



EXTRAORDINARY

Alexandria

**Dear ACVA Members, Partners & Friends:**

At the Alexandria Convention & Visitors Association (ACVA), 2014 was an important transitional year. We advanced an aggressive new marketing approach to promote a vibrant tourism sector. We launched a new brand — “Extraordinary Alexandria” — reflecting the authentic contemporary experience in our inspirational historical City.

We were undeterred by a fall federal government shutdown and a harsh winter, making up for lost time with a record-setting spring/summer. Highlights of ACVA’s activity in the past year include:

- **6:1 advertising Return On Investment (ROI)**
- **1.1 million visitors to VisitAlexandriaVA.com (+ 5% over last year)**
- **\$5.5 million in meetings and group bookings (+ 4% over last year)**
- **900 media stories (+28% over last year)**

At the same time, our City leaders were taking bold steps negotiating for a new waterfront and hiring world-class designers, the Olin Partnership, to plan a spectacular public space that will transform Alexandria’s future.

That long term vision defines Alexandria. Just as a young aspiring surveyor, George Washington, sketched our shoreline to advance its development in the 18th century, so today must we carry on that tradition ensuring that our waterfront supports Alexandria’s modern civic values of hospitality, innovation, diversity and independence.

If there is a hallmark of Alexandria, it is that the City is constantly evolving. Our ability to adapt to and anticipate change ensures that the Alexandria experience remains vibrant, relevant, authentic and extraordinary. At ACVA it is our privilege to serve the tourism community by promoting Alexandria’s extraordinary experience to our guests from around the world. We look forward to working with you in 2015 to continue this vital mission.

Tobias Arff
2014 Chair

Patricia Washington
President & CEO



Community Impact



Tourism enriches the lives of all Alexandrians. Our visitors from all over the globe create a vibrant, culturally rich city that supports the widest spectrum of culture, heritage, outdoor recreation, dining, shopping, hospitality and transportation. Those amenities contribute to Alexandria's unparalleled quality of life. Yet there is also a direct economic impact — in jobs created, economic activity and tax revenues. According to the latest data from the Virginia Tourism Corporation, tourism supported 6% of Alexandria's 100,000 jobs. It contributed \$5,000 per resident in economic activity, and reduced the average tax bill of every household by more than \$300.

6,000
Jobs

\$5,000
Per Person
in Economic
Activity

\$300
Per
Household
in Tax
Savings

Advertising Return on Investment

Investing in tourism is also smart fiscal policy. According to research firm Destination Analysts, our 2014 "Extraordinary Alexandria" campaign generated an incremental \$176 million in economic activity for Alexandria's businesses. And that translated into \$6 million in local tax receipts that would not have occurred without the ad campaign — a 6:1 return on public investment.¹ As a point of comparison, ACVA conducted a Return On Investment (ROI) study in 2010 with the same methodology, and found a 4:1 ROI at that time. The increase from 4:1 to 6:1 is a positive indicator of the impact of the new "Extraordinary Alexandria" marketing campaign.

6:1
Advertising
Return on
Investment

Employment ²		Visitor Spending ²		City Tax Revenue ²	
Year	Alexandria Jobs	Year	Visitor Spending	Year	Revenue
2013	6,150	2013	\$738M	2013	\$24,070,000
2012	6,158	2012	\$739M	2012	\$23,748,000
2011	6,067	2011	\$711M	2011	\$23,130,000
2010	5,598	2010	\$657M	2010	\$22,400,000
2009	6,017	2009	\$616M	2009	\$21,552,000

¹ Source: 2014 Advertising Return on Investment Study, Destination Analysts, San Francisco, CA. Data is based on 4,800 consumer surveys.

² Source: 2013 Economic Impact of Domestic Travel on Virginia and Localities, Virginia Tourism Corporation. Data is based on macroeconomic modeling and provides an estimate of receipts, not an accounting of actual taxes and receipts.

