DESTINATIONS INTERNATIONAL

DMAP

DESTINATION MARKETING ACCREDITATION PROGRAM

Readiness & Preparation Checklist
For Prospective Accreditation Applicants

The Destination Marketing Accreditation Program (DMAP) Board has prepared this checklist to assist prospective accreditation applicants in determining their ability to meet DMAP Accreditation requirements before submitting their applications for review.

Potential applicants able to provide positive (yes) responses regarding compliance with each of the following statements are likely to be ready to submit their accreditation application. Potential applicants that provide a negative (no) response to a statement should carefully consider complying with all these statements if they intend to apply for accreditation. In addition, potential applicants should also conduct a thorough review of all the current standards and **review the very detailed** Standards Explanation and Details.xlsx before making a final decision to proceed with the application process.

This checklist and the Standards Explanation spreadsheet should also be used to gather all the information needed to apply.

Note: The term "DMO" (Destination Marketing Organizations) is used throughout this document; it should be noted that DMAP is geared to organizations that also call themselves convention and visitor bureaus (CVBs) or tourism boards.

Complete compliance with the Readiness Checklist does not ensure DMAP accreditation. Accreditation is only granted after an applicant's completed application and supporting materials have been reviewed, and it is determined by the DMAP Board that the DMO is in compliance with all mandatory requirements.

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For assistance or more information

Please visit destinationsinternational.org/dmap

Or contact dmap@destinationsinternational.org

Eligibility

To be eligible for DMAP accreditation, an organization must meet the following criteria:

- Legal Entity: The destination organization or Convention & Visitors Bureau (CVB) must be a recognized legal entity.
- Primary Function: Destination marketing and management must be the organization's core focus.
- Experience: The organization must have at least two years of expertise in destination marketing and management.
- Official Authority: It must serve as the official governing body authorized to provide destination marketing and management services for its jurisdiction.
- Commitment to Standards: The organization must agree to uphold **DMAP Code of Ethics**

Financial Commitment

	Member Fees	Non-Member Fees *Learn about DI membership*	Late Fees
Accreditation Application	$2,500	$3,750	
Annual Progress Report (4x)	$750	$1,150	$250
Reaccreditation Application	$1,500	$2,750	$250

Standards

The current 95 standards fall under 15 topic categories. Standards related to marketing, sales and group services, visitor services, and membership are optional only if your organization does not perform these functions. All other standards are mandatory and require a response. Also see the Standards Explanation and Details xls for much more detail about each standard.

Governance

Standard	Required Elements to Meet Standard
☐ **1.01** The destination organization or its parent organization has articles of incorporation (or similar legal documentation) filed with or provided by its governing jurisdiction.	Provide a copy of current articles of incorporation or governing body approved document(s).
☐ **1.02** The destination organization (or its parent organization) maintains a current set of operating bylaws, operating standards and/or guidelines.	Provide a copy of current bylaws or similar legal documentation that guides the governance of the organization, approved by the destination organization's governing body (with approval date).
☐ **1.03** The destination organization has developed statements reflecting the organization's vision, mission, core values and purpose.	Provide proof of vision, mission, core value and purpose statements. If the organization does not operate with some of these guiding statements, provide a narrative with like-statements that identify these important concepts.
☐ **1.04** The destination organization shall develop and maintain a current strategic plan.	Provide a copy of the current Strategic Plan that must include Vision and Mission Statements and long range organizational and destinational goals, objectives and strategies for several years. Provide evidence the governing body of the destination organization has adopted and regularly monitors the strategic plan and updates the plan at least every 5 years (with a strong preference for every 3 years). AND offer evidence that the Strategic Plan is connected to specific organizational outcomes as well as to destination outcomes. If the Strategic Plan includes a fiscal implication for the destination organization (for example, investing in a feasibility study for a convention center expansion), funds for that (study) should be noted in the budget and included in the application.

