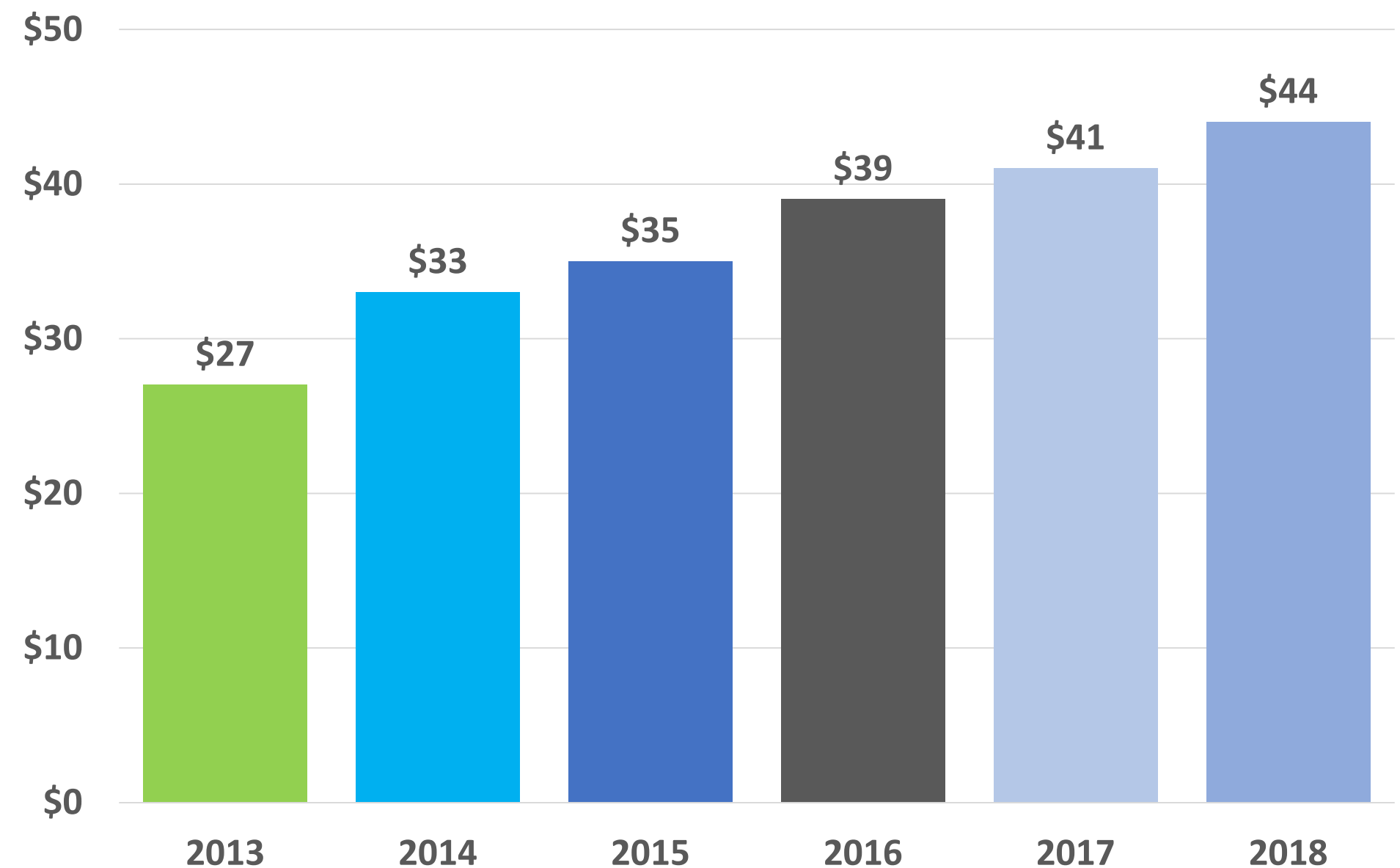
Key Metrics: Visitor Spending ROI

The 2018 advertising campaign generated \$43.77 in visitor spending in Washington, DC for every dollar invested on the campaign, up from \$40.79 for every dollar in 2017.

This only includes spending by those who were influenced by the advertising to visit Washington, DC.

Visitor Spending Return on Investment

Total incremental spending per dollar of DDC investment

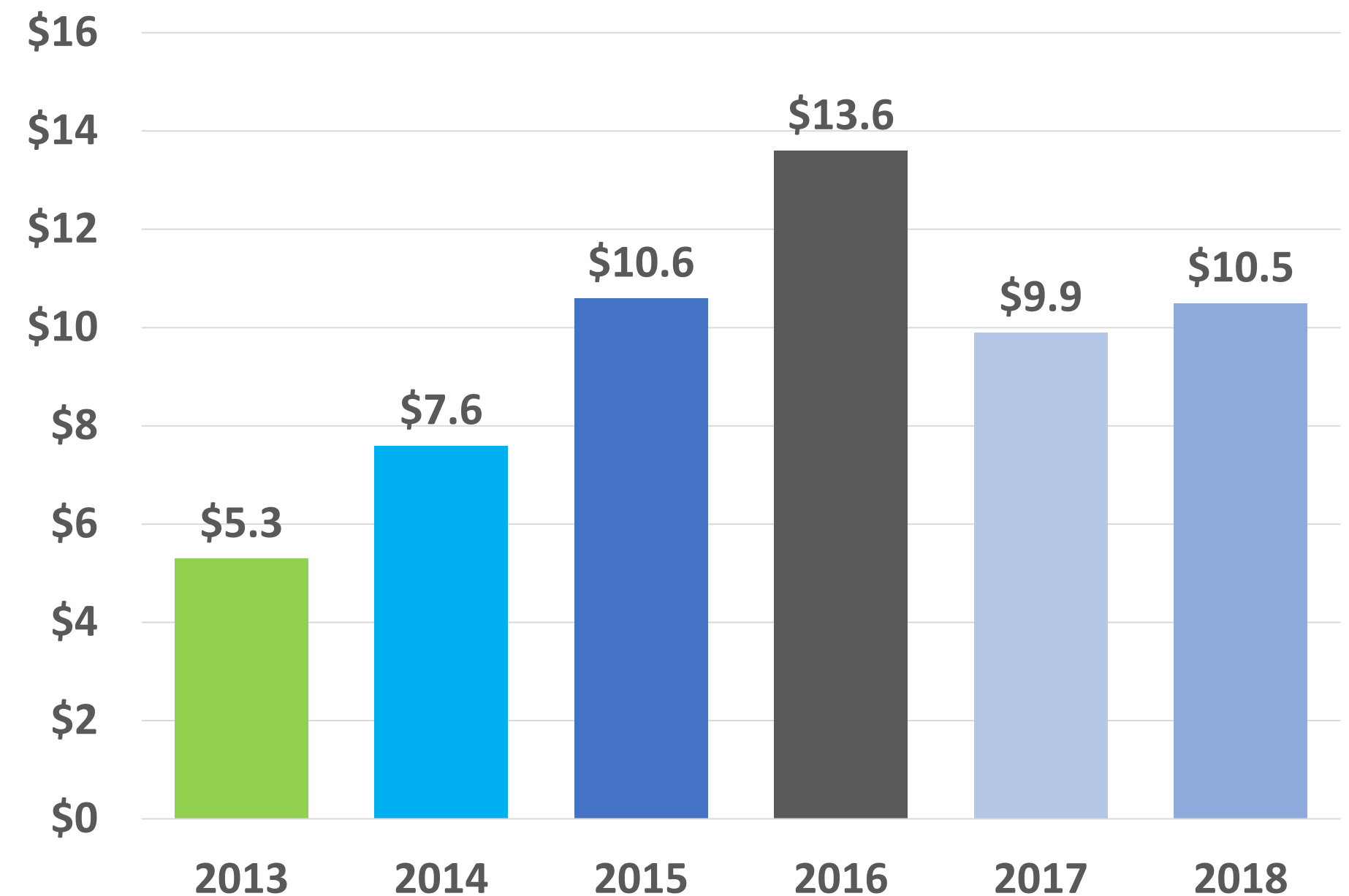


Key Tax Metrics: Taxes

The campaign produced \$10.5 million in tax revenue for the city from the \$159 million in visitor spending. Taxes generated were up 6% over 2017.

Taxes from Campaign

Total Taxes Generated for DC (in millions)

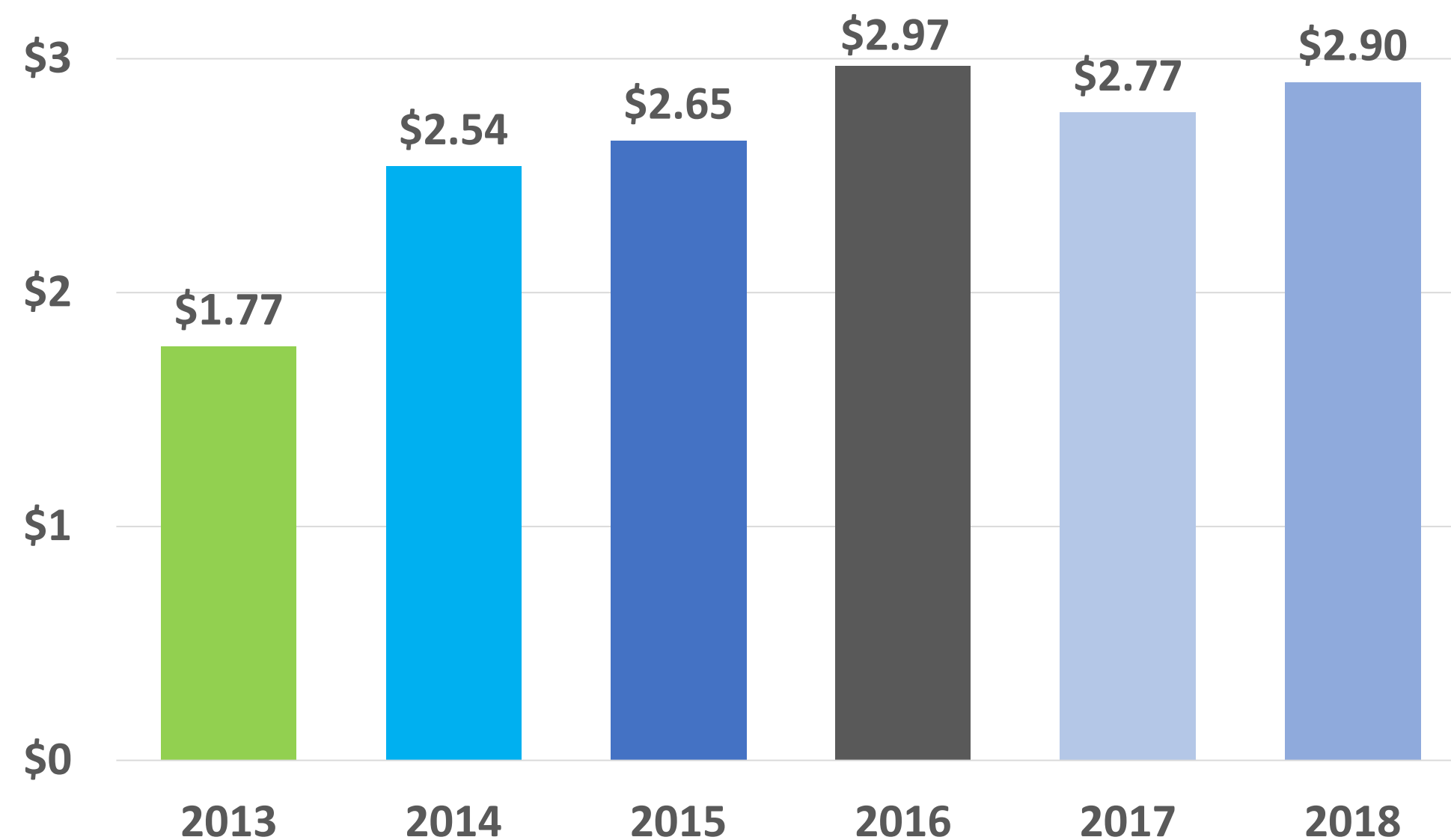


Key Tax Metrics: Tax ROI

In terms of tax revenue, Destination DC's campaigns again produced a strongly positive ROI for the District of Columbia: \$2.90 returned in taxes for every \$1 spent on the campaign.

