Market report · Baltimore-Columbia-Towson, MD

The State of Outbound Sales in Baltimore, 2026

How outbound selling looks across the Baltimore-Columbia-Towson, MD metro right now: who the buyers are, which trades have room, what is being built, what a rep costs to hire here. Then a 4-tool kit to work the market this month.

6,283

business sites with 20+ people across the categories trades sell to, #22 of our 100 metros

4.2

buyer sites per commercial landscaping contractor, #33 of 100 markets: the best rank of any trade here

Sites: U.S. Census Bureau, County Business Patterns 2023; rank among the 100 metros on our market pages. Room: U.S. Census Bureau, County Business Patterns 2023 sites per contractor in U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1, among markets with at least 10 contractors.

Executive summary Read this if nothing else

5 things to know about outbound sales in Baltimore

1

Biggest buyer pool

Restaurants: 1,812 sites

with 20 or more people, the largest buyer category in Baltimore-Columbia, ahead of retail stores (1,461).

2

Where the metro leans

Hospitals: 2.66x the U.S. mix

Also over-represented: senior living and nursing (2.04x) and grocery stores (2.04x). Trades that serve these buyers have more of them here than the national average suggests.

3

Most room

Commercial Landscaping: #33 of 100 markets

4.2 buyer sites with 20+ people for each of 914 local commercial landscaping contractors. The most crowded is commercial painting & coatings, #75 of 86.

4

Biggest reason to call

Harborplace redevelopment, $900 million

Permits filed; site work proposed to start October 2026. One of 5 named, sourced projects in this report.

5

Hiring locally

$124,700 for an in-house SDR's first year (illustrative)

At a $55,000 base salary, once commission, payroll taxes and benefits, tools, recruiting and training, turnover and manager time are added, before ramp time.

Sources: U.S. Census Bureau, County Business Patterns 2023; U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1; project sources as of 2026-09; U.S. Bureau of Labor Statistics,

Contents

01 THE MARKET
Who buys in Baltimore-Columbia

02 THE COMPETITION
Which trades have the most room in Baltimore

03 THE PROJECTS
What is being built, and who owns the buildings

04 THE CALENDAR
The Baltimore selling calendar

05 THE NUMBERS
What one meeting takes, trade by trade

06 BUILD OR BUY
What an in-house SDR costs in Baltimore

Kit PART TWO: APPLY THIS
The toolkit

Src METHOD
Sources and notes

Occupational Employment and Wage Statistics (OEWS), May 2025. Full list at the end.

01

Chapter 01 The market

Who buys in Baltimore-Columbia

6,283 business sites in Baltimore-Columbia have 20 or more people on site in the categories commercial trades sell to. That ranks #22 of the 100 metros we publish. Here is what those buyers are and where they sit.

The largest buyer categories

Sites with 20 or more people are the ones worth an SDR's time: big enough to have a facility lead, a service budget and a contract that comes up for renewal. The "vs. U.S. mix" column compares each category's share of local employment with its national share (1.00x is the U.S. average).

Business sites with 20+ people in Baltimore-Columbia, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**1,812**	5,901	1.21x	-21
Retail stores	**1,461**	8,034	1.14x	-121
Medical, dental and outpatient offices	**793**	6,178	1.25x	+88
Wholesale distributors	**552**	2,619	0.74x	+14
Manufacturing plants	**448**	1,439	0.82x	+60
Senior living and nursing	**295**	995	2.04x	+87
Grocery stores	**291**	1,916	2.04x	+13
Churches and religious organizations	**162**	1,457	0.95x	-2
Auto dealerships	**145**	287	0.85x	-22
Bank and credit union offices	**134**	1,300	0.97x	-21

Sources: U.S. Census Bureau, County Business Patterns 2023 (sites by size); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (concentration and one-year change in establishments). Suppressed size classes count as zero.

Baltimore-Columbia leans toward hospitals (2.66x), senior living and nursing (2.04x) and grocery stores (2.04x). A trade that already sells to those buyers elsewhere has a deeper pool here than the national numbers suggest, and a case study from one of them travels well on the phone.

