

Office of Tourism

# 2018 TOURISM MARKETING AND DEVELOPMENT PLAN

MARYLAND TOURISM DEVELOPMENT BOARD AND THE OFFICE OF TOURISM DEVELOPMENT





Office of Tourism

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# Section O

Chairman's Message

# Chairman's Message

**DEAR TOURISM PARTNER:** As Chair of the Maryland Tourism Development Board, I want to thank you for the hard work you do every day to provide a positive Maryland tourism experience for our customers. Our industry is a powerful economic engine and job generator, employing more than 144,000 Marylanders as the 10th largest private sector employer in the state.

Tourism generates and continues to grow significant revenue that is integral to Maryland's economic vitality. In 2015, visitors to Maryland spent \$17 billion on travel, an increase of more than 4 percent over the previous year. That visitor spending is an important revenue generator for both state and local governments, generating \$2.2 billion in taxes in 2015.

That increase in revenues is driven by the fact that Maryland welcomed 42.1 million domestic visitors in 2016, an increase of 4 percent from 40.5 million from the previous year.

As president of the largest theme park in Maryland, I know the importance of the visitor-driven economy, as do my 2,500 employees. Employees in tourism-related jobs around the state earned \$5.7 billion in wages—an overall wage increase of 6 percent over 2014. With Governor Hogan's leadership, the Maryland Department of Commerce and the Office of Tourism have the opportunity to highlight tourism's role in creating economic benefit for the citizens of Maryland through customer spending, and the amenities that the tourism industry brings to the state for both its residents and its visitors.

This work plan has been developed by the staff of the Maryland Office of Tourism with the support of the Maryland Tourism Development Board. It serves as a roadmap for all staff activities and programs in the upcoming Fiscal Year. And it introduces some of the important new partnership initiatives that will drive our endeavors in the coming year, including the Appalachian Maryland initiative, commemorating the Frederick Douglass bicentennial, Maryland Fleet Week & Air Show Baltimore 2018, the 50th anniversary of the Maryland State Arts Council, and hosting the Student & Youth Travel Association's annual national convention in Baltimore.

These, and many other featured activities, all help to advance Maryland's image as an exciting, must-see destination offering lots to do.

I am proud of this Board's continuing work with the Office of Tourism, and am pleased to present the Fiscal Year 2018 Tourism Marketing and Development Plan. The objectives and strategies in this plan are designed to enhance tourism's positive impact.

I know I speak for the Board when I say we look forward to working with you, our tourism industry partners, to continue to increase Maryland's tourism expenditures, tax revenues and job opportunities.

Sincerely,

The Howard

**Rick Howarth** Chair, Maryland Tourism Development Board President, Six Flags America



Rick Howarth, President, Six Flags America, with his two wonder women-- Wonder Woman and his daughter, Kate.



#### MARKETING AND DEVELOPMENT PLAN

# **Destination Situation Analysis**

For calendar year 2016, D.K. Shifflet & Associates reports that Maryland hosted more than 42 million estimated domestic visitors, up 4 percent from 2015, the U.S and regional competitors. Eighty-two percent, or more than 34.6 million, were leisure visitors, and the remaining 17.8 percent, or close to 7.5 million, were business travelers. Of these leisure visitors, 52 percent took a day trip and close to 48 percent stayed overnight.

# Visitor Volume Estimates (Person-Trips in Millions)

	MARYLAND			UNITED STATES		
	2014	2015	2016	2014	2015	2016
TOTAL	38.23	40.47	42.10	2,512.78	2,637.08	2,706.93
BUSINESS	7.15	7.56	7.49	2,512.78	537.26	542.77
LEISURE	31.09	32.92	34.61	1,994.79	2,099.82	2,164.17
DAY	19.38	20.98	21.98	1,340.63	1,408.73	1,452.07
OVERNIGHT	18.85	19.49	20.12	1,172.15	1,228.36	1,254.87

Source: D.K. Shifflet & Associates, Ltd. DIRECTIONS Travel Intelligence System, based on person-trips

#### **MARYLAND DESTINATION REGIONS**

CENTRAL REGION	(ANNE ARUNDEL, BALTIMORE CITY, BALTIMORE, CARROLL, HARFORD, HOWARD Counties)	51.3%
EASTERN SHORE	(CAROLINE, CECIL, DORCHESTER, KENT, QUEEN ANNE'S, SOMERSET, TALBOT, WICOMICO, WORCESTER Counties)	23.4%
CAPITAL	(FREDERICK, MONTGOMERY, PRINCE GEORGE'S Counties)	17.0%
WESTERN MARYLAND	(ALLEGANY, GARRETT, WASHINGTON Counties)	5.0%
SOUTHERN	(CALVERT, CHARLES, ST. MARY'S Counties)	3.3%

Source: D.K. Shifflet & Associates, Ltd. with independent analysis by the Maryland Office of Tourism based on person-stays

#### **D.K. SHIFFLET DEFINES A VISITOR AS**

either someone visiting overnight or someone who travels 50 miles or more from their home outside of their daily activity.



Section 02

#### SHARE OF MARYLAND VISITATION IN 2016

# Maryland outpaces national percent change increase in visitor volume

#### **TRENDS AND COMPARISONS**

National domestic travel volume increased in 2016, with total domestic U.S. visitor volume, as measured in person-trips, growing 2.6 percent from 2015. Leisure travel represented more than 79 percent of all person-trips, with day trips representing 53.6 percent and overnight 46.4 percent of visitor volume.

Growth in visitor volume to Maryland surpassed domestic U.S growth in all of the travel segments except business. Maryland's year over year growth also outperformed Pennsylvania's in all travel segments except business. Maryland's growth in the leisure travel segment outperformed both Pennsylvania's and Virginia's leisure visitation.

PERCENT CHANGE IN PERSON-TRIP VISITOR VOLUME 2015-2016							
TRAVEL SEGMENT	US	MD	D.C.	DE	PA	VA	WVA
TOTAL	2.6%	4.0%	11.7%	6.0%	0.7%	7.0%	-11.6%
BUSINESS	1.0%	-0.8%	5.6%	-1.8%	1.4%	14.4%	-21.4%
LEISURE	3.1%	5.1%	15.2%	7.9%	-1.1%	4.8%	-9.4%
DAY	3.1%	4.8%	20.8%		-0.9%	9.5%	-11.5%
OVERNIGHT	2.2%	3.2%	7.0%	1.5%	-0.4%	4.8%	-11.7%

Source: D.K. Shifflet & Associates, Ltd. with independent analysis by the Maryland Office of Tourism

#### **TOP TWO DESTINATIONS**

The top two destinations visited in Maryland are Baltimore and Ocean City. The chart details numbers of visitors, average travel party size, trip length, spending per trip, and top feeder markets for those two destinations and for Maryland overall.

