The Conch Town Trolley was the first version of what is now known as the Old Town Trolley.

Story Inside on Page 2
Happy New Year!

It is almost a custom to look back on the past year during the New Year change and I am no exception, except for the fact that I looked a lot farther back. Just coming out of the “Great Recession” has been a series of trials and tribulations during which time we opened up the Boston Tea Party Ships & Museum and opened Old Town Trolley Tours of Nashville. Considering where we were during the recession, these were no small feats, but then I started to think that there have been a lot more.

I suppose as one grows older it is nostalgic to think back to the “olden days” when one first got started. Maybe it’s a sense of pride or a way that we rationalize and justify what we have done for our careers. Whatever the reason, at my age I find a great deal of which to be proud in terms of how our company has evolved.

Those of you who have been through HTA Orientation have seen glimpses of our history in films and photos, many of which are imbedded in my mind. I came to Key West in 1973 for the weekend and met my future partner(s), Ed Swift, Gerald Mosher and Mike Cates. Well, Mike was the first to pass and, as most of you know, “Mr. Moe” also recently passed away. Now there is just Ed and me as the original partners.

Our first company was Old Town Key West Development and it was an effort to buy up vacant, derelict and, quite frankly, cheap buildings in downtown Key West. Yes, we had a vision of what might be, but back then it was extremely difficult to see.

Today, everybody who comes to Key West takes for granted that this is one of the premier destinations in the state, our country and probably the world. It was already imbued with a significant past from the days of wrecking (ship salvage), sponging, cigar making and the railroad that went to sea built by Henry Flagler in 1912. Over its history Key West has been way up and way down, as it was during the Great Depression. Today, Key West is riding the crest of fame brought on by such notable Key West residents as Ernest Hemingway, Tennessee Williams and Jimmy Buffett, to name just a very few. It is good to see owners recognizing the fact that investment in their homes and commercial properties is a much better idea than tearing them down. Key West is now a museum of wooden architecture.

The Nation’s Storyteller

by Chris Belland, CEO

in the New England-Bahamian-Cuba vernacular.

In the late 70s we bought a small company that was operating a “trolley” using a cut-down bread truck and a boat trailer with a plywood base and bus benches. The other sightseeing company was a well-funded company called the Conch Train. By 1980 we bought brand new vehicles, bought the Conch Train in 1983 and have since expanded into six other cities. Our first trolley company had 13 employees (we weren’t CASTmembers then) and on our first day we carried 34 passengers. Well, a lot has changed since then. Today, our number of CASTmembers hovers around 1,500 and this year we will host over 3 million guests on our tours and in our attractions, making us one of the largest companies of our type.

Our type? Really, there is no other company in the United States quite like us. Oh, yes, there are Disneys and Universal Studios, Graylines and Big Buses but there is no company that does trolleys, runs historic attractions, has retail and is able to field teams that can open up a new city practically on demand or build a historic attraction that tells a story and immediately resonates with the public. Historic Tours of America can, has and will.

Every year I ask our Executive Staff and our General Managers of tours, attractions and retail to present just one idea about which they are passionate for they feel it will have significant, if not a company changing affect. My main goal is, as the Chief Executive Officer, to help these CASTmembers achieve their goals. It is not being lazy on my part but it is what I can do best to help our company.

Do you have your own personal goals? Do you have a singular idea for Historic Tours of America that will change our company? If you have personal goals, I hope you have written them down instead of just thought about them, for it is truly the only way you will ever see them come to fruition. If you have an idea for our company, I hope you will share it with me and, to the extent I can, it will become one of those efforts in which I will take interest and make time and assets available for its accomplishment.

I firmly believe that our company is special because we have gone far beyond Ed’s and my original vision so, in a sense, we have “done it”. At this time, however, it is now up to each of us to collectively decide what our future will be. Happy New Year!
Old Town Key West Development Partners Moe Mosher, Mike Cates, Chris Belland and Ed Swift

Old Town Trolley’s 5 year anniversary.

Old Town Trolley Tours operated along side the Conch Tour Train in the early 80’s.

Long time CASTmember and current Conch Tour Train General Manager Eva Conway as a young lady

YO - JACK SPARROW!
YOU LOOK GREAT, DUDE — HOW’d YOU TAKE THE WEIGHT OFF?

Fred Belland
THE HOLIDAYS
by Steven Burress; General Manager

It’s been a year! Hard to believe it, but one year ago at the beginning of December, we moved into our new building in Nashville. Our first Christmas Party consisted of Beverly Flanders, Ally Marshall, Leslie Allen and me running to lunch at a local BBQ joint! We were filled with excitement, some fears, but joy as we started spending time with people who will be a part of our life going forward. Our family grew from that first Christmas in Nashville, but with each addition, the laughter we have had over the past year has increased exponentially.

We spent our first Thanksgiving and Christmas season on Broadway. The beautiful lights around various parts of the city make an already beautiful city, something even more amazing to behold.

We welcome 2017 with open arms. Our plans have been modified, we have expanded our ideas, we have pulled back on others, but our family is incredible. Nashville is growing up, and I couldn’t be more proud of who we are becoming!

WORKING TOGETHER IS SUCCESS
by David Galvan; Operations Manager

It is amazing to think that we are now at one year in Nashville. We started here with seven CASTmembers: Steve Burress, Leslie Allen, Beverly Flanders, Ally Marshall, Mellissa Elliott, Nate Kingsbury and myself. We now number about forty!

Working together to build this operation has been awesome, challenging, frustrating, educational and most of all rewarding. Some of us came from other HTA locations (Key West, St. Augustine and Savannah) but most came to us from Middle Tennessee and not to mention a few North Easterners (Yankees) that have made it down here to the Volunteer State. That combination has enabled us to build an incredible CAST of great people. I continue to look forward to great things here in Music City. I know we are just scratching the surface and can’t wait to see what we do next.

I want to personally thank all of the CAST for the tremendous effort and hospitality they display each and every day. To say we are proud of what we have accomplished here would be a great understatement.

“Coming together is the beginning. Keeping together is progress. Working together is Success.” Henry Ford.

Thank you, OTT Nashville, and to all of those who supported us along the way!
includes animals. SAFPAW relies completely on donations: gift cards, cash, blankets, propane, collars, leashes, dog food, human food... you name it, they need it. In addition to what one would expect of a homeless non-profit, SAFPAW also takes care of homeless pets. This means they need a local network of people that can foster the animals. Cash and gift card donations are extremely important to spay or neuter a dog or cat since this is a requirement of any organization helping with pets.

Old Town Trolley Tours of Nashville is joining with SAFPAW to help where we can. When Buffy asked General Manager, Steve Burruss about working with them he agreed. Steve went on to say that we don't want to just focus on the holidays, that the people and animals need help year-round. At Christmas, every year SAFPAW also adopts a neighborhood and provides Christmas for the children. Give someone a hand and/or paw up, ask how you can become involved.

NO BRAINER
by Nikki Weekly; Group Charter Representative

The definition of a “No Brainer” is something that requires or involves little or no mental effort. Yet, I guess this is only true depending upon one’s own perspective and experiences with any given situation. Allow me to explain myself. I believe Old Town Trolley is the best tour company in Nashville. I believe we offer a great service at a very competitive rate. I believe we have the most entertaining and interesting script. I believe we have the best conductors and the most unique vehicles in the city. I believe that we pride ourselves in the service we provide and I believe that we give our guests the biggest bang for their buck. Therefore, since I believe in Old Town Trolley, I believe it’s a “No Brainer” that any potential client, group, corporation, bride, event planner and sales manager should choose US! Except, I forgot two important details; Tradition and Loyalty.

Tradition and Loyalty are very real entities in the South. Take care of those who have taken care of you. And when the new kid on the block (that’s us) comes in to town, flourishes its bright orange and green colors and commands the attention it is used to, those who truly believe in tradition and loyalty turn this whole idea of a “No Brainer” into a test of will, determination and the patience necessary to convince them that we, Old Town Trolley Tours of Nashville, are worthy of being a “No Brainer”. As 2016 comes to an end, we look forward to a new year, a new vision, new clients, renewed energy, new Ideas, new purpose and the same Old Town Trolley Values. They together, will guide us through a prosperous 2017! Let’s go!

NOVEMBER
Mark Patterson
Conductor
Jay Grenstiner
Sales Representative
Lewis Weaser
Supporting

VENDOR GROWTH
by Melissa Elliott; Vendor Sales Representative

The months of November and December brought extensive growth for the Vendor Program here in Nashville. Hotels like the Thompson signed on to be vendors, and The Hutton Hotel and Embassy Suites at Vanderbilt have expanded their Concierge/Front Line teams. Also, hotels like The Westin and Omni now exclusively sell Old Town Trolley Tours of Nashville. It is a humbling moment to walk into the newly opened Westin hotel and to see our brochure proudly displayed at their Concierge desk.

Another way we are expanding our Vendor Program is through the attendance of our Chamber of Commerce’s events. Our Charter Representative, Nikki Weekly and myself attended the Business After Hours at The Westin Hotel. There, we had a table to display both the Vendor and Charter Programs. This event allowed us to make so many valuable contacts. One such contact is Brian Laird from Touchstone. They are a company that that focuses on branding and he helped me design a wonderful gift for my Vendors.

Make sure to check out the pictures of the vendor gifts I gave out in December. To add a special touch to the gift, we had each cup engraved with the Vendor’s name. They have been a huge hit with all of the hotels and it makes the Vendors feel special to have something personalized.

SILENT NIGHT
by Leslie Allen; Head Conductor

Old Town Trolley Nashville aced the holiday season by offering not one but TWO holiday-themed tours. Our “Lights and Sights” tour combined caroling, cookies and candies, and a beautiful tour of nearby Brentwood neighborhoods all dressed up in their...
Old Town Trolley Tours of Nashville

Nashville Continued...

Glowing Christmas finery! We even had an occasional step-on guide. Our own Tim Haynes (boy, we have some talented folks here in Nashville), periodically boarded our decked-out trolleys dressed as a strummin' Santa, complete with an acoustic guitar. Santa entertained our guests with carols and stories as they took in all the glorious holiday wonder.

Our second tour was to the Beautiful Cheekwood Mansion whose botanical gardens shone with ONE MILLION LIGHTS illuminating the grounds for an unforgettable winter stroll.

We couldn’t have done it without our dedicated CASTmembers, some who braved some fairly bitter nights in order to entice riders to join the festivities, and others who navigated trolleys through areas quite new to them in order to give our guests the most captivating Holiday tour possible.

Only 11 months from this writing until we get to experience it all again!

Winter Maintenance

by Nate Kingsbury; Fleet Manager

Here in OTT Nashville’s maintenance department with winter rolling in slowly (this is middle Tennessee, we make our own weather) we are beginning the long task of turning on all the heaters and running new heater hose for our older trolleys, as well as installing new heaters in some. With Christmas coming along scary fast we are also moving into installing power inverters and beginning the process of hanging lights on all of our trolleys.

Vendor Spotlight

Laura Cunningham
Chief Concierge, Hutton Hotel

Laura Cunningham, Chief Concierge at Hutton Hotel in Nashville, Tennessee, is a member of Les Clefs d’Or USA, a prestigious association of hotel lobby concierges. She partnered Historic Tours of America as a preferred vendor with the hotel when they opened their Nashville operation in 2016.

Born and raised in Rome, GA, Cunningham attended Mississippi State University, and has lived in Atlanta and New York City while working in television production for Discovery Health and ABC News. In 2008 she moved to Nashville and was an opening team member for the Hutton Hotel, helping build the concierge program in 2009.

She is the recipient of the ‘Stars of the Industry: Lodging Employee of the Year’ from the Nashville Hospitality Association in 2014 and received statewide recognition winning the same award from the Tennessee Hospitality Association later the same year. She served as Secretary and Vice President of the Music City Concierge Association and is a Music City Platinum Ambassador.

