



#### **Dear Friends and Members:**

Each year we issue this Annual Report to review the results from the prior fiscal year and to preview our plans for the new year. But Fiscal 2020 was a year like no other. It was effectively two years in one—the first eight months, before the coronavirus pandemic, and the final four months from March-June. So, in this annual report, we report on both—there is simply no other way to understand the full dynamic of 2020, and more importantly, the context in which we are approaching Fiscal Year 2021.

The first eight months of Fiscal Year 2020 were outstanding. We were on pace for record-breaking hotel occupancy of 77%. We had just launched The Leadership Collection, a unique partnership positioning Alexandria as a hub for executive meetings and strategy. Media stories and accolades continued to build, with increasing attention from national outlets highlighting Alexandria not just as an interesting neighbor of Washington, DC, but a unique destination in its own right. We finished filming and producing a new advertising campaign, "Stay in the Moment." Visit Alexandria membership reached a new high. Professionally produced special events like the Holiday Boat Parade of Lights and Portside in Old Town drew record crowds. Alexandria's tourism sector was firing on all cylinders.

Then, the bottom dropped out. In the space of a couple of weeks, it became apparent that the coronavirus was not just a localized event in China, but a global pandemic. Its rapid spread altered the landscape, not just for Alexandria, but for every city on the planet. Over the past sevent months, no industry was harder hit than hospitality. In April, normally Alexandria's strongest month, hotel occupancy fell from 80% to 10%.

It would have been understandable at that moment to hunker down and try to ride out the pandemic, but that is not Alexandria's way. We respond. And over the past seven months, it has been deeply gratifying to work with our members, partners and City officials to develop an array of strategies to save our small businesses and preserve the quality of life that Alexandrians treasure. From ALX at Home, to al fresco dining, the new King Street pedestrian block, relaxed permitting, small business grants, ALX Promise, Restaurant Week To- Go, Flex Getaway hotel packages and holiday promotions—we are rising to this moment. Thank you for your creativity, resiliency, collaborative spirit and community commitment. It is always our privilege to work beside you, but never more so than this year.



**Karen Kotowski** Outgoing Chair

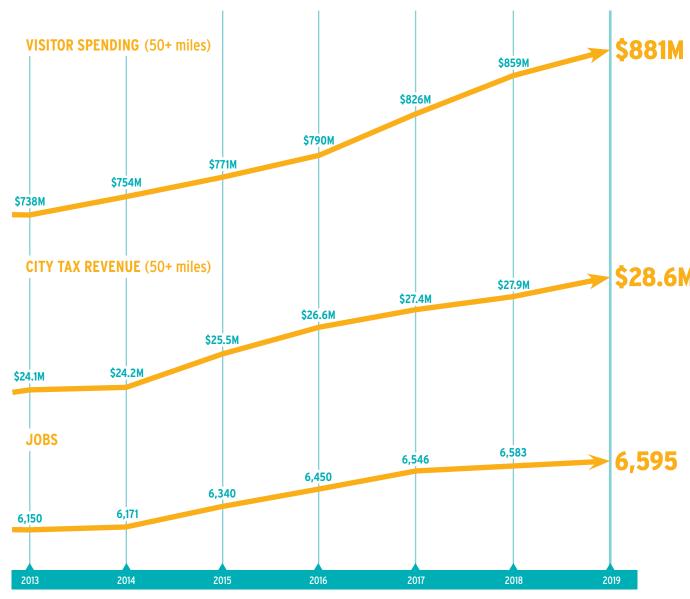


**Kate Ellis** Incoming Chair



Patricia Washington President & CEO





<sup>\*</sup>Source: 2019 Economic Impact of Domestic Travel on Virginia and Localities, Virginia Tourism Corporation. Data is based on macroeconomic modeling and provides an estimate of receipts of actual taxes and receipts from visitors traveling from a radius 50+ miles outside of Alexandria.

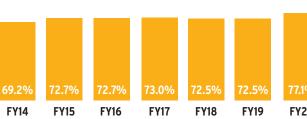
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# **PRE-CORONAVIRUS**

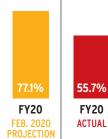
July 2019-February 2020

## **HOTEL OCCUPANCY**

After 5 straight years of hotel occupancy in the 70's, we were on pace through February for a sixth, projecting our year-end occupancy at a record 77%. But, by the end of the year, four pandemic months lowered actual year-end occupancy to 55%.