Tax Return on Investment

Total taxes generated per dollar of DDC investment

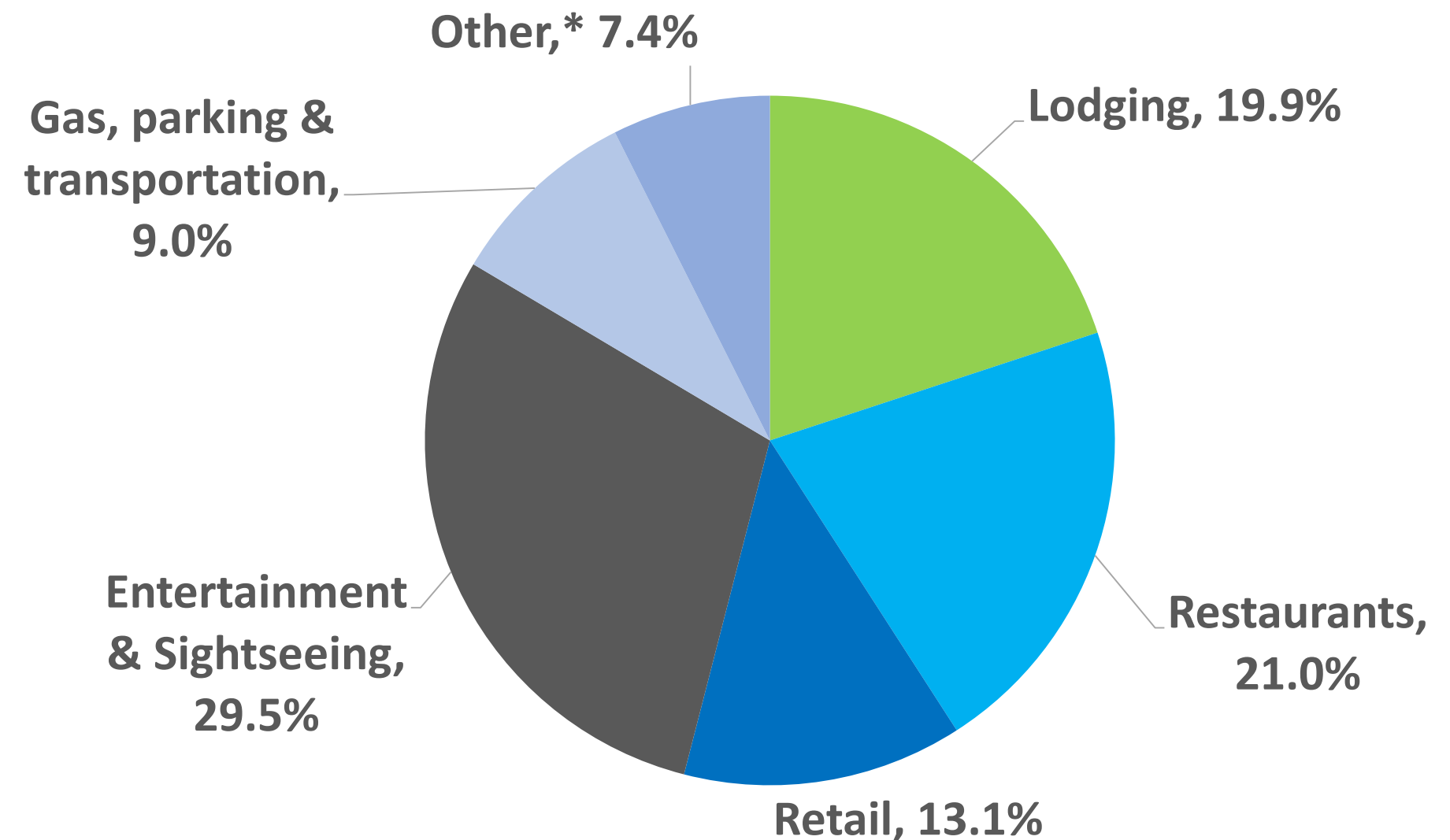


Key Metrics: Incremental Spending by Type

The advertising campaign generated incremental spending across an array of industry sectors.

Incremental Spending by Type

Percent of the \$159.2 million in total incremental spending



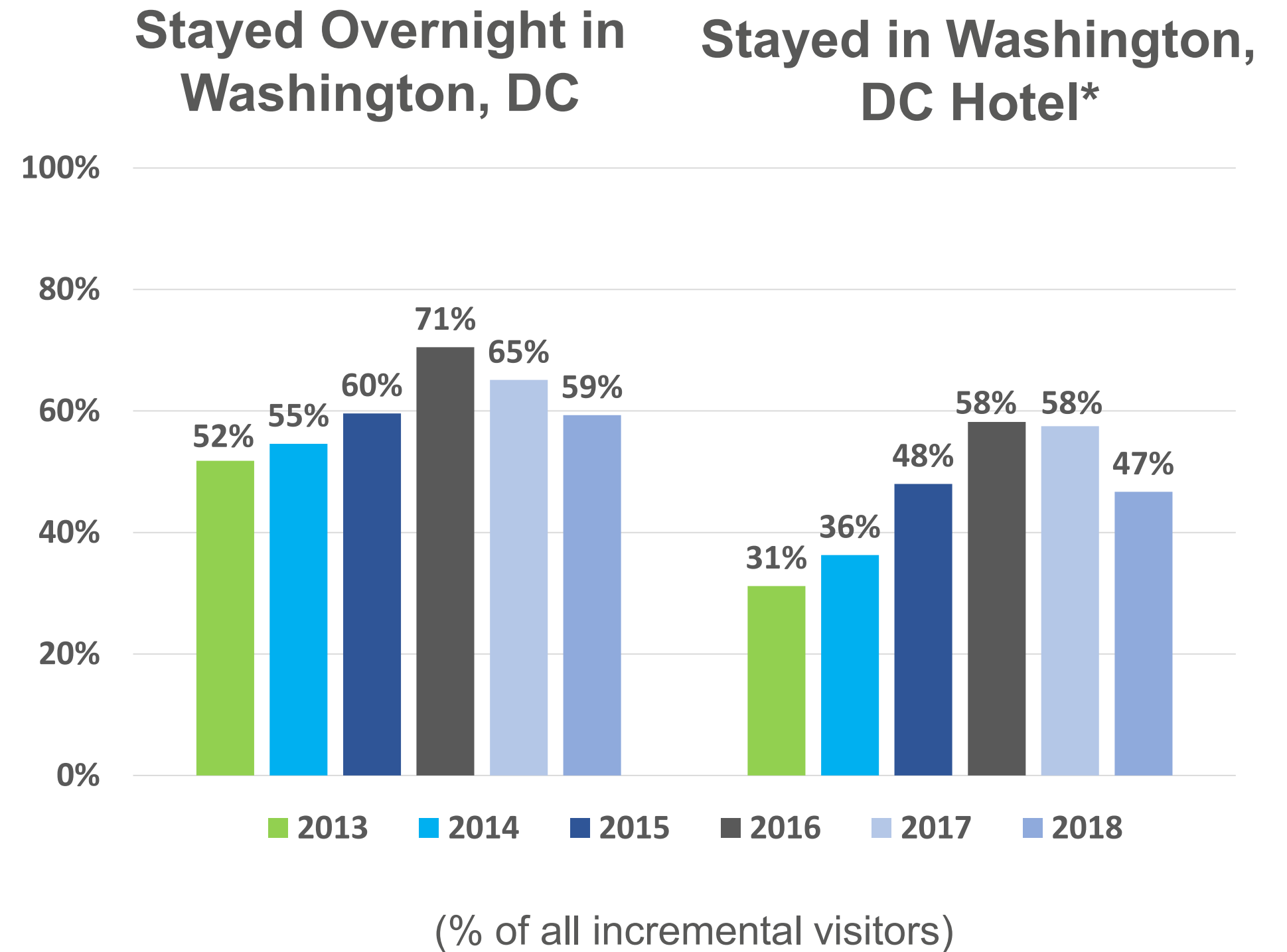
* "Other" includes in-market spending on anything not listed in the other categories in the pie chart. Spending is for District of Columbia only.

Hotel Segment Performance

For every 100 incremental visitors to DC, 59 stayed overnight inside the District of Columbia, and 47 stayed in Washington, DC hotels.

6.0% of incremental visitors stayed in peer-to-peer lodging (Airbnb, VRBO, etc.) in Washington, DC, up from 2.9% in 2017.

Incremental room nights increased by 5%, due to an increase in incremental trips and length of stay, despite the decrease in the share staying in DC hotels.



* "Hotel" does not include Airbnb stays.

Incremental Visitors

Incremental visitors is calculated by multiplying the incremental trips generated by the campaign by the average travel party size.

Incremental visitors increased by 33% over 2017, to 582,300 in 2018.

Incremental visitors

2017 **438,040**

2018 **582,300 ↑**

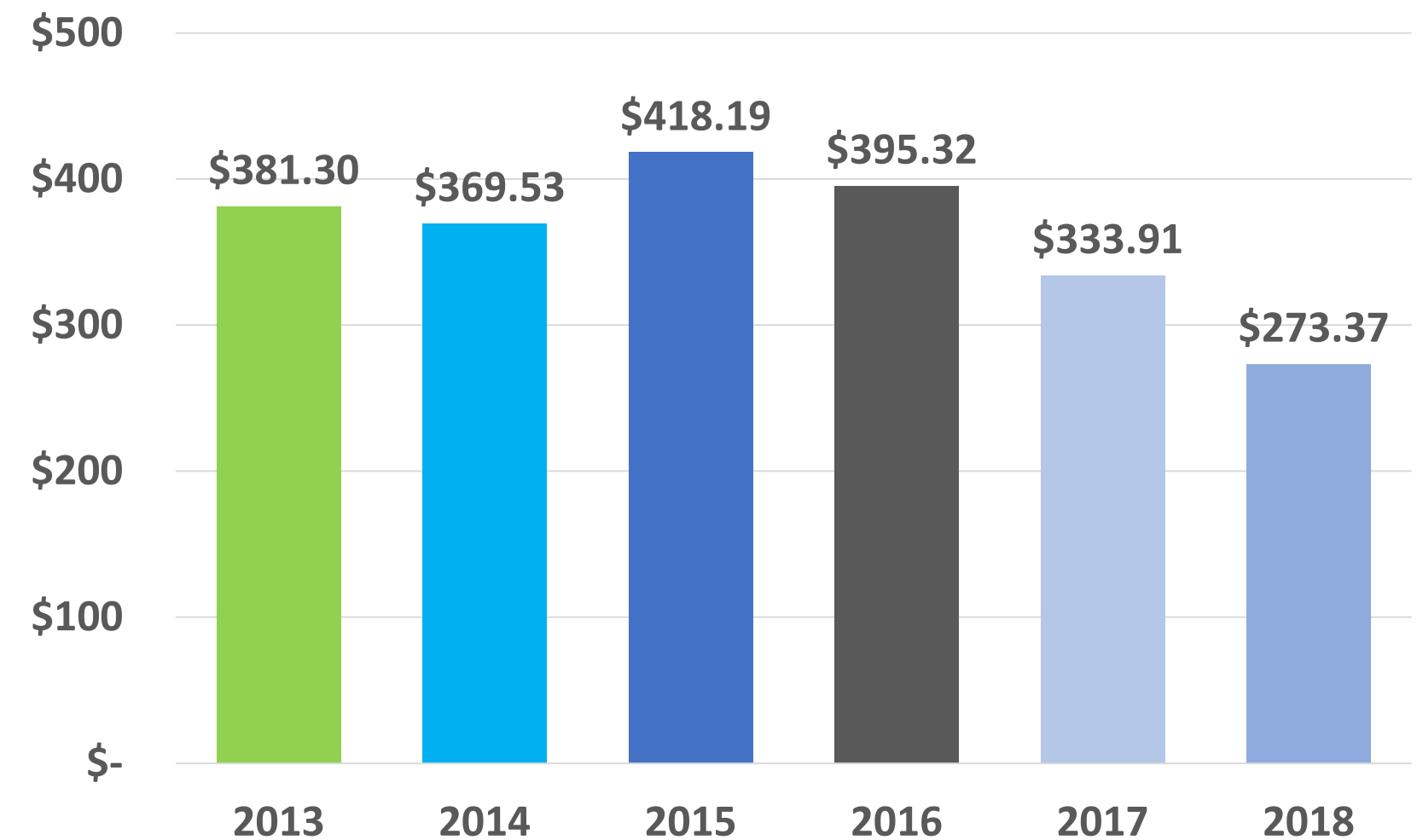
Incremental trips up
Travel party size up

Spending Performance

Per-person average daily spending by Washington, DC hotel guests was recorded at \$273 in 2018. This was down from \$334 in 2017, but offset by a significant increase in the number of visitors influenced to visit the city.

The average travel party size increased from 2.3 in 2017 to 2.4 in 2018, leading to changes in spending, such as a decrease in hotel spend per person due to additional hotel guests per room.

Per-Person Average Trip Spending in Washington, DC



(Average per-person trip spend by incremental visitors in DC)

Campaign Performance Metrics and Evaluation

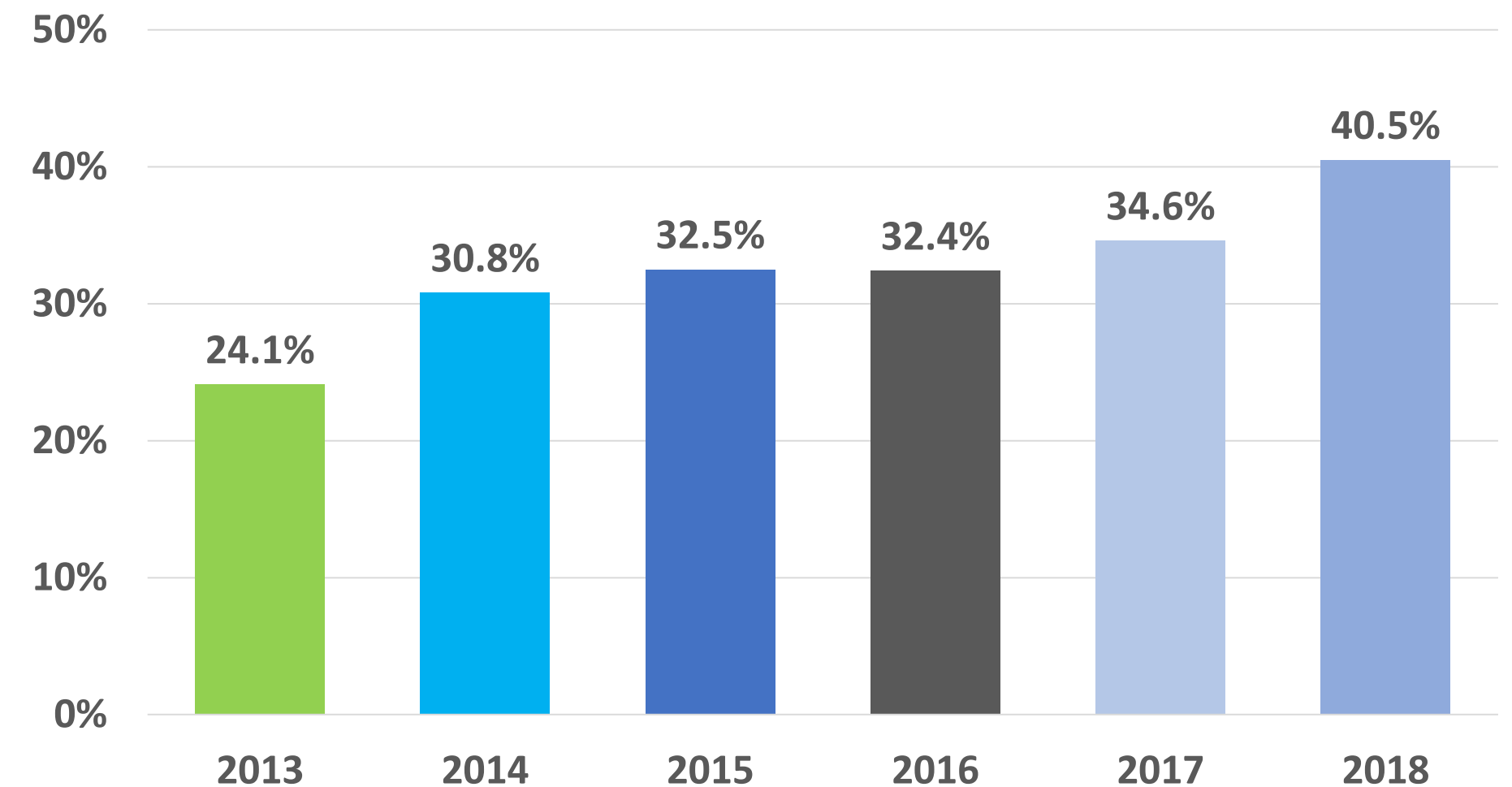
Advertising Recall

Advertising recall increased to 40.5 percent in 2018. This is an increase of nearly a fifth over 2017.

