

POSITION OVERVIEW

DESTINATION DC PRESIDENT AND CEO POSITION (WASHINGTON, DC)



THE CITY AND DESTINATION

Pulsing with life and constantly in flux, America's capital city is a powerful yet eclectic place, fueled by politics and tourism. DC, as it's fondly called, centers on the Capitol and then spreads out into a variety of distinctive neighborhoods. Some include funky Adams-Morgan and its diverse ethnic groups; Downtown with its art galleries, theatres and nightlife; Dupont Circle with its hip clubs and Connecticut Avenue shopping; and upscale Georgetown, whose rows of brick town homes shelter first-class restaurants and boutiques. Capitol Hill and the National Mall feature many of the city's most prominent buildings and museums, including stately presidential monuments and most branches of the world-famous Smithsonian Institution. The Capitol Riverfront and historic Anacostia neighborhoods are transforming into vibrant waterfront districts now and in future city plans.

Undeniably, DC is on the go. Its metro-area population exceeds 5 million, and millions of visitors come in each year, so the city constantly regroups, reinvents and reissues its welcome. And whether folks come for political matters or simply to marvel at museums, memorials and gardens, they find plenty to entrance and delight them.

It comes as no surprise, then, that DC has an allure all its own. The city unites politics, cosmopolitan energy and culture with first-class dining, shopping and nightlife, crafting a melting pot of international influence and homegrown practicality.

Washington, DC Demographic information (Source: US Census Bureau, 2006, Bureau of Labor & Statistics, 2004-2005 and Greater Washington Initiative Analysis, 2007):

- Population: 581,530
- 47% male and 53% female
- 46% of DC residents hold a Bachelor's Degree or higher (compared to 27% of US of population).
- DC's population is 55% Black/African-American (compared to 12% of US population) and
- 8% Hispanic/Latino (compared to 14% of US population).
- Median age: 35
- Median household income: \$61,105
- Greater Washington has the largest percent of adults with advanced degrees (19%) in the U.S., more than twice the national average. 43.9% of local women have a Bachelor's degree or higher, the highest percentage in the nation.



Hotel Facts:

- There are approximately 110 properties and 27,500 hotel rooms located in Washington, DC. The Greater Washington Metropolitan Region is home to approximately 600 properties and 95,000 rooms (including those located within DC proper).
- There are 18 properties currently in the construction pipeline that are expected to be delivered in 2010 and beyond, including 4 that are currently under construction.
- DC's hotel occupancies reach their peak in March through June and September through October. Average daily rates also reach their highest levels during these months.

Visitor Statistics:

- DC welcomes more than 16 million visitors each year, generating an estimated \$5.5 billion in visitor spending and \$620 million in taxes for the District alone.
- DC's hotel visitation is fairly balanced by purpose of visit: 49% leisure, 43% business and 8% combined.
- Approximately 1.2 international visitors come to DC annually. Top countries of origin include: United Kingdom, Germany, Latin America (Brazil, Argentina, Mexico), Japan, India, South Korea, Nordic (Denmark, Finland, Norway, Sweden), Australia, Italy and France.



Green Initiatives:

- 70 percent of land in Washington, DC is controlled by the National Park Service. There are 250,000 acres of parkland in the Greater Washington Metropolitan area.
- In 2007, DC was named the most walkable city in the US in a study by the Brookings Institute.
- In late 2006, City Council passed an initiative making the nation's capital the first major city to require developers to adhere to guidelines established by the U.S. Green Building Council.
- The Washington Nationals Ballpark is striving to be the country's first green-certified ballpark
- DC's hotels have implemented green initiatives, including wind power, renewable energy credits, recycling and adopt-a-park programs with neighborhood green spaces.

International DC: A crossroads of international culture, DC showcases international culture and different nationalities in its diverse people, global cuisine and engaging diplomatic scene. It's the headquarters for the World Bank, International Monetary Fund, Red Cross, World Wildlife Fund and countless other global organizations.

- 84,000 DC residents (15%) speak a language other than English at home
- 74,000 DC residents (12%) are foreign-born
- More than 150 embassies and international cultural centers produce concerts, gallery exhibitions, lectures and performances.
- The Greater Washington region is home to 400 international associations and 700 internationally owned companies.



