



Office of Tourism



FISCAL YEAR 2019 TOURISM MARKETING AND DEVELOPMENT PLAN

MARYLAND TOURISM DEVELOPMENT BOARD AND THE OFFICE OF TOURISM DEVELOPMENT



National Harbor



Office of Tourism

FISCAL YEAR 2019 TOURISM MARKETING AND DEVELOPMENT PLAN

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Cover: Annapolis



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Chairman's
Message

Choptank River Lighthouse

Section 01

Chairman's Message

MARKETING AND DEVELOPMENT PLAN

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 146,000 Marylanders from Oakland to Ocean City, and is 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 2016, visitors to Maryland spent \$17.3 billion on travel, an increase of more than 4 percent from the previous year. That visitor spending is an important revenue generator for both state and local governments, generating \$2.35 billion in taxes in 2016.

As president of the largest theme park in Maryland, I know the importance of the visitor-driven economy, as do my 2,500 employees. In 2016, employees in tourism-related jobs around the state earned \$5.7 billion in wages—an overall wage increase of 5.2 percent since 2015.

On behalf of the Maryland Tourism Development Board, I would like to thank Governor Hogan for his continuing support of the tourism industry in Maryland. We appreciate his strong support and thank him for increasing funding for the Maryland Tourism Development Board by \$1 million to a total of \$9.1 million for Fiscal Year 2019. With the governor's leadership, the Maryland Department of Commerce and the Office of Tourism have taken this opportunity to highlight tourism's role in creating a range of economic benefits for the citizens of Maryland through customer spending as well as the amenities tourism 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 master plan 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 Savor Maryland initiative, Maryland Fleet Week & Air Show Baltimore 2018, and hosting the Student & Youth Travel Association's annual national convention in Baltimore.

These initiatives, 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 the board's continuing work with the Office of Tourism and pleased to present the Fiscal Year 2019 Tourism Marketing and Development Plan. The objectives and strategies in this plan are designed to enhance tourism's positive impact in Maryland.

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

Sincerely,

Rick Howarth

Chair, Maryland Tourism Development Board
President, Six Flags America





02 Destination Situation Analysis

Downtown Annapolis

MARKETING AND DEVELOPMENT PLAN

DESTINATION SITUATIONAL ANALYSIS

Maryland welcomed 41.5 million domestic travelers in 2017, according to a national survey of U.S travelers conducted by D.K. Shifflet and Associates, a leading tourism industry research firm. Nearly 84 percent, or slightly more than 34.7 million, were leisure travelers and the remaining 16.4 percent, or nearly 6.8 million were business travelers. The bulk of Maryland’s decline in visitor volume is attributed to a loss of travel from the business segment, which at the national level saw a modest increase of 1.8 percent.

Visitor Volume Estimates (Person-Trips in Millions)

	MARYLAND			US		
	2015	2016	2017	2015	2016	2017
TOTAL	40.47	42.10	41.52	2,637.08	2,706.93	2,814.00
BUSINESS	7.56	7.49	6.79	537.26	542.77	552.34
LEISURE	32.92	34.61	34.73	2,099.82	2,164.17	2,261.66
DAY	20.98	21.98	22.12	1,408.73	1,452.07	1,518.61
OVERNIGHT	19.49	20.12	19.40	1,228.36	1,254.87	1,295.39

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

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.

MARYLAND DESTINATION REGIONS

		SHARE OF MARYLAND VISITATION IN 2017
CENTRAL	ANNE ARUNDEL, BALTIMORE CITY, BALTIMORE, CARROLL, HARFORD, HOWARD counties	53.6%
EASTERN SHORE	CAROLINE, CECIL, DORCHESTER, KENT, QUEEN ANNE’S, SOMERSET, TALBOT, WICOMICO, WORCESTER counties	18.2%
CAPITAL	FREDERICK, MONTGOMERY, PRINCE GEORGE’S counties	18.5%
WESTERN	ALLEGANY, GARRETT, WASHINGTON counties	6.6%
SOUTHERN	CALVERT, CHARLES, ST. MARY’S counties	3.1%

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

TRENDS AND COMPARISONS

National domestic travel volume increased in 2017, with total domestic U.S. visitor volume (measured in person-trips) growing 4 percent from 2016. Leisure travel represented more than 80 percent of all person-trips, with day trips representing 54 percent, and overnight, 46 percent of visitor volume.

In 2017, the breakdown of visitors to Maryland by day and overnight travel segments was similar to that of the U.S. (53 percent day and 47 percent overnight); nevertheless, the share of the state’s leisure travel segment was slightly larger than the national share (84 vs 80 percent). While Pennsylvania saw an increase in its leisure travel segment, its day travel segment declined slightly. Growth in the leisure segment for both Virginia and Maryland was relatively flat, with a small 0.4 percent increase.