She enjoys hiking, brunching, traveling, and spending time with her rescue dog, Pepper.

What is your most treasured possession?
My rescue dog, Pepper, is my most treasured “possession,” but she is also a valued and loyal family member.

What is your favorite occupation?
Being a concierge and working in hospitality. It is rewarding to help plan visitors’ stays and share with them the best ways to see our city. I essentially get to be a professional tourist.

What do you most value in your friends?
What I value most about my friends is that they speak my ‘language.’ Valuable friends understand ‘Laura’ and the quirkiness that comes along with me.

What three things will you always find in my refrigerator?
One of the reasons I love Nashville is that I rarely have to cook. Our restaurant selection is ever-expanding, so the only item consistently in my fridge is coffee creamer. If I have to do much more than boil water, I find somewhere new to eat instead.

Who are your favorite writers?
CS Lewis is my favorite writer. I enjoyed reading the Chronicles of Narnia as a child, especially The Last Battle. One thing that makes CS Lewis my favorite is he has also written many fabulous, thought-provoking books for adults.
LEWIS WEASER
Administrative Assistant, Old Town Trolley Tours

BACKGROUND

I grew up in a very small town in North Central Washington State. I had a graduating class of 42 people and we all knew each other. It felt, to some degree, like Mayberry. After graduating, I moved to the "Big City" where I got my AA then joined the Coast Guard where I’d find myself for the next 20 years. In that 20-year span of time, I found myself living mostly in California from Los Angeles to San Francisco and all points in between. In late 2014, I was informed that I’d be transferring with the Coast Guard down to Key West and in early 2015 learning that things had changed and I’d be retiring from the Coast Guard but still went ahead and made that cross country move to Key West.

On my way across country, I corresponded regularly with Sandy Campbell in Key West and she kept telling me to let her know when I got on the island. I think she was glad that I finally got to Key West so I wouldn't be bothering her so much. I found myself working for HTA in HPM where I had the pleasure of working for and with two great ladies, Joyce Unke and Debbie Swift-Batty. It was while working in HPM that I learned about the starting of OTT-Nashville and made the move. Anyone can see that I didn’t think the timing of this move very well as it was February when I left tropical Key West and arrived in Nashville where it started to snow. Snow is a word that just doesn’t exist in Key West and if it fell below 70, I was looking for a jacket. To arrive in Nashville where it was snowing, I thought for sure I was going to freeze to death.

Since being here at OTT-Nashville, I have done what feels to be a bit of everything. Started out as a Sales Rep then after about eight months moved into Admin where I tackle Recap and Invoices. It also seems like the list of things I’m responsible for grows each day and you know what, I wouldn’t have it any other way. HTA/OTT-Nashville is my home and I wake up every morning, except for a couple days a week, excited about going in to work. When work makes you feel like that, it is hard not to enjoy it!

What brought you to your city?
OTT-Nashville! I had never been to the state of Tennessee much less Nashville but when I discovered we were opening OTT-Nashville, I had to be part of it.

What do you consider your greatest achievement?
My greatest achievement would have to be the privilege of serving this great country as a member of the Coast Guard for 20 years. Enlisted in 1995 and in 2015, retired as a Chief Warrant Officer.

What or who is the greatest love of your life?
The greatest love of my life would have to be my husband. Shortly after getting together, we found ourselves moving from the San Francisco, CA area to a small island called Key West, FL. My amazing husband said that he knew he’d be moving around being with a Military man so he was ready to make the move. Then less than a year later, we make the move to Nashville, Tennessee. He never complains, he just says that wherever I go, he’ll be right there with me.

If you were to die and come back as a person or thing, what do you think it would be?
This is an easy one because I’ve said this numerous times, I’d like to come back as my dog, Brody. Brody is "Well" taken care of, to the point some might say he’s spoiled.

If you could choose one reality TV show to be on, what would it be?
The only reality TV show I’d even want to be on would be the Amazing Race. Even if I didn’t win, which I know I would, I’d get to go and see some amazing places and people.
The 12th annual San Diego Credit Union Poinsettia Bowl game welcomed the BYU Cougars and the University of Wyoming Cowboys, Wednesday, December 21st at Qualcomm Stadium.

The Festivities for the 2016 San Diego Poinsettia Bowl kicked off in downtown San Diego’s historic Gaslamp Quarter, sponsored by Westfield Horton Plaza. Marching bands and spirit squads from the participating universities paraded from each end of 5th Avenue performing holiday classics and meeting up at Market Street for a heart-pounding Battle of the Bands! Game day, BYU went on to win, 24-21.

The following week, Tuesday, December 27, the 2016 National Funding 39th annual Holiday Bowl game featured the Washington State Cougars vs. Minnesota Gophers. The week-long event featured team days at SeaWorld, San Diego Zoo, a Navy and Marine Corps luncheon and battle of the bands as well as participating in the Port of San Diego Big Bay Balloon Parade.

It marks the first trip to the Holiday Bowl for Minnesota who faced Washington State with their third appearance in the bowl game’s history. Though it was a close, Minnesota went on to win 17-12.

Old Town Trolley’s participation in the holiday events included trolley transportation for the famous “Balloon Platoon” for the 24th Annual Port of San Diego Big Bay Balloon Parade. Recognized as “America’s Largest Balloon Parade,” the event features more giant helium-filled character balloons than any parade in the country. Over 100,000 spectators filled the streets along the Embarcadero on a picture perfect sunny day.

HOLIDAY LIGHTS AND SIGHTS
John Savage, Operations Manager

The 2016 Holiday Lights and Sights Trolley Tour excelled in its fourth year! Our ridership continues to grow - up 18%! This year the Old Town Market holiday decorations were so beautiful that guests could not help but be in the spirit of the season. After a brief pre-show in the courtyard it was out to the holiday Trolley for great music, caroling and holiday lights and sights. The highlight of the tour was Garrison Street in Point Loma with its spectacular decorated houses and city and harbor light views. The tour ended in Old Town with the song Feliz Navidad as a perfect ending! Everyone finished on such a high they were ready to ride again. A big thank you our Conductor Elves: Chris “Curly” Chiotras, Larry Usall, Patricia Vanderwerff, James Kressley, Melissa Sewell, Mike Devin, Patrick Nettles, Brian Lindsey, Cody “Jack Frost” Hug, Michael O’Hearn, Rodney Foster, Susie Vetter and Timothy Wright.

HOLIDAY PARADES
Erica Frost, Charters and Group Sales Manager

December was a time to unwrap some magic and showcase a few of our different Trolleys in three local Holiday Parades that we participate in every year PLUS a debut at a brand new parade for us, the North Park Toyland Parade. There was the 41st annual Coronado Christmas parade and this year’s theme was “A Season to Sparkle!”. Old Town Trolley was spotted in the Holiday Lights and Sights Trolley in the parade; a great way to promote our newly named Holiday Lights and Sights Trolley Tour! We also participated in the 59th annual La Jolla Holiday parade and their theme this year was “Christmas in the Future”. Very exciting!
our third parade, once again we had the honor of hosting our Mayor, the Honorable Kevin Faulconer, on the Felicity white wedding Trolley for the 37th annual Ocean Beach Holiday Parade and their theme this year was “The Year of the Pier with Holiday Cheer” and this year’s parade featured a 30-second wedding ceremony! Lastly, we made a first-time appearance at the 54th annual North Park Toyland Parade. North Park was transformed into a Winter Wonderland as melodious marching bands, upbeat dance groups, cool vintage cars, beauty queens, city officials and more, warmed our spirits. Santa Claus was atop his merry red fire engine and bells were ringing as loved ones snuggled up in the bright, frosty air. ‘Tis the season to celebrate!

**ANNUAL CAST HOLIDAY PARTY**

Nikki Meo-Cook and Jeanette Perez

This year over 130 CASTmembers and their guests enjoyed a stunning backdrop of downtown San Diego’s city skyline and the ambience of ”Under the Sea” theme during our annual CAST holiday party at Peohe’s Restaurant. Located on the waterfront of the resort City (Island) of Coronado, Peohe’s specializes in classic dishes prepared with tropical accents. The party was full of fun and flair as each CASTmember went “fishing” for a special gift and competed for a chance at one of 14 table prizes. The evening concluded with recognition of Outstanding CAST for 2016. (SEE PHOTOS ON NEXT PAGE)

**SAN DIEGO SAFE DRIVING AWARDS**

Safety Officer, John Lindsey

Record-setting is a great word to describe 2016 safety year for San Diego. The SEAL Department went more than 6 Months without an At-Fault accident and the Trolley conductors were close behind them with more than 5 months accident free; the longest streaks on record for either department. Over the last year, we had 11 Captains and 40 Conductors who drove Half-a-Million Miles. Of those, 33 earned a Safe Driving Award. Congratulations and thank you to the following for a job well done…

**12 Years**

Chris “Curly” Chiotras

8 Years

Stan Henson

Don Kaye

7 Years

Larry Usall

Robert “Capt. Bob” Williams

6 Years

Deb Hildebrand

John “Bones” Barton

5 Years

Mike Devin

4 Years

Capt. George Adams

3 Years

Susie Vetter

2 Years

Steve Brooks

Robert “Boxcar” Miller

**1 Year**

Capt. Jay Bernstein

Arthur Burgess

Capt. Charlie Chittim

Philip Fondaw

Rodney Foster

Robert Hatcher

James Kressley

Melissa Sewell

Patricia Vanderwerff

Bill Walker

**6 Months**

Robert Casey

Mark Chadwell

Gary Hill

Charlie Hogquist

Cody Hug

Brian Lindsey

Capt. James Murphy

Alex Vargas

Mike Watson

Tim Wright
HOLIDAY PARTY

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facebook.com/sealtours
twitter.com/sealtours
instagram.com/sandiegoseals
Thirty children ages 5-12, living in a downtown shelter, joined us at the Old Town Market for our 13th annual St. Vincent DePaul Holiday party. The children enjoyed pizza, sodas, piñatas and holiday fun. The highlight of the visit was a gift to each child by Santa & Mrs. Claus. The children had filled out wish list cards earlier in the month so that Santa knew exactly what they wanted. Santa and Mrs. Claus were played by our very own Christian Perez and Carmen Thulin. On the way home, the Trolley and its conductor Hatch took the children on an evening tour of holiday lights around the city.

A huge thank you to Trolley CASTmembers, Old Town Market Merchants, and staff as they all partnered together to make sure every child received a gift.

Over 150 children, with one or both parents, live at the downtown San Diego shelter. All 150 plus children at the shelter were given a personalized gift. The children’s ages ranged from infants to 17 years of age at the shelter.

Jennifer Ryan, Children’s Services Program Manager, St. Vincent DePaul Village writes:

I can’t thank you all enough for what you all do for our kids. It is truly magical watching the kids open their personalized gifts from everyone.

It’s been two weeks and the memories are cemented in. We have a 4 year old who has a new stuffed animal that she continues to cling to while in preschool especially as she goes down for nap…in short she loves it!

We have a 9 year old who is still trying to figure out how exactly Santa knew exactly what he wanted. It is pure magic for him to this day. I imagine you gave him another year of believing in the magic of Christmas.

You all impress me every year and I can never seem to find the words to sum up this feeling. I am blessed to get to work with these kids every day, but what warms my heart even more is when your group comes in and reminds all of us that there are great and amazing people in this world who care about these kids just as much as we all do.

THANK YOU! Please pass this message on to everyone! Thank you for making our kids’ Christmas bright and happy in a very dark and dreary time in their lives. Every one of you are extremely special and make a huge difference in this world!

