I am not sure about you, but many times I go through life wondering why something doesn't work as well as it should or it takes longer than I thought it would take and, usually, it is because I am not recognizing a situation or thing the way it should be perceived. In short, I look at it every day but I don't really "see" it.

Recently, I was in Boston visiting the Boston Tea Party Ships & Museum and our trolley operation and, as I went upstairs, I noticed a piece of wood sticking out of the wall. When I got to the top of the stairs, I knew right away what it was, but asked anyway, "What's that?" It was obviously a place for somebody to set a drink, but what an odd place for such a device to be. On further inquiry, I came to find out that Dan O'Neill, the exceptionally diligent Facilities Manager for the Tea Party, kept noticing people coming up the stairs with papers in one hand and a cup of coffee in the other. He noticed this, of course, because he and his team are the ones who have to clean up the spilled coffee by the entry door into the offices because people can't have things in both hands and open the door at the same time.

In this case, however, Dan not only looked at the problem, he actually "saw" the problem and, in his mind's eye, saw the solution. People needed a convenient place to set a cup of coffee which he immediately installed. Guess what? Problem solved! Today, when CASTmembers or visitors come upstairs with papers in one hand and coffee in the other, they are able to put their coffee on this convenient cup ledge, open the door and then retrieve their coffee.

Our business, whether it is sightseeing, attractions or retail, is simple in concept (the main thing is to keep the main thing the main thing) but, in order to achieve success, it is important that we address a thousand or maybe a thousand thousand details, some small and some large, but all important.

Is there something in your operation that needs changing that you have looked at every day for the past five years? Is there something you just noticed yesterday that could use a fix to make your life or service to our guests better? If there is, then it is up to you not to just look at it day after day, but to see it and do something about it.

Enjoy these photos of this wonderful example of a small thing of great importance.
It seems that most organizations have more dysfunctional teams than healthy ones, and we have all been a part of that dynamic at some point in our lives. Most teams inevitably bring together people with different personalities, world views, needs and even work ethics. While these differences are an asset, they can also lead to friction, resentment and conflict.

At HTA, we pride ourselves on our exceptional customer service. Our guests often rave about the kindness and warmth they receive from our cast. We must remember though, that those “customers” extend beyond the people paying to visit our attractions and ride our trolleys, and include everyone around us – fellow cast members, subordinates and our leadagers.

For us to consistently produce an authentically memorable experience for our customers, to be the leader in our industry, and to enjoy the enormous amount of time spent at work, we must always make sure that we are working well in our respective teams.

The starting point for ensuring the well-being of your team is always the same – no matter what HTA city you live and work in, or your position in the company: Do the work on yourself. As the old adage goes, there is only one person in this world over whom we really have power. It all begins with introspection. If every person on a team spent more time looking inward and asking themselves how they could be a better team member, regardless of what anyone else did, that team would undoubtedly improve.

Over the next few days, take a few minutes to sit down, and really answer these four questions as honestly as you can. Then make just one commitment to work on anything concrete that comes from the answers. Do it for 21 days (as long as it takes typically) to solidify a new behavior. Watch and see after a week or so if your team members respond differently, and perhaps even mirror back the same behavior you are exhibiting.

1. In what ways do I contribute to the lack of effectiveness on this team? (Or what could I do better to make sure our team communicates more effectively?)
2. How could I set an example through my actions for the rest of the team? (What would I do differently or better than I do now?)
3. What could I do to ensure better accountability for my actions (or lack of them?)
4. What do I imagine my team members would say is my greatest strength? What would they say is my greatest weakness? What can I do to work on it?

These questions aren’t easy to answer, but even thinking about them is a useful exercise. It may even be an exercise you bring to your team and answer for yourselves first. Then share with each other instead of your typical department meeting.

One of the greatest catalysts for change is candid discussion and a willingness to be vulnerable. The prolific author on teambuilding, Patrick Lencioni, once said, “Great teams are unafraid to air their dirty laundry. They admit their mistakes, weaknesses and concerns without fear of reprisal.” Self-reflective honesty is the key to any relationship in life. Teams are made up of the individuals who comprise them. The best way to be effective in that group is to be constantly engaged in our own individual growth. Do the work on yourself, and the rest will follow.
You do know by now our company and many of its CASTmembers and especially its founders are in love with our history here in America. Of course, some of our history may not be perfect however we believe that on the balance our country and its people and its opportunity is the best in the world. Also as The Nation’s Storyteller Historic Tours of America has millions and millions of opportunities each year to share those stories with our guests. Therefore, I share this Christmas story with you.