This recall rate is an all-time high for the study.

Overall Advertising Recall

Percent of all respondents who recall seeing at least one ad (aided)

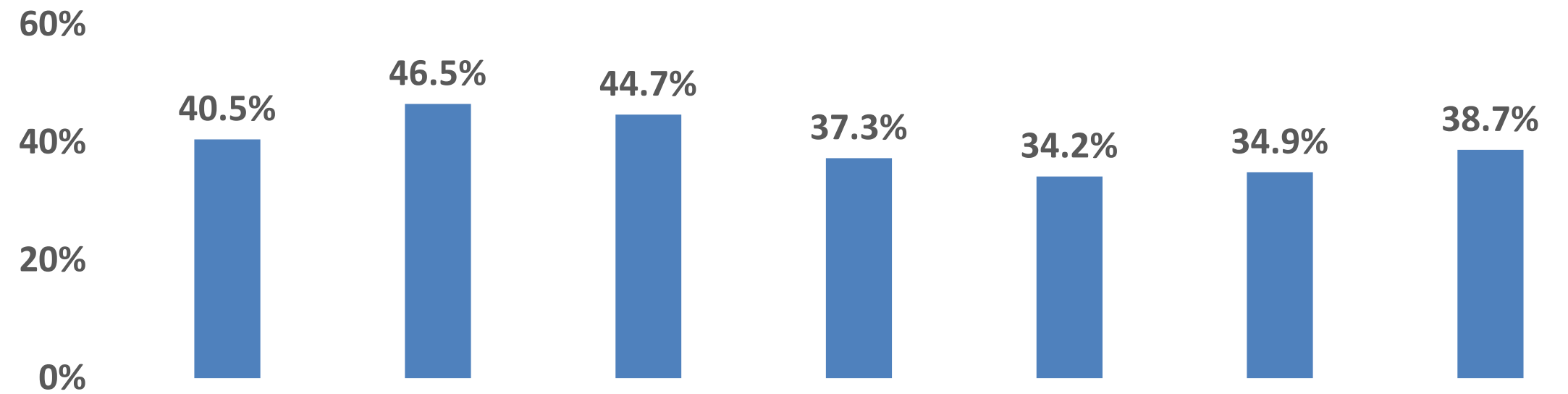


Base: All respondents. 4,282 surveys.

Advertising Recall: Geographic Performance

Approximately 45 percent of respondents from the Los Angeles and New York DMAs* reported they had seen at least one of the campaign's advertisements.

Saw at Least 1 Ad by Market



	Total	Los Angeles DMA	New York DMA	Philadelphia DMA	Richmond DMA	Chicago DMA	Rest of the East Coast
Saw at Least 1 Ad	40.5%	46.5%	44.7%	37.3%	34.2%	34.9%	38.7%
Saw 2 or More Ads	29.2%	34.1%	34.7%	26.4%	20.5%	25.0%	27.3%
Saw No Ads	59.5%	53.5%	55.3%	62.7%	65.8%	65.1%	61.3%

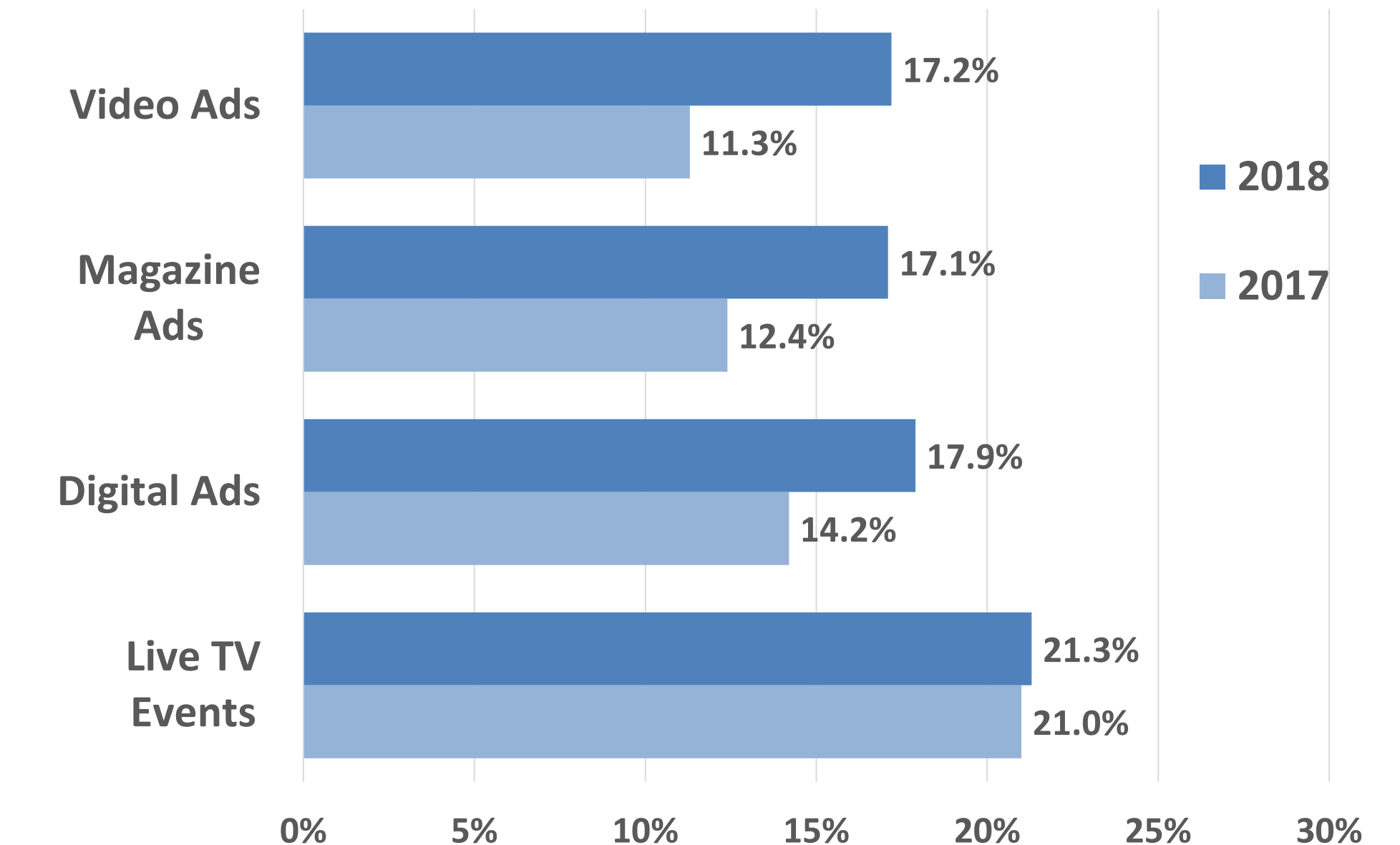
* Designated Marketing Area (DMA) is the geographic area by which media is purchased, and typically aligns closely with the Metropolitan Statistical Area (MSA).

DMAs are ordered from highest campaign spend to lowest, followed by East Coast (minus DMAs). Base: Los Angeles (654), New York (665), Philadelphia (655), Richmond (655), Chicago (654) and Other East Coast (1,010).

Advertising Recall: Multi-market/General Placement

2018 Overall Advertising Recall by Type

Percent of all respondents who recall seeing advertisements – Aided Recall



Base: All respondents. 4,282 surveys.

The overall advertising recall rate improved this year, as did each of the multi-market general placement advertising types.

Advertising Recall: Targeted Placement

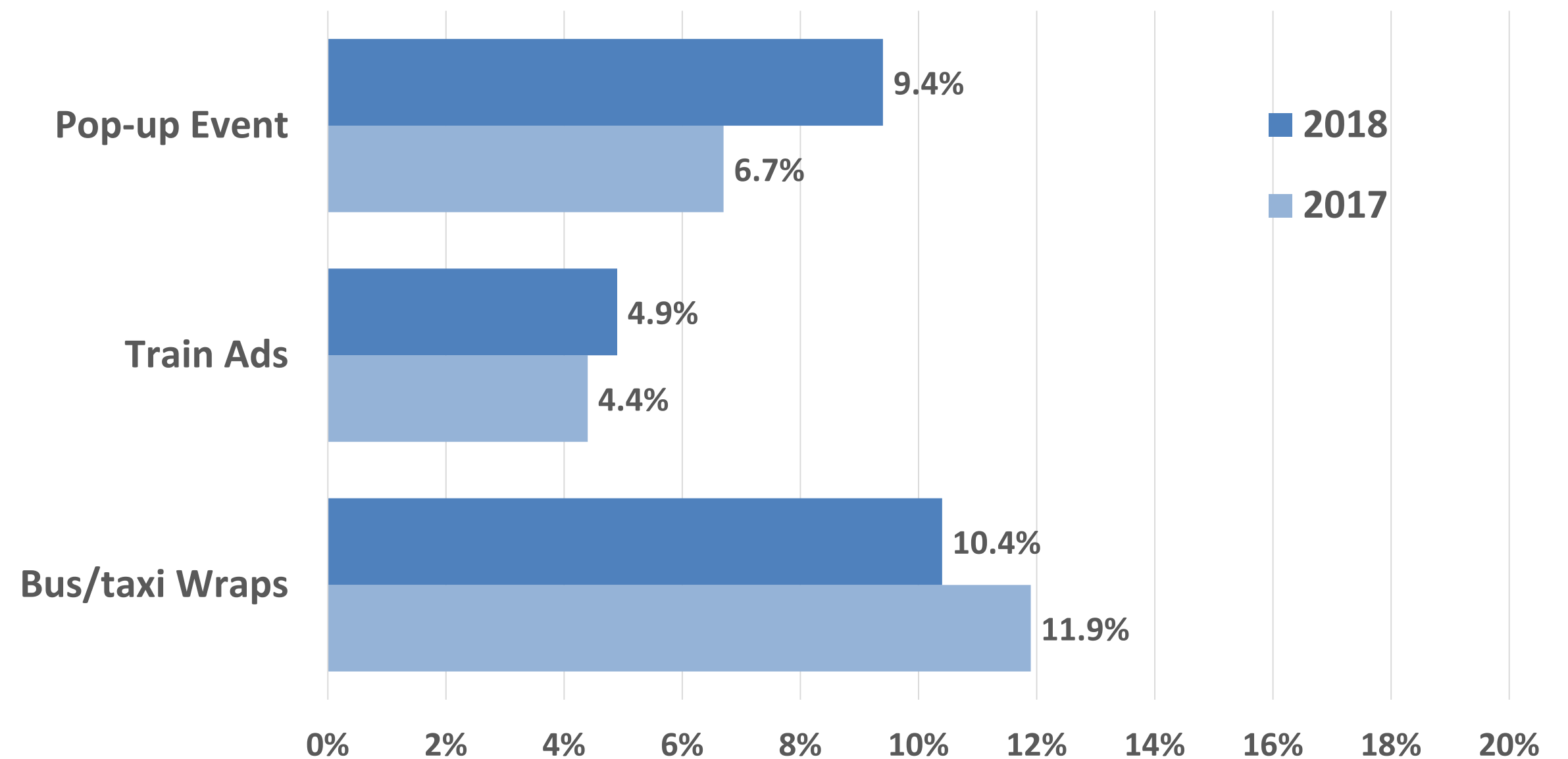
The campaign included components that were executed in only a few markets, therefore the creative was not shown to all survey respondents.

The pop-up event in NYC was executed in Grand Central Station this year, compared to Penn Station in 2017.

Bus wraps were found in New York, Chicago, Los Angeles and Philadelphia, while taxi tops were in Chicago only.