ST. VINCENT DEPAUL VILLAGE CHILDREN’S HOLIDAY PARTY 2016
Sebastian Biagioni, Operations Leasing Manager

COOKIE PROGRAM

The Incentive Program AKA “The Cookie program” is a simple gift given to clients/Vendors from the Vendor and Charter Reps to show appreciation for their support. It’s a nice thank you on a quarterly basis which is done around special holidays such as Valentine’s or St. Patrick’s Day, 4th of July, Halloween or Thanksgiving and an end of the year holiday gift.
BACKGROUND

My journey to where I am today, working for HTA, is a long one. But allow me to give the Cliff Notes version of the story. I was born in California and was raised in Alice Springs, Australia with my grandparents. I lived on an animal rescue, rehabilitation, and release station where we cared for sick and injured animals ranging from marsupials, reptiles, birds, dogs and cats alike. This lifestyle gave me me an early start for a strong work ethic, a sense of teamwork and a deep passion for things, especially wildlife. At age 10 I moved in with my parents in New York, where we lived for 6 months. Then we moved to Los Angeles (my home away from home) and we lived in the Valley for a few years and finally we came to our senses and moved to San Diego where I have been living since.

After High School I worked part time at SeaWorld San Diego in park operations while attending college for philosophy and applied behavioral analysis (which I have never once used any of these things). I then auditioned to perform at SeaWorld during the holidays and got the role. I performed for Halloween, and when they found out I can walk on stilts, they decided to have me perform for the Christmas season. I had several other jobs in the park, zoological educator (the annoying people on the microphone talking about the animals), I was in husbandry, caring for the stingrays (I know, stereotypical Aussie!), and lastly I was an event photographer. I've also worked at the San Diego Zoo as a tour guide/ bus driver, I worked at the Reuben H Fleet science center as a circus specialist for their circus exhibit, the dinner detective murder mystery show as an improv artist, haunted trails balboa park as a scare actor, Ringling Bros. and Barnum & Bailey Circus as backstage crew and more importantly I graduated from Ringling Clown College (I'm an official Ringling trained clown), I also teach physical comedy, I'm a voice actor, and I do hospital clowning once a month among many other things that I can’t fit on this list.

After my last stint with SeaWorld, I heard about auditions for a Tour Conductor position with Old Town Trolley Tours. I thought, “That’d be interesting...challenge accepted!” I auditioned in early January 2016, and I’ve been with the company since January 18th of 2016... basically I got the part. It has been such a blessing to have this opportunity and it has taught me valuable skills that I’ll be using for future opportunities and adventures. I’m glad to be a part of this family, who’s filled with a myriad of talents and best of all, we’re all goofballs! I fit right in! I’m glad, too, that my bosses have dealt with me and my eccentricity thus far.

What is your greatest fear?
Wow. What a question. I have, what would be called, atychiphobia. The fear of failure. I do my absolute best at anything I do to not fail, or fail others. It’s a blessing and it’s a curse.

What or who is your greatest love of your life?
Not a ‘who’, but a ‘what’ in this case. My greatest love is comedy. Watching it, hearing it, and performing it. Comedy is an ancient medicine that can treat and heal. It allows you to escape reality for just a moment, and just enjoy happiness at its rawest.

What do you consider your greatest achievement?
I once would say being accepted into and graduating Ringling Bros clown college, but now when I look at it... I’d say the ability to do so much in my life, career wise and personally, in such a short amount of time. I’ve done more things than most of my friends and family could say they’ve done.
This month I would like to recognize the Concierge Services Staff at the award-winning San Diego Convention Center. The San Diego Convention Center was built in 1989 and had a major expansion in 2001. It sits on 11 acres of beautiful San Diego Port tideland and has a size of 2.6 million total gross square feet. The Concierge Desk is a hub of information and activity in the Convention Center. They offer all types of Concierge services such as restaurant reservations, tour suggestions and any type of assistance that a conventioneer would need. The wonderful staff of eight is led by Director, Bess Eberhardt. Everyone on the Concierge Desk and the entire Sales team at the Convention Center are amazing Trolley and SEAL Tour supporters. The Center is having a record year with 673,814 attendees expected. There are 66 city-wide conventions booked that includes the famous Comic-Con which brings over 150,000 attendees to San Diego in July. Thank you to the entire Concierge Staff and Sales Team at the San Diego Convention Center for all the great support and promotion over the years!

Newlyweds Sebastian Biagioni and his adorable wife Erin make it official! Congratulations and all the best to you from all of us at San Diego Trolley.

San Diego Leadagers take in a well-deserved break enjoying a potluck holiday luncheon and white elephant gift exchange.
We operate 364 days of the year, and we execute at an incredible level day in and day out throughout the entire year. This is accomplished by each and every one of you, from the first mechanic to arrive in the morning to the last detailer to leave at night along with every tour conductor, sales representative, concierge, administrative CAST along the way. I see you all and appreciate your contributions and want to individually thank you and wish you the most spectacular, blessed, joyous and prosperous 2017 that can be had.

A last and special thank you to my exemplary Leadaget Team. Whether you’ve been here with me from the start in 2003 or have just joined this year, I want you to know I am thankful for you all and am reminded daily of how blessed I am to work with such an incredible team. Thank you for your support, your input and your loyalty. You are all each great Leaders and people, I am regularly awed in your presence. Let’s go make 2017 great together y’all!

Ah, the last (and first) City Scoop of our year(s). What a year 2016 has been. We’ve seen great successes including ridership that should eclipse our prior “best year ever” (last year) by around 10,000 riders, despite the significant impacts of Hurricane Matthew on one of our best months of the year (October). Speaking of natural disasters, the arrival, impact and aftermath of this storm once again reminded me of the blessings we share as an organization and a community. I was reminded this year how many good people we work with and how strong of a team we have as we all worked together to return to “business as usual” and deliver cheer, goodwill and Transportainment to all within a week of the storm. In between we paved roads, created new tours, established new partnerships and strengthened existing ones. We also helped design and build the first HTA museum in Savannah and more than anything else, had a great time delighting our guests and enjoying the warm company of the family we call CAST! Because we have such a great team I was able to leave our operation during the holidays and celebrate my mother’s 70th birthday and my parents 51st wedding anniversary with 9 other members of my family to return home only to hear “all went well and we carried 18% more during the week between Christmas and New Year’s Day than we did last year.” I am so proud and thankful to serve such an able and effective team. Thank you all.

At the time of this writing I am looking forward in two days to a wonderful company “post-holiday” party on the new Riverstreet Riverboat and as I get ready to have some fun with some of my favorite people I want to make sure that everyone is aware of how much I appreciate the great work you all do every day of the year. We operate 364 days of the year, and we execute at an incredible level day in and day out throughout the entire year. This is accomplished by each and every one of you, from the first mechanic to arrive in the morning to the last detailer to leave at night along with every tour conductor, sales representative, concierge, administrative CAST along the way. I see you all and appreciate your contributions and want to individually thank you and wish you the most spectacular, blessed, joyous and prosperous 2017 that can be had.

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Our December ridership this year was pretty slow, until it wasn’t. We had what we believe was the biggest week in our operation's history between Christmas and New Year’s. It takes everyone pulling together in the same direction and we had that sort of teamwork in spades! Many thanks and congratulations to all of our cast. We are going to have to work pretty hard to match up to those numbers next year, but I’m confident we are up to the challenge.

Our Holiday Sights tour was successful once again. Many thanks to all of our participating conductors (especially those whose arms I twisted) and MODs. I heard nothing but raves from guests. Once again we partnered with the Westin Hotel and the Davenport House, and they were great as usual. Our guests got a great exposure to 18th and 19th century holiday traditions and saw how they evolved into many of our present day practices.

We are now into our “off” season here in Savannah. I have to use the quotes because as many of you know, off season for us just means that we are off full boil and on to a simmer. So far, that simmer is pretty aggressive too as our January ridership has started out quite strong.

It also isn’t much of an off season for the behind the curtain parts of the operation. At the moment we are looking to bring on a new conductor class so that our staffing is strong heading into the high season. We will also use these slow weeks to certify some of our conductors on additional tours and we are bringing on a new dispatcher and a new CDL trainer. We have started discussions about revising our route, and wait….where did our “off season” go again?

By the time you read this it will be springtime in Savannah. It is one of the best times of year to come to Savannah, as our ridership will attest. The flowers around town will be in bloom, the weather will be fantastic, and we will be going full speed ahead with the “off season” in our rearview.

Hello all! Happy Holidays from Safety World. I am the new Safety Officer here in Savannah and I know I have some BIG SHOES to fill, but I also know I have one of the BEST Teachers here too, so I

Richard Cheeley aka Father Christmas at the Savannah Christmas Parade.
want to thank Kenny Gresham for all your wonderful guidance these past few months.

We have finished up our Holiday Sights Tour which ended Christmas Eve. This was a great way to get some night driving training in for our rookies and also a refresher course for our veteran drivers.

In January, which is normally slow, we will start a driver refresher Course with all drivers. This will allow me along with the drivers to see if they are compliant in the day to day driving of our loop. This will also cover pulling in to stops the proper way to help prevent guests from making that extended step to the curb, and extra care and guided safety hints along the way to always be on the lookout for. OH! And remember what Safety Saurus says: Safety is As Safety Does!!

GREETINGS FROM THE GRAVE
by Travis Spangenburg; Program Co-Manager

As 2016 comes to a close, exciting things are on the horizon for Ghosts and Gravestones. We have certified our two newest Ghost Hosts, Molly (CarolAnn Edscorn) and Lady Ivory (Heather Owens) They’re both having a great time finding their footing as Savannah’s spooky storytellers.

Every year, our first stop, the Andrew Low House, closes down for annual maintenance. This usually results in using Colonial Park Cemetery as our stop. In some of the coldest weeks of the year, (Although not quite as cold as our friends in Washington DC and Boston!) this can be quite a harsh time to stand outside of the Cemetery gates. Luckily, this year, we’ve been afforded the wonderful opportunity to utilize the Isaiah Davenport House as the first stop on the Ghosts & Gravestones tour. Since we started using the house on the Ghost Town Trolley tour last May, the house has gained quite the reputation among the CAST for being the creepiest one we’ve entered yet. You know it’s a great haunted stop when even the guides are afraid to be there alone! Personally, I like to hide in the well-lit kitchen downstairs.

Of course, we are about to start our training season at G&G when we will bring many new guides and drivers to fill out our team before high season hits. Kristina and I are excited about the new possibilities these additions will bring!

HUMAN RESOURCES
by Renee Mercer; HR Manager

It’s the time of year again: Holidays and Recruitment! I’d like to start off by saying a BIG “Thank You” to Craig Armstrong, one of our Groups and Charter Reps, for decorating not one – but THREE - amazing trees! Each was better than the last! Even Gandalf, our oddly named female office cat, seemed to appreciate it as she found a cozy home underneath. While signaling the start of a new year, the end of the Holidays also marks the beginning of Recruitment season for us. This year is going to be busier than ever now that we are also (finally!) recruiting for the American prohibition Museum Experience and its adjoined Speakeasy, Congress Street Up. So Exciting! I’m up to my eyeballs in applications and that’s a good thing! We are all looking forward to new CASTmembers becoming family members and for what the new Season brings us.

GROUPS AND CHARTERS
Craig Armstrong, Groups & Charters Representative
For our “off season”, the Groups and Charters department stays busy! We are busy booking groups such as educational tours, Girl Scouts and reunions for spring and summer. Compassion Christian Church’s “The Journey”, a seasonal amazing re-enactment allowing guests “to experience life the night Christmas began”, kept our drivers busy in December as we provided transportation to thousands of guests around their complex for a two week period. We were also happy to provide tours on Christmas Eve and New Year’s Day to guests visiting from American Cruise Lines. The Martin Luther King Jr. parade in January also kept us hopping as we had over 20 trolleys in the parade, rented by various local organizations. Even the judges’ stand is a trolley!

We wish you a happy, healthy and prosperous 2017!

Savannah Continued on the Next Page...
Savannah Continued...

VENDOR LIFE
Bob “Colonel” Hunter, Vendor Manager

Happy New Year! We survived the hurricane! We lost some valuable time and money during the hurricane and after but during the months of November and December we came back with the increase of roughly 15% each month and look for another increase this month. So I believe we are starting the New Year off right.