☐ **1.05** The destination organization shall follow an approved board/governance policy.	Provide a copy of approved governance policies.
☐ **1.06** The organization shall strive to seat a governing board that represents the diversity of the community it serves.	Provide documentation regarding how board members are selected / appointed.
☐ **1.07** The destination organization shall utilize a formal (and documented) process for the annual orientation of new and existing governing body members.	Outline and table of contents for orientation process. AND Description of how (face-to-face) orientation is conducted.
☐ **1.08** The destination organization shall develop and follow conflict-of-interest policy(ies) in governance and administration.	Copy of approved policy(ies) as part of an employee handbook AND any board governance documentation.
☐ **1.09** The destination organization's governing body (or its parent organization) shall approve an operating budget on an annual basis.	A copy of the portion of the approved minutes indicating approval of the most recent budget.
☐ **1.10** The destination organization's governing body (or its parent organization) receives and reviews - no less than quarterly - financial reports including income and expense statements and a balance sheet.	Copy of agenda and portion of board minutes indicating review of financial reports; minutes submitted should include documentation that those financial reports were approved/accepted by the Board. If an organization's board meets less frequently or has issues with quorum, a statement indicating this unavoidable diversion from the Standard should be included in the application.
☐ **1.11** The destination organization employs (or contracts with) a chief staff executive with management experience/credentials and/or a background in destination marketing/ management.	• A copy of the job description for the chief executive. • A copy of CV or resume of chief executive (not a bio).
☐ **1.12** The destination organization's governing body (or the designated authority in a parent organization) shall conduct an annual evaluation of the chief staff executive.	A blank template or description of the evaluation process should be submitted (not the actual review). AND include evidence that a review has been completed in the past year (can be achieved through such a notation in board meeting minutes). AND Include documentation of board approved CEO goals for the upcoming year

☐	**1.13** The destination organization demonstrates accountability and transparency to its reporting/contracting entities in its use of public funds.	Provide a policy statement regarding transparency of expenditures on public funds as it relates to any applicable laws; the distribution of financial statements to the board with contract or management oversight. Provide evidence that the destination organization has, at least annually, reported to those entities and agencies that have invested public funds in the destination organization's program of work.
☐	**1.14** The destination organization provides an annual report of its activities and achievements.	• Provide a copy of the most recent annual report • Provide a narrative indicating how and to whom the annual report is distributed.

Stakeholder and Community Engagement

Standard	Required Elements to Meet Standard
☐ **2.01** The destination organization has a community relations / public affairs plan and is pro-actively involved in (or leading) the conversation regarding issues impacting the destination and/or the Organization.	Provide a copy of a local community relations / public affairs plan or summary of same.
☐ **2.02** The destination organization demonstrates evidence of stakeholder relationships with critical community entities.	Provide a written statement describing the nature of relationships with multiple key stakeholders in the applicant's community.
☐ **2.03** The organization has policies and processes in place to proactively engage businesses from traditionally under-represented neighborhoods and communities **to enrich both the visitor experience and the economic benefit of the tourism economy for all**. Note: under-represented communities could include minority-owned, women-owned, LGBTQ-owned, veteran-owned, rural, or small businesses.	Provide evidence that the organization is proactively working with under-represented interests to broaden economic opportunity for all. This documentation could be found in the organization's Strategic Plan, Business Plan, or by way of a narrative of intent to engage businesses throughout the destination.
☐ **2.04** The destination organization has a collaborative relationship with its convention center and/or other key venues.	Provide examples of ongoing interactions, formal or informal, between the destination organization and the convention center, civic center, arena, sports facility, fairgrounds, rodeo, performing arts hall, etc. If the destination organization does not assist in venue sales or services, a statement to that effect should be submitted.

Industry Engagement

	Standard	Required Elements to Meet Standard
☐	**3.01** The organization demonstrates evidence of active involvement in initiatives that advance the destination organization profession.	Provide a written statement discussing how the organization actively participates in professional and industry associations. For example, participation in committees, boards, data sharing, education facilitation, and mentoring.
☐	**3.02** The destination organization demonstrates evidence of active involvement in their state, regional and local community that advances the destination organization profession.	Provide a written statement discussing how the organization actively participates in advancing the professionalism of the industry.