At ACVA, we employ the full spectrum of the marketing mix to achieve our mission.

Who We Are and How We Do It



In the current environment, research shows that the average customer interacts with a destination 23 times before that person actually visits. Our job is to ensure that Alexandria's information is attractive and available at every point along the customer's decision journey.

Advertising — ACVA launched the new “Extraordinary Alexandria” brand last year with a \$1.6 million investment to generate awareness and intent to travel. The campaign repositions Alexandria as a vibrant, contemporary, welcoming destination with historic authenticity. 60% of our advertising is now digital (online, digital TV, paid search) and 40% is traditional (magazine, newspaper, radio, outdoor).

Meetings & Conference Sales — Our team of 4 sales professionals works directly with meeting planners, government groups, association executives, event organizers and wedding planners to recruit groups to Alexandria's hotels, attractions and businesses. Our high-touch, “Meetings Made Extraordinary” approach consistently distinguishes Alexandria from the competition.

Public Relations — PR is a highly credible and cost efficient marketing medium that also extends the geographic reach of our marketing nationally. Our Communications team places positive stories nationally, internationally and locally to increase awareness of Alexandria and communicate the array of assets here. Employing a blend of outside PR agency expertise and contacts with our in-house knowledge and personal follow-up, we've seen rapid growth in national coverage of Alexandria.

Social Media — Across all industries, “word-of-mouth” is the most relied-upon and trusted source of information in consumer decision making. Now, through social media, there is an efficient electronic medium for “word-of-mouth” referrals. ACVA's new dedicated social media approach has enabled Alexandria to quadruple our presence on Facebook, Twitter, Pinterest, and Instagram in one year.

Web — The critical point of fulfillment is our web site, VisitAlexandriaVA.com. More than a million people use it to learn about Alexandria and to personalize their visit to their interests. Our content-first approach ensures that events, activities, lodging and dining are just a click away.

International — Working with our Capital Region partners, ACVA leverages a \$50,000 seed investment to achieve \$250,000 in total global marketing, including sales to overseas tour operators, domestic receptive operators, online travel agencies and consumers, supported by tradeshow participation, sales presentations and trade and media familiarization trips.

Publications — Our marketing continues after visitors arrive in town, with our Official Visitors Guide and Official Map that ensure that Alexandria's guests get the most out of their trip. With a combined circulation of 750,000 copies, we provide advertising vehicles for members to cost effectively leverage ACVA's destination marketing investment.

Visitor Services — Our Visitor Center at the corner of King and Fairfax provides personal, concierge-style services to guests ensuring that they stay longer, return for future visits and tell their friends.

Targeting a
5 Hour Radius
of Alexandria

Who We Target

Geographically

Our primary destination markets are within a 5 hour radius of Alexandria — close enough to be within a day's drive, far enough to require an overnight stay. Secondly we promote within the region to encourage area residents to dine, shop and experience our events and attractions. Through public relations and digital advertising, we reach the entire nation.

Psychographically

Based on last year's research, we are now primarily targeting two market segments that offer the greatest economic impact and consistency with Alexandria's product strengths and branding:



Cosmopolitan & Discerning

- 45-64 affluent adults
- More experience-seeking and less price-sensitive
- Appreciate elegance, innovation and learning



Young, Urban Professionals

- 25-40 professional adults
- Enjoying new earning power and want to discover authentic destinations
- Seeking enriching and new experiences



“Virginia is for lovers and
I’m smitten with Alexandria.”

— *Toronto Star*

Top 10 New Initiatives in 2014

In FY 2014, ACVA initiated change on every front. Our marketing plan looks radically different today than it did just a year ago. And despite the external challenges of the fall government shutdown and the extended winter weather, those changes are paying dividends as evidenced by the results on the opposite page.