PERCENT CHANGE IN PERSON-TRIP VISITOR VOLUME 2016-2017							
TRAVEL SEGMENT	US	MD	D.C.	DE	PA	VA	WV
TOTAL	4.0%	-1.4%	15.9%	2.4%	1.6%	1.8%	12.4%
BUSINESS	1.8%	-9.4%	5.6%	2.9%	2.8%	6.2%	14.8%
LEISURE	4.5%	0.4%	21.1%	2.2%	1.4%	0.4%	11.9%
DAY	4.6%	0.6%	28.5%	-	-0.1%	4.0%	16.0%
OVERNIGHT	3.2%	-3.6%	8.5%	3.5%	4.0%	-0.3%	6.4%

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

Maryland saw a slight increase in overnight visitors.

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		32%	10%
ESTIMATED PERSON-STAYS (Millions)	54.6	17.5	5.5
AVERAGE TRAVEL PARTY SIZE	1.8	1.7	2.5
AVERAGE LENGTH OF STAY	1.5	1.3	2.3
AVERAGE SPENDING PER PERSON PER DAY	\$112.14	\$127.07	\$135.13
SPENDING IN MD PER TRAVEL PARTY	\$302.78	\$280.82	\$777.00
TOP 3 DMAS OF ORIGIN			
Washington, D.C.	20%	Washington, D.C.	Baltimore, MD
Baltimore, MD	20%	Baltimore, MD	Washington, D.C.
Philadelphia, PA	12%	Philadelphia, PA	Philadelphia, PA

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

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
- ❖ **Occupancy Percent** – reflects the percentage of rooms occupied

MARYLAND LODGING MONITOR *(CHART ON NEXT PAGE)*

The Maryland Office of Tourism’s bi-annual report on Maryland lodging. Data supplied by STR, Inc., for January to December 2017

The State-wide lodging room demand and room supply remained flat in 2017 compared to the same twelve-month period in 2016. Maryland’s room revenue and room rates grew moderately by 1.8 percent and 1.5 percent, respectively. The 2017 growth in Maryland’s core lodging metrics were below the growth levels for both the region and the nation.

The average room rate for Maryland was \$121.24, lower than both the nation’s and the region’s rate. Occupancy rates, which reflect changes in supply and demand for rooms, averaged 65.4 percent, only slightly lower than the national occupancy rate of 65.9 percent. The occupancy percent change year over year for both the region and the nation was also flat.



Inn at Perry Cabin, St. Michaels



Hyatt Regency Resort, Cambridge

CALENDAR YEAR 2017 ANALYSIS

Segment	Room Demand % Change	Room Supply % Change	Room Revenue % Change	Average Room Rate (\$)	Room Rate % Change	Occupancy Rate	Occupancy % Change	Rooms Sampled
United States	2.7	1.8	4.9	126.72	2.1	65.9	0.9	3,842,606
D.C.-MD-VA-DE Region	1.5	1.3	4.3	129.49	2.8	66.6	0.2	313,472
Maryland	0.2	0.9	1.8	121.24	1.5	65.4	-0.7	66,768
MD Counties								
Allegany	-2.4	2.8	-1.6	92.3	0.9	57.5	-5.0	1,065
Anne Arundel	-0.6	0.0	0.7	106.3	1.3	71.7	-0.7	9,577
Baltimore	-1.3	1.6	-1.8	96.3	-0.5	63.9	-2.8	5,863
Baltimore City	1.3	1.8	0.1	159.8	-1.2	66.7	-0.5	8,671
Calvert	8.5	0.0	10.5	98.9	1.8	65.4	8.5	772
Cecil	-3.7	-0.1	-4.2	83.8	-0.6	59.4	-3.6	869
Charles	-10.4	-5.3	-6.0	97.5	4.8	66.9	-5.3	975
Dorchester	-4.8	0.0	-3.6	165.4	1.3	51.7	-4.8	600
Frederick	1.9	0.0	4.6	90.1	2.7	66.1	1.9	2,490
Harford	-2.0	0.2	-1.4	91.7	0.7	62.4	-2.3	2,531
Howard	2.1	0.0	2.9	96.1	0.8	67.5	2.1	3,317
Montgomery	0.5	-0.5	2.2	131.3	1.7	68.5	1.0	9,461
Prince George`s	1.1	3.6	4.1	132.5	2.9	67.6	-2.4	10,518
Queen Anne`s	2.0	0.3	0.4	135.9	-1.6	53.6	1.8	371
St Mary`s	1.3	0.0	8.9	89.0	7.5	69.6	1.3	999
Talbot	4.2	-0.1	6.0	162.7	1.7	52.3	4.2	674
Washington	0.7	2.3	6.1	80.5	5.4	60.1	-1.6	1,842
Wicomico	-0.7	0.0	1.4	97.3	2.1	57.6	-0.7	1,235
Worcester	1.4	0.4	3.3	157.8	1.8	60.0	1.0	3,455
MD Regions								
Western Region	-0.9	2.0	2.4	85.1	3.3	58.2	-2.9	3,073
Capital Region	0.9	1.5	3.3	127.5	2.4	67.8	-0.5	22,469
Central Region	-0.1	0.9	0.2	115.7	0.3	67.3	-1.0	31,030
Southern Region	-2.1	-2.1	2.8	94.6	5.0	67.6	0.1	2,746
Upper Eastern Shore	-0.9	0.0	0.4	130.0	1.3	54.4	-0.9	2,708
Lower Eastern Shore	1.1	0.4	3.2	146.9	2.0	59.5	0.8	4,742

