

**Governance and Personnel:**

1. **Please provide a complete and current organizational chart for the agency and each division and subdivision within the agency, including:**
  - a. **The names and titles of all senior personnel;**
  - b. **A description of the roles and responsibilities for each division and subdivision;**
  - c. **A narrative explanation of any changes to the organizational chart made in the last calendar year; and**
  - d. **An indication of whether any positions in the chart are vacant.**
  - Reference Tab Q1/Tab Q1-1
  
2. **Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:**
  - a. **Title of position;**
  - b. **Indication that the position is filled or vacant;**
  - c. **Date employee began in the position;**
  - d. **Whether the position must be filled to comply with federal or local law;**
  - e. **If applicable, the federal or local law that requires the position be filled;**
  - f. **The entity from which they are contracted; and**
  - g. **The contracted annual cost.**
  - Not Applicable
  
3. **Please provide, for each month of FY25 through FY26 to date, the net number of personnel separated from and hired to the agency.**
  - Reference Tab Q3
  
4. **Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all office employees are meeting individual job requirements?**
  - Destination DC (DDC) conducts annual performance evaluations for all employees. Each employee is evaluated by his or her immediate manager, and additional input and feedback is provided by the department head or the President & CEO as needed. All employees at DDC have annual goals tailored to their responsibilities, and individual performance is measured against those specific goals throughout the year.
  
5. **Please provide the following for each collective bargaining agreement that is currently in effect for agency employees:**
  - a. **The bargaining unit (name and local number);**

- b. The start and end date of each agreement;
  - c. The number of employees covered;
  - d. Whether the agency is currently bargaining;
  - e. If currently bargaining, anticipated completion date;
  - f. For each agreement, the union leader's name title and contact information;  
and
  - g. A copy of the ratified collective bargaining agreement.
- Not Applicable
6. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
- a. The reason for the detail;
  - b. The job duties if detailed to your agency;
  - c. The start date of detail;
  - d. The agency the employee is detailed to/from; and
  - e. The projected date of return.
- Not Applicable
7. Please provide a copy of your agency's Schedule A, as of the date of receipt of this questionnaire.
- Not applicable
8. Please provide a list and description of all memorandums of understanding and memorandums of agreement in effect during [previous fiscal year] and [current fiscal year], to date.
- Reference Tab Q8

**Finance and Budget:**

9. Please provide a status report, including timeframe of completion, for all projects for which your agency currently has capital funds available.
- Not Applicable
10. Please provide copies of all budget enhancement requests (The Form B or similar form) submitted in the formulation of the FY25 and FY26 proposed budgets.
- Not Applicable
11. Please list all budget enhancements in FY26 and provide a status report on the implementation of each enhancement.
- Not Applicable
12. Please fill out the attached spreadsheet titled "Question 12 Grants Received," and list all federal and/or private grants received by your agency in FY25 and FY26 to

**date, current balances, and indicate any that lapsed during or at the end of [previous fiscal year].**

- a. Please submit the completed document in both Excel and PDF formats.**
- b. Please include your Agency Code in the filename (e.g., question\_12\_AB0\_2026.xls).**
- Reference Tab Q12

**13. List all grants issued by your agency in FY25 and FY26, to date in the attachment labeled “Question 13 Grants Issued”.**

- a. Please submit the completed document in both Excel and PDF formats.**
- b. Please include your Agency Code in the filename (e.g., Question\_13\_AB0\_2026.xls).**
- Not Applicable

#### **Operations:**

**14. Please provide the Committee with a list of all vehicles owned or leased by the agency; the purpose of the vehicle; the division the vehicle is assigned to, if applicable; and whether the vehicle is assigned to an individual employee.**

- Reference Tab Q14

**15. For each objective and activity in the agency’s FY25 Performance Plan, please list:**

- a. The measure of greatest improvement for the agency, and the actions the agency took to improve that measure’s outcome, efficiency or quantity; and**
- b. For all measures with missed targets (if any), explain the actions the agency is taking to improve that measure’s outcome, efficiency, or quantity.**
- Convention Sales and Services: the main KPI is room night generation. We missed this goal slightly this year for a multitude of reasons:
  - Lack of business opportunities based on new federal administration. (See supplemental document, question #22)
  - International delegates during large citywides are choosing not to come to the US for immigration reasons
  - Government travel ban
  - Government shutdown
- We continue to create toolkits for meeting delegates and their meeting organizers to navigate meeting in the U.S. and Washington, DC in particular.