2018 Overall Advertising Recall by Type

Percent of all respondents across all markets studied who recall seeing advertisements – Aided Recall



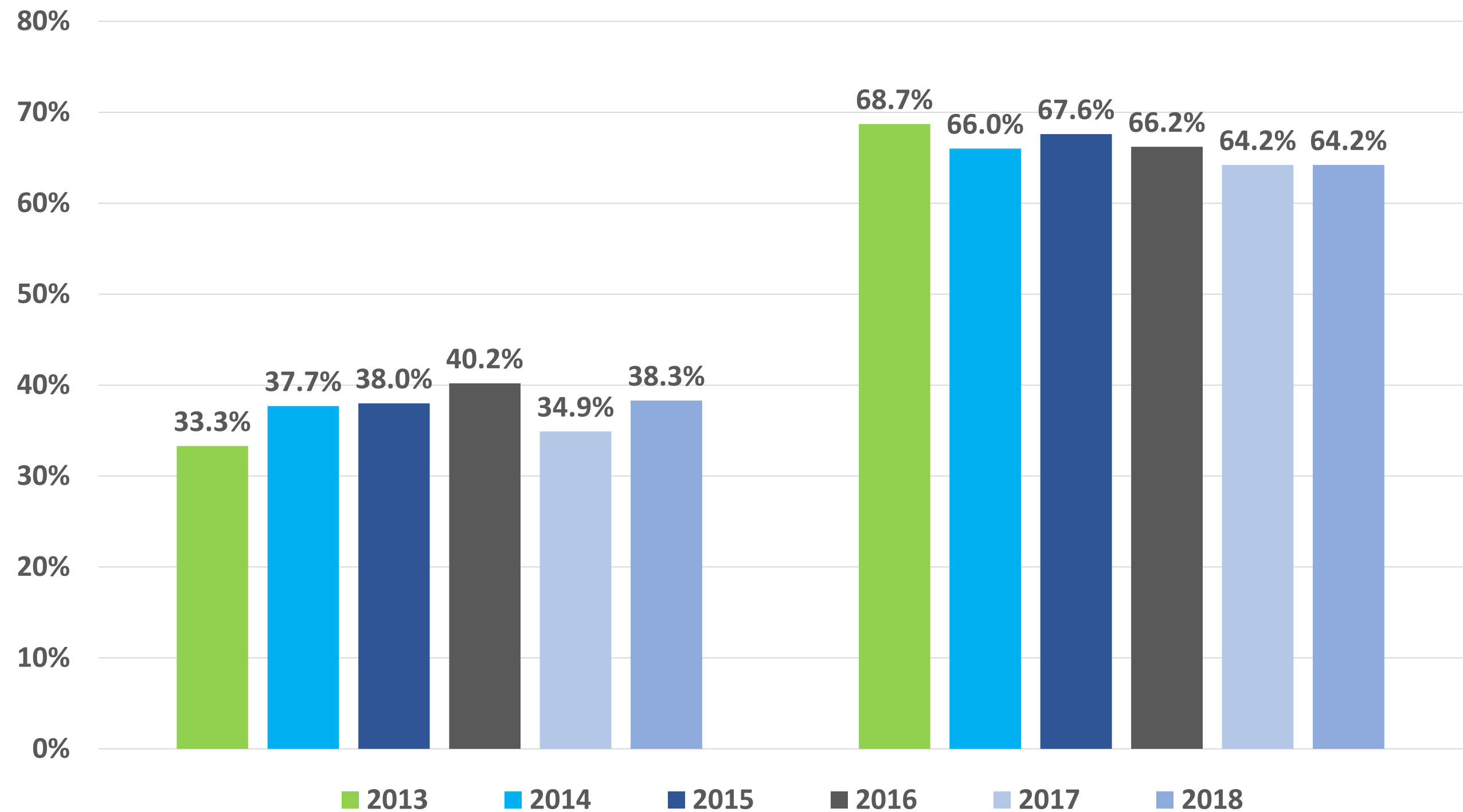
Base: All respondents. 4,282 surveys.

Key Performance Metrics

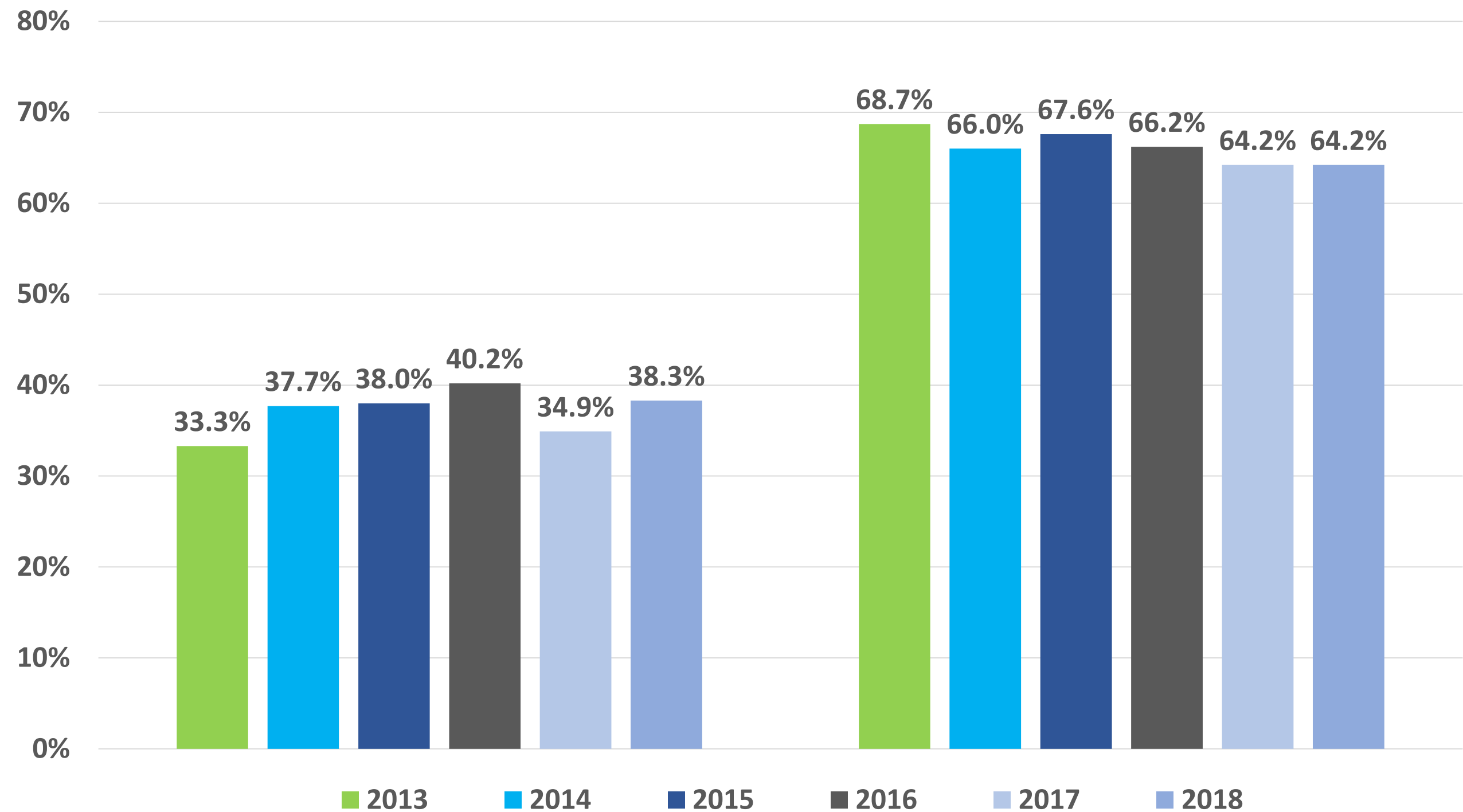
On key performance metrics, about one third of respondents said the ads make them more likely to visit Washington, DC.

Similarly, the 2018 campaign continues to be rated as effective by approximately two of three respondents.

Advertising Increases Likelihood of Visiting Washington, DC



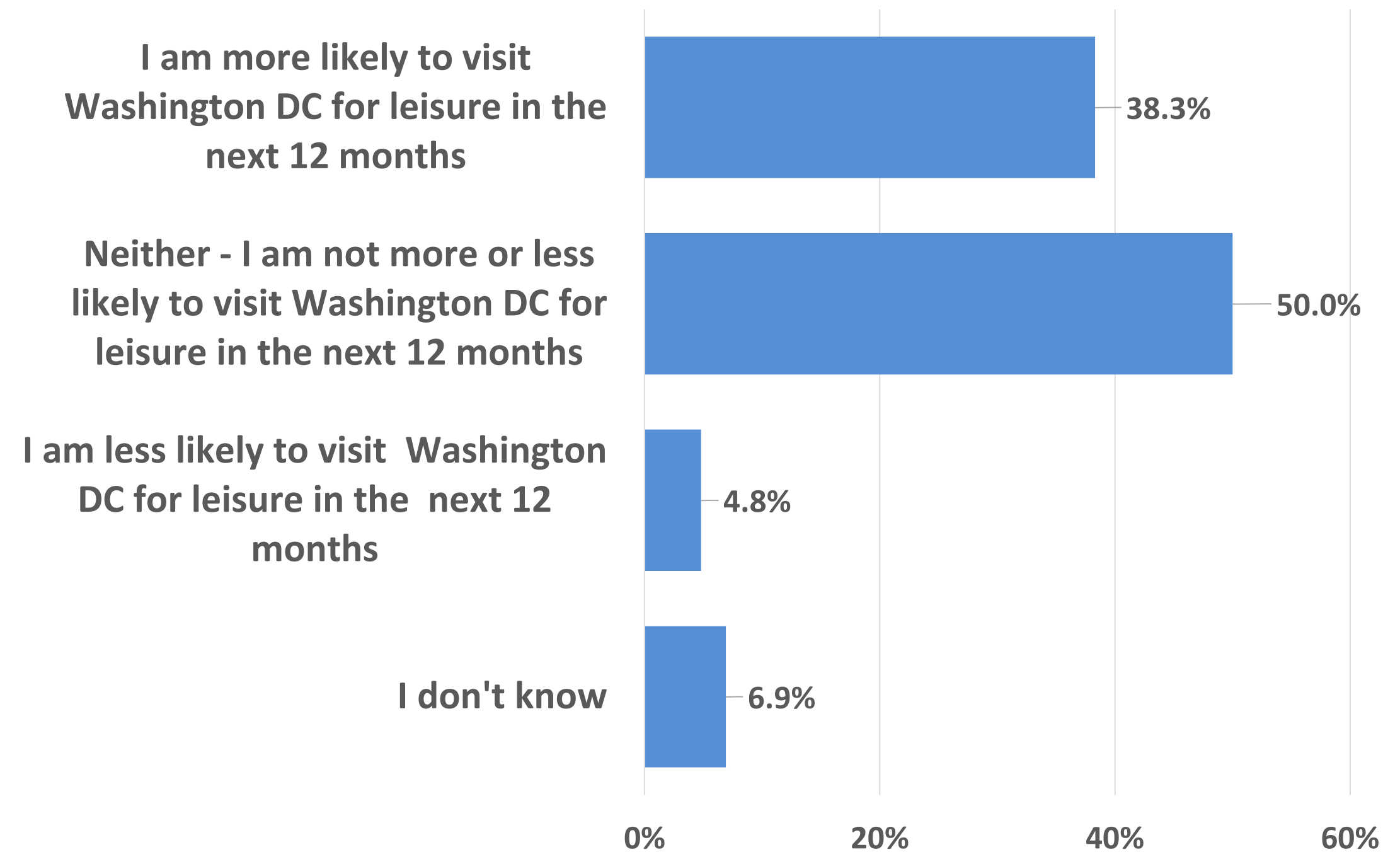
Rate Advertising as Effective or Very Effective



Impact of Advertising on Likelihood to Visit

The effectiveness of the ad campaign in generating interest in visiting Washington, DC is also seen in a high likelihood of future visitation.

Over 38 percent of respondents said that the advertising made them more likely to visit Washington, DC in the next year.



Question: How did the advertisements you viewed today affect your likelihood to visit Washington, DC for leisure in the next 12 months? (Select one)

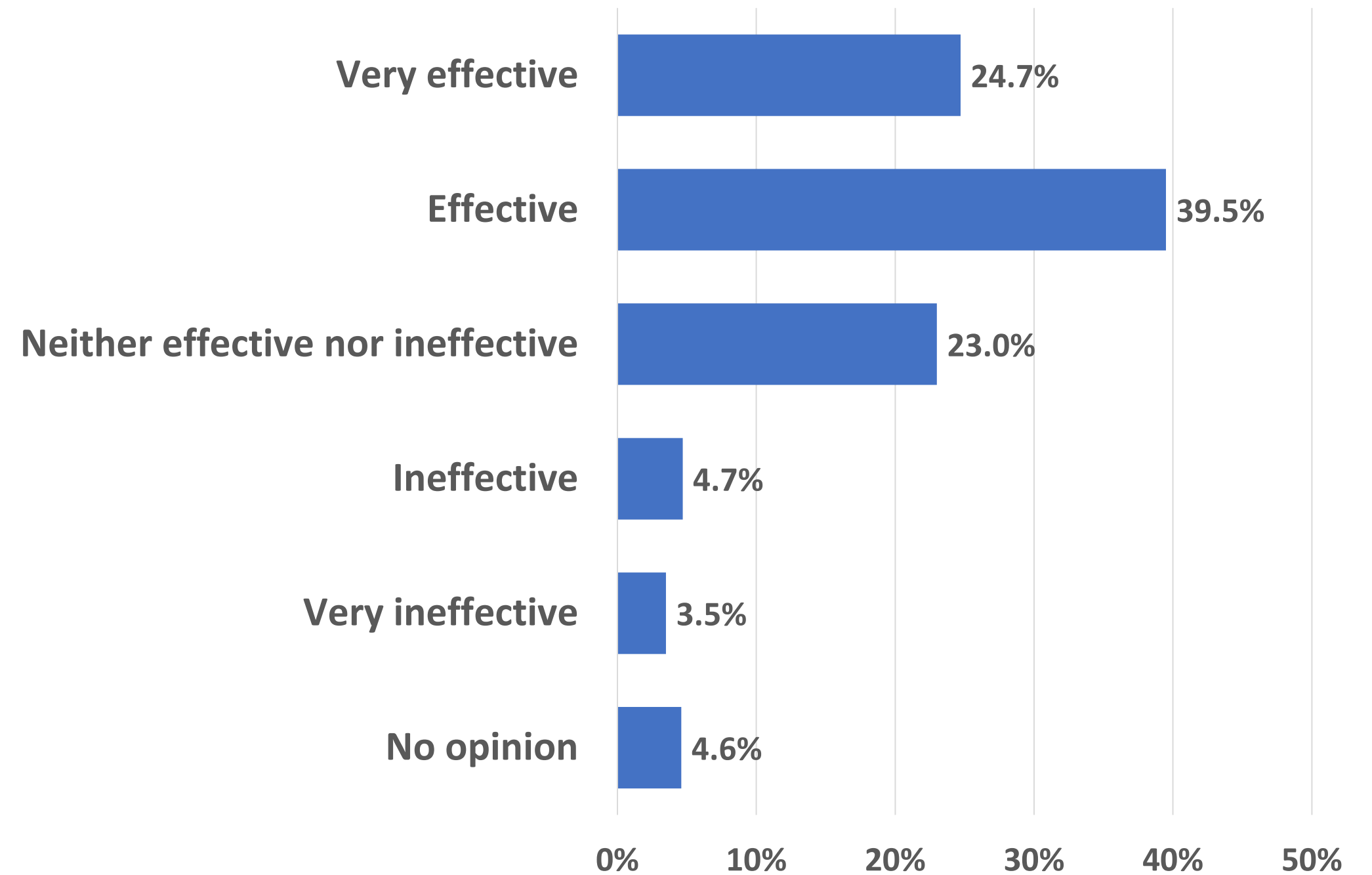
Base: All respondents. 4,282 surveys.