We are building a great team in the Vendor department; everyone is pulling their own weight and trying to come up with more and more new ideas. Our newbie Caitlin Wall is doing an excellent job in her new position.

DEPOT SALES
by Jim Rafferty; Depot Sales Manager

As we begin our off season, we always start November with Rock & Roll Marathon. We had another successful marathon weekend, as we staffed the check-in booth at The Trade Center for two days and kicked off our annual “Show us your Bib” promotion for the runners. Thanksgiving weekend did not disappoint, as we had some huge ridership days.

As we do every year, the day after Thanksgiving we began our Holiday Sights Tour nightly through Christmas Eve. The week between Christmas and New Year’s ranks up there as one of our busiest weeks of the year in Savannah. This trend continued as we have an increase of 18% in ridership over the same week last year. In the December Essential Guidebook Challenge our sales staff saw an increase of 894 book sales over the December 2015. A great effort.

Congratulations to our October Sales Rep of the Month T. Floyd and November Sales Rep of the Month Jenny Shear. Congratulations to both for their outstanding work.

The sales staff continue to impress with sales and guest service. They continue to do a great job in and out. I would like to welcome three new concierges to the ranks. Patrick Starling, Doug Irvine, and Ben Tantanella as we continue to add more hotel concierge desks. Before we know it season will be upon us. We are ready!!

SIMPLY SAVANNAH
by Liz Wiglesworth, Store Manager; Store Manager

We had great sales this holiday season at Simply Savannah. We also got to welcome two new CASTmembers to our team; Virginia Glover is the new Assistant Manager and Dashawna Pirtle transferred to Simply Savannah from Trolley Stop Gifts. Both have been wonderful additions to our team. Now we are gearing up for inventory which will take place at the end of January.
Pam Gray has worked for the B&B on Gordon since 1982. She is a Savannah native and has worked with the vendor department for roughly 9 or 10 years providing services to her guests through the boarding pass system. We recently converted her over to the On Line vendor program and she is taking off like a rocket! We are so proud of her progress at this point and look forward to her production in the busy months ahead.

VENDOR SPOTLIGHT

Pam Gray
B&B on Gordon

Happy Anniversary
OLD TOWN TROLLEY

William Haegelin, 10 years
Linda Ferguson, 7 years
Garry Patrick, 7 years
Donald Hendrix, 6 years
Jody Leyva, 6 years
Timothy Conway, 5 years
Ralph Cowart Jr., 4 years
Oscar Floyd III, 4 years
Levinie Wooten, 4 years
Michael Harris, 4 years
Dennis Pellegrino, 3 years
Oscar Floyd IV, 3 years
Travis Spangenburg, 3 years
Jennifer Laraway, 3 years
James Fields, 3 years

Brenda Hankinson, 3 years
Michele Price, 3 years
Theresa Floyd, 3 years
Dennis Pellegrino, 3 years
Jenny Shear, 2 years
George Hickman, 2 years
Scott Leekley, 2 years
Sherree Teston, 2 years
Richard Bruneau, 2 years
Paul Peters, 1 year
Douglas Wisdom, 1 year
Jonathan Prell, 1 year
David McSavaney, 1 year
William Ferree, 1 year
Jennifer Swarz, 1 year
PERSONAL PRESENTATION AND APPEARANCE
Eric Holmes, General Manager
For Old Town Trolley Tours, Arlington National Cemetery Tour, DC Ducks, and National Harbor Shuttle personal presentation and appearance is everything. In such a competitive city like the District of Columbia, we have to utilize every resource afforded to us to our advantage. One of the things that sets us apart from our competitors is the fact that we take pride in the way we look.

During a recent visit from Chris Belland, we had the opportunity to spend some time riding tours, and simply walking the park. During one of our rides we both noticed that while we looked better than our competitors, some of our CASTmembers were not up to HTA standards. We were in a transition from summer to fall costumes which made us look a bit disorganized. Even with that being the case, in the end it’s the small details of our costume that can make or break the overall impression of our entire company.

Yes, appearance really does matter. In the hospitality industry, guest perception is based on how we present ourselves. For instance, a CASTmember in a well-fitted, wrinkle free costume, clean fingernails, and neat hair is generally taken more seriously by prospective guests. Compare this to a CASTmember who looks disorganized, in dirty clothes, messy hair, or a CASTmember that is out of costume altogether. Being neat and clean expresses that you have your act together. Looking good will make a CASTmember feel great about themselves, and it tells the guests that we respect them enough to look our very best.

Back to the basics. CASTmembers looking and feeling good…

ITS TRAINING TIME IN OUR NATION’S CAPITAL
Eric “Mr. E” Whitehead, Head Tour Conductor
Happy winter fellow CASTmembers from around the country. Its winter and its cold so you know what that means!! It’s TRAINING TIME. Time to seek out the best of the best for our upcoming season. We are doing our absolute best to locate and train just the right type of people to join our CAST. As we all know, this job is not for everyone. It takes a certain kind of mindset to be a tour guide here in our Nation’s Capital. From the traffic, to the constant road closures, to the motorcades, the protests, festivals, celebrations and parades, there is always something going on in Washington, DC. So our search has begun and we have already found a few new CASTmembers who we believe will serve our guests well in the upcoming season. Thanks to Jerry Miller who is heading up our search and to all those other CAST and Leadegers who are participating in the training. We hope that our 2017 season will be the best one yet! In just a few short weeks, the Cherry Blossoms will be blooming and we want to be ready to serve our hundreds of thousands of guests that plan to take in the sights and sounds of The Cherry Blossom Festival. We are seeking diversity, entertainers, historians, teachers, performers and people with “the right stuff”. They are out there and we’re looking for them. We have rolled out the orange and green carpet, polished up our training materials, put on our happy faces and are now ready to train some of the best conductors in the world. Stay tuned, I’ll let you know how it’s going real soon.

D.C. DUCKS VISITED BY THE NTSBS
Jake Hartman, Training and Safety Officer
I am very proud to share with everyone that the D.C. Ducks were visited by the National Transportation Safety Board twice in the past couple of months. They brought 13 members of their National Investigation Team to see how the D.C. Ducks operate on a daily basis and have remained the only operator of original unaltered DUKW’s to have an unblemished safety record! During their visit they spent time with Captain Larry Warren the Operations Manager of the D.C. Ducks to go learn how additional safety practices above and beyond what is required by Federal or D.C. laws have helped to preserve our stellar safety record.

Congratulations to Captain Larry Warren for putting the D.C. Ducks and HTA on the NTSB’s radar for positive reasons!

DISCO MAKES A COMEBACK WITH DC DUCKS
Larry Warren, DC Ducks Operations Manager
January 10th, 2017 a day that will go down in infamy, as one of our newest T-Ducks, Disco Duck will be approved to carry happy guests after our routine Coast Guard Inspection cycle in March. We’ve all been waiting for this day, for over two years, and can’t wait to see this happen.

Our six current DUKWs have received a new facelift with all
new Bimini tops and Imron paint jobs, showing off their new re-energized looks. One could say, “They’ll be as proud as a peacock, oops, I mean Duck.” Four of our DUKWs will be sporting new colors this season, which will certainly be crowd pleasing I’m sure.

**INAUGURATION JUNCTION, WHAT’S YOUR FUNCTION?**
Abe Burgos, Operations Manager OTT

Ahh! January in Washington DC. One day it’s 25 and snowing, the next day it’s 60 and sunny. Yes, this is our January so far. It shocks me no one has caught the flu. Wellness Fair, you are awesome! Good job HR Department. And it’s funny. Yesterday was the first day conductor Darin “Double D” DelRosario wore pants to work. Today, he’s back in shorts.

But this January is different. This January brings change. Whether it’s a change you want or a change you really didn’t want, it’s still change. As I grow older, I appreciate the brilliance of the constitution. The United States changed the world. Previous to the constitution, no where on earth would a country change power and leadership without a war. We have the opportunity to change our leadership every year without a single drop of blood. Without a gun being shot. Without military conflict.

So whether you like the new person in charge or not, is completely up to you. The beauty of the change of power is quite something to hold. We’re expecting about 400,000 people to come to DC for the inauguration. Hopefully we can get them on a tour or at least into the Welcome Center. Because where there is change, there is financial reward for someone. And I hope it’s us.

**WREATHS ACROSS AMERICA**
Amanda Varnam, Lead Shuttle Driver for ANC Tours

We conducts tours of the cemetery 363 out of 365 days a year. The only two days of a year that we do not operate are wreaths-in and wreaths-out. Wreaths Across America is a nonprofit that lays wreaths at graves of fallen service members at national cemeteries across the country. The organization grew out of a much smaller project with roots at Arlington National Cemetery.

It started with Morrill Worcester, owner of Worcester Wreath Company of Harrington in Maine, who won a trip to Washington D.C. when he was 12 years old. While in Washington, he visited Arlington National Cemetery. In 1992, Worcester’s company had a surplus of wreaths. Remembering his trip to Arlington, Worcester made arrangements to have the extra wreaths laid at headstones in an older section of the cemetery. This tradition went on for over ten years. In 2005 a photo of the wreaths covered in snow circulated the internet thrusting the project into the national spotlight.

The organization slowly expanded. By 2008, Wreaths Across America facilitated wreath laying ceremonies in over 300 locations and over 100,000 wreaths were placed on service members graves. In 2014, volunteers laid 700,000 wreaths at over 1,000 different locations. A parade of semi-trucks carrying the wreaths leaves Maine in early December and makes its way down the east coast to Arlington National Cemetery.

On Friday December 16, 2016 our defenders picked up the truck drivers who were parked around the cemetery and brought them to one of the cemetery gates. The next morning, our defenders picked up the drivers at the same gate and brought them back to their trucks. It was a cold and icy day, but that didn’t stop the volunteers. 8,000 volunteers arrived at the cemetery in just the first hour! By the end of the day approximately 70 trucks carrying a total of about 250,000 wreaths were unloaded by nearly 44,000 volunteers. Each of the approximately 240,000 headstones and each row of the niche and columbarium court received a wreath. The whole process was complete by 12:30 pm. This year marked the 25th anniversary of wreaths being laid at ANC. It was our honor and pleasure to provide transportation for this wonderful event.

Shameless plug: To read more interesting articles pertaining to Arlington National Cemetery visit [https://www.arlingtontours.com/](https://www.arlingtontours.com/) arlington-national-cemetery-facts

**Happy Anniversary**

**OLD TOWN TROLLEY**

Jose Melgar, 17 years
Jason Klein, 15 years
Stepehn Martin, 14 years
Howard Winfield, 12 years
Nazha Salhi, 12 years
Elon Smith, 12 years
Elene Williams, 9 years
William Ruddick, 7 years
Tanya Byers, 6 years
Ryan Arnold, 4 years
Terri Southern, 4 years
Reginald Genus, 2 years
Latitia Carroll, 2 years
James Garrett, 2 years
Johnathan Postell, 2 years
Steven Valentin, 2 years
Mark Jackson, 2 years
Maureen Jones, 1 year
Ashley Green, 1 year

**ARLINGTON NATIONAL CEMETERY**

Mona Lisa Hooks, 11 years
John Morrison, 4 years
Stephanie Graves, 2 years
Cyprian Riley, 2 years
Babatunde Tejan, 2 years
Amanda Varnam, 2 years
Cathy Young, 2 years
John Jeffress, 2 years

**DC DUCKS**

Lawrence Yontz, 4 years
Abdullah Salim, 3 years
Robert Solomon, 3 years
James Verticio, 3 years

Maurice Neve, 1 year

**Jacqueline Willett, 2 years
Omar Haimanchandra, 2 years
Michael Harrison, 2 years
Tori Sharp, 2 years
Rashard Williams, 2 years
Tracy Richardson, 2 years
**
20 Minute Chicken Parmesan

If you are sick and tired of your grubby, ungrateful family constantly looking at you as if you were the maid around the house, constantly asking, What's for dinner?, I have a solution for you. I have a fast, easy recipe that will shut their greedy little faces long enough for you to get back to the really important things in life, like relaxing on the couch and binge watching the last season of “Game of Thrones”.