	MARYLAND	BALTIMORE	OCEAN CITY
ESTIMATED SHARE OF VISITS		30.6%	15.1%
ESTIMATED PERSON-STAYS	53.2 million	16.3 million	8 million
AVERAGE TRAVEL PARTY SIZE	1.9	1.7	2.7
AVERAGE LENGTH OF STAY	1.4	1.2	2.3
AVERAGE SPENDING PER PERSON PER DAY	\$112.3	\$125.8	\$121.9
SPENDING IN MD PER TRAVEL PARTY	\$310.51	\$249.85	\$764.89
TOP 3 DMAS OF ORIGIN			
Washington, D.C.	21.6%	Washington, D.C. 21.0%	Washington, D.C. 27.8%
Baltimore, MD	19.9%	Baltimore, MD 16.8%	Baltimore, MD 16.3%
Philadelphia, PA	9.7%	Philadelphia, PA 10.7%	Philadelphia, PA 16.1%

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism

#### Section 02



# **Lodging Sector Trends**

The lodging sector is an important barometer of the health of the Maryland tourism industry. The Office of Tourism receives information from STR, Inc., a leading lodging industry research firm, to provide monthly, bi-annual and annual lodging data for the State of Maryland and its counties. This data provides a level of detail that allows for nearly complete coverage of the State.

#### THE FOLLOWING LODGING MEASUREMENTS ARE DETAILED BELOW:

- Room Demand reflects the percentage change in the number of rooms sold
- Room Supply reflects the percentage change in the number of rooms available
- Room Rates reflects the average cost per room
- Room Revenue reflects the percentage change in the amount of revenue collected

#### Maryland Lodging Monitor (CHART ON NEXT PAGE)

The Maryland Office of Tourism's bi-annual report on Maryland lodging data supplied by STR, Inc.

Data for January - December 2016.

Lodging room demand statewide increased 3.7 percent, compared to the same twelve month period in 2015. Maryland's demand is slightly above the region's 3.5 percent and more than double the nation's growth. The number of rooms available (room supply) across the state increased 1.3 percent, region (0.9 percent), and nation (1.6 percent).

The average room rate for Maryland was \$119.39 – lower than the nation's \$123.97 rate and lower than the regional rate of \$125.92. Total room revenue for the state increased 5.2 percent compared to the same twelve-month period in 2015. Occupancy rates, which reflect changes in supply and demand for rooms, averaged 65.9 percent, nearly 2 percent more than last year. The national occupancy rate was 65.5 percent, and the region's occupancy rate was 66.5 percent.





Segment	Room Demand % Change	Room Supply % Change	Room Revenue % Change	Average Room Rate (\$)	Room Rate % Change	Occupancy Rate	Occupancy % Change	Number of Rooms Sampled
United States	1.7	1.6	4.8	123.97	3.1	65.5	0.1	3.7M
D.CMD-VA-DE Region	3.5	0.9	6.0	125.92	2.4	66.5	2.6	308,176
Maryland	3.7	1.3	5.2	119.39	1.5	65.9	2.3	66,633
MD Counties								
Baltimore City	-1.1	3.0	-2.0	159.99	-0.9	65.7	-4.0	8,471
Allegany	4.5	8.8	4.9	91.45	0.4	60.6	-3.9	1,064
Anne Arundel	1.4	0.7	2.0	104.92	0.6	72.2	0.7	9,969
Baltimore	3.4	1.4	6.1	96.92	2.6	65.5	1.9	5,767
Calvert	7.4	0.0	6.1	97.43	-1.2	60.2	7.4	700
Cecil	2.9	0.0	4.3	84.25	1.3	61.6	2.9	870
Charles	4.6	0.2	11.7	92.52	6.8	71.1	4.3	975
Dorchester	2.0	0.0	2.4	163.38	0.4	54.2	2.0	600
Frederick	10.5	7.9	7.9	87.65	-2.3	65.0	2.3	2,464
Harford	-3.4	-2.0	-2.5	91.08	0.9	64.0	-1.4	2,439
Howard	1.5	1.8	1.1	95.47	-0.5	66.0	-0.3	3,322
Montgomery	2.0	-1.2	4.4	129.14	2.4	67.8	3.2	9,601
Prince George`s	6.0	2.7	9.9	128.74	3.7	69.3	3.2	10,236
Queen Anne`s	14.0	9.4	16.8	134.25	2.5	53.4	4.2	371
St Mary`s	26.1	6.6	19.4	82.86	-5.3	68.7	18.3	999
Talbot	13.6	7.3	9.6	159.50	-3.5	50.3	5.9	787
Washington	0.9	0.2	0.9	76.41	-0.1	61.1	0.8	1,928
Wicomico	8.3	0.0	10.0	95.33	1.6	57.9	8.2	1,235
Worcester	4.2	1.2	5.2	154.89	1.0	59.5	2.9	3,720
MD Regions								
Western Region	1.9	2.6	1.9	82.37	0.1	59.9	-0.7	3,163
Capital Region	4.7	1.5	7.3	124.52	2.5	68.2	3.1	22,301
Central Region	1.9	0.8	3.1	115.48	1.3	68.0	1.0	30,666
Southern Region	12.3	2.4	12.8	89.94	0.5	67.7	9.7	2,674
Upper Eastern Shore	7.2	3.3	7.3	127.73	0.0	55.0	3.8	2,822
Lower Eastern Shore	4.8	1.0	5.7	144.05	0.8	59.0	3.8	5,007

### **CALENDAR YEAR 2016 ANALYSIS**

Source: Smith Travel Research, Inc.; County data unavailable due to small sample sizes in Caroline, Carroll, Garrett, Kent and Somerset counties. Data for these counties is included in their respective regions.

### Section 02



# **Product Analysis** and Access

Maryland offers visitors and residents a range of vacation experiences. In addition, Maryland's mid-Atlantic location and moderate climate offer visitors the best of all four seasons and a host of year-round outdoor activities.

#### ACCESS

Five interstate highways and several improved national highways provide easy access within a 400-mile radius. There is excellent rail service from major cities throughout the northeast corridor and points north and south. Baltimore/Washington Thurgood Marshall International Airport (BWI) and three regional airports provide outstanding air service. Additionally, many Maryland destinations are accessible by boat.

#### **COMPETITIVE ANALYSIS**

The U.S. Travel Association announced that in 2016, tourism in the United States generated more than \$990.3 billion in visitor spending, 4.6 percent more than in 2015. In the race for consumer travel dollars, it is estimated that states invested more than \$883 million in travel marketing offices in FY 2015. For FY 2015, the U.S. Travel Association reported that Maryland's tourism budget was \$10.5 million. In comparison, states that compete most heavily with Maryland, such as Virginia, had a budget of more than \$18.8 million.