It is thinner than the U.S. mix in golf courses and country clubs (0.65x) and hotels (0.71x). A program built around those buyers runs out of fresh accounts sooner here.

Growing fastest over the past year, by establishment count: medical, dental and outpatient offices (+88), senior living and nursing (+87) and manufacturing plants (+60). New sites have no incumbent vendor yet.

The metro

Baltimore-Columbia-Towson, MD: 7 counties in this report's counts.

Baltimore County, Anne Arundel County and Baltimore city hold 69% of the larger business sites, so most programs start there.

Where the sites are

Business sites with 20+ people, by county, Baltimore-Columbia

COUNTY	SITES WITH 20+	SHARE OF METRO
Baltimore County START HERE	**1,892**	30%
Anne Arundel County	**1,349**	21%
Baltimore city	**1,087**	17%
Howard County	**818**	13%
Harford County	**521**	8%
Carroll County	**329**	5%

COUNTY	SITES WITH 20+	SHARE OF METRO
Queen Anne's County	**99**	2%

Source: U.S. Census Bureau, County Business Patterns 2023, summed across the buyer categories above. Census withholds some county-level size counts, so 188 of the metro's 6,283 sites are not assigned to a county.

02

Chapter 02 The competition

Which trades have the most room in Baltimore

Buyer sites per contractor is a rough read on how crowded a trade is: more sites for each local competitor means more doors nobody else is knocking on. Each trade's Baltimore figure is ranked against the other markets we track.

How Baltimore ranks for each trade, by buyer sites per contractor (longer bar = more room)

TRADE	RANK AMONG MARKETS	SITES PER CONTRACTOR	CONTRACTORS	1-YR CHANGE
Commercial Landscaping MOST ROOM	**#33 of 100**	4.2	914	-16
Commercial Roofing	**#31 of 89**	76	44	-3
Paving & Asphalt	**#42 of 94**	43	85	-2
Commercial Cleaning & Janitorial	**#46 of 100**	3.9	602	-2
Commercial Flooring	**#46 of 68**	59	41	0
Commercial Electrical	**#72 of 100**	8.7	314	+2
Commercial Construction	**#74 of 100**	3.4	510	+18
Managed Service Providers	**#77 of 100**	1.8	2,164	-8
Fire Protection	**#74 of 96**	32	115	+4
Commercial HVAC & Mechanical	**#80 of 100**	7.9	266	-9
Commercial Painting & Coatings	**#75 of 86**	45	77	-2

Sources: U.S. Census Bureau, County Business Patterns 2023 (each trade's own buyer categories, 20+ people); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (contractor establishments and one-year change). Each trade counts different buyers, so compare ranks across trades, not the raw ratios. Ranked among markets with at least 10 contractors in the trade.

Commercial landscaping (#33), commercial roofing (#31) and paving & asphalt (#42) rank best in Baltimore. For those trades a program can work longer before it calls the same building twice, and fewer competitors have already pitched each owner.

Commercial painting & coatings is the most crowded trade here, #75 of 86: 45 buyer sites for each of 77 local commercial painting contractors. Winning there takes a sharper reason to switch than a lower price.

Commercial landscaping (-16) and commercial HVAC & mechanical (-9) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Commercial construction (+18) and fire protection (+4) added them.

Open programs

Our availability workbook does not cover Baltimore yet. We take one client per trade per territory, so ask before you plan around it.

Check whether your trade is open

03

Chapter 03 The projects

What is being built, and who owns the buildings

5 named, sourced projects and 6 anchor owners in Baltimore-Columbia. Each one is a reason to call that has nothing to do with your company and everything to do with the buyer's building.

The projects

01 · $900 million

Harborplace redevelopment

Permits filed; site work proposed to start October 2026

MCB Real Estate's redevelopment of Harborplace and the surrounding Inner Harbor waterfront in downtown Baltimore, with a first phase of about $132 million covering more than 17 acres of plaza, park and promenade work.