Management and Operations

Standard	Required Elements to Meet Standard
☐ **4.01** The destination organization has a management structure that shows clear lines of reporting responsibility.	Organizational staffing chart listing all current, regular positions and the reporting responsibility for each.
☐ **4.02** The destination organization maintains a current policy and procedures manual specifying standard operating procedures (SOPs) for the various services and programs provided.	Provide a copy of one or more current policy and procedures manuals; samples of "desk manuals" for positions within the organization are acceptable as well.
☐ **4.03** The destination organization maintains insurance coverage sufficient to cover the potential estimated liabilities of its operations and services.	Provide the cover sheet from the insurance company summarizing all policies and amounts of coverage. At the very least, applicants should show proof of General Liability Insurance and Director & Officers Insurance.
☐ **4.04** The destination organization has an Emergency Operations Plan in the event its physical location is damaged (with a focus on urgent facility operations and recovery.)	Provide a copy of Emergency Operations Plan that details how information may be accessed remotely, and how technology processes may continue with minimal interruption.
☐ **4.05** The destination organization maintains a Business Continuity Plan specifying how the organization will continue to conduct business in and after an emergency situation.	Provide a copy of the Business Continuity Plan for restoring and continuing operations in case of an emergency (e.g., earthquake, tornado, flood, pandemic, war, etc.).
☐ **4.06** The destination organization has a privacy policy covering personal information gathered from consumers.	Provide a copy of the organization's consumer privacy policy.
☐ **4.07** The destination organization utilizes specific policies and procedures for the management and supervision of contractors or outsourced service providers.	Provide a highlighted copy of policies and procedures for the management and supervision of contractors or outsourced providers of services or a section of a contract which states the policies and procedures.
☐ **4.08** The destination organization practices sustainable office operations to make as low an impact on the environment as possible.	Provide a written description of office practices that are environmentally responsible.

Human Resources

Standard	Required Elements to Meet Standard
☐ **5.01** The destination organization complies with all applicable labor and employment laws.	Provide a statement verifying compliance with labor and employment laws.
☐ **5.02** The destination organization maintains current job descriptions for all paid positions, which are reviewed regularly by the staff members holding the positions, as well as by their supervisors.	Provide examples of job descriptions representing management and support staff positions (regular and part-time) AND a statement verifying the existence of current job descriptions for all paid positions, and the process by which they are routinely reviewed and updated.
☐ **5.03** The destination organization strives to maintain a professional staff that represents the social, cultural and ethnic community it serves. *Note: This DI tool is not accessible currently*, so you **could submit your hiring process guidelines and your DEI policy or value statement; optionally, submit examples of job postings with inclusive/EEO language. or board minutes referencing workforce diversity strategies.**	• Provide documentation that the destination organization has participated in Destinations International's Social Impact Assessment Tool or a similar assessment protocol. • Provide documentation showing guidelines utilized in the organization's hiring process. Such guidelines should outline how job openings will be publicized locally, regionally and, if appropriate globally. If an applicant is barred from collecting demographic information because of prevailing laws, a statement to that effect should be included.
☐ **5.04** The destination organization maintains a formal orientation program for all professional staff and volunteers.	Provide documentation of the orientation process (e.g., outline of the agenda, slide deck, etc.).
☐ **5.05** The destination organization conducts periodic and consistent formal performance reviews of all regular staff.	• Provide a performance review policy or procedure. • Provide a template of the review document.
☐ **5.06** The destination organization maintains a human resources (personnel) manual that is provided to all employees.	Copy of table of contents page (chapter headings) from current HR (personnel) manual.
☐ **5.07** The destination organization has appropriate avenues for employees to report and document prohibited activities.	Provide a copy of the policy(ies).

☐ **5.08** The destination organization has a policy that prohibits retaliation against any employee who files a complaint regarding prohibited activities or participates in any investigation.	Provide a copy of the policy(ies).
☐ **5.09** The destination organization conducts or participates in periodic compensation studies to determine the competitiveness of salaries.	Description of the process used to determine competitiveness of salaries, including frequency of research.
☐ **5.10** The destination organization offers a specified program of benefits for employees, and these benefits are reviewed by management on a periodic basis.	Provide a list of current employee benefits, policies and plans and... • A description of process utilized to periodically review and update the employee benefits. • A description of the frequency of the benefit review.
☐ **5.11** The destination organization provides formal training and professional development for professional staff.	Provide a description of the types of training and professional development opportunities provided.
☐ **5.12** The destination organization maintains employee relations and communications through regular department/staff meetings,	Provide description of processes/policies utilized to maintain and enhance employee relations.
☐ **5.13** If the destination organization has authorized remote work and/or operates satellite offices, policies and procedures are in place to manage these operations	Provide a copy of the policies and procedures. If you do not offer these employee options, please indicate so in a statement.