# **Maryland Visitor Analysis**

#### TRAVEL DECISION MAKER/TARGET AUDIENCE DEFINITIONS

Historically, women are the travel decision makers — if not the final decision makers. They generally determine the destinations in the consideration set. Maryland's media buys are targeted to adults 25–64 but with a strong skew to women; household income (HHI) \$75,000+; well-educated; and working in managerial and professional occupations. They have made a trip of more than one day's duration within the United States in the past 12 months, which includes business, vacation, weekend travel and short trips.

# THE FOLLOWING TABLES COMPARE THE DEMOGRAPHICS AND TRIP PROFILES FOR MARYLAND DAY-TRIPPERS AND OVERNIGHT TRAVELERS.

**Day trip:** any journey for business or pleasure, outside your community and not part of your normal routine that did not include an overnight stay. Day trips involve travel of more than 50 miles from home.

**Overnight trip:** any journey for business or pleasure, outside your community and not part of your normal routine, where you spent one more nights away from home.



## **DEMOGRAPHIC CHARACTERISTICS**

		DAY TRIP vs. OVER	NIGHTS -	- INDIVIDUAL
÷			DAY	OVERNIGHT
visitors while females make up 51 percent of overnight visitors.	MALE	51%	49%	
	percent of overnight visitors.	FEMALE	49%	51%
÷		AGE		
over 49 years of age compared	18 - 34	22%	32%	
	55 percent of overnight travelers.	35 - 49	28%	23%
		50 - 64	34%	27%
		65+	16%	18%

- The family composition of a day and overnight trips are fairly similar. A greater percentage of overnight travelers have a household size of 3 or more.
- Approximately 31 percent of families travel overnight with children under 18.

DAY TRIP vs. OVERNIGHTS – FAMILIES				
HOUSEHOLD SIZE	DAY	OVERNIGHT		
1 MEMBER	18%	8%		
2 MEMBERS	42%	44%		
3 MEMBERS	17%	22%		
4 MEMBERS	13%	17%		
5+	9%	10%		
CHILDREN				
PRESENT	26%	31%		

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism

#### Section 02

OVERNIGHT

70%

19%

11%

# **Situation Analysis**

DAY TRIP vs. OVERNIGHTS – INCOME			
INCOME	DAY	OVERNIGHT	
UNDER \$50K	27%	29%	
\$50K–\$74.9K	18%	16%	
\$75K–\$99.9K	12%	15%	
\$100K-\$149.9K	21%	18%	
\$150K+	21%	22%	

	DAY TRIP vs. OVERNIGHTS	– MARI	TAL STATUS
The majority of day and	MARITAL STATUS	DAY	OVERNIGH
overnight trips are taken by married individuals.	MARRIED/WITH PARTNER	62%	70
	NEVER MARRIED	23%	19
	DIVORCED/WIDOWED	15%	11

Visitors to Maryland are well educated, more than 50 percent of day and overnight visitors have at least a college degree. More than 70 percent of day and overnight visitors have attended some college.

More than 50 percent of day and

overnight visitors have household

incomes of \$75,000 and above.

DAY TRIP vs. OVERNIGHTS – EDUCATION			
EDUCATIONAL ATTAINMENT	DAY	OVERNIGHT	
HIGH SCHOOL OR LESS	22%	32%	
SOME COLLEGE	23%	22%	
COLLEGE GRADUATE	28%	34%	
POST-GRADUATE	21%	22%	

More than 65 percent of day and overnight visitors are employed full-time or selfemployed. More day-trippers are not employed full-time possibly leading to more opportunities to take day trips.

DAY TRIP vs. OVERNIGHTS – EMPLOYMENT TYPE				
EMPLOYMENT	DAY	OVERNIGHT		
FULL TIME/SELF-EMPLOYED	67%	69%		
NOT EMPLOYED/RETIRED	30%	28%		

### **STATE OF ORIGIN**

- $\Phi$ 85 percent of day travelers come from Maryland and bordering states while only 40 percent of overnight travelers come from these same states.
- Overnight travelers are a little more diversified with 19 percent coming from "longer" haul states such as, Florida, North Carolina, Texas, and Ohio

DAY TRIP vs. OVERNIGHTS – STATE OF ORIGIN					
	DAY	0'	VERNIGHT		
MARYLAND	53%	MARYLAND	18%		
PENNSYLVANIA	13%	PENNSYLVANIA	15%		
VIRGINIA	12%	VIRGINIA	9%		
DELAWARE	6%	DELAWARE	8%		
NEW YORK	4%	NEW YORK	7%		
NEW JERSEY	3%	NEW JERSEY	6%		
		TEXAS	5%		
		FLORIDA	4%		
		оню	3%		

This information identifies those markets where Maryland can invest its promotional and advertising efforts to deliver greater economic impact as a result of increased length of stay and greater spending.

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism

#### **DMA OF ORIGIN**

- DMA region is a group of counties that form a geographic area in which the home market television stations hold a dominance of total hours viewed.
  OTD is interested in visitor's DMA of origin for the purpose of targeting marketing and advertising efforts.
- The majority of day and overnight visitors are coming from the Washington, D.C. DMA.
- The Philadelphia and NY/NJ/PA/CT DMAs are feeder markets for overnight trips

DAY TRIP vs. OVERNIGHTS – DMA OF ORIGIN						
DAY						
Washington, D.C.	31%	Washington, D.C.	12%			
Baltimore, MD	30%	Baltimore, MD	10%			
Philadelphia, PA	9%	Philadelphia, PA	10%			
Salisbury, MD	6%	Salisbury, MD	10%			
Harrisburg-Lancaster-Lebanon-York, PA	5%	Harrisburg-Lancaster-Lebanon-York, PA	4%			
New York, NY	5%	New York, NY	4%			

DMA OF ORIGIN – VISITOR VOLUME							
	2015 2015 2016 2016						
	% OF VISITORS TO MD	TOTAL VISITORS (millions)	• • • •	% OF VISITORS TO MD	TOTAL VISITORS (millions)		
Washington, D.C.	23.2%	11.9	Washington, DC	21.6%	11.5		
Baltimore, MD	20.6%	10.6	Baltimore, MD	19.9%	10.6		
New York, NY	12.1%	6.1	Philadelphia, PA	9.7%	5.2		
Pittsburgh, PA	2.5%	1.3	Pittsburgh, PA	2.7%	1.4		
Philadelphia, PA	8.7%	4.5	New York, NY	7.1%	3.8		

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism

Maryland saw increases in visitation from Pennsylvania feeder markets.

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**Situation Analysis** 

	WHEN PEOPLE TRAVEL			
The majority of day trips occur in the spring from April		DAY	OVERNIGHT	
to June while the majority of	JANUARY-MARCH	20%	22%	
overnight trips occur during the summer between July and September	APRIL–JUNE	33%	25%	
	JULY-SEPTEMBER	23%	32%	
	OCTOBER-DECEMBER	24%	21%	

### **TOP 10 ACTIVITIES OF LEISURE TRAVELERS**

- Day and overnight travelers both participate in shopping and dining activities.
- Compared to day travelers, a greater percentage of over- $\Phi$ night travelers engage in active outdoor/nature activities which generally require a greater time commitment.