> The first permits cover demolition, grading, paving, retaining walls and underground utilities, so paving and landscaping crews come first; the later towers bring building trades work through about 2031.

paving · landscaping · electrical · construction

The Baltimore Banner, 2026-08-12

02 · 63,200 sq ft

Shock Trauma Center Renovation, Phase III

Under construction in stages

A staged renovation of the R Adams Cowley Shock Trauma Center at the University of Maryland Medical Center in downtown Baltimore, covering lab, resuscitation, radiology and acute care units.

> Separate packages start in 2026 and 2027 (Trauma Acute Care in June 2026, HLA lab in August 2026, resuscitation units in April 2027), which suits mechanical, electrical, flooring and painting subs who work inside occupied hospitals.

HVAC · electrical · flooring · painting · fire protection

Maryland Department of Legislative Services, 2026-01

03 · $289 million

New Dulaney High School

Under construction

A replacement Dulaney High School in Timonium, Baltimore County, more than 100,000 square feet larger than the current building.

> Opening is planned for 2029, so building systems and interior finishes run through 2027 and 2028, and demolition of the old school afterward adds paving and athletic field sitework.

construction · HVAC · electrical · paving · flooring

WMAR-2 News, 2025-11-19

04 · $100 million

Tradepoint at Savage Crossing

Construction slated to begin mid-2026

Tradepoint Atlantic's 500,000-square-foot, three-building logistics and light industrial hub on U.S. Route 1 in Savage, Howard County.

> Three warehouse shells over a three-year build mean repeated roofing, paving and electrical packages, then landscaping and cleaning contracts as tenants move in.

roofing · paving · electrical · landscaping

The Baltimore Banner, 2025-04-24

05 · $50 million

RAISE East-West Transit Priority Project

Construction starting October 6, 2026

Maryland Transit Administration upgrades along a 20-mile stretch of Baltimore's CityLink Blue and CityLink Orange bus corridors, including bus-priority signals, bus lanes, crosswalks, sidewalk ramps and stop lighting.

> Phased work through 2029 creates steady paving, striping, concrete ramp and signal and lighting electrical work in short stop-by-stop packages.

paving · electrical · construction

Maryland Transit Administration, 2026-09-10

Projects current as of 2026-09; each source is linked on its card. Values are as reported by the source.

The anchor owners

Health systems, campuses, large employers and industrial parks hold the biggest concentrations of commercial buildings in Baltimore-Columbia. One relationship with a facilities team here can cover many buildings.

Health system · Baltimore, Baltimore city

The Johns Hopkins Hospital

Wikipedia lists The Johns Hopkins Hospital at 1,166 beds, citing the Maryland Health Care Commission's licensed acute care beds for FY26.

> An East Baltimore campus of towers, clinics, research buildings and garages that runs around the clock and needs mechanical, life-safety, cleaning and interior work.

HVAC · cleaning · fire protection · flooring · electrical

Wikipedia

Campus · Baltimore, Baltimore city

Johns Hopkins University

Wikipedia lists 30,210 students at Johns Hopkins University in fall 2024, citing the university's Common Data Set 2024-25.

> Homewood, Peabody and the East Baltimore medical campus hold classrooms, labs, residence halls and grounds that need HVAC, cleaning, roofing and landscape crews.

HVAC · cleaning · roofing · landscaping

Wikipedia

Airport · Linthicum, Anne Arundel County

Baltimore/Washington International Thurgood Marshall Airport (BWI)

The Governor's office said Fiscal Year 2024 set a new record for BWI Marshall Airport, with just over 27 million passengers.

> Terminals, concourses, garages and surface lots operate every day of the year and need cleaning, HVAC service, electrical work and pavement upkeep.

cleaning · HVAC · paving · electrical

Office of Governor Wes Moore

Industrial park · Sparrows Point, Baltimore County

Tradepoint Atlantic

Tradepoint Atlantic describes itself as a 3,300-acre global logistics center with deepwater berths, onsite rail and highway access.