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.

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 2017, tourism in the United States generated more than \$1,036 billion in visitor spending, 3.5 percent more than in 2016. In the race for consumer travel dollars, it is estimated that states invested more than \$967 million in travel marketing offices in Fiscal Year 2016-17. For Fiscal Year 2016-17, the U.S. Travel Association reported that Maryland’s tourism budget was \$12.3 million. In comparison, states that compete most heavily with Maryland, such as Virginia, had a budget of more than 18.2 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 which destinations are in the consideration set. Maryland’s media buys are targeted at 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 or more nights away from home.



Strathmore Hall, Bethesda; Photo by Jim Morris

DEMOGRAPHIC CHARACTERISTICS

❖ Females make up the largest percent of both day and overnight visitors.

❖ Visitors ages 50–64 make up the largest percent of both day and overnight travelers, with 32 percent and 31 percent, respectively. Visitors ages 18–49 make up 48 percent of travelers compared to 52 percent, with ages 50 and over.

DAY TRIP vs. OVERNIGHTS – INDIVIDUAL			
		DAY	OVERNIGHT
MALE		41%	45%
FEMALE		59%	55%
AGE			
18 - 34		23%	24%
35 - 49		25%	23%
50 - 64		32%	31%
65+		20%	22%

❖ A greater percentage of day trips are taken by households with 3 or more members and most overnight trips are taken by couples.

❖ Approximately 29 percent of households traveling to Maryland have children present.

DAY TRIP vs. OVERNIGHTS – FAMILIES			
HOUSEHOLD SIZE	DAY	OVERNIGHT	
1 MEMBER	13%	12%	
2 MEMBERS	41%	46%	
3 MEMBERS	20%	17%	
4 MEMBERS	19%	16%	
5+	7%	10%	
CHILDREN PRESENT	31%	28%	

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

Situational Analysis

Visitors to Maryland are affluent, with 28 percent of visitors having a household income of 150 thousand or more. Households with an annual income greater than 75 thousand make up 64 percent of visitors.

DAY TRIP vs. OVERNIGHTS – INCOME			
INCOME	DAY	OVERNIGHT	
UNDER \$50K	21%	23%	
\$50K–\$74.9K	11%	16%	
\$75K–\$99.9K	19%	17%	
\$100K–\$149.9K	18%	19%	
\$150K+	30%	25%	

The majority of day and overnight trips are taken by married individuals.

DAY TRIP vs. OVERNIGHTS – MARITAL STATUS			
MARITAL STATUS	DAY	OVERNIGHT	
MARRIED/WITH PARTNER	67%	73%	
NEVER MARRIED	20%	18%	
DIVORCED/WIDOWED	12%	9%	

Visitors to Maryland are well educated; more than 20 percent of day and overnight visitors have at least a college degree. More than 73 percent of visitors have attended an institution of higher learning.

DAY TRIP vs. OVERNIGHTS – EDUCATION			
EDUCATIONAL ATTAINMENT	DAY	OVERNIGHT	
HIGH SCHOOL OR LESS	25%	29%	
SOME COLLEGE	34%	24%	
COLLEGE GRADUATE	18%	26%	
POST-GRADUATE	22%	21%	

More than 65 percent of day and overnight visitors are employed full time or self-employed. Individuals who are not employed and/or retired took more overnight trips.

DAY TRIP vs. OVERNIGHTS – EMPLOYMENT TYPE			
EMPLOYMENT	DAY	OVERNIGHT	
FULL TIME/SELF-EMPLOYED	69%	65%	
NOT EMPLOYED/RETIRED	31%	35%	

STATE OF ORIGIN

❖ 92 percent of day travelers come from Maryland and bordering states, while only 50 percent of overnight travelers come from these same states.

❖ Overnight travelers are a little more diversified with 12 percent coming from “longer” haul states, such as Florida, North Carolina and South Carolina.