Perceived Effectiveness of Advertising

The advertisements are reported to be effective in generating enthusiasm for a Washington, DC visit.

More than two thirds of respondents (64.2%) rated the advertising as “Effective” or “Very effective” in portraying Washington, DC as a place they would like to visit for leisure.

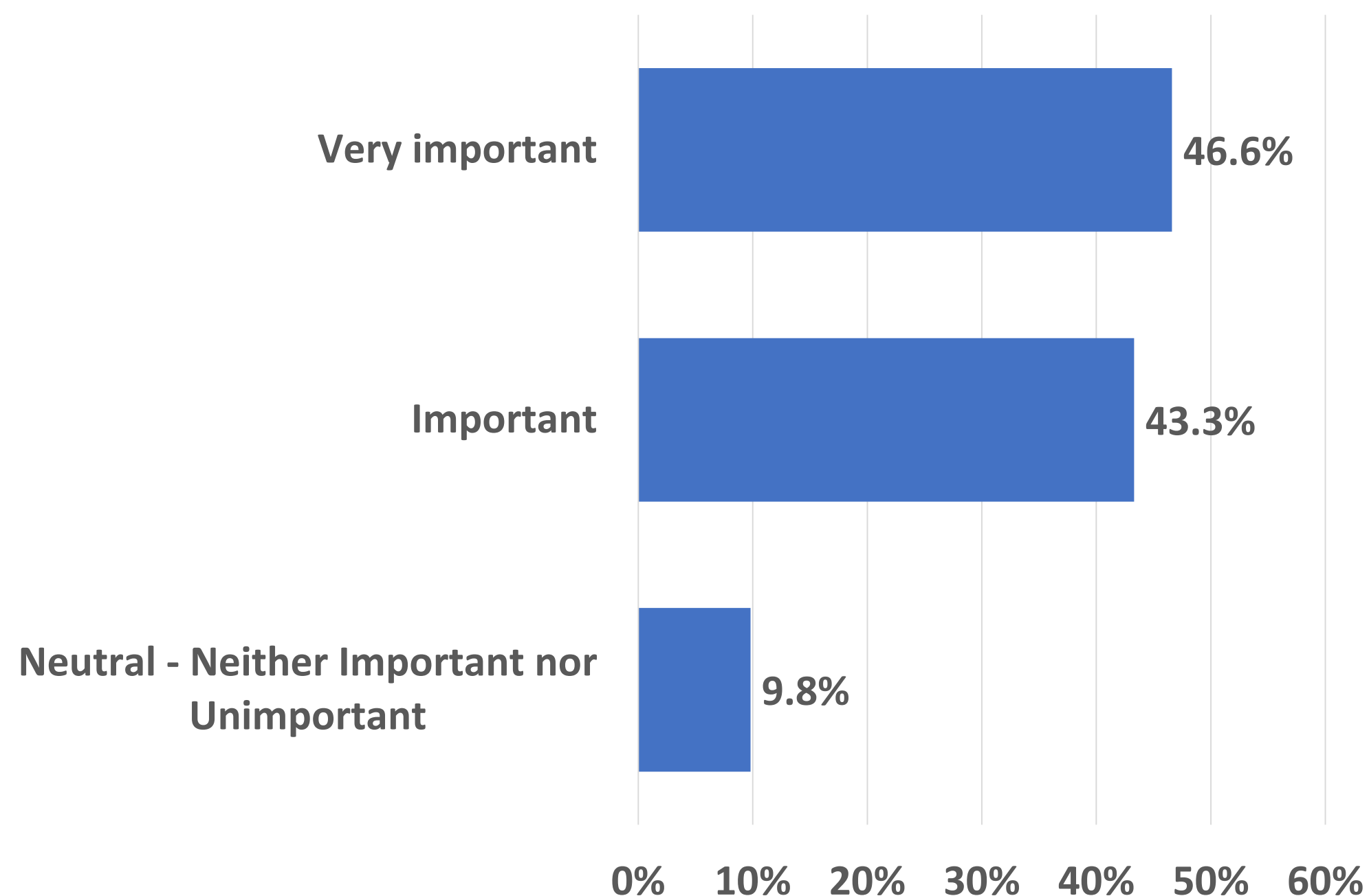
The share of respondents rating the ads as “Very Effective” increased from 19% in 2017 to 25% in 2018.



Question: After viewing this series of advertisements, overall, how effective do you think these advertisements are in portraying Washington, DC as a place you would enjoy visiting for leisure reasons? (Select one) Base: All respondents. 4,282 surveys.

Importance of Advertising to Destination Decision

Highlighting the positive effect of the campaign on those exposed to it, 89.9 percent of Washington, DC visitors influenced by the advertising reported that the advertisements were either “Important” or “Very important” to their ultimate decision to visit Washington, DC.



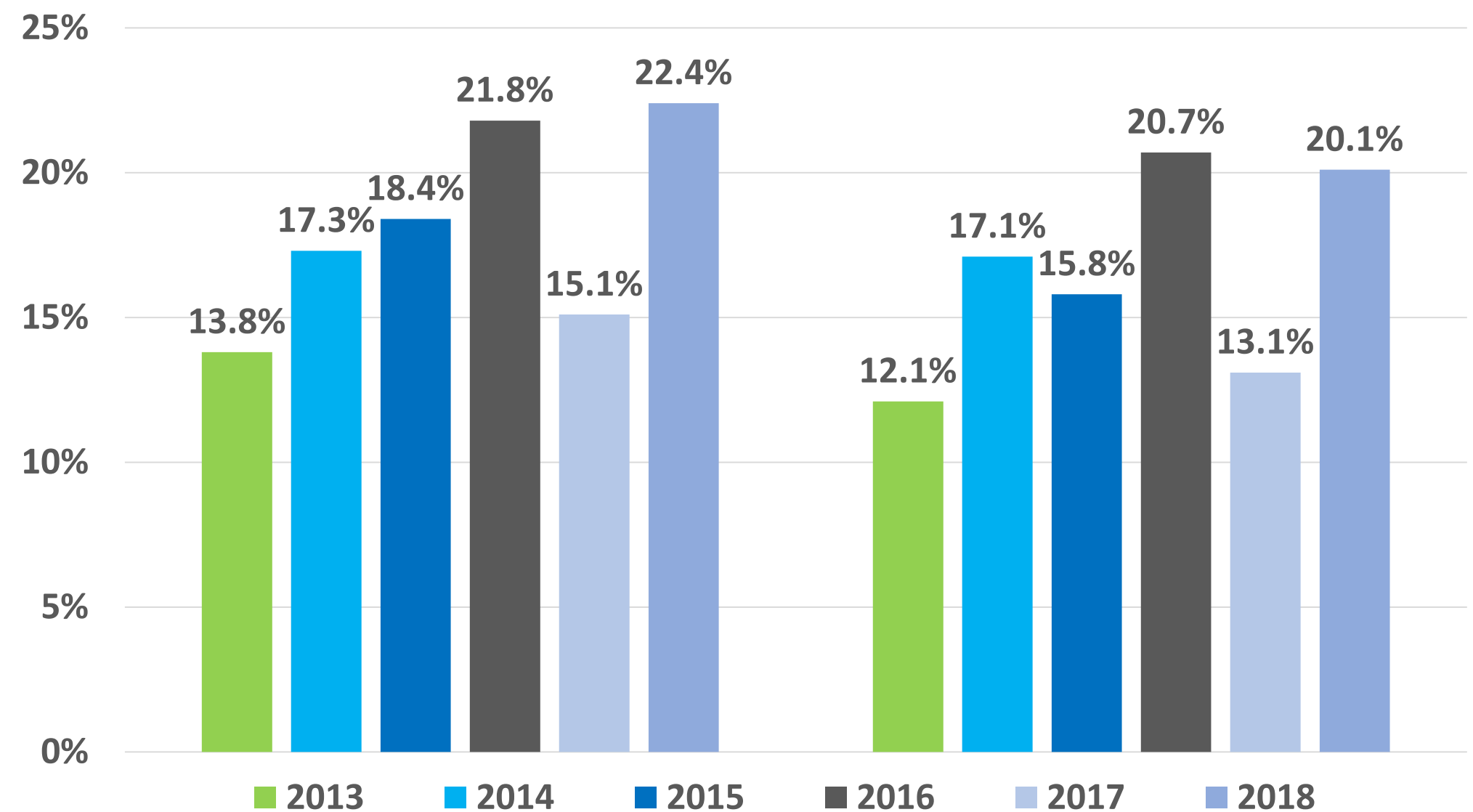
Question: How important was this advertising to your decision to visit Washington, DC? Base: Respondents who visited the District of Columbia and recall seeing one or more DC Cool advertisements (weighted data).

Earned Media Reach

Destination DC's public relations efforts during the campaign were also effective.

Digital/Print Media

TV Media



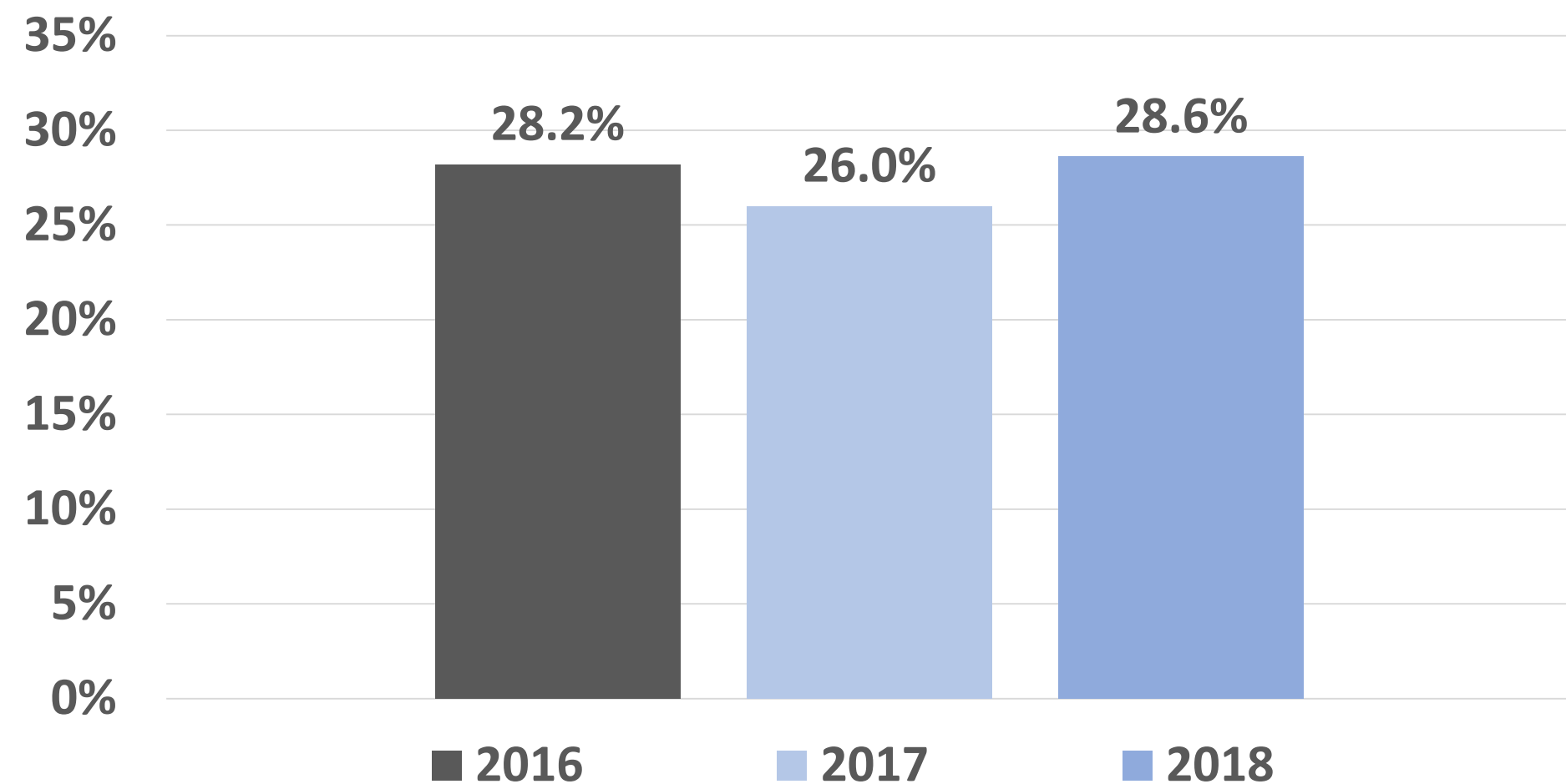
(Percent of all survey respondents – Unaided Recall)

Earned Social Media Reach

29 percent of respondents recalled seeing social media posts about travel to Washington, DC in 2018.