Some years ago my sons Vince, Ed IV and I were in North Carolina to whitewater kayak. (Certainly low risk rapids as I am getting older etc.) After a day of kayaking we decided to go over to a huge antique store in Bryson City, N.C. that was located in about a 40,000 sq. ft. building with thousands and thousands of antiques on consignment and some really great props like a 1920 chain drive Mack Truck and an entire locomotive in the lobby with a 1918 Ford Beer Truck on display near the back of the store.

Well Vince had been pushing for a Prohibition Museum in the company and the 1918 beer truck fit the time frame perfectly and well one thing led to another and I asked the lady at the counter if the truck was for sale (Note it is now in the entrance of the American Prohibition Museum in Savannah, where ED IV had negotiated a deal in City Market, on a long term lease for the museum.) The clerk in the antique store suggested I talk to the owner of the store and shortly he came out and he shared the fact that he had sold the building and was closing down so after some negotiating we bought the truck. And another hotel baggage truck (much smaller) and some old wine bottles and in addition I found two old whiskey bottles that had labels that stated “ Bottled expressly for ” Medicinal Use”. One of the bottles was a Jack Daniels bottle, the other an Eagle Bourbon (for medicinal and family use) bottle. They were both Prohibition bottles of legal booze that could only be purchased with a doctor’s prescription, from a druggist.

This federal Prohibition loophole made many drugstores boom and many doctors very popular etc. and underscored the folly of the Prohibition law as millions and millions of prescriptions were written and counterfeited etc., etc., etc.

The fact that Jack Daniels stayed open for business and was still a recognizable brand made it particularly valuable for our museum display.

I it took over two and a half years to build the museum and when we were ready for the display the bottles were gone – vanished! Vince and Ed IV remember receiving them with the Ford Beer Truck in St. Augustine, but they thought they were placed in our archive building and we could not locate! Then Vince or Ed, IV said he thought they were under the counter or behind the counter in the Oldest Store, at the Museum, but no again, and they searched and searched and I asked everyone, Monte Triz, our art Director and Dana Ste. Claire our Director of New Museums where were the bottles? I finally gave up and went on line (or rather my executive assistant, Hope Casas went online.) No Jack Daniels bottles, “expressly for medicinal use” with labels intact could be located and then I started walking into antique stores all over the country, as I traveled around, asking do you have Whiskey bottles with labels that say “for medicinal use” and while we located a few none had the name recognition of “Jack Daniel’s”. So we finally opened the museum but in my mind there was always a hole in the Walgreens store display in the museum gallery set.

Then early this December, in fact, Sunday night, December 2nd I looked at my phone and the photo you see below revealed the bottles had been found by my son Ed IV who texted “Look what Cara, (his wife) found wrapped up packed in our Christmas ornaments. Must have been in my garage in my old house wrapped up and one of us put it in with our Christmas stuff.”

Vince answered, “Wow, that’s great.” We have been looking so long that the bottles I was picturing in my mind were three feet tall and made of gold, but these are pretty nice though HA HA!!

“I cannot believe it,” I texted back. This is really, really great. Please let Monte and Dana know. I have been hallucinating about these bottles forever. I know this was destiny. Really what a fine Christmas present they are great bottles and will complete the display. Ed and Vince, you remember the day we bought these? Christmas ornaments- Jingle Bells, Jingle Bells, Jingle all the way or should it be Jingle Bottles????

Well that’s my Christmas story I shared the discovery and the photo and the story multiple times with multiple people and smiled and laughed about our find!!! I imagine only a very few people or companies could get so wrapped up in a couple of old bottles that cost just $25 (for both) but helped so much to tell a key part of the story of Prohibition. They are now on display at the American Prohibition Museum in Savannah, Georgia. “The Spigot of the South”.

So happy New Year for all of us who like history and love relating the story of this great nation, complete with folks and a country that who once in a while makes some huge wrong turns like Prohibition!!
Gigi is now one year old and weighs 60 lbs. She is so very sweet and smart. Gigi is very eager to learn. We are currently working on these commands: “turn” and “behind” We have also been working on removing shoes and socks. She’s doing great!

Daily we go over commands she knows for constant repetition. Gigi has already had town outings this month for exposure and experience. She does very well. It is all a part of her success. Her progress is astounding! Gigi is turning more and more silver, the black is diminishing. We have learned that black poodles change over to silver.
Steve Burress, General Manager

Winter in Tennessee is just as beautiful to me as the spring and summer months. It also is one of my favorite times of year at Old Town Trolley. It seems that the air is alive with people laughing, fun events, and of course, my favorite….our annual Ugly/Tacky Sweater competition. This year the competition was fierce! As the MC of the event, our mannequin, Bob, helped me present awards and ribbons.

