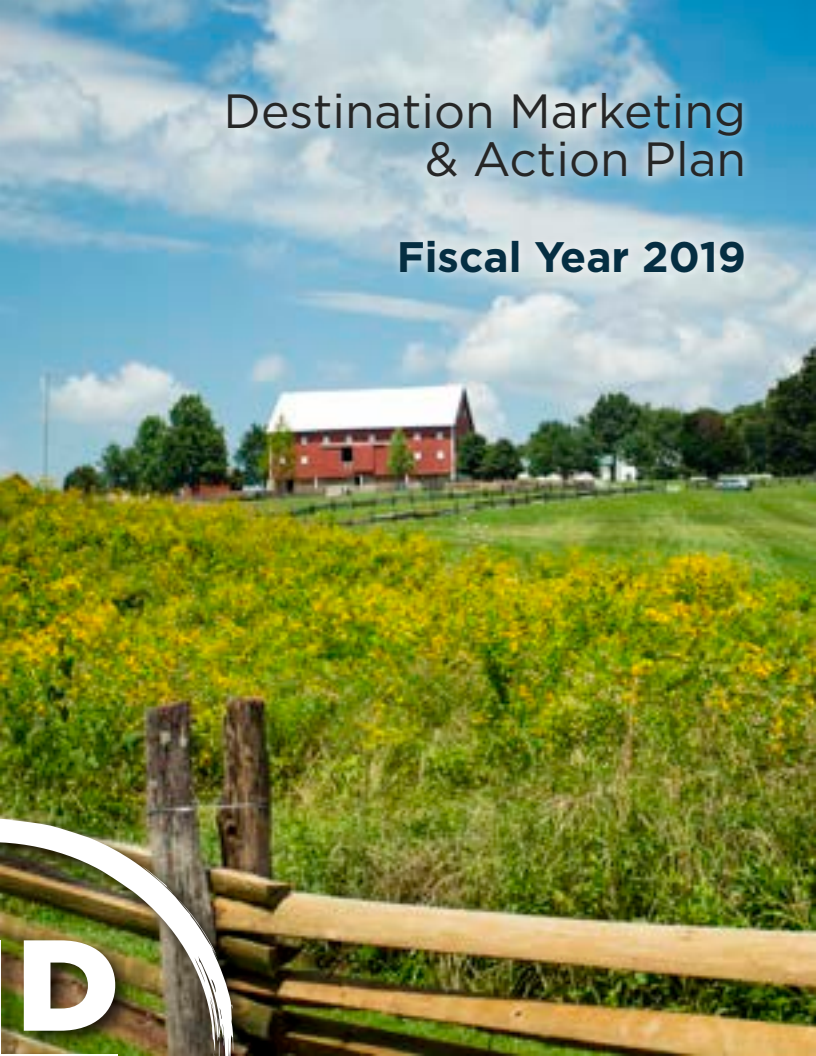


Destination Marketing  
& Action Plan

**Fiscal Year 2019**



*Montgomery, MD*





RIO Washingtonian  
Gaithersburg, MD

## About Montgomery County, Maryland

Montgomery County, Maryland puts endless art, entertainment, attractions, and some of the country’s most beloved historical sites right at your fingertips — close to the action, but a world apart.

On the water or in the woods, a date night downtown or on a brewery tour, travelers will find a broad scope of America’s favorite pastimes. Explore the great outdoors, soak up history and culture at one of the countless museums and galleries, and indulge in some of the country’s best shopping and finest restaurants.

With new and exciting culinary crossroads, rich history and outdoor adventures, Montgomery County is an iconic and unparalleled gateway to the nation’s capital; just a short Metro ride away.

Bustling with busy kids and happy parents, date nighters and culture vultures, thrill seekers and comfort creatures, Montgomery County has something for everyone — *with classic Maryland flavor.*

## About Visit Montgomery

### Mission

The mission of Visit Montgomery is to market and develop the county and its communities as a preferred destination for group and individual travel thereby fostering economic growth and quality of place through tourism.

### History

Visit Montgomery was founded in 1983 and funded through a line item grant from Montgomery County Government. The organization evolved over the last 35 years with name changes from Tourism Council of Montgomery County to Conference and Visitors Bureau of Montgomery County to now Visit Montgomery. In 1994, under the leadership of Councilmember William Hanna, legislation was introduced and approved that created a permanent source of funding for the organization through a 3.5% dedication from the Montgomery County collected hotel occupancy tax.