Finance

Standard	Required Elements to Meet Standard
☐ **6.01** The destination organization has established and follows policies and procedures for the control of the financial operation of the organization.	Provide a copy of the destination organization's financial policies and procedures.
☐ **6.02** The destination organization adopts and utilizes a uniform system of accounting and uniform chart of accounts.	Provide the organization's chart of accounts.
☐ **6.03** The organization performs a formal annual audit by an independent auditor or a certified public accountant (CPA); a review of financial documents by a CPA may also qualify.	Provide the most recent audit and (if available) management letter and the destination organization's response to the management letter if necessary.
☐ **6.04** The destination organization operates with a travel and entertainment expense policy that includes accurate monthly reporting of expenses.	Provide a copy of the travel and entertainment expense policy.
☐ **6.05** Employees have appropriate avenues to report and document the misuse of funds to the proper level of management, volunteer leadership or outside sources.	Provide a copy of the organization's whistleblower policy and/or procedure.
☐ **6.06** The destination organization maintains a reserve/contingency fund of at least 3 months of operating revenues.	Provide the reserve/contingency fund policy and statement of fund balance. Should an applicant not maintain a reserve fund of at least 3 months, provide a detailed statement of management's plan and timeline to achieve this minimum standard. Applicants who cannot achieve this minimum standard should provide an explanation of why.
☐ **6.07** The destination organization develops and follows a capital and equipment replacement policy.	Provide a formal, proactive, budget-tied plan for maintaining and replacing capital assets and equipment.
☐ **6.08** The destination organization demonstrates evidence of its knowledge of the stability and sufficiency of its funding.	Provide documents, statements and/or reports showing funding sufficiency and risks trends over time.

Technology

Standard	Required Elements to Meet Standard
☐ **7.01** The destination organization follows an information technology/network security policy.	• Copy of current internet usage policy • Copy of current email usage policy • Copy of policy and description of secure transactions offered • Statement of how data is backed up, the frequency of backups and where the data is stored. • Backup and disaster recovery plan and testing schedule; existence of cyber insurance. • Firewalls, data access and storage policy and cloud utilization. • Data privacy policy that includes how data is stored, who has access to it and what happens in the event of a data breach.
☐ **7.02** The destination organization conducts a periodic technology assessment from which it establishes a technology plan.	Provide evidence of the performance of regular assessments (no less than every 5 years) and a copy of the resulting technology plan that includes (but is not necessarily limited to): • Policies regarding (and evidence of) a dedicated funding stream for the replacement / acquisition of hardware and software (including procurement policies) • Planned upgrades of websites, customer relationship management systems or content management systems • Risk management related to the use and dependence upon technology.
☐ **7.03** The destination organization utilizes an integrated database system.	Provide a statement of the integration capabilities and status of the database system, including system, functionalities, areas integrated, analytic capacity, limitations and planned upgrades.

☐	**7.04** The destination organization has a policy regarding 'take-home' computer equipment.	Provide a copy of the policy. If the organization does not allow employees to utilize the destination organization's equipment away from the office, please state so on your submission.
☐	**7.05** The destination organization has developed and maintains a policy regarding the utilization of Artificial Intelligence (AI) tools.	Provide a copy of the AI policy.

Research and Marketing Intelligence

Standard	Required Elements to Meet Standard
☐ **8.01** The destination organization demonstrates commitment to customer and resident research.	• Show evidence of customer research reports (published or unpublished) including interpretation of findings. Provide evidence of inquiry tracking and analysis of tracking data. • Show evidence of local resident perception research and the organization's response to findings.
☐ **8.02** The organization uses standard business ROI approaches or the Destinations International Event Impact Calculator (or similar modeling tool) to quantify the financial impact on its local community for convention/group and/or leisure travel.	• Provide a copy/summary of findings. • Provide a summary of your process that quantifies the financial impact of the destination organization on its local community for convention/group and/or leisure travel.

Brand Management

Standard	Required Elements to Meet Standard
☐ **9.01** The destination organization demonstrates development of a brand strategy. **(This is beyond brand guidelines or a style sheet.)**	Provide a formal brand strategy that defines how the destination is positioned and communicated to its audiences.
☐ **9.02** The destination organization has protected its brand, and the usage of it by others.	Provide evidence that the organization owns the legal trademark for the brand, and/or is able to encourage, regulate or control the usage of the brand by other parties in the destination.
☐ **9.03** The destination organization engages stakeholders and customers in the development and maintenance of its brand.	Provide a description of the process that is (or has been) used to engage stakeholders in the development and maintenance of the brand.
☐ **9.04** The destination organization has developed a brand promise or commitment.	Provide a copy of the brand promise statement or commitment.
☐ **9.05** The destination organization continuously assesses the health and efficacy of the brand.	Provide documentation of the review process utilized to ensure that the brand is still effective and viable (date, scope, etc.). Documentation should include narrative that shows how the brand position was determined and what methods the destination organization uses to reinforce and manage that brand. The result of the review could also be a reaffirmation of the current brand position.