I love events like this that we can do to include our CAST as the family that we are. It is imperative that we keep laughing and have fun while at work. We have no shortage of laughs in Nashville. The companionship and friendships that we have while at work, where we spend such a large majority of our time, is priceless. Don't forget to laugh. Show people you care. Have an amazing time. All while getting the job done.

I have already heard of folks preparing for next years sweater competition. I’m not certain that this year can be topped, but I’m excited to see what happens next year! Take a look at some of our contestants showing off their creations, and purchases.

David Galvan, Operations Manager

“Work is not supposed to be fun, that’s why they call it work.” How many times have you heard that one? That is totally wrong. It’s important to have fun and laugh at work. Here are just a few reasons why:

• It helps build camaraderie
• Improves productivity
• Enhances satisfaction and loyalty
• It encourages creativity and innovation
• Improves business and profits

And, best of all, it improves your health! It’s scientifically proven that laughter lowers the level of STRESS hormones in your blood and aids in lowering blood pressure. I don't know about you, but I can use less stress and lower blood pressure.

We talk about what a fun work environment we have here at OTT and I truly believe we are just that. Who wouldn’t want to be in some of the neatest places in our country, engaging with new and interesting people every day. I was reading about this very subject and saw this
list of things that some businesses do to promote a fun work environment and I said, “We do these things every day.” The use of humor, games, celebrations, opportunities for self-development, and recognition of achievements and milestones are all things I see done here. Most people will spend one-third of their working lives at work. If you’re not having fun at work, you should definitely start looking for ways to change that. Remember “Fun is good!” by Dr. Seuss.

**MOTIVATION & POWER**

*Lewis Weaser, Depot Sales Manager*

How does one motivate others? This has been a topic I’ve been wrestling with lately. For some, it is as simple as increasing their pay or a higher commission percentage, while for others it might be more time off and still for others it could be a simple “Great Job” comment. So, to answer my question, it all depends on each individual person. We have to figure out what motivates each person and work to focus that motivational method. In order to figure who needs what for motivation, we must first “Know” the people we want to motivate. This will require some one-on-one time to really get to know the person. By spending time with each person, I don’t mean that we will be hanging out at the clubs but if they are a Sales Rep, spend time with them in a booth. If they are a conductor, when they are waiting for their trolley to arrive, spend time with them. Whatever the position, the thing is to be there and talk. You might surprise yourself how much you find yourself talking. If you really want someone to open up, you must be willing to do the same. All of my Sales Reps and Customer Support Reps know that I don’t ask them to do something that I am not willing to do myself. I’ve stood at Stop #1 checking tickets and helping guest in the summer heat and the winter cold. I’ve worked in every booth in every weather condition. When I’m downtown, I stand out in the heat and cold so everyone knows that I’m not better than anyone else. I get to know all my reps and they get to know me.

This reminds me of an old saying that I’ve tried to live up to, Personal Power. I first heard of Personal Power many years ago when I was early in my military career and it has been with me since. In a management roll, you have Positional Power which comes with being able to tell subordinates what to do. Personal Power is influence over others, the source of which resides in the person instead of being vested by the position he or she holds. The more you get to really know your people, the more Personal Power you have because others will want to do what they can to help you and not having to use your Positional Power to get things done. Personal Power will not get everyone to do everything and in those situations, you resort to Positional Power. Just remember that the more Positional Power you use, the less Personal Power you have.
NEW TROLLEYS IN NASHVILLE
Nate Kingsbury, Fleet Manager

Busy times in OTT Nashville’s Maintenance Department. The first of our seven new stadium trolleys arrived in the first week of December and more have arrived since then. It’s about a two-week process before they are road ready with the trolley bot installed, signs posted, initial PM, so on and so forth. Our barn will be packed full by March that’s for sure.

With the new stadiums arriving we have outfitted one with a new style seat for our Soul of Music City Night Tour guide along with new lighting and two spots for the guide to sit.

We also were lucky enough to come by a very, very cheap pickup truck to add to our maintenance fleet and have already begun the rebuild process. We are looking forward to finishing it all up which will give us much more flexibility in getting parts and moving around town.

OTT NASHVILLE AND GIRL SCOUTS A WONDERFUL COMBINATION
Nikki Weekly; Group Sales Manager

In Nashville, the transition from a busy summer and fall into our slow season is one we actually look forward to. For our days of constant hustle and bustle where we barely have time to eat or breathe slowly turn into days where we are afforded the time to reflect on the past year, to think of our successes and failures, and begin to modify the way in which we operate our respective departments. Come wintertime in the charter department, business slows down a great deal for us. Corporate groups, family reunions, weddings and any other groups who can’t get enough of Nashville when the sun is shining bright tend to postpone their travels to Music City until after the New Year. Therefore, the charter department thinks of other creative means to remain visible to the public, to have a presence within the community, and to continue shining our bright orange and green colors and fancy vehicles to the masses. This year, and every year from now on, we participated in the Nashville Holiday Parade. In conjunction with the Girl Scouts of Middle Tennessee, four Stadium trolleys and four amazing Conductors strutted their stuff down the streets of downtown Nashville to show this city that their newest trolley touring resident, Old Town Trolley Tours of Nashville, was here to stay and to say “Thank you” for welcoming us to your fabulous city.