Source: STR; Fiscal years run July to June.





## YEAR-OVER-YEAR PERFORMANCE

Other Key Performance Indicators (KPI's) were also tracking positively for the first eight months of the year.



WEB VISITS 112%



SOCIAL MEDIA FOLLOWERS 16%



PRESS HITS 15%



DIGITAL MARKETING IMPRESSIONS 150%



MEETING LEADS 136%



MEMBERSHIP 13%

## **PROGRAM HIGHLIGHTS**

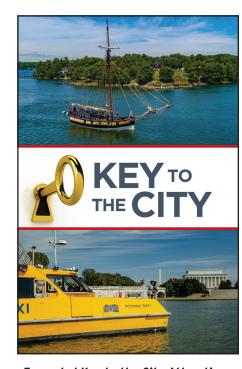


Developed New "Stay in the Moment"

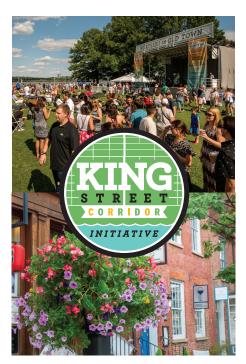
Advertising Creative



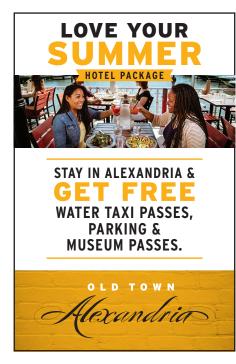
Introduced The Leadership Collection™ to Meeting Planners



Expanded Key to the City Attractions
Pass to Include Tall Ship *Providence*and Water Taxi



Expanded King Street Corridor Initiative to Drive New Business



Introduced "Love Your Summer" Hotel Package



Promoted Alexandria's Biggest Holiday Weekend to Kick Off a Record December

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## **CORONAVIRUS** RESPONSE March-June 2020



Stay connected to what you love about Alexandria's small businesses.

## BY THE NUMBERS

4.9 MILLION

paid marketing impressions

117 press hits

247.000 pageviews on ALX at Home landing pages

116,000

pageviews on member offer listings

On March 11, the World Health Organization declared the coronavirus a global pandemic. One day later, the Dow Jones Industrial Average lost 10% of its value in a single session. Just four days later, to mitigate the severe economic threat, Visit Alexandria launched ALX at Home.

ALX at Home was a complete strategy shift to promote safe activities and to help area residents support local independent businesses. Members responded quickly with curbside and at-home friendly content. Over the ensuing weeks, we expanded that content to include: Cocktails To-Go, Farmers Market To-Go, ALX at Home Live, Virtual Experiences and Holidays at Home.



From virtual shopping to DIY projects to take home, see what



## **Attractions Offerings**

get some fresh air on an unlimited "Ride it Out" bike ride and more.



#### **Wellness Offerings** From free home workout plans to free

Enjoy the arts from home with virtual exhibits, at-home activities, special



#### Farmers' Market To-Go

Order in advance from your favorite Alexandria farmers' market

Enjoy a cocktail to-go or delivered straight to your door from

**Restaurant Offerings** 

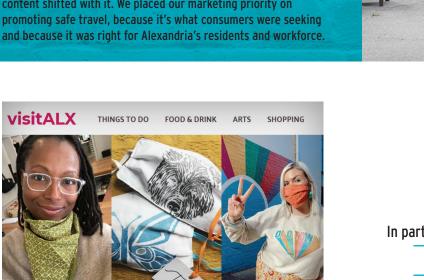
From curbside pickup to ready-to-make dinners to take home,

**Arts Offerings** 

eniov your favorite Alexandria restaurants at home

## **MARKETING RESPONSIBLY**

As the spring unfolded and the Commonwealth of Virginia and Alexandria moved into three stages of gradual reopening, our content shifted with it. We placed our marketing priority on promoting safe travel, because it's what consumers were seeking



## **6 Tips for Making Face** Masks Fashionable from Alexandria Style **Experts**



In partnership with the Alexandria Health Department

Commitment to going above and beyond

400+ businesses participating









BY CAROLINE SECREST JUNE 22, 2020 8706 VIEWS

Alexandria examples of 6 feet or more.