Marketing | *These standards only apply if these services are provided by the DMO.*

Standard	Required Elements to Meet Standard
☐ **10.01** The organization has a comprehensive marketing plan, consistent with current budget cycle. Plan includes strategies and goals for key market segments, ensuring that marketing efforts represent the community, and is updated on a regular basis.	Provide the sections of the marketing plan and the pages that identify strategies and goals for key market segments.
☐ **10.02** The destination organization maintains a comprehensive website with content aligned with identified requirements of key market segments and a statement demonstrating the alignment of the content; the site is frequently updated and revised.	• Identification of web address • Outline/statement of plan for content management and site revisions • Statement demonstrating the alignment of content with requirements of key market segments
☐ **10.03** The destination organization provides printed or digitally updated collateral materials to meet the needs of visitors and/or meeting professional/ travel trade.	Provide a link to written or digital samples including visitor guide and other materials; may also include samples of advertising.
☐ **10.04** The organization has a policy which offers its **group customers and leisure travel market subscribers** the option to opt out of communications (e.g., newsletters, news blasts, faxes) from the destination organization.	Provide written policy and/or procedures and examples of its use.
☐ **10.05** The destination organization provides destination information in a responsive design style designed to render properly on all devices.	Provide at least one screen shot from your mobile optimized website.

Communications

	Standard	Required Elements to Meet Standard
☐	**11.01** The destination organization has a documented communications strategy.	Provide a copy of the documented communications strategy.
☐	**11.02** The destination organization maintains an updated crisis communications plan.	Provide a copy of crisis communications plan which aims to protect both the destination's reputation and the organization's credibility.
☐	**11.03** The destination organization has documented media protocols.	Provide a copy of written media protocols.
☐	**11.04** The destination organization maintains an updated media/press kit.	Provide a copy of media/press kit or link to the appropriate page(s) on the organization's website.
☐	**11.05** The destination organization has formalized procedures for responding to user generated content (UGC).	Provide a copy of UGC procedures.

Sales and Services | *These standards only apply if these services are provided by the DMO.*

Standard	Required Elements to Meet Standard
☐ **12.01** The destination organization has a comprehensive sales plan, with specific goals and strategies that are updated at least every two years and is consistent with the budget cycle.	Provide a copy of the sales plan and description of goals and strategies.
☐ **12.02** The destination organization provides its trained staff with destination sales and customer service expertise to meet the needs of the meetings / group market.	Provide a list of staff serving the needs of the group market and their respective training/expertise.
☐ **12.03** The destination organization has at least one or more sales position(s).	Provide the title and job description for at least one sales position.
☐ **12.04** The destination organization provides its sales staff with continual education and training opportunities regarding the destination's venues, attractions, and amenities.	Provide a description of process and identification of destination training opportunities specifically for sales staff.
☐ **12.05** The destination organization solicits feedback from its hotel community on sales priorities for the short- and long-term.	Provide a description of methods and frequency used to elicit input from hotel community regarding market needs and sales priorities.
☐ **12.06** The destination organization maintains a qualified lead distribution and referral system and policy based on customer needs.	• Provide a sample of a lead. • Provide the written policy on the qualified lead and referral system. If the destination organization does not provide leads to partners, outline the philosophy and process for handling group leads internally.
☐ **12.07** The destination organization has a policy or procedure that offers **any customer** the choice to receive or not receive communication from the recipient of destination organization leads.	Provide written policy and example of its use (this would be a policy and/or procedure that ensures that this is followed throughout the destination organization's operations).
☐ **12.08** The destination organization conducts and/or facilitates a proposal/bid fulfillment process at no charge to the client.	Provide a sample letter or table of contents of a bid document.

☐	**12.09** The destination organization has a policy(ies) for and facilitates site/ fam inspections, sales (pre-sale) and convention services (post-sale).	• Provide a copy of written policy(ies). • Provide a sample itinerary for a site visit.
☐	**12.10** The destination organization offers meetings and/or convention services for meeting planners and event organizers.	Description of meeting and/or convention services offered for meeting planners which may include (but not necessarily be limited to): • Registration/staffing assistance • Housing coordination • Lead distribution • Destination information • Site inspections facilitation based on customer need • Business referral services
☐	**12.11** The destination organization solicits regular partner feedback on its sales processes.	Provide a description of the process used to collect partner feedback on the sales process.
☐	**12.12** The destination organization solicits client feedback on the group experience in the destination.	Provide description of process used to collect customer and client feedback on their experience in the destination.