> Distribution centers, a marine terminal and rail-served buildings on the former steel mill site share needs for roofing, paving, electrical and fire protection.

roofing · paving · electrical · fire protection · construction

Tradepoint Atlantic

Public owner · Fort Meade, Anne Arundel County

Fort George G. Meade

Wikipedia says Fort Meade has more than 54,000 employees (service members and civilians) and is the largest employer in the state of Maryland, with a citation.

> The installation hosts the National Security Agency and U.S. Cyber Command among other tenants, with office buildings, barracks and grounds maintained under federal procurement.

HVAC · electrical · cleaning · landscaping

Wikipedia

Major employer · Hunt Valley, Baltimore County

McCormick & Company global headquarters

The Shelby Report said McCormick's Hunt Valley headquarters, opened in 2018, is a completely renovated 350,000-s.f. building that brought together 1,000 employees previously in four office buildings.

> A large corporate office with test kitchens and an employee cafe needs janitorial, HVAC, flooring and grounds service.

cleaning · HVAC · flooring · landscaping

The Shelby Report

Anchor facts checked 2026-10; each source is linked on its card.

Which trades the work touches

Projects and anchor owners in this report that buy each trade, Baltimore-Columbia

TRADE	PROJECTS AND OWNERS	
Commercial Electrical		9
Commercial HVAC & Mechanical		7
Paving & Asphalt		6
Commercial Landscaping		5
Commercial Cleaning & Janitorial		5
Commercial Flooring		4
Commercial Construction		4

TRADE	PROJECTS AND OWNERS	
Commercial Roofing		3
Fire Protection		3
Commercial Painting & Coatings		1

Count of the projects and anchor owners above whose scope includes the trade, from the sourced descriptions.

04

Chapter 04 The calendar

The Baltimore selling calendar

Outbound runs every month, but the weather changes what a buyer wants to hear. These are the NOAA records for the Baltimore-Columbia metro's counties, month by month.

Baltimore by month: storm reports, degree days and average highs

MEASURE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Hail and damaging wind reports total, 2015 to 2024	0	35	45	91	107	276	430	283	71	31	33	4
Cooling degree days average month	0	0	1	4	70	230	377	317	133	15	0	0
Heating degree days average month	976	820	669	323	109	2	0	1	30	263	566	841
Average high (°F) average month	42	45	54	66	75	83	87	85	79	67	56	46

Sources: NOAA NCEI Storm Events Database, 2015 to 2024: reports of hail 1 inch or larger and thunderstorm wind of 58 mph or more, by month, across the market counties. NOAA NCEI nClimDiv county monthly series, 1991-2020 averages. Degree days count how far the daily average sits above (cooling) or below (heating) 65°F, summed over the month.

NOAA logged 104 hail reports of 1 inch or larger and 1,302 damaging wind reports across the metro's counties from 2015 to 2024: #36 of 100 markets for hail and #8 for wind. June, July and August carried 70% of the reports. Storm calls are a real door-opener here, and the contractor who is already known before the season gets the inspection.

The metro averages 1,146 cooling degree days a year (#46 of 97 markets) and 4,601 heating degree days (#46 of 97). Cooling load peaks in June, July and August; heating in January, February, March, November and December. Peak months are when HVAC calls lead with service and response times; the rest of the year they lead with planned work and budgets.

Trades with no weather season

Cleaning, construction, electrical, flooring and fire protection sell on contract end dates, budgets and inspection cycles. Learn each account's date on the first call and come back before it.

7 months average a high of 60°F or more (April, May, June, July, August, September and October). That is when exterior painting, paving and landscaping crews are busiest, so in-season calls catch owners while they can see the work that needs doing. The contracts themselves are bid on each property's own dates, so the selling runs all year.

05

Chapter 05 The numbers

What one meeting takes, trade by trade

What booking a meeting has taken on our own calling floor for the trades we run in Baltimore, next to the records we can prospect here. The sales center figures are national; it does not break them out by city yet.