Thank you to our conductors who understood the importance of our participation in the Nashville Holiday Parade and volunteered to come to work in the wee hours of the morning. And let us not forget the 150 Girl Scouts who braved through the rain showers and thunderstorms and who are walking around with an Old Town Trolley Patch on their sashes. Until next year… I give you the 2018 Nashville Holiday Parade!
In November, Laura Ross and I were able to represent Old Town Trolley Tours at Travel South International. This conference brings international tour operators to a Southern destination and allows them to add Southern products to their growing portfolios. With hundreds of tour operators hitting the streets of Nashville, Old Town Trolley had to be present at every turn. I spent the day before the conference volunteering at the information desk located at The Westin. Here, I answered general questions about the conference and Nashville. I gave tour operators and suppliers from other Southern cities advice on where to spend their time in Music City and strengthened our relationship with our Convention Visitors Corporation. Nikki Weekly arranged private FAM tours for Chinese and Brazilian tour operators (two of the fastest growing markets) to see what we were all about!

During our appointments, Laura and I met with tour operators from China, Brazil, Italy, France, Germany, and the UK. Many of these tour operators currently sell a Fly-Drive package that combines both Nashville and Savannah. It has been our goal to add Old Town Trolley in both cities to this package! On the second day of the showcase, Old Town Trolley Tours sponsored the coffee stations. This was a great opportunity to have our brands in front of the tour operators and suppliers for the entire day.

On the last night of the conference, Balin Ali, Groups and Convention Sales Manager from Andrew Jackson’s Hermitage, and I took several people out on Broadway. Broadway sold Nashville! With hundreds of neon marquees, live music at every bar, and an abundance of whiskey, Nashville solidified its place as a hot destination.

**BRADLY’S FUN FACTS**

- I value acceptance and trust in my friends the most.
- If I had to eat one thing for the rest of my life it would be barbecue pork.
- The trait I deplore in myself is the struggle to pronounce the letter R.
- The trait I deplore in others is the inability to use context when I talk to someone. Such as when we are talking about work, I enjoy talking to the guests at work, they think I said I enjoy talking to the guests at walk.
- A favorite song of mine is *Watshername* by Green Day as it reminds me how someone can still mean so much and can stay in your mind long after they been gone and you forgot their names, but not how you feel about them.
Happy New Year from Nashville! From our CAST to yours, we hope that you and your families had a wonderful holiday season! We wish you good health and happiness in 2019.

January is an excellent time for all of us to reflect on our responsibilities and to try to find ways to raise the level of our hospitality. Our team constantly challenges each other (in a good way), so we are excited for the new year to bring new opportunities to help make wonderful memories for our guests. Recently, we welcomed Tour Guide L.J. Whalen and Night Tour Driver Dean Larson to our night tour family, and they bring an abundance of experience and professionalism with them. We are excited to have them on our team!

There aren’t many evenings when our entire night CAST is off at the same time, but back in mid-November, during the Country Music Association Awards when the considerable amount of road closures caused us to cancel our night tour, we were all able to join together for a family-style dinner at Monell’s. We broke bread, had some laughs and enjoyed each other’s company! Who could ask for more?

Our entire night CAST works very hard every night and our CASTmembers of the month for October were Tour Guide Angela Morgan, Sherri, Mike, Eliza, Mark, Sazja, Cory, Dean, and Rusty Soul of Music City Night CASTmembers Kirk, Bert, Christopher, Angela, Morgan, Sherri, Mike, Eliza, Mark, Sazja, Cory, Dean, and Rusty.

NEW YEAR IN NASHVILLE
Eliza Warren, Night Operations Manager

Here's to a safe, successful and fun 2019!

A CONDUCTOR’S IMPACT
Bill McBryar, Head Conductor

As a conductor for Old Town Trolley, we come to work each day to share with people from all over the world our wonderful city. We start each day in morning briefing setting the tone for the day then going out and getting our trolley ready for our guests. We then head out into the city wondering what the day will hold for us and how we can most impact our guest’s day. Every day is a new adventure. We must remember that we have just a short time with our guest yet the impact we have is long term. We can make or break someone’s vacation with our on-stage performance.