Visitor Services | *These standards only apply if these services are provided by the DMO.*

Standard	Required Elements to Meet Standard
☐ **13.01** The destination organization has policies and procedures to respond to visitor inquiries in a timely manner.	Provide a copy of procedures utilized for responding to visitor inquiries.
☐ **13.02** The destination organization provides trained staff with destination and customer service expertise to meet the needs of the leisure visitor market.	Identification of one or more staff serving the leisure visitor market and their respective training/expertise. If the destination organization does not deploy personnel to interface with the consumer, provide documentation that explains why such a decision has been made.
☐ **13.03** The destination organization makes information readily available for the visitor once in the destination.	• Address(es) of visitor information center(s), kiosks, or ambassador stations. Hours for same. • Description of services offered. • Rules and operating procedures for any of the above visitor information services.
☐ **13.04** The destination organization has a policy(ies) to ensure it is providing its visitors with full destination information, regardless of membership/partnership.	Provide written policy(ies) or statement showing to serving all visitors equitably by providing information on the entire destination, not just businesses or attractions that are dues-paying members/partners.
☐ **13.05** If the destination organization utilizes volunteers to interface with visitors, it provides training for those volunteers.	Provide at least one of the following: • Table of contents or description of volunteer training. • Review/evaluation of process of volunteer training. • If the destination organization does not utilize volunteers, provide a statement to that effect.

(Dues-Paying) Memberships and Partnerships |

These standards only apply if the DMO has dues-paying members or partners.

	Standard	Required Elements to Meet Standard
☐	**14.01** The destination organization establishes terms and conditions for membership/ partnership and dues with specific categories and stated benefits.	Provide a description of one or more membership/ partnership categories with published terms and conditions for membership/partnership which includes categories, fees (if applicable), and benefits.
☐	**14.02** The destination organization provides multiple opportunities annually for members/ partners to be engaged in the work of the organization on behalf of the destination.	Provide a copy of calendar of events or sample of event invitations offered to the membership (e.g. networking events, membership mixers, annual meeting, etc.).
☐	**14.03** The destination organization has a strategy for **engaging businesses** in previously underserved neighborhoods **to become members / partners of the organization**.	Provide documentation that exemplifies how the organization is proactively prioritizing these businesses and developing programming that appeals to them.
☐	**14.04** The destination organization solicits periodic member/partner feedback.	Provide a description of the process and frequency for soliciting member/partner feedback.

Destination Development and Sustainability

Standard	Required Elements to Meet Standard
☐ **15.01** The destination organization is actively engaged in leading and participating in the process to enhance the destination.	Submittal should note in detail the organization's active leadership in the development of the destination. This may include names of staff and/or board members serving on a destination development-related board, committee, or task force. This may also include leadership in specific projects that enhance the destination's product offerings. This could also include a grant program led by the organization that supports enhancements, improvements, amenities, activities, etc. that help develop the destination. This could also be exemplified by efforts to enhance and/or package existing experiences being offered by industry partners.
☐ **15.02** The destination organization is committed to preserving the aspects of the region that make it unique.	Provide evidence of a strategy or policy(ies) that addresses sustainability of the destination experience for future generations.
☐ **15.03** The destination organization has a strategy for engaging businesses in underserved or underrepresented neighborhoods, expanding opportunities and **ensuring the full community benefits from tourism**.	Documentation that exemplifies how the organization is intentionally prioritizing these businesses and developing programming that appeals to them.

Aspirational Standards (Optional)

These 20 optional standards are not necessarily established as best practices in the industry it is the expectation that Aspirational Standards will become required standards someday. The applicant does not need to meet these standards to become accredited but must meet at least 10 of the 20 standards to earn Accreditation with Distinction.