	ION	ACCOMMODATIONS AND MODE OF TRANSPORTATION						
		FOR ALL MD OVERNIGHT TRAVELERS						
Culinary/	MODE OF	ACCOMMODATIONS MODE OF						
Dining Experience	TRANSPORTATION	Т						
Shopping	76%	PERSONAL	39%	STANDARD HOTEL				
Beach/Waterfront	10%	AUTO		(NOT RESORT)				
Touring/Sightseeing	10%	AIR TRAVEL	10%	SUITE AND RESORT HOTEL				
Nightlife	2%	RENTAL CAR	6%	OTHER PAID				
Historic Sites	2%	ΤΑΧΙ		ACCOMMODATION				
Museum,		•		(B&B, CAMPSITE,				
Art Exhibits, etc.		•		CABIN/LODGE, TIMESHARE)				
Concert, Theater, Dance		•	37%	FRIENDS/				
Parks: National/State, e		•		RELATIVES DWELLING				
Gambling [slots, cards,		e e e	(NOT PAID FOR)					
horroo oto l		-						

DAY OVERNIGHT 11.3% Culinary/ 14.2% **Dining Experience** 10.8% 10.0% Shopping 4.9% Beach/Waterfront 9.0% Nightlife 5.4% 3.4% Touring/Sightseeing 3.0% 5.4% 2.7% **Historic Sites** 5.0% Museum, 2.3% Art Exhibits, etc. 3.7% 2.0% 3.6% **Concert, Theater, Dance** e 1.9% Parks: National/State, etc. 2.7% etc. Festival/Fair 1.7% 2.7% horses, etc.]

**LEISURE ACTIVITIES** 

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism



#### MARKETING AND DEVELOPMENT PLAN

# **Objectives and Strategies by Program**

# **Maryland Tourism Development Board**

THE MISSION OF THE MARYLAND TOURISM DEVELOPMENT BOARD (MTDB) is to provide statewide leadership in policy development, management and competitiveness to ensure that Maryland enjoys greater economic benefits from travel and tourism spending.

### **Objectives**

Provide leadership and routine review of the budget, staff and other resources allocated to OTD for tourism marketing and development purposes.

Ensure future growth and stability of statewide tourism development through the management of the MTDB Strategic Plan and Marketing/Development Plan.

### **Key Strategies for Fiscal 2018**

Continue efforts to ensure long-range funding stability for both the Office of Tourism and the Maryland Tourism Development Board funds.

Develop public/private partnerships to supplement General Funds appropriated to OTD and the MTDB fund.

Develop comprehensive industry-wide communications plan to educate the public and public officials of the value of the tourism industry and its impact on the quality of life for all citizens of the state to encourage funding support at the city, county and state level.

# **Office of Tourism Development**

ADMINISTRATIVE/MANAGEMENT. The goal of the Administrative/Management team is to provide the necessary organizational supervision and direction to ensure that the resources of staff, time and budget are properly deployed to produce measurable results in accordance with the department's mission. All key strategies are developed to help achieve one or more of these four overarching strategic goals: Market Expansion, Transactionable Programs, Maximizing Opportunities, and Leveraging Partnerships (these are identified by icons on each page).

### **Objectives**

Provide administrative services such as Maryland Tourism Development Board support, budget development and monitoring, financial reporting, accounting and procurement.

Manage and monitor the OTD staff, prioritizing and balancing the workload in order to maximize efficiency and effectiveness. Ensure that sufficient staff is deployed to accomplish the mission.

Provide and maintain an internal work environment that is efficient, effective and responsive to the mission.

Establish and maintain relationships with other agencies, tourism industry associations, organizations and institutions to ensure that Maryland's tourism development activities are best-in-class as well as delivering the highest return on investment.

## **Key Strategies for Fiscal 2018**

Maintain membership and active leadership in state, regional and national organizations.

Maintain ongoing collaborative relationships with Destination Marketing Organizations, County Arts Councils, Arts and Entertainment Districts, Main Streets and Maryland Heritage Areas to ensure proper State and local coordination.

Continue leadership in planning and sponsoring the Maryland Tourism & Travel Summit, the only educational program available to all of Maryland's tourism community.

Foster interagency cooperation between local, state and national agencies.

# **Research Unit**

The Research unit provides economic and market research, analysis and evaluation for the Maryland Office of Tourism and the Division of Tourism, Film and the Arts (TFA).

### **Objectives**

Provide ongoing research support to OTD and TFA staff and stakeholders from the public and private sectors and engage in consumer research projects of various purposes (along with partners when relevant) to learn more about visitors and the tourism industry.

Utilize proprietary and publicly-available data to assess the performance of Maryland's tourism economy and relevant industries and benchmark the state against other states and the nation as a whole. Be on the forefront of trends affecting the travel/tourism industry along with research resources, tools and methods.

Collect, analyze and report the performance of tourism tax revenue by county as determined by the Tourism Promotion Act and work with the Maryland Comptroller to review percentage of revenues from those industry tax codes.

In partnership with the Destination Marketing Organizations, commission an annual study of the economic impact of Maryland tourism on jobs, payroll, tax revenues and expenditures. Explore additional opportunities for leveraging dollars to collectively purchase relevant research products.

Collaborate with CRUSA's research team in projects that study overseas visitors of relevant key markets and other trends affecting international travel.

Inventory/review internal data collected and analyzed by all OTD units and outside vendors to avoid duplication of efforts and more efficiently communicate research results to all relevant stakeholders.



## **Key Strategies for Fiscal 2018**

Manage the purchase of syndicated research products and develop a profile of visitors to track the performance of OTD's efforts and develop strategies to better reach target audiences. When relevant, use findings to inform or provide guidance to other partners in their efforts and initiatives.

Increase analysis of digital consumer-generated data gathered through visitmaryland.org and other sites managed by OTD, mobile apps and social media. These findings will benefit team members who are developing content, engaging consumers and demonstrating the value of OTD's digital properties to advertisers and other partners. Track and report OTD's marketing/advertising-generated leads and inquiries and analyze what sources are effectively reaching consumers and sparking interest from consumers.

Identify and quantify the benefits of OTD's grant programs at the local level with emphasis on DMO marketing investments in key feeder markets.

Improve the collection and analysis of data from Welcome Centers and bus/group tours, and through the implementation of new technology features, track the activities of these visitors during their travels including purchases.

# **Advertising and Communications**

ADVERTISING—MEDIA AND PRODUCTION. The goal of the Advertising & Communications unit is to raise the awareness of and interest in Maryland as a travel destination. OTD focuses the State's marketing efforts on those consumers, time periods and markets that reap the highest awareness levels, greatest return on investment, and lowest cost per customer acquisition.

# **Objectives**

Use innovative advertising creative with strong images and call-to-action messages together with effective media placement strategy, to measurably maximize advertising return on investment, customer inquiries, engagement, time spent in state, and spending in the state.