Once the guests start arriving for the tours our hearts start pumping and the excitement begins to build. This is because we are not just pointing out big buildings. We are sharing history, making personal connections, and showing the diversity that Nashville has to offer to anyone who may come. The reason the guests come here varies greatly; it could be for a vacation, birthday celebration, work, to catch one of the many live performances and possibly see their favorite musical artist, or maybe even for a bachelorette party since we have become the bachelorette party capitol in the US.

Each tour may begin the same way but it never ends the same way. As we have found, the guest can really make our tours. As we engage with the guest and see where their interests lie, we are then able to not only show them the sights and history they came to Nashville to see, but also introduce them to new or less known areas or events in or around Nashville they may not have even heard of yet. Like when a guest shows interest in the Frist Art Museum and we are able to tell them about a local art shop or art crawl. Or when we recommend the local presidential and battle sites to a guest interested in our history as the Volunteer State. These genuine connections are what makes our guests stay go from good to great. They bring their excitement to learn about the city and its history but quickly realize how diverse Nashville is. What a privilege we have to be able to share the history of Nashville both past and present.

DRIVEN TO DISTRACTION
Ally Marshall; Safety Officer

Distracted driving is a hot button topic in safety social circles as the public gets more and more things that take our focus off the road ahead.

Here in Nashville lately we have a new distraction. It’s not neon signs and honkytonks. It’s not tourists jaywalking in the middle of the block. It’s not even pedal taverns or the HonkyTonk Party Express bus. These have all become a regular part of our day to day transportainment lives. Our new distraction is scooters. It started with two companies called Bird and Lime and has now expanded to four companies, the original two and now Lyft and Uber have joined the fray.

The quick version is that these are electric scooters that do not require licensing or helmets. The rider has to download the app for whatever company they have chosen and can then pick up and activate any of that brand scooter anywhere in town. They were approved by Nashville’s Metro Council late last summer and their numbers have multiplied at an alarming rate since then. The emergency room visits and injuries have also multiplied at an alarming rate.

For those of you, especially in Key West, who are thinking, “Scooters!!! What’s that big deal?” These are not the scooters you’re thinking of. The picture above is of a Bird scooter. Riders are not supposed to ride on the sidewalks, but they do. They are to follow traffic laws, but they don’t. A recent news article was about a scooter rider being struck by a BMW. As the BMW went through the green light, the scooter was going through a red light, against a Don’t Walk sign, and was hit by the car.

These scooters are one more reason for not only O’TT Conductors but all drivers in Nashville to vigilantly be alert at all times behind the wheel.
UNIQUELY NASHVILLE RESTAURANTS

Beverly Flanders, HR/Office Manager

Planning a trip to Nashville? The Nashville Convention & Visitor’s Corporation (CVC) has put together a fantastic listing of UNIQUELY NASHVILLE RESTAURANTS. While Nashville has long been known for its music scene, our culinary scene is garnering attention of its own. Food & Wine highlighted the “booming Music City food scene,” Food Arts Magazine noted the “emerging culinary scene putting Nashville on the gastronomic radar,” and Local Palate featured the “impressively diverse culinary scene busting at the seams.” You can find Nashville's authentic flavors in many areas of town such as Germantown, East Nashville, The Gulch, Midtown, 12South, Downtown, and Hillsboro Village. Each neighborhood has its own personality and welcome all walks of life.

Start your day in Hillsboro Village with breakfast at Taylor Swift's favorite spot, Fido, a funky coffeehouse that features breakfast all day long, or venture down the block to the famous Pancake Pantry where a menu of 21 melt-in-your-mouth pancake selections await you.

If you’re on the search for a good weekend brunch spot, try the red velvet waffles and blood orange mimosas at Tavern in Midtown or head to East Nashville where Marche Artisan Foods and Margot reign as the ever-popular weekend brunch spots. Other brunch favorites include Jonathan Waxman’s Nashville restaurant Adele’s or check out where the singers and songwriters have been hanging out for over 30 years at The Row.

If you’re still in need of a caffeine jolt, there are a plethora of latte sipping options at the dozens of local coffee shops around town. Places like Bongo Java, Nashville's oldest coffee company, Frothy Monkey, a 12South and soon-to-be downtown favorite, and Barista Parlor, located in a former car repair shop, are some of the best places to fill your caffeine needs and get a sense of the local scene.

Many great local restaurants are located a little off the beaten path, so get out the GPS or a map, if those even still exist! For a hearty lunch, try the popular Pharmacy Burger Parlor and Beer Garden in East Nashville that boasts an impressive selection of German wurst and bier, as well as an old-school soda fountain. Next door is a local favorite, Mas Tacos, which has been described by many as “the best thing since country music in Nashville.” The 12South district features the upscale burger joint Burger Up that has an ever changing menu of locally sourced ingredients, 12South Taproom offers 22 different beers on tap, and Edley’s Bar-B-Que, a fast casual eatery, serves up smoked pork, chicken, turkey, brisket, ribs, wings, and much more. The Flipside is a fun, local restaurant with a style of their own. They feature Jack’s Chicken which is chicken breast pounded thin, seasoned bread crumbs, and then pan sautéed in extra virgin olive oil. They have a ton of different styles to choose from plus an amazing selection of local beers and craft cocktails.