In Fiscal Year 2012, the Montgomery County Council approved a funding formula change through legislation. Beginning Fiscal Year 2014 the organization began receiving 7% of the total collected hotel occupancy tax. The organization changed it's name to Visit Montgomery beginning Fiscal Year 2015.

### Structure

Visit Montgomery is a 501 (c) 6 non-profit organization with the oversight by a volunteer board of directors. The Montgomery County Council designates one ex-officio member to the board annually. The Montgomery County Chamber of Commerce also has an ex-officio board seat. Visit Montgomery has a Past President's Council with voting rights. The organization operates under a contract with Montgomery County Government, Department of Finance. The President & CEO is certified under Destinations, International as a Certified Destination Management Executive (CDME).

### Funding

The primary source of funding is through the 7% hotel occupancy tax allocation from Montgomery County. In addition, Visit Montgomery receives 3.5% of the hotel occupancy tax collections from the City of Rockville (current occupancy rate is 2%). Visit Montgomery also receives 4.0% of the hotel occupancy tax collections from the City of Gaithersburg (current occupancy rate is 2%). Visit Montgomery's annual operating budget is composed of several other revenue sources including partnership dues, marketing grant from the Maryland Office of Tourism, cooperative advertising and trade show partnerships, events and housing service rebates.

## Destination SWOT Analysis

### STRENGTHS

- Close proximity to Washington, DC and metro region
- Solid for Northeast city feeder markets
- Historical/cultural heritage significance
- Executable annual destination marketing/sales plan
- Affordable hotel pricing
- Abundance and variety of key visitor attractions
- Rural reserve with recreational and tour itinerary capabilities
- 10,000 overnight lodging rooms
- Well-represented and committed Board of Directors
- Credible Visit Montgomery management team
- Active community/visitor industry engagement
- Approximately \$2 million Visit Montgomery budget

### WEAKNESSES

- Inconsistent visitor industry customer service
- No single iconic attraction or landmark
- No visitors center
- Sheer diversity of county's regions and tourism assets can weaken marketing focus.
- Montgomery County's Virginia competitors of Arlington, Fairfax, Alexandria and Loudoun have a competitive edge with closer access to airports.
- The lack of a large meeting/conference/expo space in Montgomery County creates less opportunities for the community to bid on larger special events and meetings business
- With 18 'Montgomery Counties' in the U.S., it is difficult to rise to the top of each search engine

### OPPORTUNITIES

- New visitor market segments potential
- Visitor market research application and results sharing
- Rural/outdoor recreation development
- Enhanced destination brand visibility
- Further special interest tourism programming and packaging
- Approved strategic plan implementation
- Strengthened community/city relationships and marketing partnerships
- Higher CVB community awareness
- Airbnb/Short Term Rental host relationship development

### THREATS

- Changing business environment
- Visitor behavior change implications
- Amazon HQ2 impact
- No new Visit Montgomery funding resources
- Political leadership changes
- Rise of Airbnb hosts in Montgomery County
- Threats of Federal government shut downs, budget reductions.
- Continued international inbound travel bans
- General political climate in Washington, DC

## Destination Marketing Strategies - Fiscal Year 2019

Visit Montgomery's marketing division will implement leisure travel marketing strategies through captivating and sharable social media, digital and content-based marketing programs. The sales division is deployed by market segments to prospect in the sports, corporate (concentration in pharma), association, international (leisure + group), group tour, government and SMERFE (social, military, educational, religious, fraternal and ethnic). The destination sales managers are targeting groups in the range of 50 to 300 rooms peak night.

The primary leisure traveler target markets are within a 3 to 4-hour drive radius and 2-hour fly radius within the states of Virginia, Maryland, Pennsylvania, New York, New Jersey, Delaware, Connecticut and Massachusetts. Fly market cities include: Chicago, Charlotte, Charleston, Columbus, Atlanta and New York City.

The secondary market is focused on attraction of day trip customers interested in visiting the local attractions with emphasis on promoting the larger special events held in Montgomery County throughout the year. Marketing efforts for this sector are centralized around leveraging the organization's robust events calendar, and targeted social media and digital marketing campaigns.

In the lodging sector, the Airbnb and other Short Term Rentals (STR) are generating new demand and options for the consumer and business transient travelers. Montgomery County began collecting the 7% occupancy tax from Short Term Rental (STR) hosts including Airbnb beginning June 2016. The tax collections from Airbnb has grown significantly, 27% from FY 2017 to FY 2018. Starting July 1, 2018 Montgomery County began requiring Airbnb and other STR hosts to register under the County's Department of Health and Human Services. New regulations were adopted by the Montgomery County Council in 2017 and became effective July 1, 2018.