Focus communication efforts on Maryland's most compelling tourism messages, as determined by our most recent consumer research (both quantitative and qualitative).

Increase visitor revenue volume by targeting customers, particularly non-Maryland vacationers, with a heightened focus on overnight stays.



# **Key Strategies for Fiscal 2018**

Showcase Maryland as an exciting, must-see destination, offering lots to do.

Develop a communications platform that can be leveraged and enhanced by the DMOs and the private sector to increase awareness of Maryland as compelling destination.

Work with the newly installed advertising/marketing agency to develop a new signature advertising campaign, to be carried across multiple platforms for the next three years.

Explore opportunities for extending advertising reach with private-sector tourism industry interests through collaboration and coordination of advertising programs and initiatives.

Review media opportunities in light of trend for consumers to increase their travel budgets and travel more. Concentrate on further developing overnight visitation from Ohio and Western Pennsylvania to promote growth in tourism tax revenue.

Expand presence in newest digital marketing platforms to balance media delivery to generational targets and to increase transactionable opportunities.

Focus television advertising flights in target markets (Baltimore, Washington D.C., Harrisburg, Philadelphia, Pittsburgh, New York City, Cleveland, Columbus and Cincinnati) in spring and fall flights to drive awareness.

Continue to maintain a Maryland marketing presence yearround, including annual online search efforts and "Maryland Minute" radio sponsorships in Baltimore and Washington D.C. Explore other media outlets to further expand reach for this year-round strategy.

Promote Maryland's Scenic Byways as an ideal way to experience the variety of Maryland's destinations and authentic cultural heritage. Promote ongoing visitation of the new Harriet Tubman Underground Railroad Visitor Center.

Develop marketing materials, collateral and public relations strategy to support the 'Savor Maryland' initiative. LP, MO

Continue to develop our state Welcome Centers as story-telling destinations.

Continue to work with Capital Region USA on international marketing efforts in its trade markets of the U.K., France and Germany.

Continue to work with BrandUSA on international marketing efforts in Canada and Korea.

Destination Maryland, The Official Guide to Maryland State Travel; American Way Spotlight, a 32-page special section in the official in-flight magazine of American Airlines

# **Advertising and Communications**

PUBLIC RELATIONS AND SOCIAL MEDIA OUTREACH. The Public Relations and Social Media Outreach team works to secure third-party editorial coverage and online conversations about Maryland as a travel destination. They collect, create, and curate compelling editorial content for communications outlets, including VisitMaryland. org and other related sites and develop social media conversations for journalists and the public. The third-party endorsement of Maryland as a travel destination is a compelling motivator for consumers planning their leisure and business activities.

#### **Objectives**

Build and maintain awareness and packaging of Maryland as a premier vacation destination, targeting domestic and international media and influencers.

Secure media placements promoting Maryland tourism and our specific initiatives that have a value of at least **\$17 million**, as measured by our Maryland Media Measurement (M3) standards.

Influence visits to the state by interacting and connecting potential travelers and Maryland fans online via social platforms such as Facebook, Instagram, Twitter and YouTube.

Continue to promote the significant impact the tourism industry has on the economic health of Maryland and position the division's leadership as subject matter experts to the media.

### **Key Strategies for Fiscal 2018**

Strategically coordinate all outgoing tourism messaging between platforms (advertising, electronic communications, social media, sales) and our featured consumer content and initiatives.

Support specific new state Tourism initiatives (i.e., Frederick Douglass bicentennial, Appalachian program, Fleet Week 2018, Savor Maryland initiative) with media engagement and social media strategies.

Promote Maryland travel products through media missions, trade shows, media familiarization tours, educational seminars and consumer promotions.

Target Maryland's core feeder markets through social media engagement, familiarization tours, and press outreach and missions to Pittsburgh, Philadelphia, New York City, Cleveland, Columbus and Cincinnati. Target Canadian media outlets, with a focus on Toronto, to coordinate press outreach with enhanced travel trade sales efforts.

Continue to work with Capital Region USA to focus on promoting Maryland's Scenic Byways, culinary, and outdoor recreational offerings.

Increase video content for deployment on OTD-owned assets to amplify Maryland's content to customers.

Continue hosting the Blogger Bash to introduce vetted lifestyle bloggers to the DMOs and to Maryland products.

Continue to implement social media training for DMOs and the private sector to further amplify OTD's messaging.



From left: A segment on CBS Evening News on the Harriet Tubman Underground Railroad Visitor Center; a segment on Fox 45 News on Maryland Wine Month.

**Objectives and Strategies by Program** 

# **Advertising and Communications**

**CONTENT AND MULTIMEDIA VISITOR COLLATERAL**. High-quality and informative print and digital publications are designed to inspire consumers to choose Maryland as a travel destination, encourage longer stays and motivate repeat visits. This "owned" media channel allows OTD to communicate in more detail than paid media (advertising) or earned media (press outreach). Additional vehicles target the tourism industry, communicating OTD's messaging, results and marketing programs.

### **Objectives**

Produce high-quality print, online and video products that support customer experiences, our marketing initiatives, and highlight Maryland as a must-see destination that is exciting and offers lots to do and influence customers to visit the state.

Develop content funnels to support marketing initiatives for use throughout OTD's communications channels.

Develop strategic advertising sales opportunities and transactionable programs for OTD products to offset production costs.

Inform the travel industry and OTD partners of our office's activities, initiatives and promotional/marketing opportunities through regular communication.

# **Key Strategies for Fiscal 2018**

Work with publishing partner to develop engaging content for *Destination Maryland*, the state's primary printed travel resource. Re-evaluate content, presentation, and listings in the guide to make it more informative and useful.

Grow visual assets through commissioned shoots as well as reaching out to DMOs and other tourism partners for sharable visual assets. Continue to catalog images/videos and supplement the accompanying credit, rights and usage data in the Digital Asset Management system (WebDAM).

Produce and launch four to five new Byways videos to showcase the routes as a viable way to explore Maryland.

Continue to refine quarterly web content strategy to most effectively deploy and feature assets.

Work with research unit and product development unit to determine best analytical method to gauge consumer's interaction with content and how they best consume information on Maryland travel products to guide development of consumer publications and outreach.

Conduct research to determine how consumers want to receive travel information and through which channels/ outlets.

Deploy our newest video assets to strategically integrate with ongoing messaging and social media outreach.

Re-evaluate and update Civil War suite of products for maximum impact.

Continue to work with Interactive Services to deploy easy-touse and downloadable alternatives to printed publications.