Dials per booked appointment, by trade (lower is faster), national

TRADE	DIALS PER APPOINTMENT	REACHED PROPOSAL	PROPOSALS WON	DIALS FOR 10 MEETINGS
Fire Protection FASTEST TO BOOK	**78**	21.6%	13.2%	about 780
Paving & Asphalt	**86**	32.2%	7.4%	about 860
Commercial Landscaping	**88**	18.8%	12.7%	about 880
Commercial Electrical	**96**	14.6%	21.1%	about 960
Commercial HVAC & Mechanical	**98**	16.6%	24.9%	about 980
Commercial Painting & Coatings	**115**	31.2%	14.4%	about 1,150
Commercial Flooring	**122**	30.8%	9.8%	about 1,220
Commercial Roofing	**140**	25.9%	16.1%	about 1,400
Commercial Cleaning & Janitorial	**142**	23.9%	21.7%	about 1,420
Managed Service Providers	**162**	10.0%	20.5%	about 1,620

All of these trades together: 122 dials per appointment

Source: Abstrakt sales center, Performance Intelligence, national, as of October 2026. Dials per appointment = prospecting calls divided by appointments set. History, not a promise. Full benchmarks and method.

The records behind a Baltimore program

Before a program starts we size the list: the decision-maker records Abstrakt can prospect for each trade in the Baltimore-Columbia-Towson territory.

6,861
Commercial Roofing

6,861
Commercial Construction

2,720
Commercial HVAC & Mechanical

2,067
Commercial Cleaning & Janitorial

Source: Abstrakt territory record counts, as of October 2026: estimated decision-maker records Abstrakt can prospect for each program in the territory. Shown for the programs the count covers.

Read it this way

Divide the records by the dials one meeting takes and you see how long a list lasts before it repeats. A thin list means a program has to work every record well, not just call more.

06

Chapter 06 Build or buy

What an in-house SDR costs in Baltimore

Before you hire a sales development rep in Baltimore, price the whole job, not just the salary.

The salary is the smallest part of the decision. About 11,340 people hold the role in the Baltimore-Columbia-Towson, MD metro, and every one of their employers is competing for the same hires.

An in-house SDR's first year, at a $55,000 base salary (illustrative model)

COST	YEAR ONE
Base salary	$55,000
Commission and bonus	$15,000
Payroll taxes and benefits (25% of pay)	$17,500
Tools and data ($550 a month)	$6,600
Recruiting and training	$7,000
Turnover (35% a year, rehiring)	$2,450
Manager and QA time (5 hours a week) and admin (4 hours a month)	$21,150
Total, before ramp time	**$124,700**

Headcount: U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025. Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091). The cost lines are the starting values of our SDR cost calculator: $15,000 commission, 25% payroll taxes and benefits, $550 a month in tools, $7,000 recruiting and training, 35% yearly turnover, and manager, QA and admin time. Change any of them there.

$124,700

for one in-house SDR's first year at a $55,000 base salary.

That buys one rep. It does not buy the list, the manager's coaching system or cover when the rep leaves.

Ask us what a program would cost for the same work

Part two Apply this

The Baltimore market toolkit

4 working tools built from the chapters above. Tick the boxes as you go (they stay ticked in this browser), copy the scripts into your CRM, or save the whole guide as a PDF and print this part as a worksheet.

01

Account scorecard

Score an account before anyone dials it.

02

Discovery question bank

The questions that qualify a meeting.

03

Trigger watchlist

The changes that make a buyer take the call.

04

30-day action plan

Four weeks of steps you can start Monday.

TOOL 01

Account scorecard

Before an account goes on the call list, check every line that fits. Call the accounts with the most ticks first, and leave the ones with none for later.

- [ ] **It sits in Baltimore County, Anne Arundel County and Baltimore city**
  69% of the metro's larger business sites are in these counties.
- [ ] **It has 20 or more people on site**
  One of the 6,283 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Baltimore over-indexes on**
  hospitals (2.66x the U.S. mix), senior living and nursing (2.04x the U.S. mix) and grocery stores (2.04x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  The Johns Hopkins Hospital, Johns Hopkins University, Baltimore/Washington International Thurgood Marshall Airport (BWI) and Tradepoint Atlantic.
- [ ] **You can name the person who signs**
  A name and a title before the first dial, not just the main line.