**Ingredients:**
- Chicken Breasts
- 1 Egg
- ½ cup of water
- 3 Tbs. of Olive Oil
- 2 Cups Bread Crumbs
- 1 Bottle of your favorite Tomato Sauce (Prego is a personal favorite)
- 2 Cups Shredded Mozzarella Cheese
- 1 pound of Cooked Pasta

**Directions**
- Prepare pasta as per the directions on the box. Pound the chicken breasts to ¼ - ½ inch in thickness. Dredge the chicken; first in the egg wash, then in the bread crumbs. Add olive oil to pan and add chicken and cook until golden brown on both sides (about 3-5 minutes). Remove from pan and lower heat. Add tomato sauce (add a pat of butter for flavor). Then add the chicken breast to the sauce, turning a few times to make sure they are covered in sauce on both sides. Lower the heat to simmer. Add the cheese over the chicken and cover. Simmer for approximately 15 minutes. Serve over pasta and enjoy. (I prefer Angel Hair pasta, but, that is a personal preference).
- This dish can be prepared in one pan so clean up (since you will be the one washing the dishes and cleaning the kitchen anyway) will be a breeze.
- Ring the triangle, yell “Vittles” and get out of the way because you are about to be trampled by the herd.
- Let me know if you are a success. For more quick recipes, household cleaning tips, or how to handle an ungrateful, selfish, family, that treats you like an indentured servant, just ask me. I can give you some great ideas, that won’t leave any marks or land you in prison. They won’t be able to trace the evidence to you for at least 72 hours. In fact, my chicken parmesan was gone so fast I couldn’t take a picture. So here’s a picture of me which is just as yummy!
Hello, my name is Ashley H. Chase. I was born and raised in Washington D.C., I grew up in the NE area of D.C. My Great-grandmother and Great-grandfather raised me into the woman I am today. A little after I was 10 years old my great grandparents passed away leaving me with my grandmother to raise me. During this time, I moved to Uptown D.C. which is in the N.W area. I became a Student at Calvin Coolidge Senior High School, attended all four years, graduating with my High School Diploma at 18. I landed my first job in customer service at 16 years old, since then “The Customer Service/ Hospitality” field I knew was for me. 

I am currently 22, working with (HTA) Historic Tours of America. I began working with HTA since February 16, 2016 and it has been a remarkable and fun ride thus far. I came about working with (HTA) during a (D.O.E.S) Department OF Employment Services hiring event and I was shock how fast my interview came. With (HTA) during a (D.O.E.S) Department OF Employment Services hiring event and I was shock how fast my interview came, around that time D.O.E.S had serval employers there but something stood out about Old Town Trolley, I guess it was something about their “FUN EMPLOYED” being displayed, and I immediate took advantage. During my interview process Mr. Abe who is our Operations Manager asked me general questions about myself, and different questions about my position at old town trolley. At the end of my interview he was blown away. Mr. Abe said I had the job already, and I was still chattering, being so nervous, he had to stop me and say go already lol! That’s how I’m here today. With life giving to us we have to put our minds as well as our body to the test cause nothing will be handed to us, and I keep this in mind everyday before I go to work as a motivational kick off to start my day while being outside as a Ticket Sales Reprehensive for Old Town Trolley. With more to come I am glad to say that “Customer Service” is my strongest suit and that I am so relieved I chosen Old Town Trolley to be my employer.

What do you consider your greatest achievement?
I consider my greatest achievement was completing my first step in life which is obtaining my diploma.

If I had to eat one thing for the rest of my life what would it be?
If I had to eat one thing for the rest of my life is would be “Bacon”

What is the trait you most deplore about yourself?
I most deplore my “Gift Of Gab”. My communication skills will be the best trait I deplore.

What is your favorite vacation spot?
My favorite spot is “MIAMI”

What is your most treasured possession?
My most treasured possession will be Jewelry, I keep all of my special jewelry hidden, if my mom, sis, or any special person in my life gave me in a safe place.

RECRUITMENT
Jerry Miller, HTA Business Process Analyst and Recruiter

Many people attribute this quote to American businessman, author, and philanthropist, Anthony Robbins, and before him Albert Einstein, Henry Ford, and even Mark Twain. Regardless of the origin, what matters is the point it makes.

I was recently asked to do some recruiting for the Washington DC operations. They needed in excess of 100 CASTmembers to prepare for their 2017 touring season. Never being known to turn down a good challenge, I accepted my new assignment. I thought, “How tough can it be?” Um, yeah.

In the past, recruiters would post a job in the local newspaper and wait for the resumes to come pouring in. They would spend countless hours sifting through the mountain of paper, weeding out the “undesirables.” They would make calls and set up interviews between the applicants and the hiring managers.

On my first day, I was given a mountain of resumes that had not been called on, so I picked up the phone. I made close to 50 calls that day, not one person answered their phone and only one person returned my call. I went home that night and thought, “What did I do wrong today?” “What am I going to do to recruit over 100 CASTmembers?” “How am I going to attract candidates?” Then it hit me. Duh! People just don’t talk on the phone anymore. We text. We email. We Skype. We Facetime. So the next day, I blasted a form-email to those same 50 people and, Voila! The responses flowed forth! I received responses from over half of the recipients of my email.

Once the backlog of resumes had been addressed, I ran ads in newspapers and on Craigslist. I posted open positions on CareerBuilder. I did all of the typical things one does to recruit and received almost no response. So once again, I went home and thought, “How in the world am I going to find enough candidates to end up with 100 new hires?” I enlisted the help of one of our outside recruiting partners and was given several suggestions on new recruiting techniques. I scrubbed database after database after database, searching for people with “CDL” or “Tour Guide” in their profiles. They may not be actively searching for a job, but having their profile on a job search website at all meant that at some point, they were. So I just started sending “cold call” emails, and again, the responses poured in.

Now I sit back, enjoying the fact that we just hired our 90th new CASTmember in three months. Due to attrition, we still need a few more, but we are well on our way to being prepared for the 2017 touring season. How did we do it? At the risk of using a tired cliché, we thought outside the box, we put ourselves in the applicants’ shoes, and we forgot all about the “this is how it’s always been done” mentality.
FAMOUS NIGHTS OF LIGHTS TROLLEY TOUR

Jeanne Coyne, Asst. to the General Manager

This past year has brought us our best Nights of Lights season yet. Just a month earlier the season was in question as St. Augustine cleaned up from Hurricane Matthew. The city rallied to get everything cleaned up and opened and the Nights of Lights on!

Our Famous Nights of Lights trolley tour was a huge success. This year's season ran smoother than ever. We again offered our shuttle service from our Welcome Centers on US-1 and from the Old Jail to the Visitor's Information Center which helped guests from driving downtown.

As we have done in previous years, we hired local schools and bands to play at the Visitor's Information Center on our busier nights to help entertain guests as they stood in line. We had everyone from the Showtime dancers to high school choral groups and bands to a 70 piece band play for us this year. It was wonderful to have the local school programs come out to perform in front of audiences from all over!

Once aboard the trolley the guests received their magical viewing glasses and sang along with the Christmas songs while they saw the world famous nights of lights in St. Augustine. After the tour, they were met by Santa's elves with a cup of hot apple cider and sugar cookies. This has become a family favorite and guests came from all over to see St. Augustine's famous Nights of Lights.

We can't thank our staff enough for doing such an outstanding job with this season's Nights of Lights. Everyone pitched in to help make this our best year yet!

COOKIE VENDOR PROGRAM

Our cookie vendor program is always a favorite during the holidays. Each year at Christmas, our vendor rep, Melissa Mezick, and our GM, Dave Chatterton, dress up in costume to deliver treats to the hotel and B&B vendors who have helped sell our tickets through the year. For the past 3 years, we have hired carolers dressed in Dickens-style clothing to go along with Melissa and Dave on their trip around town. As a thank you for their support throughout the year, we surprise hotel and B&B guests with a Christmas carol sung by the carolers as Dave and Melissa hand out the goodies provided by Frosted by Darla. This is the 3rd year we have brought the carolers along and the vendors love it more and more each year. To add to the fun this year Dave dressed up in an “ugly Santa suit” and Melissa dressed in her fancy Santa suit. The ugly Santa suit drew so much attention that our head conductor was seen sporting his own during the Nights of Lights. The crowds loved him all decked out in green. (A photo is worth a thousand words)
HAT CONTEST

Each Nights of Lights season we hold a Hat Contest. This originally started to encourage our staff to wear festive hats and in turn make our tours and attractions more fun for our guests. The sales staff becomes more approachable, our drivers appear even more festive and the guests love it. This year we had the best selection of hats ever. We left the voting up to social media and asked our Facebook friends to vote. Not only did our hat contest receive lots of votes, but the contest helped to direct more traffic than ever to our Facebook page. Ronnie, a conductor, was our first place winner and he received a $100 gift card. Lindsay Gray, Potter’s Wax Museum manager, won with her take-off of a Christmas Story lamp hat and she won a $75 gift card. Finally, Kerry, a conductor, won third place with his larger than life hat. Kerry won a $50 gift card. Thanks to everyone who participated!

MEDIA NIGHT

How do you make one of the most beautiful cities in America even more beautiful? By adding over three million glittering white lights of course. We are grateful to everyone who has helped make St. Augustine’s Nights of Lights world famous – especially those in the media. Their kind words have helped popularize this very special time of the year in our city.

This year Old Town Trolley Tours of St. Augustine and the St. Augustine Distillery held a First Annual Media Night. OTT and the Distillery partnered with the San Sebastian Winery and the A1A Aleworks and invited the media from St. Augustine, Jacksonville and outlying areas to come for a night of cocktails, treats and to take a Nights of Lights tour on the trolley. We wanted to show our appreciation to the media for helping make St. Augustine’s Nights of Lights world famous. The event was held at the Distillery where guests were greeted with hors doeurves and cocktails before jumping on the trolley for a Nights of Lights tour. Afterwards we rejoined the Distillery for desserts and cognacs provided by the winery. Each guest also received a commemorative sports bottle to take home with them. It was a wonderful night and we are already looking forward to our 2nd Annual Media Night and making this event more special next year.

Hat contest Winners: Ronnie, Lindsay, and Kerry

NOVEMBER

Tony Arango
Conductor
Robert Vazquez
Sales Representative
Terry Herbert
Historyteller
Fran Rafferty
G & G
Dean Vargas
Supporting
Tina Carver
Retail
Linda Riskus
Pickle

facebook.com/staugustinetours
twitter.com/staugustinetour
instagram.com/oldtowntrolley
BACKGROUND

My career has been amazing. I have worked toward and been successful in careers and choices in life. My most treasured possessions are my memories and always my animals. My idea of “perfect” happiness is to travel, living between St. Augustine and the South of France, learning to play the piano surrounded by all my four legged furry friends and maintaining contact with my true and honest friends.

My home town is in the suburbs of Philadelphia, Wayne, PA. I moved to St. Augustine in 1981. I was on vacation with my mother. After going home I was in a position that I could move, so I did—to St Augustine. My mother followed 6 months later. When first moving to St. Augustine I worked with ARC and managed a group home. The clients and I used to ride the trolleys for pleasure and social training. I continued to work for ARC and then moving on to my focused career, the Hospitality Industry.

I then moved to Palm Coast to work for ITT-Sheraton Corporation, then to Orlando at the Holiday Inn and the Cloister @ Sea Island, GA. Next was the Delta Queen Steamboat Company out of New Orleans, LA to be a member of the management team for authentic Steamboats; the American Queen, launched in 1995; the Mississippi Queen circa 1976 and the Delta Queen circa 1927. In addition, the Cape May Light from New Jersey to Canada and the Columbia Queen out of Portland, Oregon. I worked for the Steamboats 15 years.