VisitAlexandriaVA.com





## **BLACK LIVES MATTER**

The coronavirus pandemic created a number of new crises, but it also helped launch into the spotlight disparities that already existed for people of color in this country. And it set the stage for the major surge in the Black Lives Matter movement resulting from the murder of George Floyd. The result is a civil rights movement of a scale this country hasn't seen in more than 50 years that has reverberated around the world. Pre-dating the surge in the current movement, the City of Alexandria, the Office of Historic Alexandria and Visit Alexandria had renewed its commitment to racial equity, and this moment in history makes our mission even more urgent.

## **VISIT ALEXANDRIA BLACK TRAVEL SCORECARD**

#### MARKETING CAMPAIGNS

- 80% of Visit Alexandria's most-run streaming videos included a Black person as the lead
- 83% of print advertisements included Black representation
- 50% of digital banners include Black representation
- 100% of Visit Alexandria's top 5 paid social media posts had Black representation

#### **PRESS**

- 17% of total national writers who were hosted by Visit Alexandria were Black, Indigenous or People of Color (BIPOC)
- 52% of international writers hosted by Visit Alexandria were BIPOC

#### **CONFERENCES & TRADESHOWS**

• 17% of attendees at Visit Alexandria's meeting planner series were BIPOC

#### **EMPLOYMENT**

- 16% of employees are Black
- CEO is Black

#### **BOARD OF GOVERNORS**

- 13% of voting members are Black
- 20% of Executive Committee is Black

## **GREAT WALKS IN ALEXANDRIA Duke Street Black History Trail**

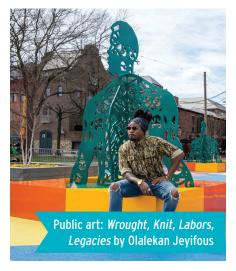




## visitALX



24 Black-Owned Businesses in Alexandria to Support Right Now





## PRESS COVERAGE

Visit Alexandria's Communications team cultivates media relationships and hosts travel writers to place top stories across the country and around the world. For the third year in a row, our media coverage topped 1,000 stories, capped off by Condé Nast Traveler's recognition of Alexandria as a top 5 small city in the U.S.for the third consecutive year. Our Alexandria Film Office also attracted 20 permit applicants, including A & E, Lifetime, BET Networks and Freddie Mac.



66 ...the ideal weekend getaway. >> **Southern Living** 

66 A destination for civil rights landmarks ??

## Chicago Tribune

One of 66 the most magical Christmas towns across the world >>





The Atlanta Journal-Constitution





The Dallas Morning News

















Washington Post



### **ACCOLADES**

Top 5 Best Small City in the U.S.

-Condé Nast Traveler Readers' Choice Awards (2020)

### 100% Score for LGBTQ Equality

-Human Rights Campaign Municipality Equality Index (2020)

#### The Friendliest Cities in the U.S.

-Condé Nast Traveler Readers' Choice Awards (2020)

#### The Quaintest Christmas Villages Across the U.S.

-Fodor's Travel (2020)

#### **South's Best Cities**

-Southern Living (2020)

#### The Most Magical Christmas Towns and **Villages Across the World**

-Oprah Magazine (2020)

#### **Editors' Favorite Cities of the Year:** 2020 Legend Awards

-Departures (2020)

#### The Safest Communities in America

-U.S. News & World Report

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# PREVIEWING 2021

Historically, Visit Alexandria has organized its plans around the calendar seasons. In Fiscal Year 2021, however, while the pandemic remains the dominant force, every program we introduce is being adjusted based on changes in consumer sentiment, public safety protocols and economic conditions. The central values guiding all of our work this year are to be nimble and responsive.

In regional consumer marketing, look for us to continue a strong emphasis during fall and winter months, with Only in ALX content, expanded Shop Small and buy-local promotion, renewal of the successful Restaurant Week To-Go format, and a virtual holiday program.

Our Black history and travel initiative will continue full speed ahead, with a reimagined Courageous Journey: Alexandria's Black History Driving Tour, increased PR strategies, and a major photo and video shoot in the spring.