PUBLICATION	AUDIENCE	DISTRIBUTED	QUANTITY
This Month in Maryland e-newsletter	Consumer	Monthly	140,000+
Insights e-newsletter	Industry/Gov't	Bi-weekly	9,500
Product Development collateral	Consumer	As needed	As needed
Profile sheets	Trade and Media	As needed	As needed
Destination Maryland	Consumer	January 2018	250,000

# **Advertising and Communications**

**DATABASE SERVICES.** It is imperative to maintain the Visit Maryland database of assets for the OTD website, and to refresh and enhance the content on an ongoing basis. The database must be easily integrated for use across office platforms—Call Center, Fulfillment Center, Welcome Centers, kiosks, mobile applications and publications.

### **Objectives**

Provide the most persuasive and comprehensive information on Maryland tourism products and events. Ensure that information is readily available to prospective customers at every travel planning opportunity – pre-trip and during trip.

### **Key Strategies for Fiscal 2018**

Continue to maintain and further enhance database content to accurately reflect Maryland's tourism assets.

Develop and coordinate robust content that is aligned with OTD priorities and/or programs such as culinary, outdoor recreation and Chesapeake-themed products.

Refine the data hygiene of Maryland data as it drives the web site and publications. The data is also deployed through

various feeds to OTD partners. Develop workflows and procedures for easy assimilation of all data from multiple sources including industry partners, event organizers and county tourism offices.

Manage and maintain a fully integrated technology program and infrastructure for Call Center, Fulfillment Center, Welcome Centers, kiosks, mobile applications and publications.

# **Interactive Services Unit**

The goal of Interactive Services is to keep pace with emerging technologies and our customers' preferences by providing engaging content that targets and captivates travelers and showcases Maryland as an exciting, must-see destination.

## **Objectives**

Leverage technology to monitor and gain a deeper understanding of what our consumers are searching, jump on trends, respond to media activity and coordinate with content creators on the development of storytelling and unique, niche content.

Support and empower our tourism industry partners by providing access to news, education and resources.

## **Key Strategies for Fiscal 2018**

Develop a program to increase transactions and generate revenue by offering enhanced listings on VisitMaryland. Tourism partners will have the opportunity to make their business listing more prominent on the website by adding more compelling descriptions, photos and book-it links.

Expand VisitMaryland reach by taking advantage of strategic alliances and partnerships with Brand USA, Capital Region USA and Trip Advisor and enhance Maryland Tourism's presence on those sites. Work with our sister agency, the Maryland State Arts Council (MSAC) to help promote the 50th anniversary of MSAC and in doing so — highlight the arts and music scene in Maryland.

Assist all County Destination Marketing Organizations (DMOs) in their individual marketing efforts by sharing OTD-created high quality photo and video assets; and work with them to enhance their destinations' content on VisitMaryland.

Work with the database services team to allow industry partners to update their database listings similar to the way they are able to manage their event listings online.

**Objectives and Strategies by Program** 

# **Tourism Development**

#### CUSTOMER CONTACT PROGRAM - WELCOME CENTERS, CALL CENTER AND

**FULFILLMENT SERVICES.** Maryland's eight Welcome Centers are vital gateways for travel information and customer service. Simultaneously, they offer the tourism industry an unparalleled opportunity to reach visitors through free statewide brochure distribution and seasonal/regional promotions.

OTD responds to consumers and organizations requesting Maryland travel information through Welcome Centers, the Call Center, reader response cards, bulk order forms and OTD's websites via its Fulfillment Services operations located at the Mason Dixon Welcome Center.



### **Objectives**

Manage the Customer Contact Program to ensure efficient and effective operation of Welcome Centers, the Call Center and Fulfillment Services.

Utilize the Welcome Centers as "out-of-home" media outlets—promoting initiatives and the private sector on a continual basis.

Manage and administer Grant Programs to leverage DMO marketing investments in key feeder markets.

### **Key Strategies for Fiscal 2018**

Provide operational oversight for Welcome Centers, the Call Center and Fulfillment Services. Responsibilities include budgetary administration, contractual administration, facility evaluations, hiring/supervising staff, training activities, industry outreach, data collection/reporting, etc. Enhance the Welcome Center experience through new exhibits, window displays and programming that promote statewide, regional and seasonal tourism experiences that align with OTD's content calendar.

Coordinate with the State Highway Administration on operations and maintenance through regular communication channels and attending quarterly Rest Area Meetings.

Support the Travel Trade Sales program by attending trade shows and conducting industry outreach.

Conduct outreach activities that best support industry education, engagement in OTD programs and/or promote the the state as a must-see visitor destination.



# **Tourism Development**

**PRODUCT DEVELOPMENT.** The Tourism Development Unit coordinates programs that assist with the development of tourism assets and products that elevate the state's competitive advantage in the domestic and international marketplace. Through direct

### **Objectives**

Ensure that existing initiatives are enhanced through stakeholder engagement and product development (placebased, print, web and digital) and are effectively integrated into OTD marketing platforms. Initiatives include, but are not limited to, Maryland Civil War Trails, Maryland Scenic Byways and the Maryland Underground Railroad Initiative.

Provide tourism development technical assistance to agencies, organizations and stakeholders as required or requested to ensure visitor-ready and marketable destinations, products and experiences. Initiatives include Appalachian Maryland, Fish & Hunt Maryland, Savor Maryland and outdoor recreation.

### **Key Strategies for Fiscal 2018**

Manage the Maryland Civil War Trails Initiative, including updating digital and print products, executing an annual maintenance contract, and coordinating a promotion associated with the 15th Anniversary of the program. Maintain a seat on the multi-state Civil War Trails Advisory Committee.

Manage the Maryland Underground Railroad (UR) Initiative which includes: Participating in the Harriet Tubman UR State/National Historical Park exhibit development team; Completing the HTUR Byway map-guide and audio-guide project, including closeout of the Maryland Heritage Areas Authority grant; Initiate the "20 more by 2020 in time for the 20" outreach program to recruit new Network to Freedom members; Coordinating with the National Park Service and

engagement, the team ensures the efficient and effective production of distinctive and marketable visitor experiences that will showcase the state as a must-see destination and that positively impact the growth of tourism sales tax revenues.

representatives from Maryland, Delaware and Pennsylvania on a multi-state HTURR byway.

Coordinate with the State Highway Administration and other stakeholders on the development and marketing of Maryland's 18 Scenic Byways, including the maintenance of print and digital products. Work with Capital Region USA and Brand USA to continue international marketing efforts of "fly-drive" products and experiences.

Provide product development support as needed and required by emerging initiatives such as Appalachian Maryland and Frederick Douglass.

Continue to seek out and secure funding for key projects from alternative funding sources.

**INDUSTRY AND INTER-AGENCY ENGAGEMENT.** The Tourism Development Unit takes the lead in working directly with the industry to build the economic output of destinations and businesses. Through outreach activities and inter-agency coordination,

the team assists stakeholders who are working to develop competitive assets and destinations that will increase the number of visitors to the state and positively impact the growth of tourism sales tax revenues.

### **Objectives**

Provide tourism development technical assistance to agencies and stakeholders as required or requested to ensure optimal visitor-ready tourism products.