Standard	Required Elements to Meet Standard
☐ **A-01** The destination organization has conducted a broad-based assessment of the destination and has adopted a Tourism or Destination Master Plan that addresses the needs and opportunities identified.	Provide a recently executed Tourism or Destination master plan document and commentary on how goals are being addressed.
☐ **A-02** The destination organization shows a commitment to constant and never-ending improvement, and is actively engaged in non-industry learning, through membership or attendance in related but indirect organizations.	Provide a description of employee, board or organization engagement with atypical non-industry organizations, conferences, events, etc.
☐ **A-03** Provide written description of innovative practice(s) within the past two years and a discussion of the related impact(s)/benefit(s).	• Provide written description of innovative practice(s) • Provide a discussion of the related impact(s)/ benefit(s).
☐ **A-04** The destination organization shows a commitment to accessibility.	Provide examples of how the destination organization is actively working with local experts and industry partners to identify and market experiences that are available to those with disabilities. Preferred: provide evidence of a staff member who is trained and certified.
☐ **A-05** The destination organization's governing body or its parent organization shall conduct a formal (documented) and periodic self-evaluation process. This process shall include a review of individual and collective governing body performances.	Provide evidence that the self-evaluation was accomplished or a template of the process.

☐ **A-06** One or more of the management staff has active (current) designations in destination organization management, association management, closely related disciplines and/or their particular profession.	Provide a list of management staff with current credentials and identification of their designations. These could include: CDME, CMP, PMP, CAE, aPHR, SHRM-CP, etc.
☐ **A-07** The destination organization has a written process for holding its membership/partnership to a code of ethics.	Provide a copy of the membership/partnership code of ethics, and detail of the policies and procedures in place to enforce it.
☐ **A-08** The destination organization recognizes the value of social responsibility for its employees.	Provide a description of programs or policies supporting community engagement within the community by employees.
☐ **A-09** The destination organization recognizes the value of employee wellness.	Provide a description of programs or policies regarding employee wellness.
☐ **A-10** The destination organization utilizes workplace flexibility, or a "results only work environment" (ROWE).	Provide a statement or copy of the policy that allows employees to have varying starting or quitting hours; work some hours remotely; take time off without loss of pay during the workday to attend to important family or personal needs; or other similar flexible benefits.
☐ **A-11** The destination organization conducts exit interviews with all employees departing voluntarily.	Provide an example of a blank employee exit interview form (template) or process.
☐ **A-12** The destination organization creates opportunities for visitors and/or meeting planners and attendees to further contribute to the destination through volunteer efforts in the destination.	Provide written evidence describing the volunteer information the destination organization provides and/or volunteer program(s) the destination organization recommends.
☐ **A-13** The destination organization shows a commitment to active industry leadership and engagement.	Describe how your destination organization routinely "gives back" to the industry, through mentoring, leading classes, contributing to resource libraries, etc.
☐ **A-14** The destination organization offers access to staff and/or resources with multiple language speaking capabilities and for visitors who may have hearing or sight challenges.	Provide a list of multi-lingual speaking staff (with their titles and fluencies) and/or other multi-lingual resources offered for the leisure market.

☐ **A-15** The destination organization participates in training with external partners in the destination.	Provide examples of training programs the destination organization has participated in with external partners, such as hoteliers, attractions, front-line employees, convention center sales, other customer service positions, etc.
☐ **A-16** The destination organization participates in "mystery shopping" initiatives.	Provide examples of a mystery shopping program that evaluates destination organization sales and/or customer service efforts.
☐ **A-17** The destination organization's community engagement has led to the inclusion of visitor needs and priorities in non-destination organization long-range community planning documents.	Provide examples of visitor needs and/or priorities included in other community long-range planning documents, such as a comprehensive land plan, parks master plan, economic development strategic plan, community strategic plan, etc.
☐ **A-18** The board or governing body shall, at least annually, analyze opportunities to stabilize, increase or diversify organizational revenue streams.	Provide evidence of the board or governing body at the least discussing revenue streams at a board meeting, through minutes of a specially convened task force or committee or as part of the strategic planning process. Such meetings do not necessarily have to be public; as a potentially competitively sensitive topic, the conversations may well take place in closed or executive session meetings, as allowed by local laws.
☐ **A-19** The destination organization has established a succession plan for its executive staff.	Provide a description of the succession plan (names and timing details should not be published) and method for how it is communicated with the governing body. For destination organizations with less than 5 employees, a succession plan for the chief executive will suffice. All succession plans should provide a pathway for both internal and external candidates to be considered.
☐ **A-20** The destination organization actively works with industry partners to develop visitor experiences that enhance the destination's appeal.	Provide examples of how the destination organization has actively assisted in the development of unique experiences to attract new consumers (or extend existing visitor stays) to the region.