We also just shot new 360° virtual imagery of Alexandria, inside and out, so that meeting planners can tour through Old Town and view our properties instantly from their desktop, and are expanding our library of new virtual experiences for remote meeting attendees.

And in terms of destination marketing, we will focus our marketing on a 3-hour drive radius encompassing Virginia, Maryland, Pennsylvania, Delaware and the DC Metro, gradually expanding outward as health confidence improves. Our messaging will emphasize our ranking as a top 5 Best Small City in America and Flex Getaway Hotel Package. Perfect for a close getaway, offering historic character, value, safety and flexibility.

We have also adjusted our media budgets so that advertising funds we held back last spring when travel was limited will be reinvested in a stronger than ever push in the spring of 2021. When consumers are ready to travel again, and our experience is strong, we want to invest in capturing that pent-up consumer demand for travel to Alexandria and the DC region.





# RESOURCES FOR ALEXANDRIA MEETINGS DURING COVID-19

Meeting in today's environment is certainly a challenge posing new questions and considerations for planners. State and city regulations, safety protocols for businesses and hotels, creative spacing and hybrid solutions are now critical considerations that are constantly changing. Use this <a href="Meeting Planner's">Meeting Planner's</a>
<a href="Destination Checklist">Destination Checklist</a> to cover all your bases when communicating with a Destination Marketing Organization (DMO) or Convention Visitors Bureau (CVB).

Virtual Experiences & Resources for Meeting Planners



Expanded Shop Small Initiative for the Holidays and Winter Restaurant Week To-Go

## COURAGEOUS JOURNEY: ALEXANDRIA'S BLACK HISTORY DRIVING TOUR

Use our eight-site driving tour to start exploring the African American history that shaped Alexandria and the United States, from D.C.'s onetime southern cornerstone laid by Benjamin Banneker to the site of one of the nation's earliest sit-ins and more. Find parking information for each site so you can linger where you feel moved. Grab a face covering and start exploring.

## **Historic Sites**



**Black History and Travel Initiative** 



Drive Market Advertising Emphasis
Close, distinctive getaway | Historic character
Value | Safety | Flexibility

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## **VISIT ALEXANDRIA MEMBERS WORKING TOGETHER**



#### Thanks to our Charter Members:

Alexandria Hotel Association Burke & Herbert Bank

George Washington's Mount Vernon

#### Thanks to the Founding Funders of the King Street Corridor Initiative:

Alexandria Hotel Association Alexandria Restaurant Partners

Asana

Augie's Mussel House, Mason Social & Urbano Carr Hospitality

Chadwicks Restaurant

Dolci Gelati

Old Town Business Association

Pizzeria Paradiso Port City Brewing Company

Potomac Riverboat by Hornblower Tall Ship Providence Foundation

The Chamber ALX

TTR Sotheby's International Realty

219 Restaurant

3 Sisters

529 Kids Consign

A Galerie - Antiques and Fine Art

Abyssinia Market & Coffee House

Ada's on the River

African American Hall of Fame

Alexandria African-American Heritage Park

Alexandria Archaeology Museum

Alexandria Arts Forum

Alexandria Black History Museum

The Chamber ALX

Alexandria Colonial Tours

Alexandria Cupcake

Alexandria Department of Recreation, Parks and

Cultural Activities

Alexandria Economic Development Partnership Alexandria Film Festival

Alexandria Harmonizers

Alexandria History Museum at The Lyceum

Alexandria Library

Alexandria Living Magazine

Alexandria Seaport Foundation

Alexandria Singers

Alexandria Small Business Development Center

Alexandria Symphony Orchestra Alexandria Transit Company

Alexandria Visitor Center Ally Charter Bus Washington, D.C.