Hi there! My name is Nala and I love you already! I live in the best home in Tennessee, it has tons of food, water, toys, and best of all my family! There’s even a yard for me to run around in! I love going on car rides and walks with my humans. Sometimes they can throw my ball SO FAR that I have to run around the whole yard a bunch of times before I find it. I couldn’t run around for a few weeks recently though because my arch nemesis, Very Evil Thing (otherwise known as VET), kidnapped me and stole a lump on my belly and elbow. I had to wear something called the “Cone of Shame” for weeks, this greatly affected my ability to steal table scraps. But my family saved me and they say I’m now better than before! So now it’s back to normal life with my really awesome humans and my brother cat who sometimes tolerates me, so life couldn’t be better!
HOLIDAY BOWL GAME AND PARADE
David Thornton, General Manager

San Diego hosted two ranked college football teams in the 41st annual Holiday Bowl, bringing excitement and national attention as well as thousands of vacationing fans to America’s Finest City! The 2018 Holiday Bowl saw the University of Utah Utes facing off against the Northwestern University Wildcats. 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. Though Utah was up 20-3 at halftime, Northwestern converted three Utah turnovers into 21 points late in the game to win 31-20.

Recognized as “America’s Largest Balloon Parade,” the Holiday Bowl Parade 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. What a great way to close out another fabulous year in San Diego!

FATHER JOE’S VILLAGE
CHILDREN’S HOLIDAY PARTY

December is the month to extend a helping hand to those in need and embrace the spirit of kindness and charity. One way our CAST helps out is by hosting a holiday party for some very deserving youngsters. Over 150 children live with one or both parents at Father Joe’s Village, a shelter located in downtown San Diego. Those children, whose ages ranged from infants to 17 years, were given a personalized gift. The children had filled out wish list cards earlier in the month so that Santa knew exactly what they wanted. Thirty of those children were picked up in a Trolley and joined us for our 15th annual Father Joe’s Children’s Holiday party. Everyone enjoyed pizza, juice, piñatas, and holiday fun. The highlight of the visit was a gift to each child by Santa and Mrs. Claus, 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.

NORTHWESTERN UNIVERSITY SPIRIT SQUAD ALL ABOARD FOR FUN

By Erica Frost, Group Sales Manager

We love hearing positive feedback from our charter clients, and this glowing review from the coordinator of the Northwestern University Spirit Squad has truly warmed our hearts:

“I just wanted to take a minute and thank you for all the help arranging the tour for my team. We had a great time! Our Driver, Jeff was simply amazing! When we got on the trolley, we found that he had taken the time to get water and candy canes for everyone. Not only that, he had bothered to do some research on our university and our program. During the trip he was entertaining, enlightening and energetic. The sing-a-long portion of the trip was a huge success! Everyone ended the tour laughing and smiling! You couldn’t ask for much more, but there was more to come! Several times throughout our stay in San Diego, Jeff would be driving the trolley around town and see us. He would stop and ring his bell and wave; my team excitedly waving back and yelling ‘It’s Jeff! Hi Jeff!’ One of these times, our senior administrator was with us, and as the entire team is jumping up and down excitedly waving and calling his name, she turned to me and asked what was going on. My response was simple, ‘It’s our driver from the other night. They love him!’ Thanks again for everything. It was the perfect start to our Holiday Bowl fun!”
WINTER 2018

TROLLEYS FEATURED IN THE CORONADO AND OCEAN BEACH HOLIDAY PARADES

By Erica Frost, Group Sales Manager

It’s the most wonderful time of the year in San Diego, and part of our celebrations include our annual participation in a few of our local Holiday Parades. There was the 43rd annual Coronado Holiday parade, complete with a classic orange & green Old Town Trolley advertising our Holiday Lights & Sights Tour. Of course, our Trolley was beautifully decorated and added to the already-festive atmosphere!

At our next Holiday Parade appearance, we had the honor of hosting our Mayor, the Honorable Kevin Faulconer, on Felicity the white wedding Trolley for the 39th annual Ocean Beach Holiday Parade, with this year’s theme of “It’s a Wonderful Life.” Parade entries were judged based on the following categories: Best Use of Lights, Best Ocean Beach Spirit, Most Unusual, Best Kids Group, Best Performance, Best Live Music and Best Overall.
“Twas the month of the holiday season, within trolley land. Every trolley was decorated, from lights to garland. Stockings were hung by the tip sign with care, in hopes that some green paper would soon be in there. Conductors and guests cheerfully sang together, while sightseeing in our fair winter weather. All strung upon houses were beautiful Christmas lights, and conductors narrated about historic sights. Guests heard festive music that fit the mood just right, then we wished our guests a Merry Christmas when ending the night!