- Tourism, Sports, and Visitor Experience achieved its greatest improvement in FY25 by exceeding the lead KPI for room nights by 135%, driven by targeted marketing initiatives and strategic promotion of tourism and sports-related travel.
- The Visitor Experience phone inquiry measure did not meet its target due to increased website traffic and improved online resources that allowed visitors to access information without direct assistance. The agency is monitoring inquiry trends and continuing to enhance digital tools while maintaining effective phone support for visitors who need it.

#### Marketing & Communications:

- Editorial: earned record domestic advertising value equivalency by leveraging major events like WorldPride and inauguration. It exceeded its international media goal thanks to expanded representation and boosted editorial opportunities, like extensive coverage from Brazil and high-impact hosting opportunities from the UK and India.
- On washington.org, AI is reducing website traffic since AI overviews are delivering the content that many consumers want. Destination DC will continue to be aggressive and optimize for AI search as we learn more about the future of website engagement.
- Social media had a banner year. We are accounting for lower per-post engagement as algorithms prioritize video over photos, so we'll reduce emphasis on engagement-heavy photo tactics and hashtag use. We are prioritizing video storytelling and meaningful engagement through proactive community management.

#### Partnerships & Alliances

- Membership hit a record number for enrollment, which contributed to high cash partnerships numbers. This demonstrates the value that local businesses see by aligning with Destination DC and is bolstered by a tenured membership team.
- In-kind numbers were strong. Destination DC remains sought after for collaborative marketing activities related to festivals and events, public programs and corporate barter partnerships.
- The team's work in Sustainability had notable achievements. This is critical to help DC compete nationally and globally for meeting and convention business.
  - Washington, DC again took the top spot among participating U.S. destinations in 2025 GDS-Index.
    - The assessment measures sustainability efforts of city, member businesses and the organization. It represents DDC's commitment to transparency and progress as we ensure DC's visitor economy is contributing to the well-being of all.
    - DC rose 4 spots to rank 5<sup>th</sup> among all participating North American destinations.
  - Exceeded goals for growth of Sustainability District member recognition program. Designed to increase visibility (primarily in meetings/trade markets) of

member businesses that make meaningful contributions to environmental, social, and/or economic durability of Washington, DC.

**16. List all new objectives, activities and projects in the agency's [current fiscal year] Performance Plan and explain why they were added.**

- CSS While room night generation is our most impactful KPI, we've added new business acquisition to our goals for meetings and convention this year. New business is vital to continued growth in meeting and building compression throughout the destination. We want to gain share from our biggest competitor cities such as Philadelphia, Boston, Atlanta, Orlando, Toronto and Montreal.
- TSVE revised its room night KPI based on updated projections showing a decline in international travel due to the current political environment. The international strategy was also adjusted to reflect reduced funding and updated priorities, ensuring performance measures remain aligned with available resources and market conditions.
- M&C has revised performance objectives to reflect new realities surrounding content and AI as referenced in question 15. Aggressive editorial goals will leverage major anniversaries and openings in Washington, DC. DC250 is a significant editorial and content opportunity to inspire visitation all-year long.
- Partnerships & Alliances (P&A): Cash and in-kind revenue remain the goal to generate privately raised funds. Behind those numbers, member participation, engagement and results from the programs that the DDC's teams produce are tracked to quantify DDC's work for members.

**17. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.**

**a. What capital or operating projects arose from these issues in FY25 and FY26 to date, including cost and actions taken?**

- Not Applicable

**18. Please list each new initiative implemented by the agency during FY25 and FY26 to date. For each new initiative, please provide:**

- c. A description of the initiative;**
- d. Actual start date;**
- e. Actual or anticipated end date;**
- f. The funding required to implement the initiative;**
- g. Whether the initiative was mandated by legislative action;**

- h. Problems or challenges faced in the program’s implementation;**
- i. The metrics the agency is collecting to measure the initiative’s success; and**
- j. An assessment of the initiative’s success thus far.**

WE THE PEOPLE DC:

- In FY25, DDC developed We The People DC, a video series aimed at countering the negative rhetoric about our city with stories of residents who live, work and thrive in the District. The series includes 20 long-form narrative videos, as well as companion written itineraries on washington.org ([washington.org/visit-dc/we-the-people](https://washington.org/visit-dc/we-the-people)) that drive travelers to explore our neighborhoods. Narrators include artists, small business owners, teachers, journalists, chefs and musicians, and their stories take viewers to all quadrants and all 8 wards of the city. The video series is heavily supported throughout social media channels including YouTube and all marketing and communications avenues.