DAY TRIP vs. OVERNIGHTS – STATE OF ORIGIN			
	DAY	OVERNIGHT	
MARYLAND	53%	MARYLAND	20%
PENNSYLVANIA	17%	PENNSYLVANIA	15%
VIRGINIA	16%	NEW YORK	11%
DELAWARE	5%	VIRGINIA	11%
NEW YORK	3%	NEW JERSEY	8%
NEW JERSEY	3%	NORTH CAROLINA	5%
		FLORIDA	4%
		WEST VIRGINIA	3%
		SOUTH CAROLINA	3%

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

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.

DMA OF ORIGIN

- ❖ A DMA region is a group of counties that form an exclusive geographic area in which the home market television stations hold a dominance of total hours viewed. OTD is interested in visitors’ DMAs of origin for the purpose of target marketing and advertising efforts.
- ❖ The majority of day and overnight visitors are coming from the Washington, D.C. (Hagerstown, MD) DMA.
- ❖ The Washington, D.C., New York, NY, Baltimore, MD, Philadelphia, PA are key feeder markets for overnight trips.

DAY TRIP vs. OVERNIGHTS – DMA OF ORIGIN					
		DAY		OVERNIGHT	
	Washington, D.C.	42%		Washington, D.C.	15%
	Baltimore, MD	27%		New York, NY	14%
	Philadelphia, PA	6%		Baltimore, MD	11%
	Salisbury, MD	5%		Philadelphia, PA	10%
	Harrisburg-Lancaster-Lebanon-York, PA	4%		Norfolk-Portsmouth-Newport News, VA	5%
	New York, NY	4%		Pittsburgh, PA	4%
	Pittsburgh, PA	3%		Harrisburg-Lancaster-Lebanon-York, PA	3%

DMA VISITOR VOLUME (ESTIMATED PERSON - STAYS)					
2016		2016	2017		2017
	% OF VISITORS TO MD	TOTAL VISITORS (millions)		% OF VISITORS TO MD	TOTAL VISITORS (millions)
Washington, D.C.	22%	11.5	Washington, D.C.	28%	15.5
Baltimore, MD	20%	10.6	Baltimore, MD	19%	10.3
Philadelphia, PA	10%	5.2	New York, NY	9%	5.0
New York, NY	7%	3.8	Philadelphia, PA	8%	4.2
Pittsburgh, PA	3%	1.4	Pittsburgh, PA	3%	1.9

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

Maryland saw a substantial increase in visitation from the New York, NY DMA.

WHEN PEOPLE TRAVEL		
	DAY	OVERNIGHT
JANUARY–MARCH	19%	21%
APRIL–JUNE	31%	27%
JULY–SEPTEMBER	23%	31%
OCTOBER–DECEMBER	27%	21%

The majority of day trips occur in the spring from April to June, while the majority of overnight trips occur during the summer from July to September.

ACCOMMODATIONS AND MODE OF TRANSPORTATION FOR ALL MD OVERNIGHT TRAVELERS			
ACCOMMODATIONS		MODE OF TRANSPORTATION	
STANDARD HOTEL (NOT RESORT)	43%	PERSONAL AUTO	78%
FRIENDS/RELATIVES DWELLING	27%	AIR TRAVEL	6%
SUITE AND RESORT HOTEL	13%	RENTAL CAR	4%
OTHER PAID ACCOMMODATION (B&B, CAMPSITE, CABIN/LODGE, TIMESHARE, RENTED HOME, APT, CONDO)	15%	TAXI OR RIDE SHARING SERVICE	4%

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

TOP 10 ACTIVITIES OF LEISURE TRAVELERS

- ❖ The top three activities for both day and overnight travelers are: visiting friends and relatives, culinary/dining experiences and shopping.
- ❖ Compared to day travelers, a greater percentage of overnight travelers engage in active outdoor/nature activities, which generally require a greater time commitment.

LEISURE ACTIVITIES			
	DAY		OVERNIGHT
Culinary/ Dining Experience	16%	Visit Friends/Relatives	30%
Visit Friends/Relatives	15%	Culinary/Dining Experience	24%
Shopping	13%	Shopping	19%
Professional Sports Event	12%	Beach/Waterfront	15%
Other Personal Celebrations and Gatherings	10%	Historic Sites	15%
Beach/Waterfront	9%	Nightlife	10%
Touring/Sightseeing	8%	Touring/Sightseeing	8%
Parks: National/State, etc.	5%	Museum, Art Exhibits, etc.	7%
Amateur Sports	5%	Parks: National/State, etc.	7%
Zoo/Aquarium	5%	Live Music	7%
Historic Sites	4%	Other Personal Celebrations and Gatherings	7%
Museum, Art Exhibits, etc.	4%	Festival/Fairs	5%



03 Objectives and Strategies by Program

St. Clements Island

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 reviews of the budgets, staff and other resources allocated to OTD for tourism marketing and development purposes.