Visit Montgomery re-branded the destination in Fiscal Year 2018 with the assistance of the marketing firm, Streetsense. The re-branding process began with a research and insights exercise that included five sessions with key stakeholders in the community and an online sentiment analysis through Sysomos. The second step in the process was the plan development phase including creating marketing objectives, campaign/theme per audience, paid/earned/owned media strategies, and performance measures. The third and final phase was the logo re-development, messaging platform, creative concepts and brand book. The new branding and messaging officially launched in March 2018. Visit Montgomery has retained Streetsense in FY 2019 to assist with content development, editorial calendar, blog and eMail marketing, earned media strategies, email opt-in and lead generation, social media engagement and website visitor tracking.

In Fiscal Year 2019, the new brand implementation will continue with the following strategies in mind:

- More focused emphasis on weekend leisure business
- Aligning with groups and meetings markets to capitalize on overlap (trip extensions)
- Drive markets: Within a 3 to 4-hour drive
- Fly markets: Targeting BWI with emphasis on Southwest and JetBlue customers, within a 2-hour radius
- People planning an overnight trip to DC

## Metrics/Goals – Fiscal Year 2019

- Increase the number of sales leads generated by the destination sales managers year-over-year by 117% to 300 total leads increasing bookings by 10% year-over-year.
- Implement an economic development measurement tool in SimpleView to create total economic impact data per booked event.
- Secure partners to attend tradeshows/conferences with the Visit Montgomery Destination Sales Team.
- Host two meetings per month with partners to increase engagement with the Visit Montgomery Destination Sales Team.
- Implement customer incentive program with rewards and specific reward guidelines with goal of increasing distribution of rewards by 10% year-over-year.
- Launch two signature programs/events. One that is designed to provide partners with a platform to market and sell their goods and services directly to consumers. The other is to provide resources to the emerging AirBnB market.
  - Downtown Upcountry Tours
  - AirBnB Host Training Seminar
- Increase the email database by 25,000 opt ins.
- Add eight new “signature” members to the partnership program. Add five new restaurant partners.
- Upgrade four premier partners to pineapple level partnership.
- Develop and launch a program to sell Montgomery County branded products. The program will consist of an online shop on VisitMontgomery.com and at least one product that is sold at a wholesale rate to local gift shops.



AFI Silver Theatre and Cultural Center  
Silver Spring, MD

## Marketing Pillars

Message Positioning	Target Markets	Communication Mediums
Comfortable Value Nature/Outdoors Urban Culture Weekend Getaway Destination	Outdoor Like-It-Alls Culture Vultures Comfortable Values DC Traveler Culinary/Beverage Enthusiast	Friends/Family (Word of Mouth) VisitMontgomery.com (Website) Editorial & Public Relations Google Search Print & Digital Travel Guide Print & Digital Advertising Social Media Blog Posts Monthly Email Newsletter

## Marketing Themes / Areas of Focus Throughout the Year

Season	Focus
<b>FALL</b> Sept – Nov 2018	<ul style="list-style-type: none"> <li>o Fly Market – Cultural</li> <li>o Drive Market – Harvest</li> <li>o Local Market – Gems + Events</li> </ul>
<b>WINTER</b> Nov 2018 – Feb 2019	<ul style="list-style-type: none"> <li>o Fly Market – 2019, What’s New?</li> <li>o Drive Market – Holiday</li> <li>o Local Market – Gems + Events</li> </ul>
<b>SPRING</b> Feb– May 2019	<ul style="list-style-type: none"> <li>o Fly Market – Cherry Blossoms</li> <li>o Drive Market – Brewery/Wineries</li> <li>o Local Market – Gems + Events</li> </ul>
<b>SUMMER</b> May – Aug 2019	<ul style="list-style-type: none"> <li>o Fly Market – Outdoors (Culture + History)</li> <li>o Drive Market – Getaways</li> <li>o Local Market – Gems + Events</li> </ul>

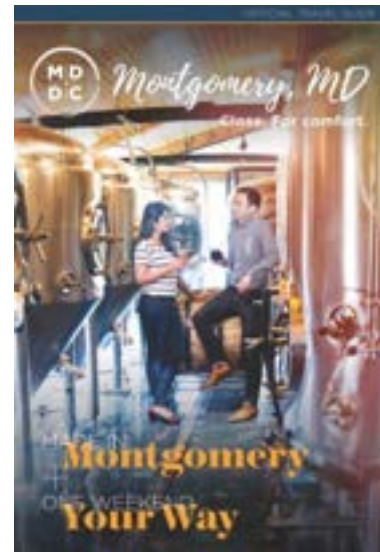
## Objectives and Action Plans - MARKETING