1. **“Extraordinary Alexandria”** — Launched our new brand with a \$1.6 million ad campaign to showcase a vibrant, contemporary Alexandria.
2. **Digital Advertising** — Reflecting changing consumer behavior, we changed our media mix from 20% digital/80% traditional to 60% digital/40% traditional.
3. **International Marketing** — Introduced new marketing partnerships to reach Canada and Western Europe that are already paying dividends.
4. **National Public Relations** — Created a national PR program with support from an outside agency to extend pitching capacity and expand our list of national contacts.
5. **Social Media** — Contracted a dedicated social media coordinator to promote Alexandria daily through Facebook, Twitter, Instagram and Pinterest.
6. **Refreshed Visitor Center** — Redesigned Visitor Center and introduced new management to create an extraordinary concierge-style approach and offer on-site ticket sales.
7. **Blog Launch** — Introduced the ExtraAlex blog to tell deeper level stories and increase visitor engagement.
8. **Extraordinary Membership Benefits** — Opened up new member marketing programs through VisitAlexandriaVA.com, the King Street Trolley and Official Visitor Guide & Map and member forums to enable members to leverage the Extraordinary Alexandria brand inexpensively. Offered new research to inform member decision making.
9. **Holiday Summit** — Created a new partnership among Alexandria’s major event organizers, the retail community, attractions, hotels and City of Alexandria staff to drive a unified marketing effort for the holiday season.
10. **Business Planning** — Wrote new operations plan unifying strategy, budget, performance measures, tactics, timing, responsibility, budget and individual work plans, integrated with the City of Alexandria.

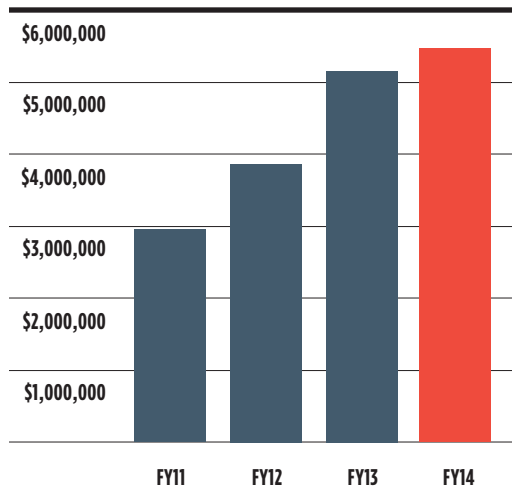
ACVA 2014 — By The Numbers



Sales

- \$ 34.5 million in leads generated (+2%)
- \$ 17.3 million economic impact (source: Destination Marketing Assoc. Intl. Event Impact Calculator)
- \$ 5.5 million in Actualized Sales Revenue (+5%)

Sales



Marketing Partnerships

- Capital Region USA — International Marketing Initiative
- Northern Virginia Visitors Consortium — Canadian Marketing Initiative
- Key to the City — 9 Local Historic Sites
- Presidents Passport — Mount Vernon, Monticello, Montpelier, Alexandria & Charlottesville
- Holiday Summit, Sidewalk Sale & Black Friday — Old Town Boutique District, Citywide Retailers, Attractions
- Restaurant Weeks
- First Night Alexandria

Advertising

- 6:1 Return on Investment
- 115 million impressions (+15%)

Public Relations

- 900 total stories (+23%)
- 253 national stories (+83%)
- 17.3 million print circulation (+3%)
- \$762,000 print value (+12%)

Electronic Marketing

- 1.1 million visits to ACVA web site (+5%)
- 40,000 social media followers (+368%)
- 5,360 unique visits to meetings web site (+188%), with 41% increase in time on site

Attendance

- Alexandria Visitor Center — 67,000
- National Harbor Water Taxi — 135,000
- King Street Trolley Ridership — 791,000

“These Old Towns are the Prettiest Little Escapes”

— *The Huffington Post*

Extraordinary Alexandria

In 2014 we launched a new brand—Extraordinary Alexandria. It emerged from over 1,000 interviews with visitors, residents, and business and civic leaders as we sought to uncover Alexandria’s distinct authentic character. We discovered a community that has grown up. Confident in its historic character and neighborhood roots, Alexandria has become a global destination featuring chef-driven cuisine, unique tours and attractions, boutique retail, and contemporary hotels. The new “Extraordinary” brand was specifically designed to showcase the new Alexandria.