In 1986, I remember telling my mother “when I retire I’d like to work for the green trolley.” Although not retired, I applied to HTA’S -Old Town Trolley in 2014; hired as a conductor; promoted to a Lead Conductor and now the Safety Officer. And I Love It!!!
Recipe

In the kitchen with...

Jeanne Coyne

Homemade Caprese

My son makes this for me when I visit and we’re waiting for dinner to cook. I have not made this my favorite go-to snack in the afternoon. My husband and I are eating lighter. I have cut out the bad snacks and now eat Gluten Free. It really makes a difference! This recipe is simple, healthy but most importantly – Yummy!

Ingredients:
• Tomato
• Fresh Mozzarella

Pesto:
• 1 Cup - Macadamia Nuts (or any soft nut, pine nuts)
• 3/4 Cup Fresh Basil Leaves
• 1 TSP - Crushed Pepper
• 1 TSP - Salt
• Balsamic Vinegar

Directions
• In a food processor, add in a cup of nuts along with fresh basil, season with fresh ground pepper and salt. Blend in a food processor. Slowly integrate the balsamic vinegar until it has a nice spreadable consistency.
• Serve on top of freshly sliced tomato and slice of fresh mozzarella.

This makes a healthy – tasty replacement over chips and dip.

ST. AUGUSTINE SAFE DRIVING AWARDS

We will be presenting our safe driver awards in January. This is an important award for Historic Tours of America and it’s important to recognize our truly deserving conductors. Our motto is “Safety First, Customer Service a close Second” and being able to award this money for our safe drivers means they understand that motto and take it to heart. They are keeping our guests safe and are following the safety rules as they do it. This is such an important award, we would like to list our winners here:

6 Years
Mark MacFarland

5 Years
John Anderson
Tom O’Brien
Bill Norris

4 Years
Ted Sage
Juan Sanchez

3 Years
Debbie Bennett
Bill Fish
Pam Reed

2 Years
Bud Horan
Wendy Messinger
John Pritchard
Bill Russell

Happy Anniversary

OLD TOWN TROLLEY TOURS

Teresa Akras, 16 years
Rob Faubion
James Zeigler
John Rogers

Robert Makin, 10 years
Sandra Chirhart
Chip Sullivan
David Fisk
Lisa Glover
Robert Makin
Albert McCormick
Linda McCowen
Marshall McCullough
Robert Mickey
Ronny Oakes
Mike Parkerson
Jim O’Steen

OLD JAIL

William McComb, 8 years
Charlotte Harris, 4 years
Terry Herbert, 5 years
Jennifer Johnson, 3 years
Andrew Joyce, 1 year
Lisa Romanelli, 3 years

THE OLD JAIL

William McComb, 8 years
Michelle Fredette, 4 years

THE OLD JAIL

Donald Hart, 1 year

RETAIL

Stephanie Horstmann, 5 years

Donald Hart, 1 year

Charlotte Harris, 4 years
Jennifer Johnson, 3 years
Lisa Romanelli, 3 years
Adam Fischer, 2 years
Yvonne Miller-Griffin, 1 year
Brandon Clark, 1 year
Stephanie Clinton, 1 year
Melanni Knight, 1 year

THE OLD JAIL

Donald Hart, 1 year
The Nation's Storyteller

ST. AUGUSTINE

AFTER-THE-HOLIDAY
HOLIDAY SEASON
John Welby, General Manager

December and January are surprisingly busy here at Old Town Trolley Tours of Boston. You would think that because there are fewer tourists in town that there is nothing going on, but that is not the case. The first weekend in December is always a big charter weekend, with the biggest charter being for the City of Boston. For as long as I can remember, OTT has supplied trolleys (now up to three) over a three day period for the mayor and his entourage to visit every neighborhood in the city and light the official Christmas trees. Safety Officer/Trainer, Sue Pye, had the honor of driving the mayor and snapped a couple of great pictures of the event; one of the mayor as seen through the rear-view mirror and one of the trolleys all decorated for the event.

On December 8th we held our annual holiday party at the Summer Shack once again. A great time was had by all and the team at the Summer Shack could not have been more accommodating. A big “thank you” is in order for conductor Dave “Lil Dave” Ryan who provided the DJ services for the night. He even created an OTT Boston picture slide show that played on a monitor in front of him all night, which was the icing on the cake of a wonderful evening. Thank you too to Michael “The Professor” Chandler and Tracey Paturzo for making sure all of the details were taken care of so the night could go off without a hitch.

The New England Patriots once again have made it into the post season and beat the Houston Texans 34 to 16 on January 14th to advance to the AFC Championship game. In advance of the game, the Patriots’ Cheerleaders and mascot “Pat Patriot” made the rounds through downtown Boston getting people psyched for the game. They even stopped by our trolley stop at the Marriott Long Wharf where we were able to get a great photo of them with Sales Rep, Greg Twombly.

OPERATIONS
Brian Buckley, Operations Manager

It certainly has been and continues to be an exciting year at Old Town Trolley Tours of Boston. We've been consistently setting new ridership records throughout our season.

Usually, as things wind down after Thanksgiving we can take a breath and assess what we need to do for our upcoming season. This year has been a bit different. We’re still carrying a lot of guests! Not July numbers mind you but big numbers for November and December. By the way, we’ve already had 2 “snow days” where we had to cancel operations for the day and we’re still crushing our, albeit light, off season goals.

The work continues, however, and a number of “off season” projects are underway. We’re sprucing the joint up painting hallways, offices and our briefing room got a makeover as well. New Ridership and Depot Sales Goal boards have been installed. We’re taking a hard look at our depots and updating our look and signs at some of those locations as well.

The most important off season project, of course, is our recruitment efforts. Our first group of trainees are going through their paces and we have more in the pipeline starting with us very soon.

Everything we do today helps us to provide the highest level of customer service possible when we start ramping up again in a few short weeks. After all, Red Sox Pitchers and Catchers report on February 14th – just around the corner!!! Can’t wait!

THE WINTER MONTHS
Steve Everett, Assistant Manager of Operations

We are now into the deep winter months with its unforgiving blustery wind, which gives our CASTmembers the luxury of fine tuning their craft with the guests and their tour. We have job fairs to attend and resumes to review during these months and we have already started bringing on new conductors with others in the wings.

It is always exciting to meet new CASTmembers and learn what brought them to Old Town Trolley Tours of Boston and to indoctrinate them into the life aboard a trolley. With the snow shovels out of the closets,
DEPOT SALES

Bernie Casco, Depot Sales Manager

We kept a strong sales team on board this "offseason" and even though our operating hours are shorter in the winter our team has done an excellent job of keeping up the momentum and taking full advantage of their selling time at the depots! In the month of December we concentrated our attention to Chris Belland’s Essential Guide Challenge. Through the sales team’s effort and the encouragement of our leadager team, we had a nice increase over this time last year. By staying on top of the numbers and tracking different facets of the book sales, we were able to increase sales from 303 in December of last year (when had an internal contest) to 468 this December. We look forward to continuing to improve our Essential Guide sales month after month as we get closer to the season!

CHARTERS & GROUP SALES

Leslie Nagy, Charter Representative

The month of December was quite busy for charters in Boston. The first weekend of the month kicks off with trolleys for the City of Boston Special Events. We provide the trolleys to take the Mayor of Boston and his entourage around to the various neighborhoods of the city for individual tree lightings over three days with three trolleys. We also provide six trolleys going to Sutton Mass and eight trolleys to Somerville Mass and three trolleys for the Sisters of Laboure Center 25th Anniversary in South Boston to provide a lights tour of the neighborhood houses. Trolleys were also donated for transportation for the Special Olympics Jolly Jaunt and transportation for the Boston Tea Party Ships & Museum reenactment, and a tour for the Epilepsy Foundation. On top of all that, we had ten trolleys out on wedding charters for New Year’s Eve. It was a very good holiday season here in Boston.

VENDOR SALES

Cathy Hutchinson, Vendor Representative

Usually this is slow season in the vendor sales department, but not this year. Beth Josephs and Cathy Hutchinson are working hard on securing new accounts and strengthening our ties with our old favorites. Since our biggest competitor permanently closed in November they have been laboring on getting their vendors over to Trusted Tours & Attractions. They have since gained several new accounts and have increased our numbers. As a thank you for all the support that our vendors have given us, both old and new, they gave them personalized calendars along with chocolates. The vendors have come to look forward to the personalized calendar, even asking if we are doing them again months before we hand them out. One of the vendors even got teary eyed because she was remembered. I guess we have to start working on them for 2018!

MAINTENANCE

Bob Gibson, Maintenance Manager

The 1985 Isuzu trolleys have served us well and at one point in time we had 19 of them and they made up the majority of the Boston fleet. As time went on they got more and more difficult to repair as most of their parts were no longer made, so over the last few years we have been retiring them one by one as we got newer equipment. Sad but true the last Isuzu trolley was sent to its final resting place on a cold rainy day in December.

Winter brings its own challenges and every year we remove the Isinglass and install the hard windows. The task is very labor intensive as we have 28 panels to be installed every winter and taken out every spring.

DECEMBER

Laurent LaFontaine
Conductor

Nick Harding
Sales Representative

Laura Haker
Supporting

Laurent LaFontaine
Conductor
Nick Harding
Sales Representative
Laura Haker
Supporting

Our last Isuzu trolley

The Christmas Tree in the North End

Andrew Quinney received Sales Rep of the Month for November

Tim “Devlin Cormac” Carr received Actor of the Month for November

Vendor Gifts!
Glayson Faria was born and raised in Brazil. At 17, he started training to become a classical ballet dancer. He would practice 10 – 16 hours a day, seven days a week. Glayson spent 16 years working as a professional ballet dancer. He also had his own mime show which was 1.5 hours long and won best show of the year in 1983. By his early 30's, Glayson felt the tolls of his career and had to move on from dancing.

A friend of Glayson's was living in the Boston area and when Glayson decided to make a major life change, he figured a move to Boston was a good start. He arrived in Boston and started taking ESL (English as a second language) classes. At that time, Glayson met a woman who later became his wife. Eventually, Glayson took a job as a front desk agent at the Sheraton Needham where he worked for 3 years.

After that, Glayson transferred to the Sheraton Boston and has been there for 16 years. He started in the back office, then moved to the front desk, and most recently has become a concierge. Glayson loves being a concierge. He loves helping guests plan how to spend their time in Boston and he loves Boston. He feels that Boston is a fantastic city, so rich in history, culture, educational opportunities, and has a great tourism industry. He said that all in all, Boston offers a tremendous amount to visitors and locals alike. Glayson goes on to say that one of the best ways for people to understand all that Boston has to offer is to take the Old Town Trolley Tour. He really likes that the OTT conductors are extremely informative, the tour route covers so much of the city, and overall the whole experience gives one a clear perspective on Boston.

Glayson – thank you for all of your support! We look forward to many more years of working together to show people what a wonderful city Boston is.
Happy Anniversary

OLD TOWN TROLLEY
Charles Cirrone, 8 years
Brian Buckley, 10 years
Karolyn Kurkjian Jones, 5 years
Robert Regan, 4 years

BOSTON TEA PARTY SHIPS AND MUSEUM
Jean Gordon, 10 years
Leon Poindexter, 4 years
As the temperatures dipped into the low teens and single digits on December 16, 2016, the cast & crew of the Boston Party Ships & Museum (BTPSM) prepared for the biggest event of our year! In partnership with the Old South Meeting House (OSMH), we presented the 243rd Boston Tea Party Anniversary & Annual Reenactment. For those of you who may be unfamiliar with this event, it is a three-tiered moving theatrical historical reenactment. We begin inside of OSMH where reenactors from all over New England join Cast Members from the BTPSM to recreate the final town meeting that took place before the “Destruction of the Tea”. We are lucky enough to be within the walls of this historic building where these meetings originally were held in 1773. The one hour program includes appearances by figures such as Samuel Adams, John Hancock, Paul Revere, and many more! The audience members are also able to take part in this meeting by approaching one of the microphones and reading from the cards provided in their programs. While the meeting rages inside, the Town Crier goes outside of the building to give news to the crowd gathering there. He updates us on the goings on inside and then the female historical interpreters of the BTPSM take the stage to offer their opinions on these matters.