2018 Recall of Social Media Posts

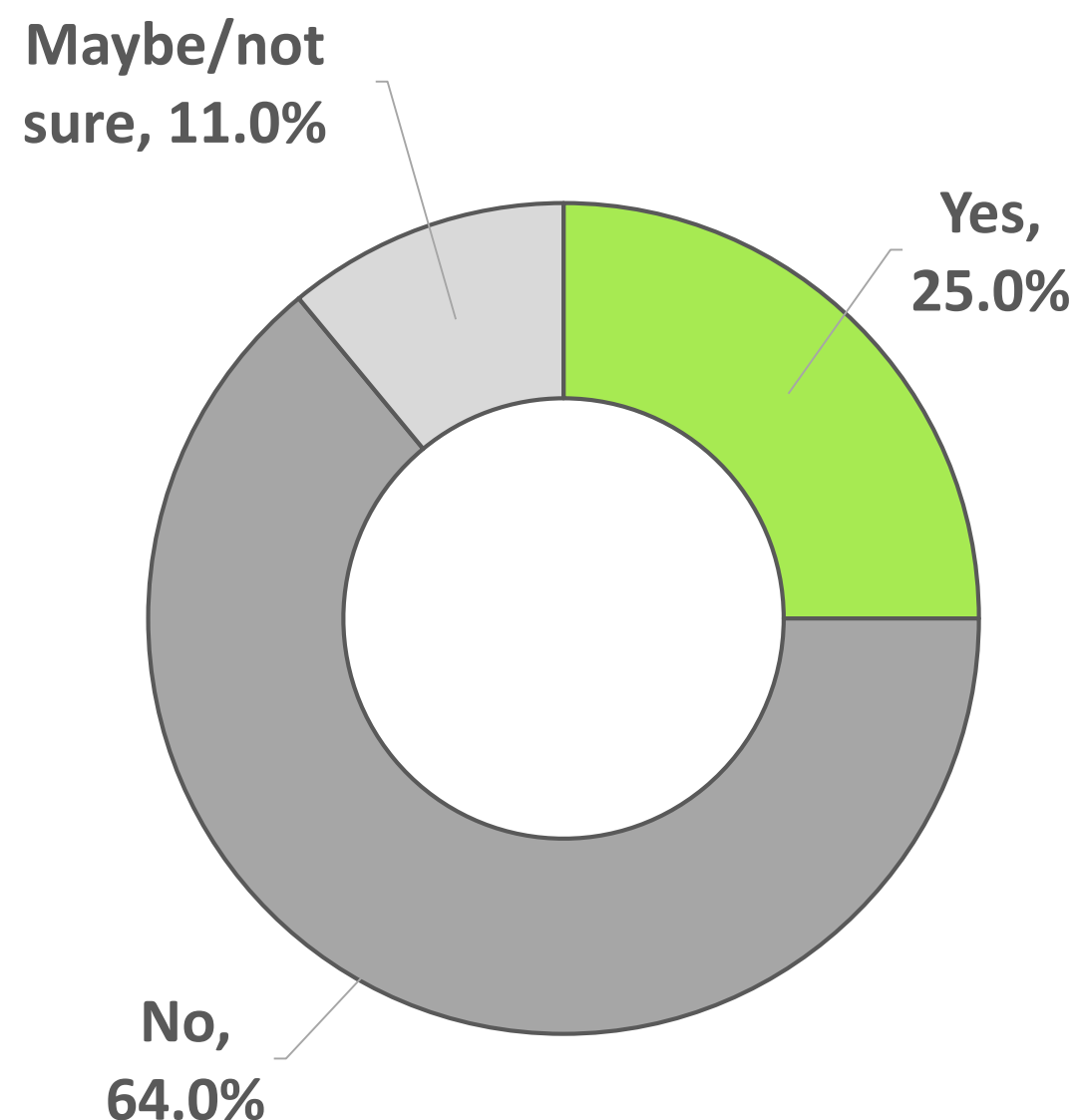
Percent of all respondents across all markets studied who recall seeing travel-related posts about Washington, DC by their friends, family and/or people they follow (unaided)



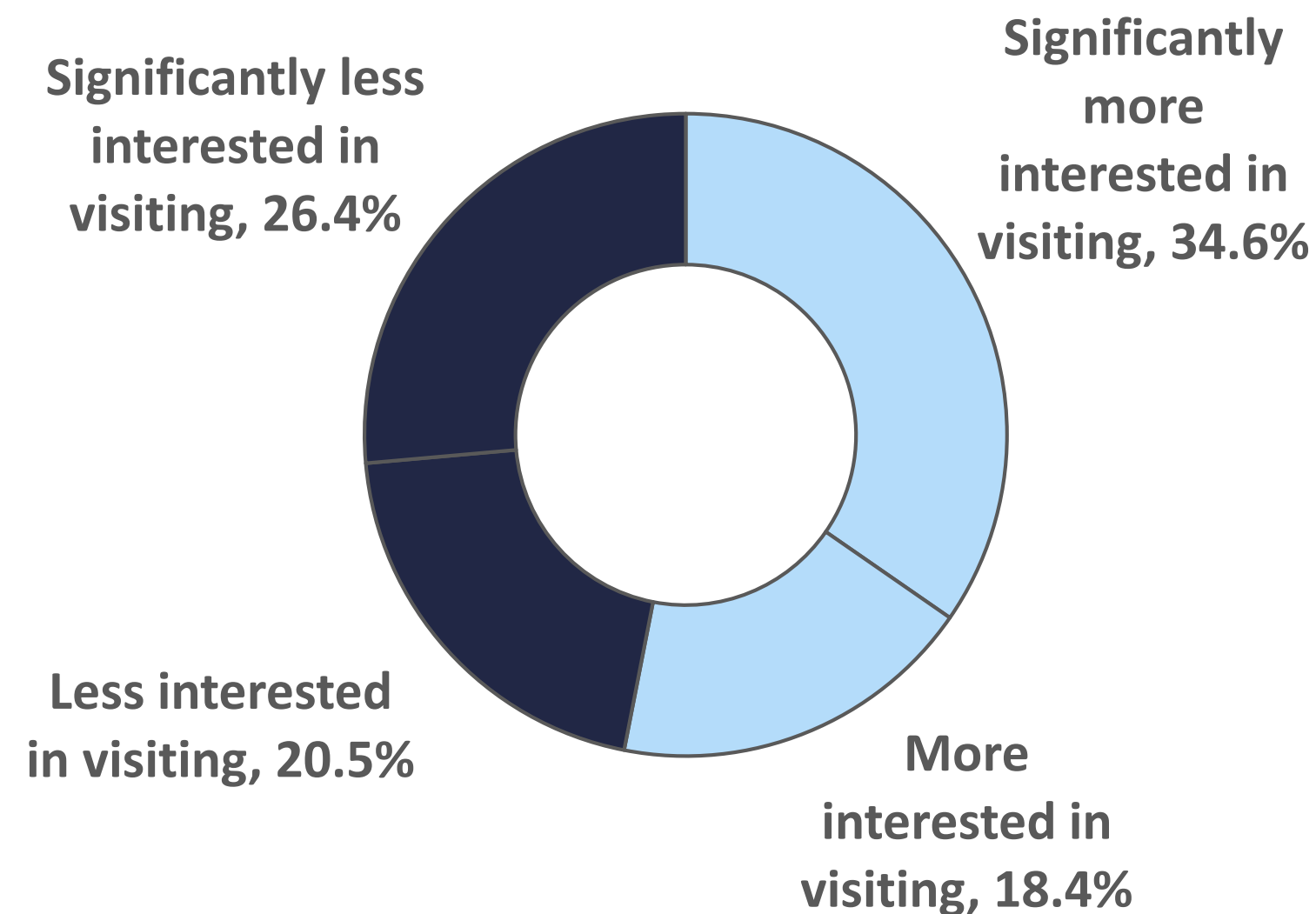
Base: All respondents. 4,282 surveys

Impact of Political Climate

The national political climate impacted interest in visiting Washington, DC for nearly one-quarter of respondents, while 64% reported that the political climate did not impact their interest. In 2017, only 59% said that the political climate had no impact. More than half of those who were impacted said that it made them more interested in visiting DC, compared to only 28% in 2017.



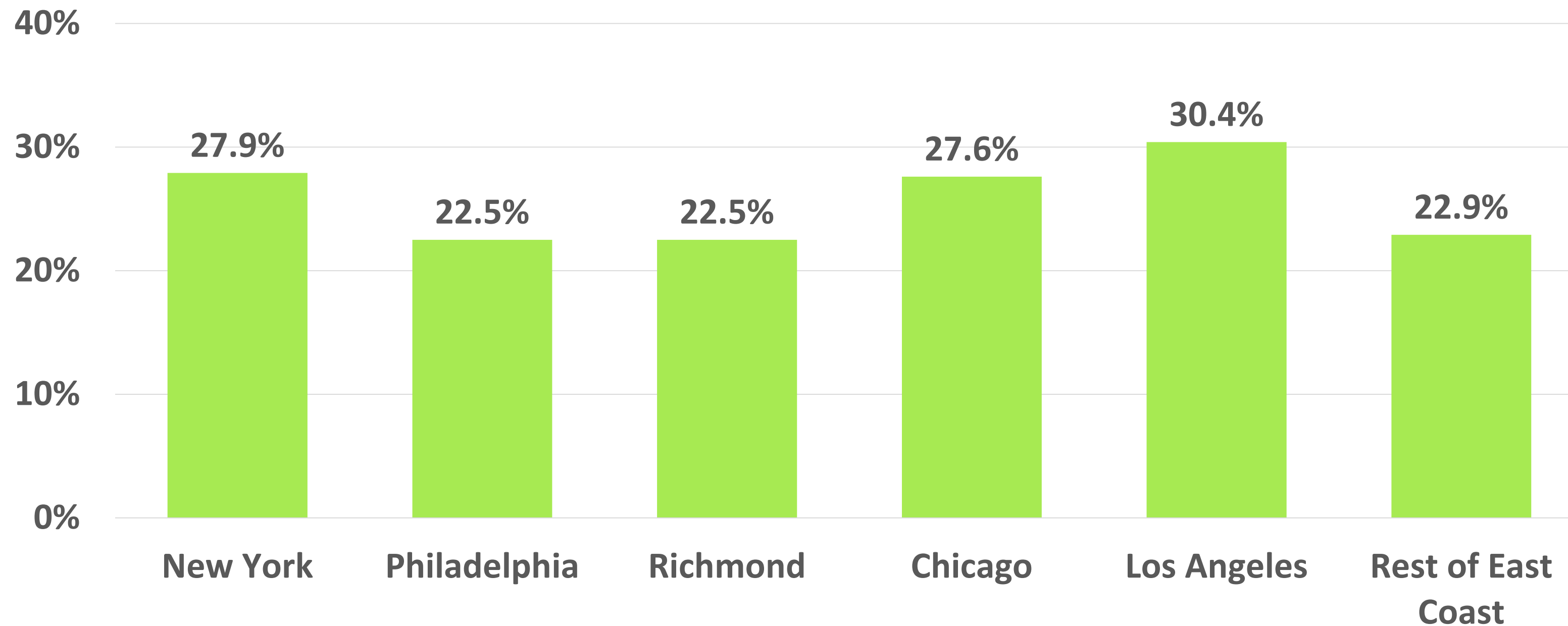
Question: Has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?



Question: How has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?

Impact of Political Climate by DMA

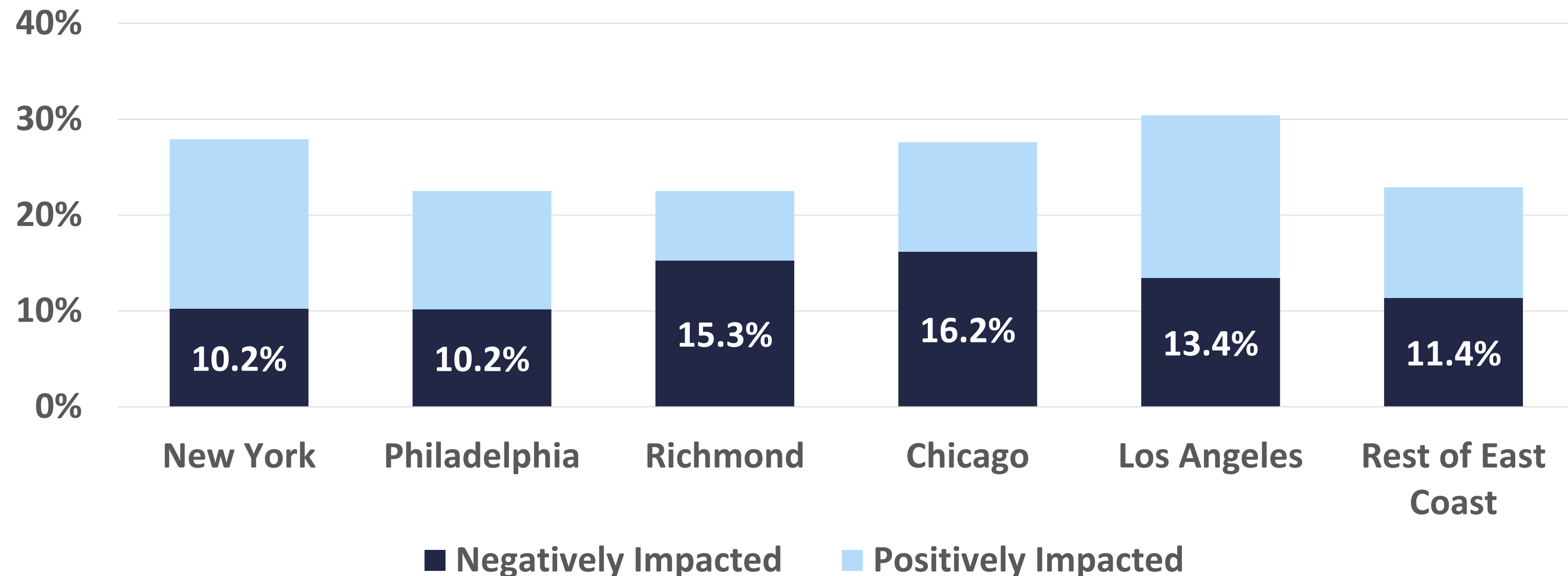
Respondents in Los Angeles, New York and Chicago were impacted by the political climate at a higher rate than the other DMAs. New York, and Chicago were more impacted in 2018 than last year, while all other areas were less impacted than in 2017.