Alexandria Brand Pillars:

- Authentic Architecture & History
- Epicurean Delights
- Thriving Arts & Culture
- Romantic Escape
- Independent Boutique Shopping
- Picturesque Waterfront
- Redefined Luxury
- Minutes from DC, but a World Away





#ExtraordinaryALX

EXTRAORDINARY

Alexandria

Must be the Cobblestones.

For great date ideas go to VisitAlexandriaVA.com/Dates

Yellow or Blue Line to King St-Old Town Metro Station • Free Trolley to the Waterfront

Mission: To generate tourism and meetings that increase revenues and promote the City of Alexandria and its assets.

Financial Results for FY 2014

ACVA completed Fiscal Year 2014 with a balanced budget of \$3.46 million, coming within 2% of budget on both revenues and expenses¹. We remain committed to lean, but fiscally strong management. Last year, our auditors, Clifton Larson Allen, reviewed ACVA's financial reporting and controls and gave both a clear and positive review. They also assessed our operating reserve and, at 5 weeks, found it to be one-third the level of comparable peers across the country. It is our long-term goal to build that rainy-day fund, but in the current economic environment, we will continue to operate with a lean reserve. On the net income side, our budget reflects a strong emphasis on marketing, with 87 cents of every dollar being spent on marketing.

Revenue

City Allocation	\$ 3,161,683
Earned Income (commissions, dues, grants, sales)	298,868
	\$ 3,460,551

Expenses

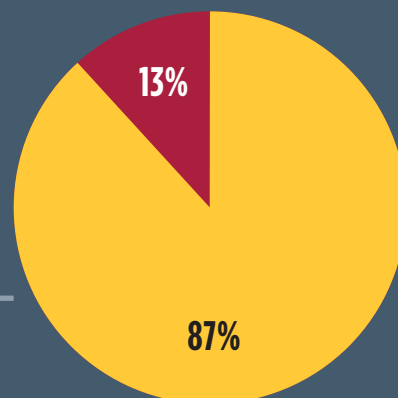
Marketing	\$ 2,999,724
General & Administrative	457,630
	\$ 3,457,354

Net Income

Net Income	\$ 3,197
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Expense Breakdown

- ACVA Marketing Program
- General & Administrative



¹ Preliminary financials, subject to final review and audit.



Looking Ahead to 2015 & Beyond



As we enter 2015, Alexandria is at a key point of inflection. We are diversifying from a regional destination with strong reliance on government travel to a global destination with a stronger leisure and commercial mix. This transition will occur over the next several years, and already we are achieving key milestones of progress.

This past year, there was a major breakthrough on the waterfront. The landscape design of Olin Partners, the brokered deal to move the Old Dominion Boat Club, and the recruitment of restaurants and developers all represent key elements of a transforming waterfront.

In Carlyle, the National Science Foundation broke ground on their new headquarters, which promises an important new source of visitation when it opens in 2017. Continuing development of Potomac Yards and its potential to add a 5th Metro stop will further expand our position as a city of neighborhoods. Across the river, our neighbors in National Harbor opened the Tanger Outlet mall, added the Capital (ferris) Wheel, and broke ground on the MGM casino, which will include a 3000 seat entertainment complex, all creating additional attractions that will complement the Alexandria experience.

Overall, these expansions hold great potential for 2016 and beyond, and have vital strategic implications for the near term. Our emphasis must be on brand building and positioning Alexandria to take full advantage of its diversifying experience and assets.