Industry – Leading employers (with number of employees) (Source: Washington Business Journal Book of Lists, 2008):

- Lockheed Martin (22,000)
- Northrup Grumman (20,000)
- SAIC (16,000)
- Inova Health System (15,000)
- University of Maryland (15,000)
- Marriott International Inc. (14,500)
- MedStar Health (13,000)
- Verizon Communications (13,000)
- Booz Allen Hamilton (11,000)

For addition information please visit the District of Columbia official website at www.dc.gov

WALTER E. WASHINGTON CONVENTION CENTER



With beautiful granite, limestone and dramatic 100-foot curved glass entry, the Walter E. Washington Convention Center is a 2.3 million square foot architectural and cultural treasure in a city that already harbors so many remarkable buildings. The center (opened March 2003) is located between two of the most fascinating neighborhoods in Washington, DC: the historic Shaw / U Street district and the revitalized downtown district. www.dcconvention.com

The Walter E. Washington Convention Center contains:

- 2.3 million total square feet with more than 700,000 square feet of prime exhibit space with 30-foot columns on 90-foot centers.
- 125,000 square feet of meeting space and nearly 70 meeting rooms.
- 52,000 square foot ballroom featuring pre-function area with breathtaking panoramic views of the DC skyline, including the Capitol and the Washington Monument.
- 44,000 square feet of name brand restaurant and retail space including Starbucks.
- The latest technology and telecommunications infrastructure.
- Nearly 60 enclosed freight docks to ensure smooth set-up and move-out operations.
- Its own Metrorail station (subway) at Mt. Vernon Square.
- A rich index of green features: low emission glass that controls heat gain and loss and maximizes natural lighting; energy-conserving heating, ventilation and air conditioning systems that operate in zones; high-efficiency lighting; automatic controls on restroom fixtures; plus recycling programs and environmentally-friendly cleaning products.

ATTRACTIONS

More than 16 million visitors flock to Washington, DC, every year for everything from politics to conventions and tourism. Washington, DC is an incredible place filled with free cultural attractions and world-class entertainment venues, as well as some of the best shopping and dining available. The Smithsonian Museums are the most visited museums in the world and there's nothing more majestic than viewing the monuments on the National Mall at night when they are all lit up. The most famous building is the White House, home of the US President. In the spring, the cherry blossoms lining the tidal basin of the Potomac River add a festive feel to this beautiful and inspiring city.

DC is the center for visiting diplomats and has one of the largest concentrations of hotel and motel rooms in the country. Tourism is the leading private industry and business interests are increasingly attracted by the many light-industrial, high-tech and research companies now moving into the region.

DC is also earning acclaim as a top destination for dining, thanks to top local chefs, recent openings by celebrity chefs and the spotlight the Obama's are shining on restaurants throughout the city on "date nights".



Smithsonian Institution: DC is home to the world’s largest museum complex, which includes more than a dozen renowned galleries, museums and the National Zoo – all free of charge. It’s no wonder that the Smithsonian is one of the most recognized brands in the world. Attractions include: Anacostia Community Museum, Freer Gallery of Art & Arthur M. Sackler Gallery, Hirshhorn Museum & Garden, National Air & Space Museum, National Air & Space Museum Steven F. Udvar-Hazy Center, National Museum of African Art, National Museum of American History, National Museum of Natural History, National Museum of the American Indian, National Portrait Gallery, National Postal Museum, National Zoo, Renwick Gallery and Smithsonian American Art Museum, Smithsonian Arts & Industries Building and the Smithsonian Castle (Smithsonian Institution Information Center).

National Mall: Monuments & Memorials: Among Washington, DC’s most celebrated symbols are its beautiful monuments and memorials, located on the National Mall and in the Memorial Parks. “The Mall” is a splendid green park area extending approximately two miles from the U.S. Capitol to the Lincoln Memorial. The Washington Monument, Lincoln Memorial, Jefferson Memorial, FDR Memorial, National World War II Memorial, Korean War Veterans Memorial and Vietnam Veterans Memorial are must-see attractions for any DC visitor.



Art Museums & Galleries: Washington, DC is internationally known for the vast collection of art housed in its celebrated museums and galleries. The visual arts scene is as varied as the city itself, from tiny galleries in trendy Dupont Circle showcasing local works to blockbuster exhibitions at the National Gallery of Art. Stops along the art scene include: Corcoran Gallery of Art, National Museum of Women in the Arts, The Phillips Collection, The Kreeger Museum, The Textile Museum, National Gallery of Art, as well as Smithsonian collections and independently owned galleries throughout the city’s neighborhoods.

Federal Landmarks & Historic Sites: As the nation’s capital, DC is home to iconic landmarks and vast collections of the country’s historic documents and artifacts: the White House and White House Visitors Center; U.S. Capitol and its impressive new Capitol Visitor Center; Library of Congress; National Archives; Supreme Court; Bureau of Engraving & Printing; Frederick Douglass National Historic Site; the African American Civil War Memorial; U.S. Holocaust Memorial Museum and Arlington National Cemetery.