Question: Has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?

Impact of Political Climate by DMA

Richmond and Chicago had the highest share of respondents who were negatively impacted by politics. For all cities, a smaller share of people were negatively impacted by politics in 2018 than in 2017, with the largest drops over last year in New York, Philadelphia, Los Angeles and the “Rest of East Coast.”



Question: How has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?

FY2012 Destination DC Contracts

Name of Vendor	CBE (y/n)	DC Based Business (y/n)	Purpose of the contract	DDC employee managing the contract	Contract term	Funding source	Competively bid (y/n)	Sent to the DC City Council?
Partnerships & Alliances								
American Airlines	No	No	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
American Express	No	No	Sponsorship trade	Danielle Cherney	FY2011-2012	Cash	N/A	N/A
Amtrak	No	Yes	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
AT&T Nation's Football Classic	No	Yes	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
AT&T Tiger Woods Foundation	No	No	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
Cirque du Soleil (Totem)	No	No	Sponsorship trade	Damelia Shaw	FY2012	Cash	N/A	N/A
Citi Open	No	Yes	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
Cultural Tourism DC	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
DC Jazz Festival	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
DC United	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
FedexField Special Events	No	No	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
FotoWeekDC	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
Hargrove	No	No	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
Jersey Boys	No	No	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
Marine Corps Marathon	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
National Cherry Blossom Festival	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
Navigaytour	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
Taste of DC	No	Yes	Sponsorship trade	Damelia Shaw	FY2012	In-kind	N/A	N/A
Washington Flyer	No	Yes	Sponsorship trade	Danielle Cherney	FY2012	In-kind	N/A	N/A
Washington Nationals	No	Yes	Sponsorship trade	Danielle Cherney	FY2011-2012	In-kind	N/A	N/A
Marketing & Communications								
MDB	Yes	Yes	Advertising	Robin McClain, Director of Communications	FY2012	Cash	Yes, in 2011	N/A
Leisure Publishing	No	No	Publishing	Robin McClain, Director of Communications	FY2011-2012	Cash	Yes, in 2010	N/A
Ntiva	No	No	Website Maintenance	Daniel Kleiner, Sr. Manager Digital Marketing and Website Operations	FY2012	Cash	N/A	N/A

FY2012 Destination DC Contracts

FY2012 Destination DC Contracts

FY2012 Destination DC Contracts

FY2013 Destination DC Contracts

Name of Vendor	CBE (y/n)	DC Based Business (y/n)	Purpose of the contract	DDC employee managing the contract	Contract term	Funding source	Competively bid (y/n)	Sent to the DC City Council?
Partnerships & Alliances								
American Express	No	No	Sponsorship	Briana Murray	FY2013-2015	Cash	N/A	N/A
AT&T Nation's Football Classic	No	Yes	Marketing promotions	Damelia Shaw	FY 2013	In-kind	N/A	N/A
AT&T National	No	No	Sponsorship trade	Damelia Shaw	FY 2013	In-kind	N/A	N/A
Big Bus Tours, Washington, DC	No	Yes	Sponsorship/Foundation	Briana Murray	FY2014-2017	Cash	N/A	N/A
Cavalria	No	No	Sponsorship trade	Damelia Shaw	FY2013	In-kind	N/A	N/A
CBS Radio	No	No	Sponsorship trade	Damelia Shaw	FY2013	In-kind	N/A	N/A
Council of Chief State School Officers	No	Yes	Foundation Sponsorship	Damelia Shaw	FY2013	Cash	Damelia Shaw	FY2013
Cultural Tourism DC	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
DARCARS	No	Yes	Foundation Sponsorship	Damelia Shaw	FY 2013	Cash	N/A	N/A
DC Jazz Festival	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
DC United	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
FedexField Special Events	No	No	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
FotoWeekDC	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
Greater Washington Board of Trade	No	Yes	Foundation Sponsorship	Damelia Shaw	FY2013	Cash	N/A	N/A
H Street Festival	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
MegaBus	No	No	Sponsorship trade	Damelia Shaw	FY2013	In-kind	N/A	N/A
Military Bowl	No	Yes	Sponsorship trade	Damelia Shaw	FY2013	In-kind	N/A	N/A
National Cherry Blossom Festival	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A
Rock n Roll Marathon	No	No	Marketing promotions	Damelia Shaw	FY 2013	In-kind	N/A	N/A
Smithsonian	No	Yes	Marketing promotions	Briana Murray	FY2013	Cash	N/A	N/A
Trillectro Music Festival	No	No	Marketing promotions	Damelia Shaw	FY 2013	In-kind	N/A	N/A
US Airways	No	No	Foundation Sponsorship	Damelia Shaw	FY2013	Cash	N/A	N/A
Washington International Horse Show	No	Yes	Sponsorship trade	Briana Murray	FY2013	In-kind	N/A	N/A

FY2014 Destination DC Contracts

Name of Vendor	CBE (y/n)	DC Based Business (y/n)	Purpose of the contract	DDC employee managing the contract	Contract term	Funding source	Competively bid (y/n)
Partnerships & Alliances							
American Airlines	No	No	Sponsorship- Destination DC and American Experience Foundation	Megan Taaffe	FY2014	In-kind (DDC) and Cash (Foundation)	N/A
American Express	No	No	Sponsorship	Kirsten Lyman	FY2013-2015	Cash	N/A
Amtrak	No	No	Sponsorship- Destination DC and American Experience Foundation	Megan Taaffe	FY2014	In-kind (DDC) and Cash (Foundation)	N/A
aRes Travel, Inc.	No	No	Sponsorship	Kirsten Lyman and Megan Taaffe	FY2014	Cash	N/A
Beam Global	No	No	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
Ben's Chili Bowl	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman and Megan Taaffe	FY2014	In-kind	N/A
Big Bus Tours, Washington, DC	No	Yes	Sponsorship- Destination DC and American Experience Foundation	Megan Taaffe	FY2014-2017	Cash	N/A
Calpro	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
Capital Eagle	No	Yes	Sponsorship- American Experience Foundation	Megan Taaffe	FY2014	In-kind	N/A
Council of Chief State School Officers	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	Cash	N/A

FY2014 Destination DC Contracts

Corner Bakery	No	No	Sponsorship- American Experience Foundation	Kirsten Lyman and Megan Taaffe	FY2014	In-kind	N/A
Cresa Partners	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	Cash	N/A
Cultural Tourism DC	No	Yes	Sponsorship	Bruce Gudenberg	FY2014	In-kind	N/A
DC Jazz Festival	No	Yes	Sponsorship	Kirsten Lyman	FY2014	In-kind	N/A
DC United	No	Yes	Sponsorship	Kirsten Lyman	FY2014	In-kind	N/A
Delta Sky	No	No	Sponsorship	Kirsten Lyman and Megan Taaffe	FY2014	Cash	N/A
Design Foundry	No	No	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
FotoWeekDC	No	Yes	Sponsorship	Bruce Gudenberg	FY2014	In-kind	N/A
Guest Services	No	Yes	Sponsorship	Bruce Gudenberg	FY2014	In-kind	N/A
Hargrove	No	No	Sponsorship	Megan Taaffe	FY2014	In-kind	N/A
Hosts DC	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
JC Decaux	No	No	Sponsorship	Kirsten Lyman	FY2014	In-kind	N/A
Lafthansa Airlines	No	No	Sponsorship	Kirsten Lyman and Megan Taaffe	FY2014	Cash	N/A
Marriott Foundation	No	No	Sponsorship- American Experience Foundation	Megan Taaffe	FY2014	Cash	N/A
Miles Media	No	No	Sponsorship	Kirsten Lyman	FY2014	Cash	N/A
Mount Vernon	No	No	Sponsorship	Bruce Gudenberg	FY2014	Cash	N/A
National Cherry Blossom Festival	No	Yes	Sponsorship	Megan Taaffe	FY2014	In-kind	N/A
NCM Media	No	No	Sponsorship	Kirsten Lyman and Megan Taaffe	FY2014	Cash	N/A

FY2014 Destination DC Contracts

Newseum	No	Yes	Sponsorship- Destination DC and American Experience Foundation	Kirsten Lyman and Megan Taaffe	FY2014	Cash (DDC) and I	N/A
Orbitz Worldwide	No	No	Sponsorship	Kirsten Lyman and Megan Taaffe	FY2014	Cash	N/A
Pepsi	No	No	Sponsorship- American Experience Foundation	Bruce Gudenberg	FY2014	Cash	N/A
Occasions Caterers	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
Perfect Settings	No	No	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
Poshbooth	No	Yes	Sponsorship- American Experience Foundation	Kirsten Lyman	FY2014	In-kind	N/A
Quicken Loans National	No	No	Sponsorship	Megan Taaffe	FY2014	In-kind	N/A
Smithsonian	No	Yes	Sponsorship	Megan Taaffe	FY2014	Cash	N/A
SunTrust Foundation	No	No	Sponsorship- American Experience Foundation	Megan Taaffe	FY2014	Cash	N/A
SYTA Youth Foundation	No	No	Sponsorship- American Experience Foundation	Kirsten Lyman and Megan Taaffe	FY2014	In-kind	N/A
Taste of DC	No	Yes	Sponsorship	Megan Taaffe	FY2014	In-kind	N/A
Trillectro Music Festival	No	No	Sponsorship	Megan Taaffe	FY2014	In-kind	N/A
USA Science and Engineering Festival	No	No	Sponsorship	Kirsten Lyman	FY2014	Cash	N/A
Washington Nationals	No	Yes	Sponsorship	Kirsten Lyman	FY2013-2014	In-kind	N/A
WMATA	No	Yes	Sponsorship	Bruce Gudenberg	FY2014	Cash	N/A
Marketing & Communications							

FY2015 Destination DC Contracts

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Name of Vendor	CBE	DC Based		Purpose of contract	DDC employee managing the contract
		Business			
Partnerships & Alliances					
American Airlines	No	No		Sponsorship	Megan Edahl
American Express	No	No		Sponsorship	Megan Edahl
Amtrak	No	No		Sponsorship	Megan Edahl
Big Bus Tours, Washington, DC	No	No		Sponsorship	Megan Edahl
Brand USA	No	Yes		Sponsorship	Theresa Belpulsi
Citi Open	No	No		Sponsorship	Megan Edahl
Capital Region USA	No	No		Sponsorship	Claire Carlin
Carmine's	No	No		Sponsorship	Kirsten Lyman
DC Jazz Festival	No	Yes		Sponsorship	Kirsten Lyman
DC United	No	Yes		Sponsorship	Megan Edahl
Entertainment Cruises	No	No		Sponsorship	Kirsten Lyman
Geppetto Catering	No	No		Sponsorship	Andrea Williams
International Spy Museum	No	No		Sponsorship	Megan Edahl
Lufthansa	No	No		Sponsorship	Megan Edahl
Michelin	No	No		Sponsorship	Megan Edahl
Metropolitan Washington Airports Authority	No	No		Sponsorship	Theresa Belpulsi
National Cherry Blossom Festival	No	Yes		Sponsorship	Megan Edahl
Newseum	No	Yes		Sponsorship	Kirsten Lyman
Smart Destinations	No	No		Sponsorship	Megan Edahl
Taste of DC	No	Yes		Sponsorship	Megan Edahl
United Airlines	No	No		Sponsorship	Kirsten Lyman
Washington Nationals	No	Yes		Sponsorship	Kirsten Lyman
The Wharf	No	Yes		Sponsorship	Megan Edahl
Relish Catering	No	No		Sponsorship	Andrea Williams

Contract term	Funding source	Competively bid
FY2017	In-kind	N/A
Fy2016-2018	Cash	N/A
FY2017	In-kind	N/A
FY2017	Cash	N/A
FY2017	Cash	N/A
FY2017	Cash	N/A
FY2016-2018	Cash	N/A
FY2017	Cash & In-kind	N/A
FY2017	In-kind	N/A
FY2017	In-kind	N/A
FY2017	Cash	N/A
FY2017	In-kind	N/A
FY2017	Cash	N/A
FY2017	Cash	N/A
FY2016-2017	Cash	N/A
FY2016-2018	Cash	N/A
FY2017	In-kind	N/A
FY2017	Cash & In-kind	N/A
FY2017	Cash	N/A
FY2017	In-kind	N/A
FY2017	In-kind	N/A
FY2017	In-kind	N/A
FY2017	Cash	N/A
FY2017	In-kind	N/A