- [ ] **You are calling a business line**
  A business line, not a personal phone. Look up the calling laws for Maryland before you dial.

0 of 6 checked

TOOL 02

Discovery question bank

Ask fewer, better questions. Pick three or four for the call and save the rest for the meeting. Each one comes with the reason it earns its place.

Restaurants: 1,812 sites here

From our fire protection talk track. Staying open and passing inspection. Multi-unit operators are worth more than single locations.

1. **When was your hood suppression system last inspected, and when is the next one due?**
   Due dates tell you when to call and what to offer.
2. **Have you had a failed inspection or a citation recently?**
   Failed inspections threaten the ability to stay open and create urgency.
3. **How many locations do you operate, and does each one use a different vendor?**
   Multi-unit operators are more valuable and often want one vendor across locations.

Retail stores: 1,461 sites here

From our landscaping talk track. Store appearance and snow safety. In shopping centers the landlord usually controls the contract, so qualify who buys.

1. **Is this a freestanding store, or does the shopping center landlord handle the grounds?**
   In centers the landlord usually buys, so this qualifies whether you are talking to the right company.
2. **Is grounds and snow bought store by store or through a regional or national program?**
   Regional programs need a different conversation and a different contact than a single store.
3. **How is snow and ice handled before the store opens?**
   Opening-time snow coverage is a safety and liability issue that gets attention fast.

Medical, dental and outpatient offices: 793 sites here

From our landscaping talk track. Patient access and safety. Many practices lease, so the landlord or property manager is often the buyer.

Any first meeting

Plain practice that works in every market.

1. **How are you handling this today, and what would you change about it?**
   The gap between today and what they want is the whole reason to meet.

1. **Do you own the building, or does a landlord or property manager handle the grounds?**
   Many practices lease, so this tells you whether to keep selling here or move to the landlord.
2. **How are walkways and parking handled when it snows or ices over?**
   Patient access and slip risk are the strongest reasons a practice will act.
3. **Have patients complained about the entrance, parking or grounds?**
   Complaints give the practice administrator a reason to push for a change.
2. **What happens if nothing changes this year?**
   Tells you whether there is a cost to waiting, or only curiosity.
3. **Who else would need to agree before anything moves?**
   Names the people who can stall the deal, while you can still invite them.
4. **When does the current contract or budget come up for review?**
   Gives you the date to plan around, even when the answer today is no.
5. **What would make a first meeting worth your time?**
   Lets the buyer set the agenda, which is the agenda they will show up for.

TOOL 03

Trigger watchlist

Each of these changes gives a buyer a reason to take the call this month instead of next year. Tick the ones you will track, and set a news alert or CRM field for each so you hear about it first.

- [ ] **Harborplace redevelopment**

  Permits filed; site work proposed to start October 2026. The first permits cover demolition, grading, paving, retaining walls and underground utilities, so paving and landscaping crews come first; the later towers bring building trades work through about 2031.

- [ ] **New Dulaney High School**

  Under construction. Opening is planned for 2029, so building systems and interior finishes run through 2027 and 2028, and demolition of the old school afterward adds paving and athletic field sitework.

- [ ] **Shock Trauma Center Renovation, Phase III**

  Under construction in stages. Separate packages start in 2026 and 2027 (Trauma Acute Care in June 2026, HLA lab in August 2026, resuscitation units in April 2027), which suits mechanical, electrical, flooring and painting subs who work inside occupied hospitals.

- [ ] **Tradepoint at Savage Crossing**

  Construction slated to begin mid-2026. Three warehouse shells over a three-year build mean repeated roofing, paving and electrical packages, then landscaping and cleaning contracts as tenants move in.

- [ ] **RAISE East-West Transit Priority Project**
  Construction starting October 6, 2026. Phased work through 2029 creates steady paving, striping, concrete ramp and signal and lighting electrical work in short stop-by-stop packages.