Al's Steak House

**ALX Community** 

American Horticultural Society's River Farm America's Favorite Gourmet Popcorn

Amtrak Alexandria Union Station AR Workshop Alexandria

Arlandria Chirilagua Business Association

Art League, Inc. Art on the Avenue Artistic Artifacts Augie's Mussel House

Barkhaus

Bastille Brasserie & Bar

Bellacara

Belle Haven Marina

Ben & Jerry's Ice Cream

Beulah Baptist Church Rirchmere

Bistro Eighteen90 Bistro Sancerre

Blackwall Hitch **Bloomers** 

Blue Fern Travel - Fork & Fizz Tours

Roxwood Brabo Brasserie Brave Spirits Theatre

Bugsy's Pizza Restaurant & Sports Bar

Building Momentum Buzz Bakeshop Cafe 44 Café du Soleil Cafe Pizzaiolo

Cameron Cafe Cameron Run Regional Park

Caphe Banh Mi Captain Gregory's

Captain Rocky Versace Plaza and Vietnam

Veterans' Memorial Carlyle Council Carlyle House

Casa Rosada Artisan Gelato

Cedar Knoll Celtic Wedding Music Chadwicks

Chart House Restaurant

Cheesetique Chewish Deli

Chinquapin Park Recreation Center

Chop Shop Taco Christ Church City Kitchen

Clyde's at Mark Center Columbia Firehouse Comfort One Shoes

Contrabands and Freedmen Cemetery Memorial Courtyard by Marriott - Alexandria Pentagon South

CSI Washington, DC Cualtzin Salon

Dairy Godmother Frozen Custard & Nostalgic Treats

Daniel O'Connell's Irish Restaurant & Pub DC Livery

DC Metro Food Tours Dejan Studio Jewelry Del Ray Artisans

Del Ray Business Association

Del Ray Cafe

Delia's Mediterranean Grill & Brick Oven Pizza Destination DC

Discover Alexandria Tours Discovery Map

Dishes of India Diva Indian Cuisine Dólci Gelati Don Taco

Donna Lewis Dovle's Outpost

Eisenhower Partnership Elizabeth's Counter

Embassy Suites by Hilton Alexandria Old Town

Emmy Squared Encore Consignment Boutique Entertainment Cruises Escape Room Live

Fairfield Inn & Suites Alexandria West/Mark Center

Federal Conference

Fern Exposition & Event Services

fibre space Finn & Porter First Night Alexandria Fish Market Fleet Transportation

Fontaine Fort Ward Museum & Historic Site

Foster's Grille Fountains Day Spa Fraternal Order of Eagles Freedom House Museum Friendship Firehouse Museum From Head to Tail Grooming Spa Gadsby's Tavern Museum Gadsby's Tavern Restaurant

George Washington Birthday Celebration Committee

George Washington's Distillery & Gristmill George Washington's Mount Vernon

Get Fit Studio Glory Days Grill

GOGO Charters Washington, D.C.

Gold Works Goldfinch

Goodies Frozen Custard & Treats

Gossypia Greenstreet Gardens **Gunston Hall** 

Hampton Inn & Suites - Alexandria Old Town

Hampton Inn Old Town King Street Metro Station

Hank & Mitzi's Italian Kitchen Hank's Oyster Bar Hard Times Cafe Haute Dogs & Fries Hawwi Ethiopian Restaurant Hazel O. Salon

Hen Quarter Hilton Alexandria Mark Center Hilton Alexandria Old Town

Hilton Garden Inn Alexandria Old Town National Harbor

Historic Garden Week's Alexandria Tour Holiday Inn Alexandria Carlyle

Holiday Inn Express & Suites Alexandria Fort Belvoir Holiday Inn Hotel & Suites Alexandria - Old Town Hollin Hall & the Meeting House at Mount Vernon

Unitarian Church Holy Cow

Home on Cameron Hooray for Books! Hons N Shine

Hotel Indigo Old Town Alexandria Humminabird

Hvatt Centric Old Town Alexandria II Porto Imagine Artwear

ing Ťattoos International Spy Museum

J Shea Java Grill

Jeni's Splendid Ice Creams Julian Tours

Junction Bakery & Bistro Kelly Loss Photography KH Ġiving

Kidcreaté Studio

Kimpton Lorien Hotel & Spa

King Street Souvenirs

King Street Tavern King's Jewelry King's Ransom

Kisso Asian Bistro Kyo Gallery Landini Brothers

Laporta's Restaurant Laura Hatcher Photography Lavender Moon Cupcakery Lee-Fendall House Museum & Garden

Lena's Wood-Fired Pizza & Tap Little Theatre of Alexandria

Lloyd House Los Cuates Lost Boy Cider Lotus Blooms Mackie's Bar and Grill Magnolia's on King

Mai Thai Restaurant **Manumission Tour Company** 

Market 2 Market Martz Gray Line of Washington DC Mary M. Gates Learning Center at United