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

Key Strategies for Fiscal Year 2019

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.

Ensure grant guidelines align with evolving marketing priorities annually.

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 to encourage funding support, at the city, county and state levels.

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 budgets are properly deployed to produce measurable results in accordance with the department's mission.

Objectives

Provide administrative support, 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 to maximize efficiency and effectiveness. Ensure that sufficient staff is deployed to accomplish the mission.

Provide and maintain an internal work environment that aligns with the Commerce Department's strategic plan and objective of achieving operational excellence.

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 and deliver the highest return on investment.

Key Strategies for Fiscal Year 2019

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

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

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

Foster interagency cooperation between local, state and national agencies. 🤝

Ensure the effectiveness of the \$1 million matching grant program and that it meets the objective of increasing overnight stays in Maryland. 📈

Guide the actions and strategies of the Maryland Office of Tourism by qualifying all initiatives and strategic objectives within one or more major functional categories:

- 🗺️ Market Expansion
- 💡 Maximizing Opportunities
- 🤝 Leveraging Partnerships
- 📈 Transactional Programs

[All key strategies in this report are coded with corresponding icons.]

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

Utilize proprietary and publicly-available data to assess the performance of Maryland’s tourism industry and benchmark the state against other states and the nation as a whole.

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

In partnership with Maryland’s Destination Marketing Organizations, commission an annual study of the economic impact of tourism on jobs, payroll, tax revenues and expenditures.

Collaborate with CRUSA’s research team in projects that study overseas visitation and other trends affecting international travel.

Provide timely and accurate assistance to stakeholders by keeping abreast of trends affecting the travel/tourism industry and new research tools and methods.

Key Strategies for Fiscal Year 2019

Manage the purchase of syndicated research products to create a profile of visitors and work with the marketing team and advertising agency to develop strategies for refining target audiences.



Antietam National Battlefield, Sharpsburg

Increase analysis of consumer-generated data gathered through welcome centers, VisitMaryland.org and other sites managed by OTD, mobile apps and social media to measure the performance of OTD’s advertising efforts.

Review data needs of OTD units and explore additional opportunities for leveraging dollars to engage in new research studies or to work with stakeholders to collectively purchase additional data.

Identify and quantify the benefits of OTD’s programmatic and marketing efforts at the local level with emphasis on measuring their impact on consumers, businesses and the community.

Participate in collaborative discussions with partner agencies and stakeholders to ensure that existing tourism initiatives are meeting objectives and to ensure that new initiatives are developed and implemented using sound research.

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 consumers, time periods and markets that reap the highest awareness levels, greatest return on investment and lowest cost per inquiry.

Objectives

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

Focus communication efforts on Maryland’s most compelling tourism messages and tourism differentiators, as determined by our 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 Year 2019

Develop a communications platform that can be leveraged and enhanced by the DMOs and the private sector to increase awareness of Maryland as a compelling, must-see destination offering lots to do.

Work with advertising/marketing agency to introduce new signature advertising campaign, “Maryland—Open For It,” to be carried across multiple platforms for the next three years.

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

Further invest in newest digital marketing platforms, such as Adara, Arrivalist, Pandora, TripAdvisor and Google Retargeting, to balance media delivery to generational and interest-based target audiences and to increase transactional opportunities.

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

Focus television advertising flights on 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 year-round, including ongoing 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, as well as other prime ways to navigate attractions, such as the Harriet Tubman Underground Railroad Visitor Center, Maryland’s Crab & Oyster Trail and the Great Chesapeake Loop.

Continue to refine the communications strategy to support the ‘Savor Maryland’ initiative and introduce a distillery-focused program into the mix.

Objectives and Strategies by Program

Assist in and amplify marketing efforts for the National Folk Festival for the next three years.

Create an advertising co-op program for the Fish & Hunt Maryland initiative to allow for increased participation with DMOs, partners and stakeholders.

Maintain increasing frequency of consumer e-newsletter and redesign/refine the look and presentation of the newsletter content to align with the “Open For It” campaign and to maximize appeal to consumers.

Continue to redesign and upgrade 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 Brand USA on international marketing efforts in Canada and Korea.

Develop communications platform and plan to educate and encourage travelers in the selected markets of Toronto and Montreal to choose Maryland as a travel destination.

Coordinate with advertising outlets and cooperative advertising programs that encompass destinations, accommodations, tour services and attractions and can be purchased by Maryland’s tourism industry.

Advertising and Communications (cont.)

PUBLIC RELATIONS AND SOCIAL MEDIA OUTREACH: The Public Relations and Social Media Outreach team works to secure third-party editorial coverage and online conversations on Maryland as a travel destination. They collect, create and curate compelling editorial content for our 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 audiences with the highest propensity for travel.