In 2015, we will approach this brand development on multiple fronts. Our advertising strategy will become more focused in terms of message and markets. We will drive the “Extraordinary Alexandria” brand deeper with an aspirational campaign that promotes Alexandria as a sophisticated escape just minutes from the nation’s capital. Our images will feature more water in anticipation of our waterfront development. And our marketing will place a greater geographic weight on mid-Atlantic and southern markets within a 5-hour radius, because of our competitive advantage and existing brand identity there.

Our sales team will emphasize the new “Meetings Made Extraordinary” branding, as we continue to diversify the mix of meetings, and decrease government reliance. The pilot international marketing program that was such a success last year will continue with our partnerships in Canada and Western Europe.

On the communications front we will continue our dedicated national PR effort that saw a 28% rise in coverage this past year. The Alexandria asset mix is complex, and our story is particularly well told in the long and highly credible form of journalism.

Recognizing that more and more consumers are using smart phones and tablets, we will develop a new responsive web site this year that can automatically adjust the delivery of our content to devices of different sizes. It will also provide us with a state-of-the-art storytelling platform to highlight new content, photography and video.

"DC has competition from its older,
stylish sister across the river."

— *K Street Magazine*

Our member marketing programs will also expand with greater emphasis on marketing programs that enable individual businesses to leverage the Extraordinary Alexandria brand by participating together in affordable ACVA-sponsored marketing co-ops on our web site, Official Visitor Guide, Official Map, Visitor Center and King Street Trolley. These opportunities will be further enhanced with member-oriented research analysis and insight that enables members to make ROI-based marketing choices in an increasingly complex advertising environment.

Finally, our organization will also initiate its own rebranding this year with a name change from Alexandria Convention & Visitors Association to "Visit Alexandria." The new name is designed to more simply and clearly define our mission.

We are excited about the important work ahead, as we build business in the short term and build a reputation for the long term. It is our honor to do this work with you, our strong partners and members. At the same time, we know that our competitors are not standing still and that our government-centric regional economy faces ongoing challenges. Together we are a powerful force to write the next chapter of Alexandria's storied history, as we undertake this important work for our great city — Extraordinary Alexandria.



“Top 10 Best Downtowns 2014”