Way Worldwide Mason and Greens Mason Social McChrystal Group McEnearney Associates Inc. Mia's Italian Kitchen

Michael's Little Italy Mint Collective Mint Condition Misha's Coffee Momo Sushi & Cafe

Monday's Child Morrison House Old Town Alexandria, **Autograph Collection** 

Mount Purrnon Cat Café & Wine Bar Mount Vernon Inn Murphy's Irish Pub Myron Mixon's Pitmaster Barbeque

Mystique Jewelers Namaste Jalsa Restaurant & Bar National Cancer Registrars Association

National Charter Bus Alexandria National Harbor

National Industries for the Blind National Inventors Hall of Fame National Law Enforcement Museum National Museum of the United States Army

Nicecream Nightly Spirits Nomad Event Systems Northside 10

Oak Steakhouse Office of Historic Alexandria Old House Cosmopolitan Grill

Old Town Books Old Town Business Association Old Town Farmers Market Old Town Sock Co.

Old Town Trolley Tours Old Virginia Tobacco Co. Pacers Running Store Alexandria Pasara Thai Restaurant

Passionately Pets Patagonia

Patina Polished Living

Patricia Palermino Studio Pedego Electric Bikes

Penny Post Pho Ńam Piece Out PIES Fitness Yoga Studio

PLNT Burger Pop's Old Fashioned Ice Cream Co.

Pork Barrel BBQ Port City Brewing Company Potomac Riverboat by Hornblower

Praha Beads and Jewelry Principle Gallery PSAV

Planet Wine

Queen Bee Designs Ramparts Tavern & Grill Red Barn Mercantile RedRocks Neapolitan Bistro

Residence Inn Alexandria Old Town South at Carlyle Residence Inn by Marriott Alexandria

Old Town/Duke Street Riverside Taco Company Robinson Landing

Rock It Grill RocketFizz Alexandria

Rocklands Barbeque and Grilling Company Rouge Fine Catering RT's Restaurant Rus Uz - Alexandria Rustico Restaurant Sacred Circle Salon deZEN Salon Monte

Sardi's Pollo A La Brasa

Shiloh Baptist Church

Smoking Kow BBQ

Sephora Serafino Fine Italian Leather & Accessories ShadowLand Family Entertainment Center Sheraton Suites Old Town Alexandria She's Unique Jewelry & Gifts

Shooter McGee's Silver Parrot Silverman Galleries Antiques & Antique Jewelry

Sonoma Cellar Spice Kraft Indian Bistro SpringHill Suites Alexandria Old Town/Southwest

St. Elmo's Coffee Pub Stabler-Leadbeater Apothecary Museum Stitch Sew Shop

Sugar House Day Spa and Salon Sunday in Saigon sushi bar Sweet Fire Donna's Swing's Coffee

T.J. Stone's Grill House & Tap Room Table Talk

Tall Ship Providence Taquería Picoso Taverna Cretekou Ted's Montana Grill Tempo Restaurant Ten Thousand Villages Tequila & Taco

Thai Signature The Alexandrian Old Town Alexandria, Autograph Collection

The Allen S. Lichter, MD Conference Center

The Antique Guild The Athenaeum

The Campagna Center The Creamery The Dog Park

The Executive Cafe The Executive Diner The Flats on King The Garden Del Ray

The George Washington Masonic National Memorial

The Handover The Hive The Hour Shop

The Italian Place The Light Horse The Lucky Knot

The Majestic The Old Town Shop The Peoples Drug The Pita House

The Shoe Hive

The Spice & Tea Exchange of Alexandria

The Thornton Apartments The Twig

The Warehouse The Westin Alexandria Old Town The Wharf

Theismann's Restaurant & Bar Threadleaf Toastique

Today's Cargo Topgolf National Harbor Torpedo Factory Art Center Trademark Drink and Eat

Truly-Life Eco Gifts tu-anh Twist Boutique T-ZO Vietnamese

Union Square

Union Street Public House Unlimited Biking Urbano 116 USA Guided Tours DC

Vaso's Mediterranean Bistro Via Volcán Coffee Village Brauhaus Vintage Mirage VIP Alexandria Magazine Virtue Feed & Grain

Visit Alexandria Vola's Dockside Grill and Hi-Tide Lounge Volunteer Alexandria

Washington Sailing Marina Wear Ever Jewelry West End Business Association Wheel Nuts Bike Shop

Whiskey & Oyster Windows Catering Company Wine Gallery 108 Wooboi Hot Chicken

Woodlawn & Pope-Leighey House Yagút St.