Secure media placements promoting Maryland tourism and our specific initiatives that have a value of at least \$17.5 million, as measured by our Maryland Media Measurement (M3) standards.

Influence visits to the state by interacting and engaging with 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 Year 2019

Be strategic in coordinating all outgoing tourism messaging between platforms (advertising, electronic communications, social media, sales) and featured consumer content and initiatives.

Support specific, up-and-coming state Tourism initiatives (i.e., Maryland's Crab & Oyster Trail, Great Chesapeake Loop, the Western Maryland initiative, Fleet Week 2018, Savor Maryland initiative).

Promote Maryland travel products through media mission, 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.

Create a program of regular social media posts for Canadian social media outlets.

Plan and conduct an annual trade and media mission for Canada for state and supplier partners.

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

Target national media to increase coverage via lifestyle outlets, such as Food Network, Southern Living, Garden & Gun and Travel Channel.

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

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

Far Left: Maryland was a featured destination for an episode of Travel Channel's *Booze Traveler*.

Left: 'Visit Maryland' signage featured at Orioles home games during Toronto and New York stands.

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.

Determine how customers prefer to receive travel information, frequented outlets and how they travel/experience the state.

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

Develop strategic advertising sales opportunities and transactional 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 Year 2019

Work with publishing partner to develop engaging content for Destination Maryland, the state's primary printed travel resource. Optimize usage of Chute platform to increase volume of user-generated content and imagery within the guide. Re-evaluate content, presentation and listings in the guide to make it more informative and useful.

Undertake an RFP process to procure a new contract for VisitMaryland.org website and travel guide production services.

Grow our visual assets through user-generated content (UGC) platforms, commissioned shoots and by reaching out to DMOs and other tourism partners and agencies 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) and make visual assets available to tourism partners and media.

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

Introduce three newly-produced, market-targeted videos to the South Korea travel trade.

Explore creating international, market-targeted media and collateral pieces.

Continue to refine the quarterly web content review strategy to most effectively deploy and feature assets and coordinate messaging across all platforms.

Work with the Research unit and Product Development unit to determine the best analytical method to gauge a consumer's interaction with content and how they best consume information on Maryland travel products to guide the 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 in a manner that strategically integrates with ongoing messaging and social media outreach.

Develop new specialized websites and microsites for use in promoting special initiatives and programs, such as Fleet Week and Fish & Hunt Maryland.

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

PUBLICATION	AUDIENCE	DISTRIBUTED	QUANTITY
Visit Maryland Now! e-newsletter	Consumer	Bi-Weekly	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 2019	250,000

Interactive Services Unit

INTERACTIVE SERVICES: The goal of Interactive Services is to maximize the use of the VisitMaryland.org website to inspire travel to Maryland, which promotes economic growth. Through collaboration, we highlight the unique, only-in-Maryland experiences and strengthen Maryland’s tourism industry.

Objectives

Leverage technology to glean a better understanding of what our potential visitors are searching for and coordinate with content developers to feature website content that differentiates Maryland from other states in our competitive set.

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

Key Strategies for Fiscal Year 2019

Keep pace with emerging technologies and our customers’ preferences; provide engaging website content that targets and captivates travelers while showcasing Maryland as an exciting, must-see destination.

Provide platform for offering personalized content, nuanced messaging and images based on visitors’ geo-location and preferences.

Work with Destination Marketing Organizations (DMOs) and private sector travel partners and assist them with optimizing their web presence on VisitMaryland.org through enhanced destination pages, robust business listings and compelling photos and videos. Provide DMOs with a quarterly report on web traffic sent to their travel partners’ websites via business listings on VisitMaryland.org.

Implement program that will increase transactions and generate revenue by offering enhanced listings on VisitMaryland.org. Allow tourism partners the opportunity to make their business listing more prominent on the website by adding more compelling descriptions, photos and book-it links.

Expand VisitMaryland.org reach by taking advantage of strategic alliances and partnerships with Brand USA, Capital Region USA and Trip Advisor and enhance OTD’s presence on those sites.

Maintain Tourism Industry website and empower tourism industry partners by providing news, education and resources to ensure they are connected, informed and excited to be a part of an industry that is vital to the well-being of Maryland’s economy.



Tourism Development

CUSTOMER CONTACT PROGRAMS AND INDUSTRY DATABASE MANAGEMENT: OTD interfaces directly with customers through its eight Welcome Centers, Tourism Call Center and inquiry fulfillment. Additionally, the Welcome Centers and Call Center offer market expansion opportunities for the tourism industry by reaching visitors through free statewide brochure distribution and seasonal, regional and thematic promotions.