As the meeting comes to a close, the audience members inside of OSMH begin to empty out into the streets of Boston to get into our parade formation. This year, two mounted National Park Rangers led the parade through the Financial District of Boston. We were thrilled to be joined again by the William Diamond Junior Fife & Drum Corps, the Middlesex County 4-H Junior Fife & Drum Corps, and Prescott’s Battalion Fife & Drum Corps. The participation of the Fife & Drum Corps has certainly elevated the excitement level in our parade. As we march through the streets, we also encounter a regiment of His Majesty’s Soldiers stationed at Post Office Square. The addition of more soldiers creates a great atmosphere along the route, as well as during the Waterfront presentation of the “Destruction of the Tea”. As the procession comes closer to the Fort Point Channel and the BTPSM, the drums grow louder, and the reenactors and Cast Members prepare to take their places aboard the brig Beaver.

“The next morning, it was discovered that very considerable quantities of tea were floating upon the water; a number of boats manned by citizens, rowed wherever the tea was visible, and beating it with oars, as to render its entire destruction inevitable.”

– George Robert Twelves Hewes (1742-1840), Boston Tea Party Participant

“All Photos in this feature are by Michael Hogan Photography
our event! Once the evening has come to an end, our crowd-control volunteers and participants are all invited into Abigail’s Tea Room at the BTPSM to celebrate a job well done!

This event is the culmination of months and months of preparation and hard work by the BTPSM. Evan O’Brien (Creative Manager), Josiah George (Assistant Creative Manager), Kelly Horan Galante (Assistant Creative Manager), and Dan O’Neill (Assistant Site Manager) are all instrumental in the logistics of the event from city permitting, script-writing and rehearsals, meetings across the city with various entities, gathering of crowd-control volunteers, securing the use of MARR bleachers, communication with our light and sound professionals, amongst many other duties. Shawn P. Ford (Executive Director) has one of the toughest jobs of all – collecting sponsorships to help finance this growing event. Every year our PR reach seems to grow exponentially due to the hard work and dedication of Stephanie Loeber of Loeber Communications. This is definitely becoming an internationally-known event thanks to her! And as we get closer to December 16th, the CAST and crew of the BTPSM begin to get involved and help to create this amazing evening. But, we know that the Boston Tea Party Reenactment would not be possible without the overwhelming support from our Historic Tours of America Family and we hope that all of you will be able to make the trip to Boston to see this for yourselves. (For those that are interested, you can visit the BTPSM Facebook page and check out the Facebook Live videos shot throughout the evening!) And last but certainly not least, a BIG thanks to Chris Belland for leaving the warmth of Key West and braving the ridiculously cold weather as we recreated history!
Old Town Trolley Key West ended 2016 with a whirlwind of activity. The Ghosts & Gravestones transition has been completed and they are now firmly part of the OTT family. Both OTT and CTT have consolidated the evening re-caps and are now at the trolley barn. Thanksgiving and Christmas are over and brought many gifts for the holidays in many different ways including more than 15,880 riders, 21 light tours with another 850 riders, 35 light charters between 12/4 and 12/24. Old Town Trolley expects to keep up that momentum building through the season with 44 ships in December, expanding to 48 ships in January, and a small decline of 40 ships in February. Throughout the year most of the trolleys of old have been put to rest with the new Molly’s making a positive change to the decor of OTT. The fleet of 16 are currently in operation and two more will join the force shortly. It certainly has been a busy quarter and I thank everyone for their dedicated excellence to HTA and am looking to continue that excellence throughout 2017. Again I thank everyone for their hard work.

Ghost & Gravestones has made the move from the Shipwreck (management) to Old Town Trolley Tours. CAST and crew made the transition flawlessly with few rattling of chains or ghastly moaning and were warmly welcomed. Pictured (Left to Right) Ashley Dixon, Tim Stroud, and Hannah Brobrick. Photo by Heather Clement.

**ROW, ROW, ROW YOUR BOAT**

by Andy Kirby, Key West Cruise Ship Liaison

When we are little children our family sing and teach the words to a song. Row, row, row your boat gently down the stream. To some it’s just a song, but think about the words. Row, row, row your boat. Replace the word boat with life. Think how the words row, row, row. Instead of complaining about another person for whatever reason even if you are correct with your thoughts. Don’t worry about the other person’s boat, just row your boat. Handle your life, take charge of your life and be the best you can be with your life. Don’t worry about rowing some else’s boat, just worry about your boat, your life. It is very easy to get caught up in drama, personal and work drama. The easiest way out, don’t get involved with drama. Worry about your boat your life. Treat people the way you want to be treated. Talk to people the way you want to be talked to. Respect is earned, not given.

Note to yourself. Make sure everybody in your “boat” is rowing and not drilling holes when you’re not looking.

We are in the Customer Service Business, we all have to give the pickle. Not just to our guests but to each other. It may not always be easy. But Never give up on anybody. Miracles happen every day. Be the reason someone Smiles and Understand your Vision.

Don’t give up on your SUCCESS, I BELIEVE in you all! Enjoy your next sunset!

The smooth clear dispatch voice of leadager Tim Watson enables OTT conductors smooth roads through paradise.

**MACY’S THANKSGIVING DAY PARADE**

This fall Ghosts & Gravestones, Key West CASTmember Jazmin Santiago danced with Spirit of America in the Macys Thanksgiving Day parade in New York City. She was one of 340 who were selected from high school dance teams from across the United States.
HOLIDAY TOURS ABOARD THE TRAIN

Engineer Laurie and her mom Georgeanne

Big B and Crystal

Tammy and family

Denise and TJ

Troy and friends

Rachel and Collin

Chrisy, Gail, Crystal and (friend)

Ceaser and his family

Krista Nieves, Big J, Allison, Maritza, and Scarlett

Winter 2017
The Nation's Storyteller

CAST member

Spotlight

FRANK GLANDER

Ghosts & Gravestones

BACKGROUND

Few people in life ever work for a company for more than thirty years unless they own the company. Frank Glander, 72, is that person and his loyalty to HTA is unmatched.

“I came down here in Sept. 86. I hung around for a while and I saw a guy driving the train around, in the rain, and I said that’s the job for me. It was Eva Conway’s husband Howard Cervone.”

That wet image started Franks memorable ride down the Conch Train tour track.

“I was hired by Joe Jarrells, Joe J, as he was called, was the General Manager, and later became the overall manager of the train and trolley.

“Jarrell gave me many opportunities,” Glander said, “I became operations manager from 88 - 93. I transferred to Savannah, Georgia, with OTT as General Manager and worked there for three years until 96. I then transferred to Washington, DC for about six months before coming back to Key West in 97 and started working for the OTT, as General Manager, then moving over to Operations Manager, until I finally settled in at driving the train,”

“I have worked in many different places and had many opportunities including Operations Manager in Philadelphia, Pennsylvania,” He said that it never really opened. There were various difficulties.

Being in management he was also in charge of the hiring of employees and recalls the most memorable interview being a former Air Force Pilot named George, whom he hired. George flew SR71 Blackbirds, The SR71 was a reconnaissance plane that was fast, really fast, the fastest plane in the military and held the air speed record, George was the pilot that held that air speed record, and was going to drive the train, 9 MPH around the island.

“My first impression of Frank is a great story. It was at a CAST meeting, and I had been with HTA for about a week. Frank was on vacation that week so I had not met him. The meeting fell on Bastille Day. He came into the CAST meeting with his head painted red, white, and blue in honor of the holiday. That was, and is, a memory, “Day. He came into the CAST meeting with his head painted red, white, and blue in honor of the holiday. That was, and is, a memory,“ said Linda Test, Systems Analyst and Special Projects, HTA. “Frank loves to entertain, and has passions and interests that are fascinating, and is willing to make others laugh. I sat immediately behind Frank at that CAST meeting. Frank was also wearing a red, white, and blue shirt. You just have to imagine the whole look. I was not sure what to think. Was he serious. Was he a balding punk rocker. He proudly announced it was Bastille Day, so that made sense to everyone who knew him, except me, who had never met the guy with striped hair.”

When Frank was asked why he drove a train for so many years he says, “I basically like it, a lot, and I know the streets.”

Franks trek in KW has recently taken another turn and his ghostly presence can be seen nightly in the doomed black trolley that creeps around the streets of KW.

“I started at the Ghost & Gravestones, a year ago and now have Social Security, so I can work part time,” Glander included, “there is a big difference between driving a train and being a Ghost Host; Being a Host is so much more theatrical. The train and trolley tours are story telling but the night time stories deal with more sensational and, fantastical material, and tell facts in a totally different way.”

Being a tour guide and a ghost host falls right in line with his formal education, he took theater in school, although his degree is in English. He graduated from Bloomfield College in Bloomfield, NJ in 1972 and traveled extensively before coming to Key West. Even during college when he was awarded a scholarship in 67’-68’ and accepted into a program called World Campus Afloat where he took an ocean cruise with classes at sea that took him all over the world and started in NYC and ended in L.A. He says the high point of the trip being the Taj Mahal in India.

“The Taj Mahal is probably the most spectacular thing I have ever seen,” says Glander.

There were other careers for Glander before he came to KW.

“I had been a journalist in Wayne NJ called Wayne Today and was Editor for the Beverage Retailer Weekly which was a trade paper for the liquor industry and I used to interview people on how to market retail displays. I also wrote film reviews on a weekly basis.”

Frank says he initially came to KW when he was working as a retail clothing buyer and his cousin wanted to start a business here. That’s what started this journey, to find a business for family. When he arrived on the island he knew it was his home.

“I didn’t find a business for him, but I found this business, Conch Tour Train, and I knew I found my calling.”

Frank still lives right across the street from the Roundhouse and has since 97’ He said it took him about one and a half minutes to get to work. Now for the first time in 30 years he has to drive across the island to get to punch in and says it’s so different driving the 2.2 mile, ten minute drive, just 14 minutes by bicycle, or a mere 46 minute walk, something only a native would understand.

Glander has never married nor had children, although he has had love interests but he just chose not to, and when asked he says, “I don’t know, I’m just lucky I guess.”

Working for the same company for thirty years as of January 15, 2017, Glander has seen many changes. He laughs talking about driving trains with their manual transmissions and twin sticks; a low range and high range and he would use both “to find the perfect gear.” He says the trains also had “no power steering,” which he drove until he acquired tendonitis from selling tickets out at Mallory Square.

“In the old days the trains and trolleys would compete and there were different phases (places the trains and trolleys would stage). I used to stand on the pier and point in the direction of the train or trolley. I was always pointing one way or the other,” and using big theatrical gestures he would point “trains over hear, trolleys over here.” The motion from those movements created the injury.

He remembers fondly his General Manager at CTT, Eva Conway’s, sister Donna, who used to work at the trolley and he said she was

Congratulations Frank!

30 Year CASTmember
his biggest competitor out at Mallory. He says in those days there was always a competition between train and trolley for tickets and ridership. Today that no longer exists and OTT and CTT are one symbiotic company achieving the same goal, but not in those days, and Donna was his biggest competition and a worthy opponent. He emphasized she was very good at her job. He also says the tours have changed over the years and back before the cruise ships started coming to KW the trains and trolleys went everywhere on the island even out to Mallory Square and Pier B. They would drive right by the Navy Administration buildings and Truman's Little White House.