Sports & Recreation: DC's a city that's built for hikers, bikers and joggers, with more than 800 miles of trails in the metropolitan area. Jog along the historic C&O Canal in Georgetown or tackle the scenic Mount Vernon trail, which begins just across the Potomac River near Arlington Cemetery. Outdoors enthusiasts discover more than 230,000 acres of parkland throughout the metro region. DC is also home to 4 major sporting event venues with 167,000 total seats and 8 major professional teams including the Redskins, Wizards, Mystics, Nationals, United and Capitals.

Special events attract sports enthusiasts throughout the year including: Marine Corps Marathon, EagleBank Bowl and the National Triathlon just to name a few.

Theatre & Stage: True to its reputation as a cultural capital, DC is a dynamic and sophisticated theatre town - from world-premiere plays at the Kennedy Center and Shakespeare Theatre Company to the edgy productions at Woolly Mammoth and Studio Theatre. Each season an estimated 80 active professional theatres in the metropolitan area mount more than 350 productions; DC even has its own home-grown version of the Tony Awards each year – the Helen Hays Awards. Music and dance offerings are just as inspiring and provocative, from the Washington Ballet and the National Symphony Orchestra to Dance Place and the 9:30 club.



Paid, Themed Attractions: In recent years, new attractions have opened offering interactive experiences focused on specific themes including: International Spy Museum, Newseum, National Crime & Punishment Museum and Madame Tussauds and Marian Koshland Science Museum.

NEW & UPCOMING ATTRACTIONS

National Museum of American History: (reopened Nov. 21, 2008) The redesigned museum will feature a new gallery for the "Star-Spangled Banner," a sky-lit central atrium, a grand staircase connecting the first and second floors and other enhancements. Landmark items like the Greensboro lunch counter (famous for its significance to the Civil Rights Movement) and a car from the Dumbo the Flying Elephant Ride (one of Disneyland's original attractions) will still be on display. The new Lemelsen Center for the Study of Invention and Imagination is a permanent gallery designed to house changing exhibitions.

U.S. Capitol Visitor Center: (opened Dec. 2, 2008), the largest project in the Capitol's 212-year history, the 580,000 square-foot underground facility is designed to enhance the visitor's experience with new interactive features, orientation theaters and exhibits. As visitors enter the massive underground facility, they'll catch a glimpse of the Capitol Dome through two skylights.

Timed tickets for tours of the Capitol, available by advance reservation or same-day, will be distributed on site. While waiting for tours, visitors can browse galleries displaying artifacts from the Library of Congress and National Archives, touch a 10-foot model of the Capitol Dome and even watch live video feeds from the House and Senate. Tours begin with a new 13-minute film exploring the history of the Capitol and Congress, shown in the facility's orientation theaters.

Ford's Theatre Remodeling & New Museum: (summer 2009), Ford's Theatre unveiled the results of a major renovation more than a year in the making in February 2009. Scheduled to reopen in summer 2009, the Ford's Theatre Museum will contain a remarkable collection of historic artifacts.

Arena Stage: (opening 2010-2011 season), The new 250,000 square foot Arena Stage at the Mead Center for American Theater will feature a dramatic and sweeping glass roof that is sure to become an architectural landmark for Southwest DC's revitalized waterfront. The extraordinary facility exemplifies a central commitment to art: three theaters serve as the architectural focal points, with a range of other activities swirling in constant motion around them under a magnificent, unifying roof.

National Museum of African American History & Culture: (opening 2015), The Smithsonian recently announced that Freelon Adjaye Bond/SmithGroup is the architectural team chosen to design the National Museum of African American History and Culture to be located on the National Mall near the Washington Monument. The selection was made by a jury chaired by Museum Director Lonnie G. Bunch III. Freelon Adjaye Bond/SmithGroup was among six firms that entered a design competition in January. They will now be asked to respond to an official Request for Proposal to design the new building, scheduled to open on the National Mall in 2015.

Dr. Martin Luther King, Jr. National Memorial: (opening TBD), the Martin Luther King, Jr. National Memorial will be the first major memorial along the National Mall to be dedicated to an African-American. The memorial is designed to commemorate and honor Dr. King's national and international contributions to world peace through non-violent social change. It will be located on the Tidal Basin, near the Jefferson and FDR Memorials. The design features a crescent-shaped-stone wall inscribed with excerpts of Dr. King's sermons, and public addresses will serve as the living testaments of his vision of America. The centerpiece of the \$100 million memorial, the "Stone of Hope," will feature a 30-foot likeness of Dr. King.