OTT San Diego held their Annual CASTmember party on January 10th 2019. The gathering took place at the old Cosmopolitan Hotel and Restaurant, on their private exclusive outdoor patio. They served an Old Town Mexican Fiesta Buffet with house-made salsa and guacamole. The theme for the evening was “Saloon Night,” guests arrived in western attire. We celebrated by recognizing each other’s hard work and accomplishments throughout the year.
CONGRATULATIONS ALBERT AND ROD

Fleet manager Albert Guzman received an Award of Service for 20 years with the company.

The office staff surprised Rod LaBranche with a lunch to celebrate his 20 years with the company.

Rod shows off the special plaque commemorating two decades of hard work for Historic Tours of America.

Our hosts for the evening, David Mahl and Nikki Meo-Cook. Thank you for all your hard work!
Conductor Charlie Hogquist received a personal letter from Mayor Kevin Faulconer in appreciation for driving the Mayor and staff during the Ocean Beach Holiday Parade.

Erica Dill’s inner child loved visiting the New Children’s Museum.

Conductor Jon Laws, who regularly drives Distinguished Flying Cross Society veterans during military parades, attended a luncheon for the DFCS.

The monthly meeting in November was off-site and held at the New Children’s Museum in downtown San Diego.

Conductors Philip Fondaw and Jeff Archuleta participated in various healthy and mindful activities during our CAST Wellness Event.

Stu Hedley, longtime friend of the Group Sales Department, saying “Aloha” as he tells us about his upcoming trip to France for the 75th anniversary of the Battle of Normandy.

We said a fond farewell to Sebastian Biagioni as he embarks on a new endeavor, but we know he’ll come back to visit.

2018 OF THE YEAR WINNERS

Tim Wright
Conductor

Doug Keeling
Rookie of the year

Capt. Steve Blackman
First Mate Tom Ables
Seal Crew of the year

Bret Daguio
Seal Rookie

Susie Vetter
Specialty Tour

Christian Perez
Martin Baez
Ricardo Olvarria
Supporting

Pickle Award
Conductor Milo Vaughs

Barbie Harrell
Sales Rep
My name is Teresa Morrison, I was born and raised in Mexico in the State of Sinaloa. I hold a degree in Graphic Design which I treasure as my passion. I have lived in San Diego since 2010. Since then, I have worked in freelance graphic design and for a historic preservation organization where I got to know my surroundings in beautiful San Diego. I am a wife and I have two girls, one is 12 and my stepdaughter is 18. My husband and I enjoy family road trips and often bring Brody, our English Labrador retriever.

After working in the Old Town area of San Diego for several years, I was given the opportunity to become a part of Old Town Trolley as a CASTmember at the San Diego Visitor Information Center. It is here that I am able to interact with guests from all over the world, offering the best of what San Diego has to offer and, of course, our best Hop On and Hop Off Tour and Seal Tours, among others.

TERESA’S FUN FACTS

- I lived in Tijuana for 7 years where I met my husband. We got married and I moved to San Diego in 2010. I’ve always loved beautiful San Diego but never imagined that I would end up here.

- My greatest fear is losing my family, or any family member. I would be completely lost without them, because they are the motor that keeps me running.

- Sometimes I tell little lies about the Tooth Fairy and characters like that. I hope my girl doesn’t read this but I think she has already figured it out. I would not lie about Santa because he’s real.

- The talent that I would most like to possess is drawing and painting. I am not quite the professional but I would love to be one. I do enjoy painting and I could spend hours without noticing immersed in brushes and paint.

- What is the trait you most deplore in yourself? I am an indecisive person and sometimes I procrastinate. I often find myself running against time because I decided to leave things to the last minute. I wish I could change that.

Shraddha Carlin is the Chief Concierge at the elegant Westgate Hotel as well as the current President of the San Diego Concierge Association. Shraddha was voted in for her second term as President this year. She is also a member of the International Concierge Association known as Les Clefs d’Or. Shraddha has been a Concierge for 16 years at the Westgate Hotel and speaks 4 languages. She was born in Zambia and then moved to the United States as a teenager. She attended the University of Texas and graduated with a Bachelor’s Degree in Business/Marketing.