Provide relevant tourism education and training to private-sector stakeholders statewide to increase industry engagement in OTD programs and with OTD staff.

# **Key Strategies for Fiscal 2018**

Provide support for Maryland Fleet Week and Baltimore Air Show being held in October 2018.

Implement a communication strategy to engage/inform agency, organization and industry stakeholders associated with Appalachian Maryland, Savor Maryland, Maryland Bayways, etc. Activities include database development, evaluation of assets, digital content development and marketing promotions such as "Febrewary," Oyster Trail, Frederick Douglass, etc. Manage the Outdoor Recreation Initiative, which includes but is not limited to, advancing Fish & Hunt Maryland, evaluating cycling products and experiences, supporting the development of unique trail assets, and advancing motorized and non-motorized boating experiences.

Increase the awareness of OTD marketing opportunities and provide destination marketing expertise through the delivery of high-quality education and training presentations. Presentations will be delivered in the format that best suits stakeholder audiences which include trade associations, businesses, DMO members/constituents, towns, municipalities, agencies, etc.

#### **Objectives and Strategies by Program**

MARKETING PARTNERSHIPS. The Tourism Development Unit is responsible for the management and administration of programs that leverage state investment with other public and private sector marketing investments. In FY 2018, under the direction of the Maryland Tourism Development Board (MTDB) and as authorized by the Tourism Promotion Act of 2008, OTD will grant \$2.5M in funds directly to the County-recognized Destination Marketing Organization (DMO) for each Maryland County, Ocean City and

the City of Baltimore. Grant funds are intended to leverage DMO marketing investments in key feeder markets and are not intended to replace local DMO investment. Additional strategic marketing partnerships may be developed at the discretion of the MTDB and are subject to available funds.

#### **Objectives**

Ensure the DMO grant program aligns with evolving marketing priorities and funds are utilized to increase visitation by showcasing the state as an exciting, must-see destination.

Administer the DMO grant program to meet internal deadlines and deliverables.

Manage the Private Sector Consumer Advertising Partnership Program (PSCAPP) in accordance with its guidelines and ensure that funds are utilized to increase visitation by showcasing the state as an exciting, must-see destination.

#### **Key Strategies for Fiscal 2018**

Continue to administer the County Cooperative Grant Program, which includes, but is not limited to: preparing programmatic reports; participating in the Maryland Destination Marketing Organizations' Grant Review Committee meetings; reconciling reimbursement requests; administering grant documents, and providing technical assistance to grantees, measuring program effectiveness, etc.

Administer the PSCAPP, which includes, but is not limited to: preparing programmatic reports; meetings; reconciling reimbursement requests; administering grant documents, and providing technical assistance to grantees, measuring program effectiveness, etc.

Support the MTDB and the Secretary of the Department in developing new guidelines and cooperative programs in response to performance metrics of the Tourism Promotion Act.



# **Travel Trade Sales**

Travel Trade Sales promotes the increased salability and purchase of Maryland's travel products to a variety of travel trade markets in North America and select international markets.

### **Objectives**

Promote increased development and use of Maryland's travel products to tour operators, student travel planners, group leaders, and meeting & incentive planners through trade association partnerships, marketplace participation and sales missions

## **Key Strategies for Fiscal 2018**

Leverage media buys in new markets with public relations efforts and client meetings.

Maintain a strong Capital Region USA international marketing partnership with Destination DC and Virginia Tourism; expand on new relationship with Korean operators.

Coordinate Maryland Fish & Hunt promotion with private sector selling consumptive sporting product at the Great American Outdoor Show in Harrisburg.

Organize participation in trade shows and marketplaces that support the selling of Maryland travel products to tour operators and receptive tour operator clients.

Coordinate with Information Technology to increase group focused web presence. This includes itineraries and tour packages, which supports sales to the packaged travel industry. Continue general updates and inputting records to keep Yoda database current.

Coordinate the development of regional tour products and participate in promotional opportunities, which will result in Maryland being highlighted as a preferred tour destination.

Coordinate efforts for marketing, sales and communications presence in Canada.

Maintain industry involvement to produce more business for Maryland venues and facilities by meeting, convention, conference and other group event planners. Continue participation in a Capital Region USA through participation in targeted U.S.-based international travel marketplaces, familiarization tours and other promotional activities.

Support efforts of the Student Youth & Travel Association coming to Baltimore in 2018. Assist with familiarization tours, sightseeing and other opportunities to showcase Maryland.



**Objectives and Strategies by Program** 

# **Strategic Partnerships**

The Maryland Office of Tourism Development's Strategic Partnerships office focuses on working with corporations, organizations, associations and other state agencies to identify public/private ventures that are mutually beneficial by attracting more visitors, guests and patrons to the State of Maryland.

## **Objectives**

Present to corporations, opportunities currently existing within the State of Maryland's Office of Tourism that will meet the specific retention and growth needs of Maryland's hospitality, sports, entertainment, food and beverage industries.

Work jointly with Maryland's private sector and other State Agencies to create innovative programs that will attract more visitors to the state and add incremental revenue for both the Office of Tourism and its partners.

Re-engineer and reinvigorate Maryland's eight state-operated Welcome Centers with modern technology, events and programs that will turn them into destination locations. Secure sponsorship contracts with corporations that will defray the \$1 million annual Welcome Center operating budget, with the goal of covering all operating expenses by 2020.

# **Key Strategies for Fiscal 2018**

Produce immersive technology (geo-fencing, beacon, virtual and augmented reality) that will increase Welcome Center visitors beyond the current 4 million annually, and allow visitors to receive discounts, book reservations and purchase tickets on-site.

Develop a computer game application by using heritage area marker GPS coordinates to create an application that will invite and incent visitors to expand their journey through the State of Maryland.

Secure contracts with companies such as TripAdvisor, Geico, Marriott, etc., allowing them to have visibility and naming rights at Maryland's Welcome Centers.

Combine new Welcome Center technology in the Gateway to Appalachia initiative by also incorporating

live entertainment, local arts and events to the grounds of Western Maryland's Welcome Centers.

Create tourism-specific partnerships with the Maryland Office of Tourism's sister agencies, including Maryland Public Television, Maryland Office of Transportation, Maryland Department of Agriculture, Maryland Sports Authority, Maryland Horse Association, Maryland Lottery, Baltimore/Washington International Airport, Cruise Maryland and the Maryland Department of Planning, as well as Capital Region USA (MD, DC, VA), to include them in future public/private ventures.

Work with Maryland Public Television to find corporate partners and develop content for a tourism-specific television series.

Work with the Maryland Department of Agriculture to create a joint venture that will educate farmers in their agri-tourism efforts throughout the state.