ABOUT DESTINATION DC

Budget: \$14 Million (2008-2009)

Staff: 62

Members: 850

Destination DC serves as the lead organization to successfully manage and market Washington, DC as a premier global convention, tourism and special events destination, with a special emphasis on the arts, cultural and historical communities. By developing and executing centralized and cohesive sales and marketing strategies, Destination DC generates economic development for the city through tourism and meetings. In 2007, visitor spending exceeded \$5.5 billion, representing \$620 million in new tax dollars for the District of Columbia.

Destination DC is a private, non-profit corporation with a membership of more than 850 businesses and organizations that support the DC travel and tourism sector. A contracting arm of the Washington Convention Center Authority, the organization is funded by a percentage of DC's hotel occupancy tax, along with membership dues and co-operative marketing fees.

Formerly known as the Washington, DC Convention & Tourism Corporation (WCTC), the organization was re-named in 2008 to reflect the organization's increased emphasis on the city's unique assets. The organization was established by business and community leaders in April 2001 by merging the Washington, DC Convention and Visitors Association and the DC Committee to Promote Washington. The Washington, DC Convention and Visitors Association was founded in 1931 to promote convention and leisure travel to the nation's capital.

For addition information please visit their official website at www.washington.org



SUMMARY OF POSITION

Responsible for the growth of tourism and convention business segments by developing and executing effective marketing and sales strategies as well as providing strategic leadership and oversight of the organization in all aspects of its operations and mission. This highly visible position will interface with key community, government, media and tourism leaders to represent the tourism industry and demonstrate its positive impact on the DC Area. This position will report to the Board of Directors.

IDEAL BACKGROUND AND SKILL SET DESIRED

- Previous hospitality industry experience in a leadership role is very important.
- Sitting CEO, President, COO, General Manager or Chief Marketing/Sales Officer of a similar size or larger organization in the for-profit or not-for-profit sectors.
- A minimum of 10 years direct experience at the executive level and 20 years overall experience in the travel, tourism or hospitality industry.
- General management experience with full P&L responsibility.
- Broad consumer experience in sales driven culture with intangible assets.
- Volunteer or direct experience with Boards of not-for-profit, membership organizations that utilize public funds.
- Extensive knowledge of the meetings and tourism industry, its distribution channels, its customer base and the key channels that drive the business.

EDUCATION

A college degree from an accredited four year college or university with an MBA or MPA graduate degree preferred or acceptable equivalent.

MAJOR AREAS OF ACCOUNTABILITY

1. Serves as a member of the Executive Committee of the Board of Directors; attends all meetings of the Board of Directors, the Executive Committee and all other committees of the Board as needed or appropriate. Regularly reports the activities of Destination DC to the Board.
2. Develop strategic alliances with city government, community leaders, hotel general managers, local travel and tourism leaders and media to increase the value of Destination DC to its customers, members, staff, and community.
3. Collaborates with the Executive Management Team to develop and implement plans for the operational infrastructure of systems, effective organizational processes/policies and appropriate human resources to support the strategic, as well as operational, objectives of the organization.
4. Attracts, recruits, trains, mentors and retains qualified members of the senior management team in an environment that provides for career development and individual achievement.
5. Provides leadership, direction and topline management to the employee team to ensure that the mission and vision of Destination DC are successfully put into practice and sustained.