— *Livability.com*

FY 2014 ACVA Members

<p>"An American Musical Landscape" @home real estate lounge & design center 216 - A City Bed & Breakfast 219 Restaurant 529 Kids Consign A la Lucia A Main Event - Caterers Creating Delicious Acme Mid-Century + Modern Affordable Signs & Banners Alexandria Archaeology Alexandria Arts Forum Alexandria Chamber of Commerce Alexandria Colonial Tours Alexandria Economic Development Partnership Alexandria Library Alexandria Singers Alexandria Small Business Development Center Alexandria Symphony Orchestra Alexandria Tours Alexandria Transit Company Alexandria's Footsteps to the Past Allstate Insurance AMERICA! An American in Paris Inc. Antique Guild Arlandia Chirlagua Business Association Art League, Inc. Art on the Avenue Artfully Chocolate Artfully Chocolate Bistro ASCO Conference Center Asian Bistro Athenaeum Austin Grill and Tequila Bar AV Actions, Inc. Bastille Bellacara Ben & Jerry's Ice Cream Bertucci's Italian Restaurant Best Western Mount Vernon - Fort Belvoir Best Western Old Colony Inn Bike and Roll Alexandria Bilbo Baggins Restaurant Birchmere Bishop Boutique Bittersweet Catering-Cafe-Bakery Bombay Curry Company BRABO by Robert Wiedmaier Brahm Opticians Bread and Chocolate Bugsy's Pizza Restaurant & Sports Bar Burke & Herbert Bank BW Art, Antiques & Collectibles Caboose Cafe & Bakery Campagna Center Candi's Candies Caphe Banh Mi Capital Boudoir Caprese Restaurant, A Mediterranean Grill Carlyle Club Carlyle House Casa Felipe Chadwicks Chariots for Hire Chart House Restaurant Cheesecake Christ Church Christmas Attic Christopher H. Jones Antiques Circe of Alexandria Clayborne Apartments Club Managers Association of America Clyde's at Mark Center Coco Blanca</p>	<p>Collingwood Library & Museum Columbia Firehouse Comfort Inn & Suites Alexandria Comfort Inn Alexandria Landmark Comfort One Shoes Courtyard by Marriott - Alexandria Pentagon South Courtyard by Marriott Alexandria Old Town/Southwest Creamery Crown Plaza Old Town Alexandria Current Boutique Dairy Godmother Frozen Custard & Nostalgic Treats Dandy Restaurant Cruise Ships Daniel O'Connell's Restaurant & Pub Dash's of Old Town DC Livery DC Metro Food Tours DC Metro Magazine & Alexandria Guide Decorium Del Ray Artisans Del Ray Cafe Del Ray Variety Delia's Mediterranean Grill & Brick Oven Pizza Dishes of India Diva Designer Consignment & Other Delights Dog Park Eamonn's - A Dublin Chipper East Coast Entertainment Eisenhower Consignment Eisenhower Partnership Elinor Coleman's Vintage Mirage Embassy Suites Alexandria Entertainment Cruises European Country Living Evening Star Cafe Extra Perks Faccia Luna fibre space Finn & Porter Fireflies Bar & Restaurant First Night Alexandria Fish Market Flat Iron Steak & Saloon Fleet Transportation Fontaine Caffe & Creperie Fort Ward Museum & Historic Site Foster's Grille Fountains Day Spa Freedom House Friendship Firehouse Gadsby's Tavern Museum Gadsby's Tavern Restaurant Gallery Lafayette George Washington Birthday Celebration Committee George Washington Masonic Memorial Geranio Ristorante Get Out and Give Back Gold and Silver de Cristina Gold Works Gossypia GRAPE + BEAN Wine Bar Grille at Morrison House Gunston Hall Plantation Halo Hampton Inn & Suites - Alexandria Old Town Area South Hampton Inn Old Town King Street Metro Station Hank's Oyster Bar Hard Times Cafe Harmon's Horse-Drawn Hayrides and Carriages Henry Hart Hilton Alexandria at Mark Center Hilton Alexandria Old Town Holiday Inn & Suites, Alexandria - Historic District Holiday Inn Express & Suites Alexandria Fort Belvoir</p>	<p>Hollin Hall - The Meeting