Tourism, Sports & Visitor Experience:

- (FY25) REVERSE SALES MISSION – MEXICO (March) and INDIA (August)  
Invite-only sales trips to DC for 10-12 selected top leisure travel accounts in Mexico and in India to experience the city, connect with members interested in growing those markets and provide a setting for strategic discussion with key stakeholders.
  - Challenges: One client from India was denied a visa to enter the US
  - Success: Both markets provided positive feedback after experiencing DC firsthand, connecting with local vendors and DDC’s leadership to discuss strategy. New packages have been added to their travel portfolio to drive room nights, and there is an improved marketing approach and positive association with DC.
- GLOBAL MARKETING CAMPAIGNS (FY25 and FY26):  
Through new international promotional campaigns, DDC continues to position Washington, DC as a top-of-mind destination for global travelers.
  - UK consumer campaign: launched in January 2025 in the London Underground in partnership with British Airways (BA) Holidays. DC was included in BA’s January sale, using a multi-channel approach to drive bookings.
  - Spain digital out-of-home and geo-targeted advertising: DDC built on awareness from the Washington Commanders’ NFL game in Madrid to promote Iberia Airlines’ nonstop Madrid–Washington, DC route through a consumer campaign and sweepstakes developed with the Metropolitan Washington Airports Authority, Iberia and Viajes El Corte Inglés.
  - FIFA World Cup: to leverage matches hosted in the northeastern U.S., DDC’s strategies in key markets include a partnership with luxury tour operator Angèle in France to promote DC as a premier add-on destination, and collaborations with

three FIFA-certified tour operators in Brazil to incorporate DC into pre- and post-match itineraries.

- Challenges:
  - During the London Underground campaign, the tragic plane crash at DCA took place and DDC paused the campaign briefly. In addition, the current geopolitical climate might influence consumers on their booking preferences.
- Metrics/Success:
  - London Underground: campaign resulted in over 57 million impressions. British Airways Holidays produced 1,360 room nights.
  - Madrid out-of-home digital campaign results are still being finalized. Thus far, positive metrics have been reported for consumer engagement with the QR codes scanned, site visits and entries.
- Washington, DC Welcome Training Center/Special Agent Academy: destination educational tool for DC hospitality staff and travel agents who sell Washington, DC around the world. The program is available on [washington.org/dcwelcome](http://washington.org/dcwelcome) along with LearnUpon, a Learning Management System (LMS).
  - 10-minute onboarding video with essential DC information for local hospitality workers
  - In-depth self-paced online training (Special Agent Academy) that features five modules on DC as a tourism destination
  - Quarterly webinars for local frontline staff
  - In-person destination trainings
  - Results: In FY25, trained 14,353 local frontline staff and travel agents worldwide (143% over goal); 1,182 have graduated as DC Experts from the Special Agent Academy; 972 have viewed our onboarding video.
- WORLDPRIDE DC

In summer 2025, Washington, DC, welcomed more than 1.2 million participants to WorldPride Washington, DC 2025 (WorldPride DC), hosting 400 events around DC. Envisioned as a celebration of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, plus (LGBTQ+) progress and joy, the moment arrived when the community's rights and freedoms were under renewed threats, transforming the celebration into a movement and making attendance an act of resistance. Despite challenges, the celebration successfully united local, national, and international partners, grassroots leaders, city agencies and hundreds of volunteers. Together, these coalitions brought the Fabric of Freedom to life over 23 days across streets, stages, and cultural institutions. The District's unwavering support of the LGBTQ+ community created moments of joy amid adversity, bridged generations and identities, and generated over \$310 million in economic impact for the

city. WorldPride DC will be remembered not only as the historic 50th anniversary of Pride in the nation's capital but as proof of the power of a community united to celebrate, resist, and imagine freedom together. (Excerpt from the WorldPride Impact Report)

- Dates: May 17, 2025 - June 8, 2025
- Funding required: DC Government WorldPride budget, Capital Pride sponsors, Destination DC marketing budget
- Legislative collaboration: Supported by the Mayor's office.
- Metrics:
  - DDC was proud to play a role in promoting WorldPride around the globe; the event generated approximately \$310.7 million economic impact for DC.
  - More than 1.2 million attendees filled our streets, our hotels, our Metro system, and our businesses.
  - WorldPride had strong regional support and across hundreds of events, it went far in extending the message that Washington, DC is a welcoming and inclusive destination for visitors of all backgrounds. There were attendees from all over the globe.
  - WorldPride's media reach was extraordinary: 100 billion global impressions, 21,000 media clips, and coverage in 50 countries.
  - WorldPride didn't just happen in DC — it made DC known worldwide as a city of pride, culture and possibility.
  