Name of Vendor	CBE	DC Based Business	Purpose of contract	DDC employee managing the contract
Partnerships & Alliances				
American Airlines	No	No	Sponsorship	Kirsten Lyman
American Express	No	No	Sponsorship	Kirsten Lyman
Big Bus Tours, Washington, DC	No	No	Sponsorship	Kirsten Lyman
Brand USA	No	Yes	Sponsorship	Theresa Belpulsi
Capital Region USA	No	No	Sponsorship	Claire Carlin
Citi Open	No	No	Sponsorship	Chelsea Kaiser
DC Jazz Festival	No	Yes	Sponsorship	Chelsea Kaiser
DC United	No	Yes	Sponsorship	Chelsea Kaiser
Geppetto Catering	No	No	Sponsorship	Emily Vecchioni
Hargrove	No	No	Sponsorship	Kirsten Lyman
International Spy Museum	No	No	Sponsorship	Chelsea Kaiser
Kimpton	No	No	Sponsorship	Kirsten Lyman
Madame Tussuads	No	No	Sponsorship	Chelsea Kaiser
Marriott	No	No	Sponsorship	Kirsten Lyman
Metropolitan Washington Airports Authority	No	No	Sponsorship	Theresa Belpulsi
Monumental Sports	No	Yes	Sponsorship	Kirsten Lyman
National Cherry Blossom Festival	No	Yes	Sponsorship	Chelsea Kaiser
Quicken Loans Nationals	No	No	Sponsorship	Chelsea Kaiser
Rock n Roll Marathon	No	No	Sponsorship	Kirsten Lyman
Smart Destinations	No	No	Sponsorship	Chelsea Kaiser
Taste of DC	No	Yes	Sponsorship	Chelsea Kaiser
The Wharf	No	Yes	Sponsorship	Kirsten Lyman
United Airlines	No	No	Sponsorship	Kirsten Lyman
Washington DC Economic Partnership	No	Yes	Sponsorship	Chelsea Kaiser
Washington Nationals	No	Yes	Sponsorship	Kirsten Lyman

Contract term	Funding source	Competively bid
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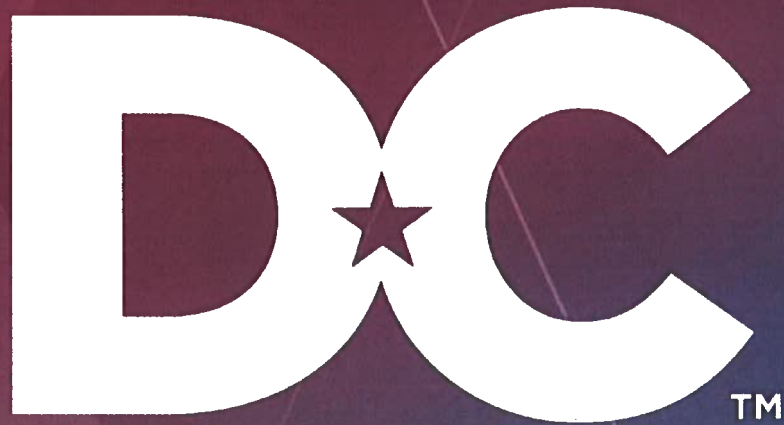
FY2018	In-kind	N/A
FY2016-2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2016-2017	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2016-2018	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2016-2018	In-kind	N/A
FY2016-2018	Cash	N/A
FY2018-2019	In-kind	N/A
FY2018	In-kind	N/A
FY2018-2019	In-kind	N/A

Name of Vendor	CBE	DC Based Business	Purpose of contract	DDC employee managing the contract
Partnerships & Alliances				
American Airlines	No	No	Sponsorship	Kirsten Lyman
American Express	No	No	Sponsorship	Kirsten Lyman
Atlas Performing Arts Center	No	Yes	Sponsorship	Chelsea Kaiser
BBQ Battle	No	Yes	Sponsorship	Chelsea Kaiser
Big Bus Tours, Washington, DC	No	No	Sponsorship	Kirsten Lyman
Brand USA	No	Yes	Sponsorship	Theresa Belpulsi
Buttercream Bakery	No	Yes	Sponsorship	Chelsea Kaiser
Capital Region USA	No	No	Sponsorship	Claire Carlin
Citi Open	No	No	Sponsorship	Chelsea Kaiser
DC Jazz Festival	No	Yes	Sponsorship	Chelsea Kaiser
Entertainment Cruises	No	No	IPW Sponsorship	Kirsten Lyman
Geppetto Catering	No	No	Sponsorship	Emily Vecchioni
goDCgo	No	Yes	Sponsorship	Emily Vecchioni
Halcyon By the People	No	Yes	Sponsorship	Chelsea Kaiser
Hargrove	No	No	Sponsorship	Kirsten Lyman
International Spy Museum	No	No	Sponsorship	Chelsea Kaiser
Kimpton	No	No	IPW Sponsorship	Kirsten Lyman
Macerich	No	No	IPW Sponsorship	Kirsten Lyman
Madame Tussuads	No	No	IPW Sponsorship	Chelsea Kaiser
Marriott	No	No	IPW Sponsorship	Kirsten Lyman
Metropolitan Washington Airports Authority	No	No	Sponsorship	Theresa Belpulsi
Miles	No	No	Sponsorship	Claire Carlin
Monumental Sports	No	Yes	Sponsorship	Kirsten Lyman
National Cherry Blossom Festival	No	Yes	Sponsorship	Chelsea Kaiser
Observation Deck	No	No	Sponsorship, Revenu	Chelsea Kaiser
Park Whiz	No	No	Sponsorship, Revenu	Chelsea Kaiser
Quicken Loans Nationals	No	No	Sponsorship	Chelsea Kaiser
Rock n Roll Marathon	No	No	Sponsorship	Kirsten Lyman
Sightseeing Pass	No	No	Sponsorship, Revenu	Chelsea Kaiser
Simon Shopping Destinations	No	No	Sponsorship	Chelsea Kaiser
Smart Destinations	No	No	Sponsorship	Chelsea Kaiser
Smithsonian Folklife Festival	No	Yes	Sponsorship	Chelsea Kaiser
Taste of DC	No	Yes	Sponsorship	Chelsea Kaiser
The Wharf	No	Yes	Sponsorship	Kirsten Lyman
United Airlines	No	No	Sponsorship	Kirsten Lyman
Visit Loudoun	No	No	IPW Sponsorship	Kirsten Lyman
Washington DC Economic Partnership	No	Yes	Sponsorship	Chelsea Kaiser
Washington Nationals	No	Yes	Sponsorship	Kirsten Lyman

Contract term	Funding source	Competively bid
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FY2018	In-kind	N/A
FY2016-2018	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	In-kind	N/A
FY2016-2017	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2016-2018	Cash	N/A
FY2017-2019	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2019	Cash	N/A
FY2019	Cash	N/A
FY2018	In-kind	N/A
FY2018	In-kind	N/A
FY2019	Cash	N/A
FY2018	Cash	N/A
FY2018	Cash	N/A
FY2018	In-kind	N/A
FY2016-2018	In-kind	N/A
FY2016-2018	Cash	N/A
FY2018-2019	In-kind	N/A
FY2018	Cash	N/A
FY2018	In-kind	N/A
FY2018-2019	In-kind	N/A

destination



2018 EMPLOYEE HANDBOOK

Revised 4/5/2018

mental handicaps), veteran status, or any other characteristic protected by federal, state and local law. Sexual harassment can consist of unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual or gender-related nature.

Any individual who believes that he/she is being harassed in violation of this policy, or believes his/her employment is being adversely affected by conduct he/she believes violates this policy must promptly notify their direct supervisor. If the individual is not comfortable reporting conduct he/she believes violates this policy to his/her supervisor, or if his/her earlier complaint was not handled to his/her satisfaction, he/she must immediately bring the matter to the attention of the Human Resources Manager, Vice President of Finance and Administration or President. No employee will be subjected to any form of retaliation for bringing such a complaint to management. Any supervisor or manager who, either by report from an employee or by other means becomes aware of conduct that may constitute harassment must immediately report such conduct to the Human Resources Manager, Vice President of Finance and Administration or President.

Upon learning of claims of harassment, the Company will conduct a prompt and thorough investigation. If it is determined that harassment in violation of this policy has occurred, the Company will take appropriate disciplinary action, up to and including discharge of the offending employee. It will also take whatever steps are possible to end the harassing conduct.

Please keep in mind that the very nature of harassment makes it virtually impossible to detect unless a complaint is appropriately reported. Do not assume that the Company is aware of the problem. It is your responsibility to bring this information to the attention of the Company so the issue can be resolved.

Workplace Violence and Anti-Bullying

It is Destination DC's policy to promote a safe environment for its employees. This organization is committed to working with its employees to maintain a work environment free from violence, threats of violence, harassment, intimidation, bullying and other disruptive behavior.

Violence, threats, harassment, intimidation and other disruptive behavior in our workplace will not be tolerated. Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Individuals who commit such acts may

be removed from the premises and may be subject to disciplinary action, up to and including discharge.

Destination DC defines bullying as “repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment.” All employees will be treated with dignity and respect and Destination DC does not tolerate bullying behavior.

Bullying may be intentional or unintentional. Destination DC considers the following types of behavior examples of bullying:

- Verbal bullying: Slandering, ridiculing or maligning a person or his/her family; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- Physical bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person’s work area or property.
- Gesture bullying: Nonverbal threatening gestures or glances that convey threatening messages.
- Exclusion: Socially or physically excluding or disregarding a person in work-related activities.

We need your cooperation to implement this policy effectively and to maintain a safe working environment. If you observe or experience violent, threatening, harassing, intimidating, bullying or other disruptive behavior by anyone on the Destination DC’s premises, whether he or she is a company employee or not, report it immediately to your supervisor. All reports will be taken seriously and will be dealt with appropriately, at the discretion of Destination DC.

If you have any questions about this policy, please contact the Human Resources Department.

Recruitment and Selection

Destination DC strives to find the most qualified people to fill available positions. Hiring decisions are based on individual qualifications and past performance. However, with all selection criteria being equal, District of Columbia residents may be given preference. In hiring, Destination DC adheres to non-discriminatory employment practices in carrying out this commitment. In addition,

To facilitate reporting of suspected violations, especially in those situations where the reporting individual wishes to remain anonymous, the company has established telephone and email hotlines. The email address is fraud@destinationdc.com and goes directly to the Human Resources Manager.

The Corporate Compliance Officer has the primary responsibility for all investigations involving the company and all subsidiaries. He / She may request the assistance of the Finance and Administration Department and their periodic examinations and evaluations of internal controls.

Properly designated members of the investigative team may have:

- free and unrestricted access to all company records and premises with the appropriate authorization by the Destination DC President and Human Resources Manager.
- the authority to examine, copy and/or remove all or any portion of the contents of files, desks, cabinets and other storage facilities (whether in electronic or other form) without the prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of investigative or related follow up procedures.

All investigations of alleged wrongdoing will be conducted in accordance with applicable laws and company procedures.

Protocol on Reporting Dishonesty and Corporate Misuse

1. Employees and others must immediately report all factual details as indicated above under Policy.
2. The Corporate Compliance Officer has the responsibility for follow up and, if appropriate, investigation of all reported incidents.
3. All records related to the reported incident will be retained wherever they reside.
4. Employees should not communicate with the suspected individuals about the matter under investigation.
5. In appropriate circumstances and at the appropriate time the Corporate Compliance Officer may notify the officers of Destination DC.

6. The Corporate Compliance Officer may also notify the external auditors of all reported incidents so that it may be determined whether this matter should be brought to the attention of the Audit Committee.
7. The Corporate Compliance Officer may also obtain the advice of counsel at any time throughout the course of an investigation or other follow up activity on any matter related to the report, investigation steps, proposed disciplinary action or any anticipated litigation.
8. Neither the existence nor the results of investigations or other follow up activity may be disclosed or discussed with anyone other than those persons who have a legitimate need to know in order to perform their duties and responsibilities effectively.
9. All inquiries from an attorney or any other contacts from outside of the company, including those from law enforcement agencies or from the employee under investigation, should be referred to the Corporate Compliance Officer.

Investigative or other follow up activity may be carried out without regard to the suspected individual's position, level or relationship with the company.

Problem Resolution

Destination DC is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion or question receives a timely response from Destination DC supervisors and management.

Destination DC strives to ensure fair and honest treatment of all employees. Supervisors, managers and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism. If employees disagree with established rules of conduct, policies or practices, they can express their concern through the problem resolution procedure. No employee may be penalized, formally or informally, for voicing a complaint with Destination DC in a reasonable, business-like manner, or for using the problem resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps.

The employee may discontinue the procedure at any step.

1. The employee presents the problem to his/ her immediate supervisor within 15 calendar days of the incident. If the supervisor is unavailable or employee believes it would be inappropriate to contact that person, the employee may present the problem to the Human Resources Manager or to the appropriate Department head.
2. The supervisor responds to the problem during the discussion or within 15 calendar days, after consulting with appropriate management when necessary. The supervisor documents the discussion.
3. The employee presents the problem to the Human Resources Manager within 15 calendar days if the problem is unresolved.
4. The Human Resources Manager counsels and advises the employee, assists in putting the problem in writing, visits with the employee's manager(s) if necessary and directs the employee to Senior Management for review of the problem.
5. The employee presents the problem to senior management in writing.
6. Senior Management reviews and considers the problem. Senior management informs the employee of the decision as applicable and forwards a copy of the written response to the Human Resources Manager for the employee's file. Senior Management in consultation with the President has full authority to make any adjustment deemed appropriate to resolve the problem.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment and helps to ensure everyone's job security.

Business Travel Expenses

General

Destination DC recognizes that employees are required to both travel and/or entertain clients away from the office during their time of employment with Destination DC. Therefore, it is the policy of Destination DC to reimburse employees for appropriate and reasonable travel and entertainment expenses incurred while conducting Destination DC - related business. Employees are expected