6. Fosters a success-oriented, accountable environment within the organization by establishing, communicating, implementing and enforcing appropriate standards of performance.
7. Ensures all Destination DC activities are implemented within established policies, guidelines, state and Federal laws as well as the highest of ethical standards.
8. Develops and supervises the implementation of an annual operating and marketing plan, in order to promote Destination DC to local, regional, national and international audiences. Regularly analyzes performance and results of all functional areas within the organization relative to the established objectives, ensures appropriate steps are taken to correct any unsatisfactory conditions and reports to the Board.
9. Directs the preparation of the annual budget that supports Destination DC activities and provides appropriate compensation and benefits for the employee team. Presents the annual budget to the Board for approval.
10. Reviews all financial reporting monthly to ensure the adequacy and soundness of the organization's financial structure. Makes sure that the Board receives comprehensive financial reporting on a quarterly basis or more frequently if requested. Holds monthly financial reviews with Department Heads to ensure each department receives timely and effective communications regarding their performance.
11. Acts as a primary spokesperson for Destination DC; establishes and maintains ongoing effective communications with members, government leaders, business and cultural and institutional leaders, convention and event planners, and the local and national tourism industry; serves on committees and boards as strategically defined.
12. Represents Destination DC at selected local, regional, national and international conventions as well as other business meetings that serve to foster the success of Destination DC's mission.
13. Serves on various industry and community committees and boards as strategically defined.
14. Maintains membership in good standing in the Destination Marketing Association International (DMAI, formerly IACVB).
15. Provides Destination DC Chairman with an annual list of goals and individual key performance indicators to assist the Executive Committee's evaluation of the President's business and personal performance.
16. Performs other duties and accountabilities as assigned by the Board of Directors.
17. Provide direction and manage the compensation and benefits of the staff, providing recommendations to the Committee on industry practices and required changes for maintaining internal and external equity. Ensure that all personnel policies, practices and procedures are fair and consistent and attract, motivate and retain high caliber staff. Work with senior management to ensure satisfactory conflict resolution and a high level of employee satisfaction. To this end, focus on excellent communication and feedback processes.
18. Ensure compliance with federal, state, & local laws, financial regulations (FASB & GAAP) labor related laws (EEO, ADA, OSHA, ERISA, etc.) & protect Destination DC from legal exposure.

CORE COMPETENCIES AND CHARACTERISTICS NEEDED

General:

- A proven and successful senior executive.
- An individual with broad business vision and the ability to lead an organization in developing and executing a business plan.
- An individual with strong interpersonal skills and sensitivity who is able to gain and maintain the respect of industry colleagues, clients and government officials and build coalitions with key partners.
- A flexible, responsive and politically astute leader, comfortable with managing multiple programs.
- A team leader who works well in a collegial management environment but is equally comfortable in a more competitive corporate environment.
- A leader with the highest integrity with a strong passion for the role and the tourism industry.
- A leader with outstanding communication skills who is also a very persuasive public speaker.
- An individual who exhibits passionate, patience and high energy leadership who consistently pursues the achievement of goals and objectives with determination, steadfastness of purpose, enthusiasm and highly ethical conduct.

Communication Skills:

- Must be an exceptional listener.
- Ability to develop and maintain strong relationships at all levels including all stakeholders.
- Extensive media and public speaking experience.
- Ability to negotiate.

Marketing Expertise:

- Brand enhancement, management and leveraging experience.
- E-commerce fluent.
- Proven experience with media and public relations.
- Understanding of cooperative marketing initiatives.
- Proven skills in both the domestic and international marketplace.
- Strong understanding of destination marketing is a plus.

Sales Leadership:

- Proven success with absorbing increased supply by increasing room night production and revenue significantly.
- Skilled in the areas of market analysis, deployment and research.
- Proven success with sales team recruitment, retention, and overall development.
- Experience with setting goals and measuring success.
- A thorough understanding of the national convention market.
- A thorough understanding of the domestic and international leisure tourism market.

Critical Characteristics Needed:

- A visionary
- An entrepreneurial spirit
- Strategic thinker
- Exceptional consensus builder
- Impeccable diplomacy
- Unquestioned integrity
- Demonstrates high integrity at all times
- Team player
- Proven leadership
- High energy
- Charismatic and Sophisticated
- Impeccable work ethic and passion for the task at hand
- Problem solver with the ability to multi-task

KEY PRIORITIES FOR THE FIRST 12-18 MONTHS

- 1) Immediately form strong and meaningful relationships with all stakeholder groups and evaluate their input. This includes government, hospitality industry, local business leaders and the Destination DC team.
- 2) Build trust, respect and support with those same stakeholder groups.
- 3) Develop a long range strategic plan to include additional funding for the organization.
- 4) Stay focused on building convention business long term and on the development of a headquarter hotel.

AMERICAN'S WITH DISABILITIES SPECIFICATIONS

Physical Demands

The physical demands here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally required to stand; walk; sit; use hands to finger, handle, feel objects, tools or controls; reach with hands and arms; climb stairs; balance; stoop, kneel, crouch or crawl; talk or hear; taste or smell. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by the job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

Work Environment

Work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing most of the duties of this job, the employee may not be exposed to weather condition. The noise level in the work environment is usually moderate.

The above statements are intended to describe the general nature and level of work being performed by people assigned to this job. They are not intended to be an exhaustive list of responsibilities, duties, and skills required of personnel so classified.

If you are interested in this position please respond via e-mail with cover letter, resume, and compensation information to Mike Gamble, President/CEO, SearchWide™ gamble@searchwide.com or call 888-386-6390



Organizational Chart FY09