### Partnership Program

- Create a partnership level designed for AirBnB hosts.
- Develop and design marketing materials that will better communicate the value of the partnership program to new member subscriptions and improve the retention rate.
- Create a co-op advertising program that will give partners an opportunity to advertise in publications unable to budget for individual advertisements.
- Expand the advertising offerings on Visit Montgomery's own platforms including website, emails, social media, travel guide, signature events, etc.
- Strengthen communications between Visit Montgomery and the partners to demonstrate value and results to the partnership.
- Redesign the partnership newsletter.
- Implement a \$100 basic level partnership with an emphasis on increasing restaurant partner subscriptions.

### Travel Guide

- Release the 2019 Travel Guide in April 2019, before the start of the Cherry Blossom Festival.
- Bring the ad sales back in-house and create additional value-add opportunities to encourage partners to advertise in the guide.
- Develop long-form magazine design to create a magazine-quality guide.
- Provide fresh and original editorial for the new Travel Guide.
- Extend the value of the printed book by including opportunities for readers to visit dedicated landing pages on VisitMontgomery.com.



2018 Travel Guide

### Email Marketing

- Increase the email database by 25,000 opt-in subscribers.
- Implement a design and content strategy that will improve the consumer newsletter's open and click rates.
- Automate the newsletter sign-up process. Reduce the amount of manual entry that occurs internally with each sign-up.
- Centralize the database into Simpleview and improve how subscribers are categorized by interest and geographic location.
- Leverage the popularity of the events pages on the website. Research and test the viability of launching a weekly "Weekend Round-Up" newsletter that is sent only to those who opt-in to that level of frequency.
- Develop an email marketing program that is designed to cultivate loyalty toward visiting Montgomery County before and after MoCo Sports tournaments.



## Advertising

### Drive Market

- Continue to target cities that are within a 3 – 4 hour driving radius.
- Analyze the data and glean best practices from the FY 2018 Pittsburgh campaigns. Recalibrate advertising efforts and reapply the best practices to an FY 2019 campaign.
- Consider targeting one additional city that has a similar profile and demographic make-up as Pittsburgh. The second city will need to be in an affordable advertising market to ensure maximizing the advertising budget.



### Fly Market

- Focus on an “in-flight” advertising strategy versus a geographic strategy serving both the leisure and groups/meetings market.
- Continue to advertise in Southwest Magazine throughout the year.
- Target one additional in-flight opportunity with a major carrier that services into Reagan Airport.
- Pursue paid advertorial opportunities with in-flight publications and/or videos.



### Drive Market

Pittsburgh  
Philadelphia  
Richmond  
New York City  
Raleigh/Durham



### Fly Market

Chicago  
Charlotte  
Charleston  
Columbus  
Atlanta  
Boston

### Building Brand Awareness

- Allocate small percentage of advertising dollars toward building awareness of the Visit Montgomery organization.
- Explore advertorial opportunities that will position the organization as a leading expert in tourism and destination marketing.

## Public Relations

### Strategy & Goals

- Promote messaging around “close for comfort” tagline
- Identify ongoing thought leadership opportunities and proactively pitch seasonal stories
- Strategically leverage and cultivate partner relationships
- Develop seasonal/quarterly PR action plans

### Approach

- Reactive Media Prep & Messaging
- Proactive Editorial Opportunities
- Leveraging Partnerships