2018 Tourism Marketing and Development Plan 25



# Events Calendar

2017	
DATES	ACTIVITY
11-14	Destination Marketing Association International(DMAI)
6-9	International Motorcoach Group Strategic Alliance (IMG) Meeting
17-20	Maryland Association of Counties (MACO)
25-29	Student Youth & Travel Association (SYTA) Marketplace
27	SYTA - DC/MD Tour Operator Dinner
26-29	Educational Seminar for Tourism Organizations (ESTO)
TBD	Mini-Maryland on the Road
TBD	Civil War Trails 15th Anniversary
12-14	Mid-Atlantic Tourism PR Alliance (MATPRA) Media Marketplace
16-20	VA/NC/SC Motorcoach Association
24-26	DMAI Visitor Services Summit
TBD	Maryland Underground Railroad Workshop
5-15	U.S. Sailboat and Powerboat Shows
11-12	Greater New Jersey Motorcoach Association Marketplace
18-21	Southeastern Outdoor Press Association (SEOPA) Annual Conf.
23-25	Marketing Outlook Forum
28-31	Spotlight on the Mid-Atlantic
TBD	Salute to Veterans
5-8	Ontario Motorcoach Association Marketplace (OMCA)
5	OMCA Buyers Reception
8-10	Maryland Tourism & Travel Summit (MTTS)
TBD	Maryland Underground Railroad Workshop
TBD	Network to Freedom Workshop
14-18	National Tour Association Travel Exchange (NTA)

Section 04 

**Events Calendar** 

2018						
LOCATION	CONTACT		DATES	ACTIVITY	LOCATION	CONTACT
Montreal, Canada	Cynthia Miller	JAN	1-31	Maryland Restaurant Month	Statewide	Heather Ersts
Wontreal, Canada		<b>-</b>	27-30	American Bus Association Marketplace (ABA)	Charlotte, NC	Rich Gilbert
Nashville, TN	Rich Gilbert		TBD	Legislative Tourism Day	Annapolis, MD	Chanda Miller
			1-28	FeBREWary: Maryland Craft Beer Lovers Month	Statewide	Heather Ersts
Ocean City, MD	Rich Gilbert	8	3-11	Great American Outdoor Show	Harrisburg, PA	Rich Gilbert
Albuquerque, NM	Rich Gilbert	Ш	14	Frederick Douglass Bicentennial Commemoration	Easton, MD	Anne Kyle
Albuquerque, NM	Rich Gilbert		17	Outdoor Writers Association of America (OWAA)	Fort Wayne, IN	Connie Yingling
Minneapolis, MN	Liz Fitzsimmons			Annual Conference		
TBD	Rich Gilbert		1-31	Maryland Wine Month	Statewide	Heather Ersts
TBD	Anne Kyle		17	Public Relations Society of America,	New Orleans, LA	Leslie Troy
Winchester, VA	Leslie Troy	MAR		Tour & Travel Section Conference		
		Σ	21-22	Destination Capitol Hill	Washington, DC	Chanda Miller
Roanoke, VA	Rich Gilbert		26-27	Pennsylvania Bus Association (PBA) Marketplace	York, PA	Rich Gilbert
Columbus, Ohio	Marci Ross		27-28	Maryland Motorcoach Association Marketplace	York, PA	Rich Gilbert
TBD	Anne Kyle		TBD	Southeast Travel Counselors Alliance	TBD	Casey Keyfauver
Annapolis, MD	Heather Ersts	2	TBD	Maryland Underground Railroad Workshop	TBD	Anne Kyle
Atlantic City, NJ	Rich Gilbert	AP	TBD	Mason-Dixon Outdoor Writers Association (M-DOWA)	TBD	Connie Yingling
Kentucky Dam, KY	Connie Yingling			Annual Conference	Deserve MO	Connio Vingling
Baltimore, MD	Diana Chen	••••	24-27	North American Travel Journalists Annual Conference	Branson, MO	Connie Yingling
Baltimore, MD	Rich Gilbert	¥	3-6	Pennsylvania Outdoor Writers Association (POWA) Annual Meeting	TBD, PA	Connie Yingling
Welcome Centers	Cynthia Miller	MAY	19-23	International Pow Wow(IPW) Marketplace	Denver, CO	Rich Gilbert
Toronto, ON	Rich Gilbert	• • • • •	TBD	Pennsylvania Bus Association Sales Retreat	TBD	Rich Gilbert
Toronto, ON	Rich Gilbert	JUN		,		
College Park, MD	Chanda Miller	5				
TBD	Anne Kyle					
Eastern Shore	Anne Kyle					
San Antonio, TX	Rich Gilbert					97



# **Board & Staff Roster**

#### **MARYLAND OFFICE OF TOURISM**

#### **Executive Committee**

**Mr. Rick Howarth** Chair Park President Six Flags America

**Ms. Erin McNaboe** Vice Chair–Attractions President Rams Head Group

**Ms. Judy Bixler** Vice Chair-Transportation Owner/Captain Oxford Bellevue Ferry

**Mr. David Meloy** Vice Chair-Lodging President, Merit Hotel Group

#### **Members At Large**

Ms. Donna Abbott Tourism and Marketing Director Town of Ocean City

Mr. Adolph W. Ebersberger, Jr. Insurance and Financial Specialist, Retired

**Mr. Michael James** President Hospitality Partners

Mr. Casey Jenkins Owner Birdland Bar & Grill

Mr. Alan Friedman Attorney at Law

**Mr. G. Hale Harrison** Vice President of Operations & Real Estate Harrison Group Resort Hotels **Ms. Candace Breland Osunsade** SVP, Chief Administrative Officer National Aquarium

Ms. Heather Renz Director of Marketing Big Steaks Management

Mr. Vira Safai Managing Partner Comfort Inn Shady Grove

**Ms. Cara Joyce** Owner Urban Pirates

Mr. J. Matthew Neitzey Executive Director Prince George's County CVB

Mr. Daniel Spedden President, Hagerstown-Washington County CVB

Ms. Ruth Umbel Teacher–Retired

**Ms. Alexandra Lyn von Paris** Founder and CEO Route One Apparel

#### **Legislative Members**

**The Honorable John C. Astle** Senator, Maryland District 30 Anne Arundel County

The Honorable Pamela G. Beidle Delegate, District 32 Anne Arundel County

**The Honorable Wendell R. Beitzel** Delegate, District 1A Garrett and Allegany Counties

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Section 05

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#### Section 05



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### **DESTINATION MARKETING ORGANIZATIONS (CONT.)**

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Office of Tourism 425 Piney Narrows Road Chester, MD 21619 410-604-2100 www.visitgueenannes.com

#### ST. MARY'S COUNTY Andrew Ponti

Tourism Coordinator

St. Mary's County Department of Economic and Community Development P.O. Box 653; 23115 Leonard Hall Dr. Leonardtown, MD 20650 301-475-4200 x1403 www.VisitStMarysMd.com

#### SOMERSET COUNTY Julie M. Widdowson Tourism Director

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#### TALBOT COUNTY Cassandra M. Vanhooser, Director

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#### WASHINGTON COUNTY

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# Office of Tourism

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