- The team runs several programs to help local businesses (DDC members) translate DDC's work to tactical reality. These were established or revamped in 2025:
  
- Destination Optimization  
In January 2025, a workshop was held for small business members to help them claim control and manage their listings and appearance on Google. This included one-on-one office hours with technical experts. The program was repeated in January 2026 addressing TripAdvisor.
  
- Welcome Asia  
This initiative is designed to capture business from growing Asian markets by preparing Washington, DC attractions, hotels, restaurants and retailers to better serve Chinese, Japanese and Indian visitors, while helping tour operators in those markets identify local partners best suited to meet their clients' needs. The program is built using existing resources, with no new staff or expenses, and was relaunched from the former *Welcome China* program that was paused during COVID.
  
- Job Board

This member benefit was enhanced. It's a tool that members can use to help with recruiting.

### Convention Sales and Services:

- Intellectual Capitals Repositioning

In FY25 we embarked on revamping how we position the destination to meeting planners. We intend to position Washington, DC as a destination that adds intellectual and experiential value to meetings—helping attendees leave with a broader perspective and lasting impact. Washington, DC showcases its intellectual capital not through individuals, but through the institutions, ideas, and environments that naturally shape thinking. We will continue the work and roll out the new strategy in May 2026 at a large global tradeshow called IMEX Frankfurt.

**19. Please list any legislation that impacts your agency from FY25 and FY26 and provide a status report on the agency's implementation related to each piece of legislation.**

- FY26 Growth Agenda ([Link](#))
  - Specific to D.C. Act 24-703. Tourism Recovery Tax Emergency Amendment Act of 2022 ([Link](#))
    - The FY26 Growth Agenda reallocated the Tourism Recovery District Dollars (TRD) away from Destination DC for other initiatives which drastically altered the ability to market and promote as effectively, especially in international markets that stay longer and spend more in DC.
    - International visitors spend four times more than domestic visitors.
- Local Funds \$6,000,000 allocation in FY26 ([Link](#))
  - This one-time allocation was provided by Chairman Mendelson in combination with the Budget Office
  - As this is not a permanent source of funding, it could potentially further the impact on promoting DC as a destination into FY27.

**20. Customer feedback**

- a. How does the agency solicit feedback from customers (i.e., District residents served)? Please describe.**
  - b. What has the agency learned from this feedback?**
  - c. How has the agency changed its practices because of such feedback?**
- Member Survey
    - Annually, DDC surveys its member businesses to assess membership value, benefit awareness, and opportunities for improvement. Results show meetings and convention business remains a top priority and overall satisfaction is high, with 86% of members very likely to renew. Hotel members report the strongest renewal intent (88%), and membership turnover among hotels is rare. Non-hotel

members report 73% very likely to renew, with typical retention around 85%. Destination DC uses this feedback to refine communications, adjust events, expand cooperative efforts and better meet member needs.

- Overall, in the 2025 survey, hotel respondents indicated they were 99% likely to renew and non-hotel members 94% likely to renew. In practice, it is rare for a hotel member to drop membership. Among non-hotels, historical retention rate ranges from 85% - 90%.
- **Resident Sentiment Survey**
  - DDC conducted its first resident sentiment project during the summer of 2025. Through surveys and a series of focus groups, DDC asked DC residents in all eight wards to share their thoughts on DC's strengths as a destination and tourism's perceived positive and negative impacts on their well-being.
  - In total, 99% of respondents felt tourism had a positive or neutral impact on their daily lives. Residents quoted our monuments, museums and memorials; safety; quality of public transportation; respect for communities and wildlife; and support for local businesses as very important. Their biggest concerns included negative environmental impacts, traffic, and crowding on sidewalks. The greatest opportunity that tourism offers DC is economic growth and vitality.
  - Note, this survey is not intended to be conducted annually due to budget constraints.

## **Laws, Audits, and Reports:**

### **21. Please identify any legislative modifications that would enable the agency to better meet its mission.**

- Restoring dedicated funding referenced in response to Q)19 from Tourism Recovery District (TRD) dollars or create an alternate dedicated funding method.