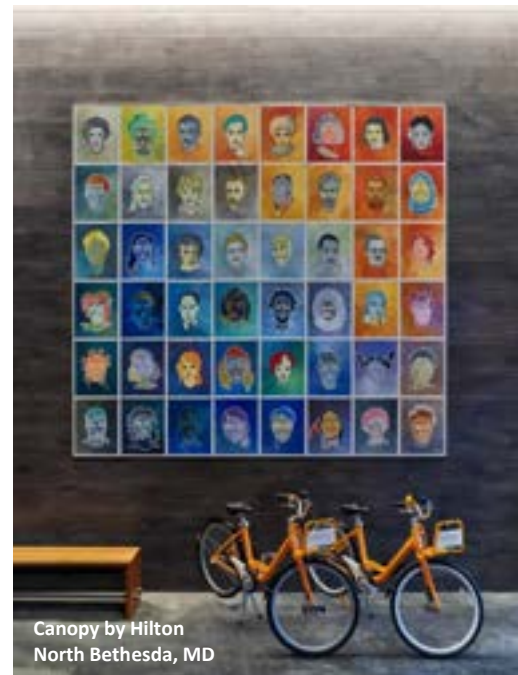
# FOOD & WINE



Season	Focus
<b>Fly Market – Cultural</b> Media Target Examples: <ul style="list-style-type: none"> <li>• Southwest direct flight market list</li> </ul>	Proactive Media Story Examples: Take the Stage: World-Class <ul style="list-style-type: none"> <li>• Performances Outside of DC</li> <li>• Escape to the Countryside</li> </ul>
<b>Drive Market – Harvest</b> Media Target Examples: <ul style="list-style-type: none"> <li>• Media outlets in PA, NY, NJ, WV, VA, OH, CT, MA</li> <li>• Trade publications</li> </ul>	Proactive Media Stories: <ul style="list-style-type: none"> <li>• Roundup of Best Fall Foliage Views (story inclusions)</li> <li>• Top Fall Foliage Festivals (story inclusions)</li> </ul>
<b>Local Market – Gems + Events</b> Media Target Examples: <ul style="list-style-type: none"> <li>• Local DMV media outlets</li> <li>• Trade publications</li> <li>• Business stories</li> </ul> What makes us unique	Partner Highlight: <ul style="list-style-type: none"> <li>• Glenstone Museum – grand opening in October</li> </ul> Proactive Media Stories: <ul style="list-style-type: none"> <li>• Roundup of Best Corporate Meeting Places</li> <li>• Discover Montgomery County’s Unofficial Cultural Corridor</li> </ul>

## Sales Division Marketing

- Work with the sales team in leveraging marketing resources to better connect with group and meeting planners.
- Maximize the CVENT relationship with regular updates to advertisements and content.
- Design informational flyers that are specific to the market segments targeted.
- Design and distribute a venue guide (to promote non-hotel properties).
- Develop a community centric marketing program to position the downtown centers as a “conference destinations.”



### Washington, D.C. Meeting Planning Overview

Washington, D.C. meetings offer planners some of the most unique and historic settings and event locations. Home to some of the most recognizable monuments and buildings in the world, Washington, D.C. offers endless opportunities for meeting and event planning. From the 2.3-million-square-foot [Walter E. Washington Convention Center](#) to chic restaurants and unique [Washington, D.C. event venues](#) within the various museums of the Smithsonian Institution, a plethora of meeting and event facilities await in the nation's capital. Washington, D.C. is also home to more than 150 embassies, chancelleries, and diplomatic residences – many of which are available for private events.

There is no lack of transportation options when it comes

[Read More](#)

MD DC *Montgomery, MD*  
From the heart of the nation

Just a short metro ride from Washington, DC... There's something for everyone - with classic Maryland flavor.

[www.VisitMontgomery.com](http://www.VisitMontgomery.com)

## Communication Platforms

### **Website**

- Make the website easier for consumers to request information (i.e. request a travel guide, download the guide, sign-up for email newsletter)
- Build out a more robust partnership portal with both password and non-password protected sections.
- Research the viability of creating a micro site that is dedicated to the group and meetings market.
- Redesign the Moco-Sports.com website to be a more valuable resource for tournament visitors.

### **Social Media**

- Continue to grow the Instagram following.
- Improve the monthly Facebook Giveaway program.
- Place a higher emphasis on converting social media followers into email subscribers.

### **Content Development**

- Create a unified content editorial calendar that will align all content channels into a single document.
- Publish four magazine-quality blog posts per month for the leisure market.
- Publish four magazine-quality blog posts per month for the groups and meetings market.

### **Event Pages**

- Improve categorization to make it easier to find events on the platform.
- Create a “Weekend Round-Up” newsletter (see email marketing section).
- Pursue the possibility of selling tickets directly through the Localist platform (where VM would receive a commission on the sale).
- Integrate the Heritage Montgomery and Arts & Humanities Council events calendars to auto populate on Visit Montgomery’s calendar.

## Photography

- Build the professional photo portfolio and reduce reliance on third-party images.
- Identify and implement photo sharing gallery software.

## Public Relations

- Formalize metrics and ROI on the PR efforts.
- Implement at least one influencer program in FY 2019.
- Further leverage the resources that the Mid Atlantic Tourism Public Relations Alliance (MATPRA) provides to increase PR coverage within the Mid-Atlantic.
- Develop an online media kit and photo gallery for the press and partners use.