- [ ] **Storm season: June, July and August**
  70% of the 1,406 large-hail and damaging-wind reports NOAA logged across the metro, 2015 to 2024, fell in these months. Owners want an inspection after an event; call the ones you already know first.

- [ ] **Cooling season: June, July and August**
  The months with the most cooling load here. Units that struggle now give a facility lead a reason to take a second contractor's call.

- [ ] **New sites: medical, dental and outpatient offices**
  QCEW counted 88 more medical, dental and outpatient offices in Baltimore-Columbia than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **New sites: senior living and nursing**
  QCEW counted 87 more senior living and nursing in Baltimore-Columbia than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 9 on your watchlist

TOOL 04

30-day action plan

4 weeks, 15 steps, nothing you need to buy. Tick each one off as you finish it; your progress stays in this browser.

Week 1

Draw the territory

- [ ] Start in Baltimore County, Anne Arundel County and Baltimore city, which hold 69% of the larger business sites.
- [ ] Pull the sites with 20 or more people in restaurants, retail stores and medical, dental and outpatient offices.
- [ ] Score every account with the scorecard above and sort the list by score.
- [ ] Put the accounts tied to The Johns Hopkins Hospital and Johns Hopkins University at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Maryland and every state you call into, and confirm them with your own counsel before the first dial.
- [ ] Pick four questions from the question bank for every call and print them next to the phone.
- [ ] Write one opening line per account type that names something local: a project, an owner or the season.

Week 3

Make the calls

- [ ] Call business lines during business hours, 8am to 5pm in the buyer's local time, in the same blocked hours every day.
- [ ] Log every dial, every conversation and every meeting set, so you know your own numbers.
- [ ] Open with the trigger when you know it: harborplace redevelopment.
- [ ] Close every good conversation with two specific meeting times.

Week 4

Measure and decide

- [ ] Divide your dials by meetings set and compare it with the 78 dials per appointment our sales center averaged on fire protection calls (national, as of October 2026).
- [ ] Put a return date on every "not now", tied to the contract or budget date they gave you.
- [ ] Before you hire, price an in-house rep with the Baltimore pay figures in this report.
- [ ] Keep what worked, rewrite the line that drew the most pushback, and run the next 30 days.

0 of 15 steps done

Sources and notes

- U.S. Census Bureau, County Business Patterns 2023: business sites by category, size and county, Baltimore-Columbia-Towson, MD.
- U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1: contractor establishments, one-year change and concentration (location quotient).
- Projects: named public sources linked on each card, current as of 2026-09.
- Anchor owners: sources linked on each card, checked 2026-10.
- NOAA NCEI Storm Events Database, 2015 to 2024: hail and damaging wind reports by month across the metro's counties.
- NOAA NCEI nClimDiv county monthly series, 1991-2020 averages: degree days and average highs by month.
- Abstrakt sales center, Performance Intelligence, national, as of October 2026: dials, appointments, proposals and wins by trade. Method.
- Abstrakt territory record counts, as of October 2026: decision-maker records per program in the Baltimore-Columbia-Towson territory.
- U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025: Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091).
- Cover photo: Baltimore skyline across the Inner Harbor, by Yianni Mathioudakis on Unsplash, Unsplash License.
- The toolkit's discovery questions come from our trade talk tracks; the plan and checklists are sales practice, not data.

Keep reading

Market page
Appointment setting in Baltimore

Territory
Check whether your trade is open in Baltimore

Benchmarks
The full sales center benchmarks and method

Calculator
Run the in-house SDR numbers yourself

Nearby market
The State of Outbound Sales in Washington

Photos on this page: Yianni Mathioudakis on Unsplash (Unsplash License).

Sales Talk newsletter

Get Sales Talk in your inbox

New playbooks, benchmarks and guides from our sales floor, for owners and sales leaders who sell to businesses. One email a month. See past issues.

First name (optional)

Work email

What do you sell? (optional)

Choose one

Subscribe

Your email and the details you choose to add, nothing else. We never sell or share your address, and every issue has a one-click unsubscribe. Privacy Policy.