To optimize transactional opportunities and support website content, the Visit Maryland tourism industry database must be maintained on a continual basis and integrated across all OTD’s platforms—Call Center, Fulfillment Center, Welcome Centers, kiosks, mobile applications, website and publications.

Objectives

Operate eight Welcome Centers, the Call Center and Fulfillment Services to provide the most persuasive and comprehensive information on Maryland tourism products, assets and events. Ensure that information is readily available to prospective customers at every travel planning opportunity—pre-trip and during trip.

Engage with tourism industry stakeholders on a regular basis to recruit information that supports OTD’s marketing and development platforms.

Key Strategies for Fiscal Year 2019

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

Manage database content to accurately reflect Maryland’s tourism assets. Refine the data hygiene processes with inclusion of a database team. Develop and coordinate robust business listings content that is aligned with OTD priorities and/or programs, such as culinary, outdoor recreation, Fish & Hunt and Chesapeake-themed products.

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

Enhance the Welcome Center and Rest Area experience through new exhibits, window displays and programming that aligns with OTD’s content calendar.

Coordinate with the State Highway Administration on the implementation of sign programs that support tourism businesses.

Enhance OTD marketing and sales efforts through social media activities and by attending trade/consumer shows.

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

Conduct an audit of all facilities in conjunction with the State Highway Administration to determine a multi-year plan for potential upgrades.



Tourism Development (cont.)

PRODUCT DEVELOPMENT: The Product Development Program assists with the development of tourism assets and products that elevate the state’s competitive advantage in domestic and international marketplaces. Through direct engagement, the team ensures the efficient and effective production of distinctive and marketable visitor experiences that showcase the state as a must-see destination and positively impact the growth of tourism sales tax revenues.

Objectives

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

Coordinate with agencies, organizations and stakeholders on new and/or emerging initiatives to ensure visitor-ready and marketable destinations, products and experiences. Initiatives include, but are not limited to, Maryland’s Mountain Region, Savor Maryland, Boat Maryland and outdoor recreation.

Key Strategies for Fiscal Year 2019

Manage the Maryland Civil War Trails Initiative, including updating digital and print products, engaging stakeholders and executing the annual maintenance contract. 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;
- Initiating an outreach program to recruit new Network to Freedom members;

- Coordinating with the National Park Service and representatives from Maryland, Delaware and Pennsylvania on a multi-state HTURR byway, and;
- Coordinating with Talbot County on the development of the Frederick Douglass experience.

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.

Manage the Chesapeake Bay Storytellers project through the implementation of training programs, the development of digital/print collateral and of a consumer marketing plan. (Pending grant funding from the National Park Service)

Manage the Outdoor Recreation Initiative, which includes but is not limited to, advancing Fish & Hunt Maryland, evaluating cycling products/experiences and supporting development of model statewide bike map, supporting the development of unique trail assets and advancing motorized and non-motorized boating experiences.

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 Year 2019

Implement a communication strategy to engage/inform agency, organization and industry stakeholders associated with the Great Chesapeake Bay Loop, Maryland’s Mountains, Savor Maryland, Maryland Byways, Boat Maryland, Maryland Bikeways, etc. Activities include database development, evaluation of assets, digital content

development and marketing promotions, such as Spirits Trail, Beer Trail and Maryland Bike Map.

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.

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 Fiscal Year 2019, 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

Manage the DMO grant program to ensure it aligns with evolving marketing priorities and funds are utilized to increase visitation from key feeder markets.

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 Year 2019

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

Administer the matching grant program, 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.



Architectural Digest named South Mountain Welcome Center one of America’s 15 Most Beautiful Rest Stops.

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

Offer third-party sales to tour operators, student travel planners, group leaders, and meeting and incentive planners through trade association partnerships, marketplace participation and sales missions.

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

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

Key Strategies for Fiscal Year 2019

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 support sales to the packaged travel industry. Continue general updates and inputting records to keep industry database current.

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

Maintain industry involvement to produce more business for Maryland venues and facilities by meeting, convention, conference and other group event planners.

Continue involvement in Capital Region USA through participation in targeted US-based international travel marketplaces, FAM tours and other promotional activities.

Manage efforts for a stronger sales presence in Canada.

Partner with Fish & Hunt Maryland to promote Maryland and partner destinations at the Great American Sport & Outdoor Show to reach individuals in targeted geographic markets.

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



BALTIMORE, MARYLAND
AUGUST 24-28, 2018



Strategic Partnerships

The Strategic Partnerships program leverages OTD assets and resources with those provided by corporations, organizations, associations and agencies to maximize investment in public/private ventures that advance transactional programs and assist with market expansion.

Objectives

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

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.

Work with agency and corporate partners to turn Welcome Centers/Rest Areas into destination locations with events, programs, displays, exhibits and technology.