House Hollin Hall Pastry Shop Hooray for Books! Hotel Monaco Alexandria, a Kimpton Hotel Huntington Creek Garden Club Il Porto Imagine Artwear Imperfections - Antiques and Great Stuff Indigo Landing Indus Imports Irish Walk Ivy Hill Cemetery Historical Preservation Society Jackson 20 John Strongbow's Tavern Julian Tours Kaizen Tavern Keenthings King Street Blues King Street Clothiers King's Jewelry Kiskadee Kit & Caboodle La Bergerie La Cuisine La Fromagerie Cheese and Wine Bistro La Madeleine La Tasca Landini Brothers Inc. Landmark Mall Laporta's Restaurant Lavender Moon Cupcakery Lawrence Miller & Company Layla's Lebanese Restaurant Lee-Fendall House Museum & Garden Leonora's Bridal Accessories Light Horse Restaurant Little Theatre of Alexandria Lorien Hotel & Spa, a Kimpton Hotel Lotus Blooms Lou Lou Lucky Knot Lyceum, Alexandria's History Museum Maggie Jane's Mai Thai Restaurant Majestic Marie Louise Meyer Martz Gray Line of Washington DC Mary M. Gates Learning Center at United Way Worldwide Massage Solstice McNearney Associates Inc. Medieval Madness at John Strongbows Tavern Medieval Times Baltimore/Washington Meetings & Events of Distinction Metropolitan School of the Arts MetroStage Mint Condition Monroe's An American Trattoria Montague & Son - The Birkenstock Store Morris Visitor Publications Morrison House, a Kimpton Hotel Mount Vernon: George Washington's Estate & Gardens Murphy's Irish Pub Museum Framing Mystique Jewelers Nando's Peri-Peri National Inventors Hall of Fame and Museum National Museum of the Marine Corps Newseum Nick's Nightclub Office of Historic Alexandria - Lloyd House Old Presbyterian Meeting House Old Town Business & Professional Association Old Town Crier Inc.</p>	<p>Old Town Experience Old Town Theater Old Town Trolley Tours Olde Towne Gemstones Olea Restaurant Olio Tasting Room Olivera Music Entertainment Overwood Pacers Running Store Alexandria Panera Bread Patricia Palermo Studio Paul McGehee's Old Town Gallery Pendleton Woolen Mills Pink & Brown Organic & Trendy Children's Boutique Pink Palm of Alexandria Pita House Family Restaurant Pizzeria Paradiso Pompanoosuc Mills Popped! Republic Pork Barrel BBQ Port City Brewing Company Post Carlyle Square Apartment Homes Potomac Bead Company Potomac Belle Charters Potomac Fiber Arts Gallery Potomac Riverboat Company Potomack Company Precision Meetings & Events Principle Gallery Pure Prana Yoga Studio Ramparts Tavern Red Barn Mercantile RedRocks Neapolitan Bistro Residence Inn by Marriott Alexandria at Carlyle Residence Inn by Marriott, Alexandria - Old Town Restaurant Eve Reston Limousine REVEL Style Royal Restaurant Royal Thai with Sushi Bar RT's Restaurant Sacred Circle Salon Amarti Sangjun Thai Restaurant Savio's Restaurant ShadowLand Family Entertainment Center Share Wine Lounge & Small Plate Bistro Sheraton Suites Alexandria She's Unique Jewelry & Gifts Shoe Hive Shooter McGee's Silver Parrot Silverman Galleries Antiques & Antique Jewelry simpleview, inc. Society Fair Southside 815 Spice & Tea Exchange of Old Town, Alexandria SpringHill Suites Alexandria Old Town/Southwest St. Elmo's Coffee Pub St. George Gallery Stabler-Leadbeater Apothecary Museum State Department Federal Credit Union Stephen Gosling Photography Stone Realty Services Stuart Nordin Home & Design Studio Antiques and Fine Art, Inc. Sugar Cube Sugar House Day Spa and Salon Sweet Root Village T.J. Stone's Grill House & Tap Room Taverna Cretekou Tchoupitoulas - Tradition with a Twist Teasim Old Town Ted's Montana Grill</p>
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ACVA Members Continued