## Data & Metrics Distribution

- Implement a quarterly communication calendar to distribute data to the board, partners, county council, press and public.
- Implement a quarterly “CEO Letter” to the partnership, board and council.
- Develop a road show presentation that is updated monthly with recent statistics.

## Objectives and Action Plans – SALES

### Online/Digital Tools for Prospecting and Sales Data Reporting

- Cvent-specializes in meetings management technology. Web-based software for meeting site selection, online registration, etc.
- Knowland Group-provides group meetings and events tools to help maximize group revenue performance. Helps identify leads and convert quality leads into group business.
- Zoom Info - a subscription-based software as a service (SaaS) company that sells access to its database of information about business people and companies to sales, marketing and recruiting professionals.
- Simpleview – combines meeting sales, industry partner management, consumer marketing, forecasting, business analysis, and reporting. Simpleview CRM is the most widely used tool in destination marketing.

### Sales Missions and Client Events

- Host two client appreciation events with one event inviting regional clients and the second a non-local client event in a feeder market.
- Sponsor opening event at “Spotlight on the Mid-Atlantic” in October 2018. Montgomery County will host the conference in October 2019.
- Conduct a sales mission in the Spring 2019 targeting Pharmaceutical/Corporate markets in the Philadelphia/New Jersey/New York area, appointment based with invited hotel partners.

### Client Incentive Program (CIP)

- The program is designed to provide incentives to customers booking business through the Visit Montgomery Destination Sales Team.
- Categories of incentives for issuing American Express Gift Cards include:

50-100 room nights	\$75	\$50 bonus for need dates
101-200	\$100	\$50 bonus for need dates
201-300	\$150	\$50 bonus for need dates
301+	\$200	\$50 bonus for need dates

- Reward guidelines include: Visit Montgomery must be part of the RFP process; minimum of 10 guest rooms must be booked peak night; booking must have a minimum of 50 total room nights; meeting rewards paid upon signed agreement; and, contracts must be signed before June 30, 2019.
- Attendee Add-Ons include airport transfers, visitor guides, metro passes, credit towards welcome reception and/or happy hour, and scholarship or community partner donation.

### Trade Show Schedule

- The Sales Division has an aggressive trade show schedule with seven events scheduled in the group tour market, two in the association market, two in the religious market, one in the international market, five in the corporate market and one in the government market.
- Team revenue goals include leveraging trade show cooperative buy in from the partners in the amount of \$6,000.

## TRADE SHOW SCHEDULE – DESTINATION SALES

EVENT NAME	Market Segment:	Date	Location	Staff Attending
Mid-Atlantic Receptive Service (MARS) VIP Event	Tour & Travel	July 26, 2018	National Harbor, MD	Lee Callicutt
American Society of Association Executives (ASAE) - NEW	Association	August 18-21, 2018	Chicago, IL	Lee Callicutt
CONNECT Corporate	Corporate	August 23-25, 2018	Salt Lake City, UT	Leila Beltramo
Student Youth Travel Association (SYTA) Conference	Tour & Travel	August 24-28, 2018	Baltimore, MD	Lee Callicutt
Spotlight on the Mid-Atlantic	Tour & Travel	October 10-12, 2018	Dover, DE	Lee Callicutt
CONNECT Medical/Technology	Corporate	October 14-15, 2018	Las Vegas, NV	Leila Beltramo
National Tour Association (NTA)	Tour & Travel	November 4-8, 2018	Milwaukee, WI	Lee Callicutt
CONNECT Faith	SMERFE (Religious)	November 12-14, 2018	Ontario, CA	Lee Callicutt
American Bus Association (ABA)	Tour & Travel	January 25-29, 2019	Louisville, KY	Lee Callicutt
EMERGE – Religious Conference Management Association (RCMA)	SMERFE (Religious)	January 29-31, 2019	Greensboro, NC	Lee Callicutt
Destination Showcase	Corporation/Association	February, 2019	Washington, DC	Leila Beltramo
Global Pharma – NEW	Corporate/Pharmaceutical	February 3-6, 2019	Philadelphia, PA	Leila Beltramo
CBI Pharma Forum	Corporate/Pharmaceutical	March 24-27, 2019	New York, NY	Leila Beltramo
International Pow Wow	Leisure/Group International	June 1-5, 2019	Anaheim, CA	Lee Callicutt
TAP Dance	Tour & Travel	June 9-13, 2019	Cheyenne, WY	Lee Callicutt
Society of Government Meeting Professionals (SGMP) National Education Conference - NEW	Government	June 25-27, 2019	Detroit, MI	Leila Beltramo
Maryland on the Road (MORE)	Tour & Travel	TBA	TBA	Lee Callicutt

## Moco Sports

Visit Montgomery has a partnership with ITS R House for online hotel bookings for larger tournaments hosted at the Maryland SoccerPlex. The Visit Montgomery team manages the group blocks and works with ITS R House on managing the reservation process with teams attending each of the events below.