Secure sponsorship contracts with corporations for public/private ventures that will attract more visitors to the State of Maryland.

Key Strategies for Fiscal Year 2019

Develop strategic alliances and partnerships for the communications, sales, research and interactive services teams to implement strategic plans to grow Maryland as a highly competitive, desirable and successful destination.

Work with the Maryland State Arts Council, Frostburg State University and public/private sector stakeholders to identify alternatives for developing the Sideling Hill Rest Area/Welcome Center into the Appalachian Mountain heritage gateway.



Develop an implementation plan for a new business model pertaining to advertising at state-operated Welcome Centers.



Co-produce a new tourism-focused television series with Maryland Public Television (pending available funds).



04 Events Calendar

MARKETING AND DEVELOPMENT PLAN
EVENTS CALENDAR

		DATES	ACTIVITY	LOCATION	CONTACT
2018	JULY AUGUST	10-13	Destinations International Annual Conference 2018	Anaheim, CA	Cynthia Miller
		11-14	Educational Seminar for Tourism Organizations (ESTO)	Phoenix, AZ	OTD
		15-18	Maryland Association of Counties	Ocean City, MD	Rich Gilbert
		24-28	Student Youth & Travel Association Marketplace	Baltimore, MD	Rich Gilbert
	SEPTEMBER	TBD	Mini-Maryland on the Road	TBD	Rich Gilbert
		25-27	MATPRA Media Marketplace	Laurel Highlands, PA	Leslie Troy, TBD
	OCTOBER	1	Discover America Day	Toronto, ONT	Leslie Troy
		3-9	Maryland Fleet Week & Air Show Baltimore	Baltimore, MD	Brian Lawrence
		4-8	Boat Maryland at U.S. Sailboat Show	Annapolis, MD	Heather Ersts, Casey Keyfauer
		11-14	Boat Maryland at U.S. Powerboat Show	Annapolis, MD	Heather Ersts, Casey Keyfauer
		TBD	Korean Tour Operator Fam	Maryland	Rich Gilbert
		23-25	Marketing Outlook Forum	Las Vegas, NV	Diana Chen
	NOVEMBER	4-8	National Tour Association Travel Exchange	Milwaukee, WI	Rich Gilbert
		11-14	Ontario Motorcoach Association Marketplace	Windsor, ONT	Rich Gilbert
		11	OMCA Buyers Reception	Windsor, ONT	Rich Gilbert
		14-16	Maryland Tourism & Travel Summit	Cambridge, MD	OTD
2019	JANUARY	21	Taste of Maryland Legislative Reception	Annapolis, MD	Liz Fitzsimmons, Marci Ross
	FEBRUARY MARCH	25-29	American Bus Association Marketplace	Louisville, KY	Rich Gilbert
		2-10	Great American Outdoor Show	Harrisburg, PA	Rich Gilbert, Heather Ersts
	APRIL	25-26	Pennsylvania Bus Association Marketplace	York, PA	Rich Gilbert
		26-27	Maryland Motorcoach Association Marketplace	Dover, DE	Rich Gilbert
		10-11	Destination Capitol Hill	Washington, D.C.	Liz Fitzsimmons, Marci Ross
	MAY JUNE	17-18	RTO Summit East	New York, NY	Rich Gilbert
		TBD	Pennsylvania Outdoor Writers Association Annual Meeting	TBD	Connie Spindler
		TBD	Mason-Dixon Outdoor Writers Association Annual Meeting	TBD	Connie Spindler
		1-5	International Pow Wow	Anaheim, CA	Rich Gilbert, Marci Ross
		9-13	Travel Alliance Partners TAP Dance	Cheyenne, WY	Rich Gilbert
		16-19	PRSA Travel & Tourism Conference	Philadelphia, PA	Leslie Troy, Connie Spindler
		TBD	Pennsylvania Bus Association Sales Retreat	TBD	Rich Gilbert



05 Rosters

BOARD & STAFF ROSTER

MARYLAND OFFICE OF TOURISM

EXECUTIVE COMMITTEE

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Chair
Park President
Six Flags America

MS. JUDY LONG BIXLER

Vice Chair – Transportation
Owner/Captain Oxford Bellevue Ferry

MS. ERIN McNABOE

Principal
Moxe Marketing

MR. DAVID MELOY

Vice Chair – Lodging
President, Merit Hotel Group

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Town of Ocean City

MR. G. HALE HARRISON

Vice President of Operations & Real Estate, Harrison Group Resort Hotels

MR. MICHAEL JAMES

President, Hospitality Partners

MS. CARA JOYCE

Owner, Urban Pirates

MR. CASEY JENKINS

Owner, Birdland Bar & Grill

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Prince George’s County CVB

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Director of Marketing, Iron Rooster

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Calvert Marine Museum

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Office of Tourism

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