Even the trains used to drive down Lazy Way Lane. Glander said and in those days there was no Schooner Wharf bar. There were two oil barrels with a big flat board over them and that was their make shift bar. There was another barrel by the water that always had a fire burning to knock off the chill from the cold and a big concrete building for a bathroom. He said there were always people there, even when it was cold, and the bar grew from that. He laughingly says that was a little bit of old Key West.

He marvels when he thinks about the first tickets in 1987 $7 and they had 11 trains, now the CTT has 14 trains and tickets are $29.95, there are 21 trolleys, 16 of the new Molly trolleys with two more on the way, and two ghost trolleys.

“We didn’t have ponchos in those days, we had long clear plastic like a shower curtain for each seat. When you got back to the barn you would hang them to dry, fold them and put them back in the front of the train. Can you imagine what that looked like,” he laughs, “someone finally came up with the great idea of ponchos with the company logo on them.”

He says since leaving N.J so many years ago he has never been homesick or missed anyplace other than Key West and if given a chance he would have done everything the same way again. “One of my greatest pleasures at CTT was working with, and for, Eva, over these many years and both Ed Swift, and Chris Belland, have been wonderful to me over the decades, consistently nice to me, and I have great respect for them. I wouldn’t have missed any of it for the world. The company has allowed me to see and do things that I never would have done on my own, and for that I am eternally grateful.”
BACKGROUND
I was born and grew up in Indiana. I packed up and moved to Florida when I was 17, with a friend. I got married and had children and life took over. Started my own business and then I went to school for aesthetics, and graduated. I then fell crazy and moved to Key West.

Which talent would you most like to have?
I always wanted to be an ice skater. It is flawless.

What is your favorite vacation spot?
Bahamas, because I went to this little island, the water is crystal clear and I picked my own conch shell.

Who do you consider your hero?
Grandmother, “Grammy” she was my everything.

What is your most treasured possession?
My Children, they are my life.

If you could choose one reality TV show to be on, what would it be?
My life is a TV Reality show, and I am the Star.

What is your idea of perfect happiness?
Whatever just feels good to the heart. Peace, being peaceful. Whatever feels good for the soul.

UNDER THE FULL MOON
On Friday the 13th under a full moon, a few spirited Key West locals joined “the Bone Island Hooker” aboard the Trolley of the Doomed for a frightfully fun time!
Pictured here in their DIY ghostly attire; Erika Kelly, Rachel Christensen, Eric Kotowski, Cameron Clapton, Cat Wilson, Katie Allen and Jase Anderson.

Happy Anniversary
OLD TROLLEY
Aaron Andes, 9 years
Marvin Martinez, 8 years
Danial Jones, 6 years
Pamela Lewis, 6 years

Richard Saunders-Fox, 3 years
Ashley Van Vleet, 3 years
Arvin Ramsey, 1 year

CONCH TOUR TRAIN
Cheryl Actor, 20 years
Mary Martinez, 12 years
Bryan Lewis, 8 years

Bayard Andrade-Ward, 6 years
Tricia Richmond, 3 years
Jennifer Smith, 1 year

Heather Mutter (left) is the Accounting Representative for Fury Management. She and her Air Force husband, Joe, hail from Portland, Oregon. They have lived in Key West for three years. They are the proud parents of two dogs, Sinatra and Daphne.

In her spare time, Heather enjoys snorkeling in the beautiful Key West waters and time spent with her husband and fur-babies. Katie Krupa (right), Accounting Manager for Fury Management Inc., has been with the company 7 years.

Originally, from Fort Lauderdale, FL, this fresh water Conch and new mother of two boys, loves Key West life and looks forward to raising her sons in paradise.

Together, they are responsible for the accounts of 40+ individual users who sell our product from the TTA online Vendor store program. A daunting task, to say the least.

Thank you for all you do, Ladies!
**BACKGROUND**

“I want to save the animals,”
Such a simple statement that encompasses an ocean.
Hanna Bobrick, 20, Boynton Beach, is studying Marine Biology at Florida Keys Community College and says that working at the Aquarium, for the first eight months at HTA, Key West, has taught her many ways she could help save the animals right here on our barrier reef.

She was taught the care of tanks and water salinity, she gave tours, and says a highlight at the Aquarium was learning how to attach a prosthetic on the turtle, Lola, the turtle who has lived on premise since 2008, and in September 2016 was given her new prosthetic flipper. Miss Bobrick says she didn't actually put the flipper on, but watched and if needed would be able to do it again.

Like most CAST members at HTA, Key West, one of the perks is mobility; the moving from one of the many operations on the island owned and operated by our parent company HTA, to another.

Bobrick recently made the move to Ghost and Gravestones as their newest Ghost Host Miss Lydia Downing.

Downing's story as a mild mannered, very proper governess from New England, who was skilled in English, arithmetic and traditional stories.

One evening after spending an afternoon conversing with local fishermen regarding tales of fishing the deep waters beyond the great barrier reef seven miles outside of Key West, Downing was given some of the local varieties of deepwater fish from the daily catch and later would cook those fish for diner that evening for the children she governed.

When the children later became ill and quickly died, Miss Downing was blamed and justice was swift. A mob of locals came and drug her down to the hanging tree where she had little to no time to defend herself before the locals demanded retribution, stringing her up to the tallest tree, where she met her death. Sadly, Miss Downing was unable to explain before she died it was the tainted fish that caused the children's death. A locally known disease, but seldom fatal to natives, called Ciguatera, a disease caused by contaminated reef fish that ingested toxins picked up from eating coral, algae, and seaweed, and unable to be removed even by cooking, or, what one local calls, eating old fish disease.

Ironically Miss Bobrick has chosen her future to encompass those same fish that killed those children so many years ago.

Being a Ghost Host has been exciting for Bobrick. She says that she loves the historical stories and has had many encounters with some of the local spirits. She saw a shadow spirit inside of Shipwreck and she's heard footsteps on the stairs. She says when she is in the East Martello Fort at night she feels like someone is always watching her.

Bobrick came to Key West a mere two years ago but now calls this small island home. She hopes to be able to continue her quest to ensure the health and continuance of the reef, and all marine life, in and around the Florida keys.

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**DAISY MURTHA**
Ghosts & Gravestones

**BACKGROUND**

I was born and raised in Key West. My family is heavily involved in the theater here, so I grew up backstage at the Red Barn. I also worked for 12 years with the local re-enactors at Fort Zachary Taylor portraying living history and making the 1860s costumes for the women and girls. When I graduated high school, I left the island to go to college to study design. After moving around from Chicago to New York City, I enrolled in the Fashion Institute of Technology. I graduated with a degree in fashion design, with a minor in costuming. As much as I love design, working in the fashion industry just wasn’t for me. Life circumstances moved me around a bit more before I ended up back here in Key West. I initially interviewed for a sales position in one of HTA’s gift shops, but when human resources found out about my background in theater and costuming they offered me a position with Ghosts & Gravestones. I’ve been working for the company since early June of 2016 and I love the performing aspect on my job. Engaging with the guests as my character keeps me on my toes and I get to use my rather extensive knowledge of the Civil War era of Key West history.

- **What is your idea of perfect happiness?**
  A good book, my dog, and a great view.

- **What value do you most like in your friends?**
  Their acceptance and their honesty.

- **What three things will you always find in my refrigerator?**
  Hot sauce, brown rice, and seltzer water

- **What trait do you most deplore in others?**
  A lack of passion.

- **What is your favorite vacation spot?**
  A tiny little campground in the mountains in Vermont with a wide flat river. The iron-rich boulders in the shallow water heat up during the day, turning a cold mountain river into a refreshing swimming pool.
KEY WEST OPERATIONS HOLIDAY PARTY
TROPICAL SHELL & GIFT HOLIDAY PARTY
One of our docents, Rebecca Porter, helped guests out during the Marine Corps ball.

Happy Anniversary

TROPICAL SHELL & GIFTS
Leah Benner, 13 years
Pavel Theinert, 11 years
Kathleen Kennard, 8 years
Patrick Lee, 6 years

Ina Trofim, 2 years
Andrea Clark, 1 year
Fritzie Estimond, 1 year
Nasiba Djabbarova, 1 year

LITTLE WHITE HOUSE
Robert Wolz, 31 years
Delores Boyle, 11 years
Jeremy Hyatt, 3 years

KEY WEST SHIPWRECK TREASURE MUSEUM
Clinton Curry, 18 years
Gary Zimmerman, 2 years
Stephen Bornstein, 1 year
Jarrett Merkey, 1 year

PROHIBITION MUSEUM SWAG

Our Buying Team has been working for several months on Product Development for our newest retail store, opening in Savannah Trolley Stop. The AMERICAN PROHIBITION MUSEUM is scheduled to open in March 2017, and is located in City Market. The Museum will feature a complete history of the Savannah Prohibition Era, and will also have a Speak Easy.

Guests will exit through Savannah Trolley Stop Gifts, and walk into a Themed Retail Store with Exclusive Prohibition items, including proprietary Foods, Candles, Tees, Wall Decor and all types of souvenirs. We have merchandised some of this product, (early) and have already had strong sales and interest from our customers. We are excited about our newest addition, and feel that it will be a great success.
SEASON KICK OFF PARTY
For the past 4 years, Historic Tours of America has partnered up with our industry partners to create our Season Kick Off Party. It is designed to thank all of the concierge, hoteliers, and sales staff around the island for their continued support of our businesses throughout the year.
COMPLAINTS FROM TOURISTS ON VACATION

THESE ARE ACTUAL COMPLAINTS RECEIVED BY "THOMAS COOK VACATIONS" FROM DISSATISFIED CUSTOMERS:

1. "I think it should be explained in the brochure that the local convenience store does not sell proper biscuits like custard creams or ginger nuts."

2. "It’s lazy of the local shopkeepers in Puerto Vallarta to close in the afternoons. I often needed to buy things during 'siesta' time -- this should be banned."

3. "On my holiday to Goa in India, I was disgusted to find that almost every restaurant served curry. I don't like spicy food."

4. "We booked an excursion to a water park but no-one told us we had to bring our own swimsuits and towels. We assumed it would be included in the price."

5. "The beach was too sandy. We had to clean everything when we returned to our room."

6. "We found the sand was not like the sand in the brochure. Your brochure shows the sand as white but it was more yellow."

7. "They should not allow topless sunbathing on the beach. It was very distracting for my husband who just wanted to relax."

8. "No-one told us there would be fish in the water. The children were scared."

9. "Although the brochure said that there was a fully equipped kitchen, there was no egg-slicer in the drawers."

10. "We went on holiday to Spain and had a problem with the taxi drivers as they were all Spanish."

11. "The roads were uneven and bumpy, so we could not read the local guide book during the bus ride to the resort. Because of this, we were unaware of many things that would have made our holiday more fun."

12. "It took us nine hours to fly home from Jamaica to England. It took the Americans only three hours to get home. This seems unfair."

13. "I compared the size of our one-bedroom suite to our friends’ three-bedroom and ours was significantly smaller."

14. "The brochure stated: 'No hairdressers at the resort,’ We’re trainee hairdressers and we think they knew and made us wait longer for service."

15. "When we were in Spain there were too many Spanish people there. The receptionist spoke Spanish, the food was Spanish. No one told us that there would be so many foreigners."

16. "We had to line up outside to catch the boat and there was no air-conditioning."

17. "It is your duty as a tour operator to advise us of noisy or unruly guests before we travel."

18. "I was bitten by a mosquito. The brochure did not mention mosquitoes."

19. "My fiance and I requested twin-beds when we booked, but instead we were placed in a room with a king bed. We now hold you responsible and want to be re-reimbursed for the fact that I became pregnant. This would not have happened if you had put us in the room that we booked."
In honor of Mr. Moe’s long tradition, HTA corporate celebrated the holidays with a cuban roast pork luncheon on the lawn of the Little White House. The Finance Department cooked the pork shoulders in the caja china box while CASTmembers brought yummy desserts.