### Housing Services Room Night History – 2015-2017

All events below are headquartered at the Maryland SoccerPlex

Event Name	Room Nights Actualized 2015	Room Nights Actualized 2016	Room Nights Actualized 2017
FLG in 3D Lacrosse Tournament	1,436	2,438	2,014
Discovery Cup Soccer Tournament	1,397	1,562	1,893
Bethesda Soccer Club Girls Tournament	4,764	5,821	7,688
Bethesda Soccer Club Boys Tournament	4,827	6,316	7,607
Potomac Soccer Memorial Tournament	4,824	4,458	5,389
Embassy Cup Soccer Tournament	N/A	217	181
<b>Total</b>	<b>17,248</b>	<b>20,812</b>	<b>24,772</b>

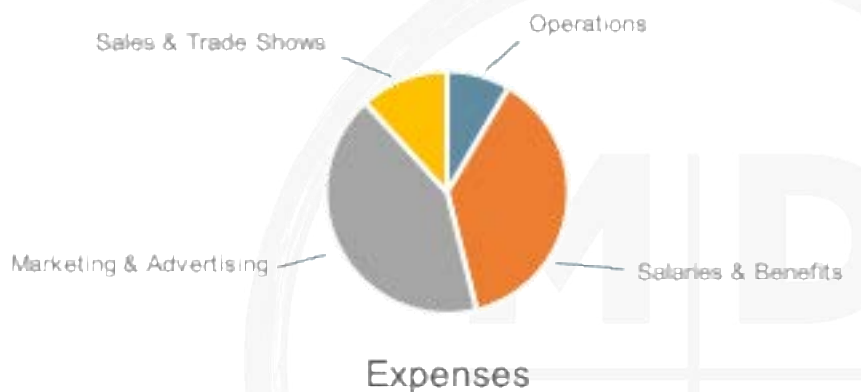
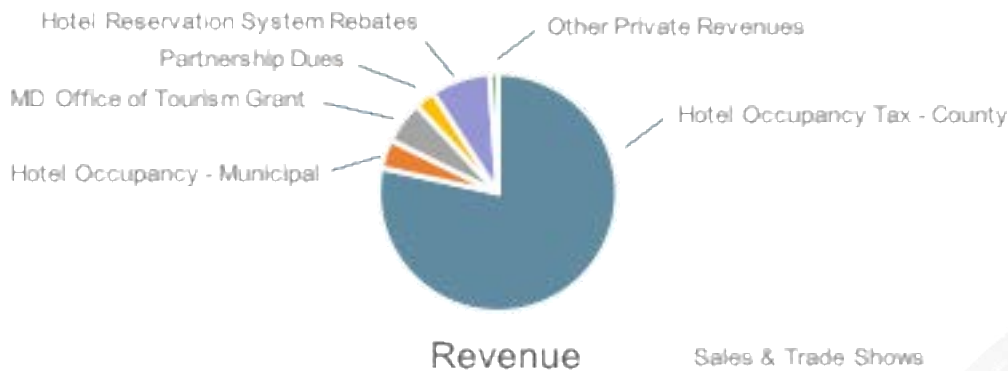
## Strategies and Action Plans – Moco-sports.com

- Redesign the website [www.moco-sports.com](http://www.moco-sports.com) to include in depth information and links that assist the user in learning more about the community prior to arrival.
- Work with ITS R House on enhancing the technology including use of quick books and development of more frequent automated email updates to consumers and hotels.
- Create templates for logging post tournament data on room night pick up actualized, cancellations, rate changes, amenities, etc.
- Hold two webinars per year with hotel partners for [www.moco-sports.com](http://www.moco-sports.com) user training.
- Host pre and post tournament conference calls/in-person meetings with all tournament directors/staff for which housing service is provided.
- Develop an email marketing program that engages MoCo Sports before and after the tournaments.