Tempo Restaurant
Ten Thousand Villages
The Hour Cocktail Collection
The Wharf
Theismann's Restaurant & Bar
Tisara Photography
To Your Taste Catering
Today's Cargo
Top Golf Alexandria
Torpedo Factory Art Center
Trademark
Tres Hermanas
Trinity United Methodist Church
Truly-Life Eco Gifts
Tyler Business Services, Inc.
Union Street Public House
United Motorcoach Association
Urban Angler
Van Bommel Antiek Haus
Vermilion
Victoria at Home
Villa Di Este Restaurant
Virginia Shop
Virginia Theological Seminary
Virtue Feed & Grain
Warehouse Bar & Grill

Washington Metro Area Transportation Authority
Waterfront Market
West End Business Association
Westin Alexandria
Whole Foods Market Old Town
Why Not?
Windows Catering Company
Woodlawn - Frank Lloyd Wright's Pope-Leighey House
Zento Japanese Restaurant

Charter Members:

Alexandria Hotel Association

Bike and Roll Alexandria

Burke & Herbert Bank

**Mount Vernon:
George Washington's
Estate, Museum & Gardens**

Potomac Riverboat Company

Waterfront Market & Café

ACVA Staff

Patricia Washington

President and CEO

Melanie Fallon

Visitor Services Manager

Vito Fiore

Office Manager & Research Analyst

Megan Hosford

Sales Manager

Tom Kalden

Chief Operating Officer

Lorraine Lloyd

Senior Vice President of Sales

Kelsey Michael

Communications Assistant & Writer

Claire Mouldoux

Director of Communications

Melissa Ritchie

Sales Manager

Robin Roane

Senior Sales Manager

Meredith Sasser

Membership & Promotions Manager

Alfonso Wright

Digital Marketing Manager

Visitors Center Staff & Volunteers

Jacquelyn Austin
Sarah Buchanan
Melanie Fallon, Manager
Scott Fallon
Jeff Herre
Marilyn Howe
Barbara Kenniston
Charles McCaffrey
Ann McCracken
Jay Middleton
Elizabeth Montgomery
Renee Roberts
Bitsy Unkle

FY 2014 ACVA Board of Governors

Executive Committee

Board Chair

Tobias Arff
General Manager
Kimpton Hotels, Lorient Hotel

Vice Chair/Incoming Board Chair

Vic Parra
President & CEO
United Motorcoach Association

Treasurer

Jody Manor
Bittersweet Catering, Café, Bakery

Secretary

Patricia Washington
President & CEO
Alexandria Convention & Visitors Association

Officer At-Large

Mike Barber
General Manager
Washington Suites Alexandria

Officer At-Large

Henry Hart
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Society for Human Resource Management

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Paul Smedberg
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Alexandria City Council

City Manager's Representative

Mark Jinks
Deputy City Manager
City of Alexandria

Alexandria Hotel Association President¹

Charlie Banta
General Manager
Hilton Alexandria Old Town

Alexandria Hotel Association President²

Mary Anne Russell
General Manager
Embassy Suites Alexandria

Association Representative²

Karen Kotowski
CEO
Convention Industry Council

At-Large Representative¹

Rob Kaufman
President
PMA Properties

At-Large Representative¹

Willem Polek
CEO, Potomac Riverboat Company

At-Large Representative²

Andrea Barthello
Co-Founder & COO
Think Fun

At-Large Representative²

Charlotte Hall
Vice President
Potomac Riverboat Company

Attraction Representative

Stephen Marks
Managing Partner
Bike and Roll, Washington DC

Historic Representative¹

Christopher Jones
Owner
Christopher H. Jones, Antiques

Historic Representative²

Susan Hellman
Director
Carlyle House

Hotel Representative²

Rich Casale
General Manager
Westin Alexandria

Restaurant Representative¹

Kyong Yi
Owner
Fontaine Caffé & Creperie

Restaurant Representative²

Annee Gillett
Director of Catering
Alexandria Kimpton Hotels

Restaurant Representative²

Jeff Swedarsky
Founder
DC Metro Food Tours

Retail Representative & Incoming Treasurer³

Debra Arnett
Owner
Del Ray Variety

Retail Representative³

Amy Rutherford
Owner
Red Barn Mercantile

¹ Completed board service with our thanks 6/30/14

² Newly elected board member 7/1/14

³ Newly elected executive committee member 7/1/14

Thanks to Our Partner

**Burke &
Herbert
Bank**

At Your Service Since 1852[®]

An aerial photograph of a waterfront patio area. The patio is situated on a wooden deck overlooking a body of water. Several large, white, square umbrellas are open, providing shade for the seating area. People are seated at tables, some of which are covered with blue tablecloths. There are also several large, black, cylindrical heaters or smokers on the patio. In the background, numerous white boats are docked along the water's edge. The water is a deep blue color.

www.VisitAlexandriaVA.com

Alexandria Convention & Visitors Association
625 N. Washington St., Suite 400, Alexandria, VA 22314
703.652.5369