

July 8, 2026

Carl Hall, GCPA
Interim Purchasing Manager
City of College Park
3667 Main Street
College Park, Georgia 30337

Dear Mr. Hall:

Some organizations execute projects. Others become trusted advisors. Over the years, our experience with Destination Must Visit Tourism Alliance and its leadership team has consistently been the latter. For more than a decade, our organization has partnered with Carolyn E. Howell, relying on her expertise to help us plan, develop and execute some of our most visible and complex initiatives. Time and again, Carolyn and her team have demonstrated the leadership, creativity and operational discipline necessary to deliver successful outcomes under demanding circumstances.

Working in health care requires balancing ambitious initiatives while upholding our mission, serving patients, supporting physicians, coordinating leadership and responding to the unexpected. Our work often involves multiple departments, executive leaders, public officials, community organizations and tight deadlines. When those moments arise, we have repeatedly turned to Carolyn and her team because they know how to take an idea, organize it and bring it to fruition—often exceeding our expectations.

What distinguishes Destination Must Visit Tourism Alliance is not simply its ability to manage or execute a project. Carolyn and her team help clarify objectives, identify opportunities, solve challenges before they become obstacles and create a clear path forward. They become an extension of your team, allowing staff to remain focused on their core responsibilities while knowing every moving part is being managed with care and precision.

One engagement remains especially memorable. Our leadership was exploring a major public announcement involving senior government officials, health care executives, elected leaders, security personnel and hundreds of invited guests. The timeline was measured in days, not months. Before committing to the initiative, we asked Carolyn and her team a simple question: “Can this be done?” Rather than focusing on obstacles, they immediately began outlining solutions.

Multiple implementation scenarios were developed. Contingency plans were established. Permitting and regulatory considerations were addressed. Communications were carefully coordinated. Every logistical detail was organized into a manageable process. Despite an extraordinarily compressed schedule, the result reflected the quality, polish and professionalism of an initiative that appeared to have been planned for months.

That level of responsiveness has defined our relationship for many years. Whether supporting a new community health initiative, helping launch programs that had never existed before or responding when priorities changed overnight, Destination Must Visit Tourism Alliance has consistently demonstrated the ability to adapt, remain composed and keep complex initiatives moving forward without losing sight of the larger objective.

Equally important is the confidence Carolyn and her team inspire. Large organizations naturally operate in silos, and bringing diverse teams together can often be as challenging as the project itself. Their team has a remarkable ability to build alignment, establish structure and create an environment where people work toward a common goal. That has made them an invaluable resource for our organization.

Based on our longstanding experience, I know this exceptional team of professionals is more than capable of managing complex initiatives that require strategic guidance, disciplined execution, stakeholder coordination and sound judgment. Carolyn and her team have earned my trust through consistent performance, and I have every confidence they will bring that same level of commitment and professionalism to the City of College Park.

I recommend Destination Must Visit Tourism Alliance and its leadership team without hesitation. Please confirm receipt of this correspondence and let me know if you need anything additional.

Thank you,



Jania Matthews, MPS
Senior Director, System Internal Communications
University of Maryland Medical System