Your CBD Store Yunnan by Potomac - a Noodle House

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## VISIT **ALEXANDRIA BOARD OF GOVERNORS**

#### **EXECUTIVE COMMITTEE**

#### **Board Chair**

Karen Kotowski (Outgoing)

Vice President, District Councils, Americas, Urban Land Institute

Kate Ellis (Incoming)

GM, Hotel Indigo Old Town Alexandria

#### **Vice Chair**

Annee Gillett (Outgoing)

Sage Hospitality

Denise Jackson (Incoming)

Vice President, MCI USA

#### Treasurer

Lori Swain

Executive Director, National Cancer Registrars Association

#### **Executive Committee At-Large**

Ben Fiore-Walker

Town Crier, City of Alexandria

Emily Baker

Deputy City Manager, City of Alexandria

#### Secretary (non-voting)

Patricia Washington

President & CEO. Visit Alexandria

#### **BOARD OF GOVERNORS**

#### Rebecca Aloisi (Outgoing)

VP for Marketing,

George Washington's Mount Vernon

Vice Mayor, City of Alexandria

Bill Butcher (Outgoing)

Founder/Owner, Port City Brewing Co.

Tristan Harris (Incoming)

Owner, Chadwicks Restaurant

#### Nicole McGrew

Owner. Threadleaf

Mike Nelson (Outgoing)

GM, The Alexandrian & Morrison House

Niamh O'Donovan (Incoming)

Company President, Daniel O'Connell's Irish Bar & Restaurant

Larry Ponzi

Owner, St. Elmo's/Café Pizzaiolo

Mary Rinaldo (Incoming)

Regional VP, Hornblower Cruises & Events

Victoria Vergason

Founder/Owner. The Hour

Chelsea Anderson (Incoming) Homegrown Restaurant Group

Elizabeth Bennett-Parker

Stuart Fox (Incoming)

Chief Financial Officer, Route 66 Ventures

GM, Embassy Suites

Trae Lamond

**VISIT ALEXANDRIA IS LISTENING** 

We are here to serve you. If there are other questions you want to ask, or suggestions to help us improve the marketing of our City, we'd love to meet with you at your location.

#### STAFF

Patricia Washington President & CEO

Carla Bascope-Hebble Director of Group Sales

Lindsey Chase Destination Sales Manager

Rebecca Doser

Communications Manager

Misha Enriquez Social Media & Visual Production Manager

Melanie Fallon

Vice President of Member & Visitor Services

Vice President of Marketing & Research

Tom Kaiden

Chief Operating Officer

Lorraine Lloyd Senior Vice President, Sales

Trisha Meisner Member Relations Manager

Claire Mouledoux Vice President of Communications

Nancy Rosenbaum

Business Development Manager

**Caroline Secrest** 

Communications Associate & Writer

Elissa Staley Event & Partnership Manager

Alfonso Wright Digital Marketing Manager

## VISITOR CENTER STAFF

**Jacquelyn Austin** Kate Casper Clav Clarke Kameron Clarke Clarissa Dallenbach Maddie Fleenor Jeff Herre Nate Jones Lauren Larsen Nicole Larsen Maddie Lichter Lauren Maho **Jay Middleton** Maryclaire O'Brien Avman Silva Bitsy Unkle



We dedicate this Annual Report to the memory of our good friend and colleague, Bitsy Unkle.



## **FINANCIAL RESULTS REVENUE:** CITY ALLOCATION **EARNED INCOME** \$452,222 \$3,917,222 **TOTAL EXPENSE:** \$3,569,784 MARKETING & PROGRAMS **GENERAL & ADMIN TOTAL** \$3,760,227 **CHANGE IN NET ASSETS:**









General & Administrative **EXPENSE BREAKDOWN** Marketing & Programs 5% 95% \$156,995

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**TOTAL** 







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Visit Alexandria | 625 N. Washington St., Suite 400, Alexandria, VA 22314 | 703-652-5369