### **22. Please identify any regulatory impediments to your agency's operations.**

- DDC does not face direct regulatory impediments to its own operations. However, regulatory processes that affect local businesses and event producers can indirectly impact our work.
- In particular, the speed and efficiency of business licensing, building permits, occupancy approvals, and event permitting influence how quickly businesses open and how easily events can be produced in the District. Making it easier to obtain permits, navigate requirements, and reducing associated fees supports more events and activations, which in turn strengthens our ability to promote and market the city. Delays or complexity in these areas can limit our effectiveness, while streamlined processes enhance our capacity to highlight new offerings and support the District's visitor economy.

23. **Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY25 and FY26 to date.**
- Not Applicable
24. **Please identify and provide an update on what actions have been taken to address all recommendations made during the previous three years by:**
- a. Office of the Inspector General;
  - b. D.C. Auditor;
  - c. Internal audit; and
  - d. Any other federal or local oversight entities.
- Not Applicable
25. **Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:**
- a. The case name;
  - b. Court where the suit was filed;
  - c. Case docket number;
  - d. Case status; and
  - e. A brief description of the case
- Not Applicable
26. **Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY25 and FY26 to date.**
- Not Applicable
27. **Please list each settlement the agency or the District, on behalf of the agency, entered into in FY25 and FY26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:**
- a. The amount of the settlement;
  - b. If related to litigation, the case name and brief description; and
  - c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).
- Not Applicable

**28. Please list all administrative complaints or grievances that the agency received in FY25 and FY26 to date. For each complaint, list:**

- a. The source of complaint;**
- b. The process utilized to respond to the complaint or grievance;**
- c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and**
- d. If resolved describe the resolution.**

Not Applicable

**29. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:**

- o The number of agreements;**
- o The department(s) within the agency associated with each agreement; and**
- o Whether any agreements are required for specific positions (please list each position by division and program and indicate whether the position is contracted)**

- Convention Sales and Services has one outstanding non-disclosure agreement. It is related to group business that is interested in meeting in Washington, DC in 2030.
- The NDA is not related to positions, but to disclosing that a specific organization is interested in conducting a site visit and holding their meeting in Washington, DC. The NDA is positioned to protect the organization during the competitive nature of destination bidding.

**30. In filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:**

- a. A detailed description of the information tracked within each system;**
  - DDC uses SimpleView as a tool to gather and store all business partner data.
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and**
  - The system is cloud-based, and periodic upgrades occur.
- c. Whether the public can be granted access to all or part of each system.**
  - The information in the database is for internal use only and cannot be made accessible to the public.

**31. Please provide a list of all studies, research papers, and analyses (“studies”) the agency or an agency’s employee requested, prepared, presented or contracted for during FY25. For each study please list:**

- a. **The status;**
- b. **The purpose; and**
- c. **A link (if published) to the study, research paper or analysis.**

FY25 Annual Ad Awareness & ROI Study

- a. Completed by Future Partners. Presented to DC Office of the Chief Financial Officer on Dec. 8, 2025.
- b. Understand the effectiveness and impact of DDC’s most recent domestic marketing campaign.
- c. DDC media spend: \$19.5M; Total direct visitor spending: \$470.1M; Taxes generated: \$41.3M

2024 City Tourism Impact (CTI) Study

- a. Completed by S&P Global Market Intelligence.
- b. Estimate the economic benefits of travel & tourism in Washington, DC.
- c. Total visitation: 27.2M; Total visitor spending: \$11.4B; taxes generated: \$2.3B; jobs supported: 111,500

- DDC’s Senior Sustainability Manager served as the North American representative on the International Congress and Convention Association (ICCA)’s Future Leaders Council from 2023-2025. In FY25, that council published two white papers to ICCA’s membership, including the meeting planners of global associations.
- The white papers feature two distinct topics: DEI and tech/AI in the business events industry. By contributing to the reports, DDC proved DC to be a leader among North American destinations on these important topics and positioned itself as an attractive, forward-thinking choice for international meetings.
- How technology will impact the future of the Business Events Industry (May 2025)
- Creating Impact: A Guide to Diversity, Equity, and Inclusion in Business Events (October 2025)

**32. Please list contracts and procurements awarded, entered into, extended, or for which an option year was exercised, by the agency during FY25 and FY26, to date in the attached spreadsheet titled “Contracts and Procurements”.**

- a. **Please include your Agency Code in the filename (e.g., AB0\_2026\_Contracts and Procurements.xls).**
- b. **You may add additional lines to the sheet but please do not change any other formatting.**
- Reference Tab Q32