## Fiscal Year 2019 Visit Montgomery Budget

REVENUES	
Hotel Occupancy Tax – County	\$1,556,519
Hotel Occupancy Tax – Municipal	\$78,000
MD Office of Tourism Marketing Grant	\$115,000
Partnership Dues	\$55,000
Hotel Reservation System Rebates	\$160,000
Other Private Revenues	\$22,000
<b>TOTAL</b>	<b>\$1,986,519</b>
EXPENSES	
Operations	\$166,582
Salaries & Benefits	\$741,000
Marketing & Advertising	\$829,510
Sales & Trade Shows	\$231,427
<b>TOTAL</b>	<b>\$1,986,519</b>





**Visit Montgomery**  
**Board of Directors - Fiscal Year 2019**

EXECUTIVE COMMITTEE	
<b>CHAIR</b> <b>Carol Collins</b> Global Category Manager, Meetings & Events AstraZeneca Operations/ ITEF Procurement	<b>CHAIR ELECT</b> <b>Ruth O'Rourke</b> Hotel and Restaurant Management University of MD Eastern Shore at Universities of Shady Grove
<b>IMMEDIATE PAST CHAIR</b> <b>Katie Doherty</b> Holiday Inn Gaithersburg	<b>TREASURER</b> <b>Jill McCarthy</b> Federal Realty – Pike & Rose
<b>SECRETARY</b> <b>Eric Rasch</b> Silver Spring Civic Building	
BOARD OF DIRECTORS	
<b>Ray Barry</b> American Film Institute Silver Theatre and Cultural Center	<b>Lynn Bowersox</b> Assistant General Manager Customer Service, Communications & Mktg. Washington Metropolitan Area Transit Authority
<b>David Child</b> Bethesda Marriott	<b>Joe Frandoni</b> Arts & Humanities Council of Montgomery Co.
<b>Trish Heffelfinger</b> Maryland Soccer Foundation	<b>Charles Kauffman</b> Vamoose Bus
<b>Kathleen M. McGuinness, CDP</b> SmithLife Homecare	<b>John Hines</b> Adventure Park at Sandy Spring
<b>Leticia Proctor</b> PM Hotel Group	<b>Paul Warnquist</b> Rutherford Supply
<b>Sarah Rogers</b> Heritage Tourism Alliance	<b>Leon Scioscia</b> Strathmore
<b>Ryan Urgo</b> Hilton Garden Inn/Homewood Suites Rockville-Gaithersburg	
PAST PRESIDENT'S COUNCIL:	
<b>Joe Fernandez</b> AAA Mid Atlantic	<b>Sara Torrence, CMP</b> Sara Torrence & Associates
<b>Vira Safai</b> Comfort Inn Shady Grove	
EX-OFFICIO MEMBERS:	
<b>Montgomery County Council</b> Councilmember Craig Rice	<b>Montgomery County Chamber of Commerce</b> Tricia Swanson

*Visit Montgomery's offices are co-located with the Montgomery County Economic Development Corporation (MCEDC) and Work Source Montgomery (WSM) located at 1801 Rockville Pike, Suite 320,*



**Kelly Groff**  
President & CEO  
kgroff@visitmontgomery.com  
240-641-6745

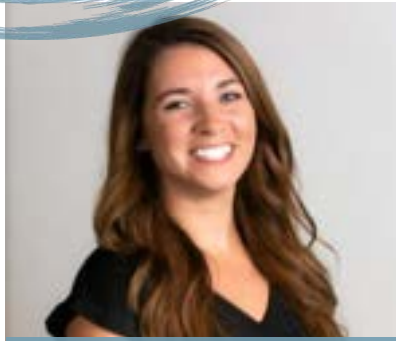
**VISIT MONTGOMERY, MD**  
**Staff Directory**



**Cory Van Horn**  
Director of Marketing  
cvanhorn@visitmontgomery.com  
240-641-6747



**Leticia Engel**  
Marketing Manager  
lengel@visitmontgomery.com  
240-641-6751



**Danielle Nations**  
Partnership Manager  
dnations@visitmontgomery.com  
240-641-6749



**Leila Beltramo**  
Destination Sales Manager  
lbeltramo@visitmontgomery.com  
240-641-6748



**Lee Callicutt**  
Destination Sales Manager  
lcallicutt@visitmontgomery.com  
240-641-6752



**Romola Ghulamali**  
Administration  
rghulamali@visitmontgomery.com  
240-641-6746

**Visit Montgomery, MD**  
1801 Rockville Pike, Suite 320 | Rockville, MD 20852  
info@visitmontgomery.com  
240-641-6750

**Get Inspired!**  
[www.VisitMontgomery.com](http://www.VisitMontgomery.com)