The Westgate Hotel is located downtown near the Gaslamp Quarter and was custom built in 1970 as a re-creation of France’s legendary Palace of Versailles. The hotel has a uniquely European ambiance and is adorned with French antiques and tapestries as well as Baccarat crystal chandeliers. It has 223 deluxe guest rooms as well as a new first-class spa and fitness center called AquaVie. The hotel also has a prestigious restaurant for Sunday Brunch called the Fontainebleau Room as well as offering Afternoon Tea Friday through Sunday afternoon.

Thank you, Shraddha, for your friendship, support, and everything you do for the San Diego Concierge community. Congratulations on your second year as President of the SDCA!
GREETINGS FROM SAVANNAH! COMPLIMENTS OF THE SEASON TO ONE AND ALL. AS WE HEAD THROUGH DECEMBER INTO JANUARY, MY MIND GOES BACK TO LAST YEAR’S SNOW AND ICE SPECTACULAR IN THE EARLY NEW YEAR. WHAT A DIFFERENCE A YEAR MAKES. THIS YEAR WE ARE EXPERIENCING 76-DEGREE WEATHER! IT JUST GOES TO SHOW YOU WHAT A WORLD WE LIVE IN AND HOW UNPREDICTABLE THE WEATHER CAN BE.

ONE THING I AM NOTICING AS WE MOVE FURTHER INTO THE 21ST CENTURY IS HOW POPULAR E-TICKETS HAVE BECOME AND HOW PEOPLE LIKE TO PLAN AHEAD WITH THEIR VACATIONS. IT SEEMS THEY ARE WILLING TO ROLL THE DICE AND GAMBLE ON MOTHER NATURE, POLITICAL OR ECONOMIC DEVELOPMENTS. IT’S COMFORTING TO ME TO KNOW WE LIVE IN AN AMAZING CITY LIKE SAVANNAH AND WE HAVE A TERRIFIC TOUR PRODUCT HERE AT OLD TOWN TROLLEY! A PRODUCT PEOPLE FEEL COMFORTABLE TRUSTING WELL IN ADVANCE WITH THEIR PRECIOUS VACATION TIME AND MONEY.

WE HAVE BROUGHT ON A NEW SAFETY OFFICER, FORMER CONDUCTOR GORDON BARTHOLOF. GORDON’S EXTENSIVE EXPERIENCE IN SAFETY DURING HIS LONG MILITARY CAREER WILL SERVE HIM WELL IN HIS CRITICAL NEW ROLE. OF COURSE THIS MEANS THAT WE ARE SAYING GOODBYE TO AN OTT LIFER – KENNY GRESHAM. KENNY HAS BEEN WITH THE COMPANY MORE THAN 20 YEARS AND HAS HELD A NUMBER OF POSITIONS IN THE OPERATIONS DEPARTMENT IN THAT TIME – ALL OF WHICH HE EXCELLED IN. SAFETY WAS HIS TRUE CALLING HOWEVER, AND AFTER A COUPLE YEAR STINT AS OUR HEAD CONDUCTOR HE GOT TO GO BACK TO HIS BEST FIT. HE WILL BE LEAVING BEHIND A ROSTER OF FOLKS THAT KNEW HE WOULD HAVE THE ANSWERS TO QUESTIONS ABOUT HOW WE HANDLED THINGS IN THE PAST AND ANY PITFALLS THAT WE SHOULD BE AWARE OF. EVERYONE HERE WILL MISS HIM, HIS SENSE OF HUMOR, AND HIS FOLKSY WISDOM (YEAH, I SAID WISDOM). FOR ME, NO ONE HAS WORKED CLOSER TO ME IN THE PAST THREE YEARS AND I OWE KENNY A GREAT DEBT OF GRATITUDE. WE WISH HIM ALL THE BEST, AND HE KNOWS THAT IF HE EVER GETS BORED WE’VE GOT SOME WORK FOR HIM. IN FACT I AM HIRING SOME CHARTER SPECIALISTS, KENNY.

DEPOT SALES
Jim Rafferty, Depot Sales Manager

Rock & Roll Marathon returned to Savannah for another year. The weather could not have been better for the event. We had our annual “Show us Your Bib” program to all participants, and they took full advantage. The event check in was held at The International Trade and Convention Center. We staffed a booth at the check in location and Tramaine McCombs did an outstanding job selling trolley, ghost, and APM. Also, I want to thank Gabrielle Heintzelman from the APM, and Stephanie Courtin from Admin, on helping out with shuttle sales. Thank you ladies.

Thanksgiving weekend was fairly good to us. As this is one of our busier weekends of the year, we had all hands on deck. As we do every year we began our Holiday Sights Tour the day after Thanksgiving. We added The Massie Heritage Museum to the tour this year and was very well received. Many thanks to their staff and the staff of The Isaiah Davenport House for a great experience for our guests during the holiday season.

December started out very cold, it felt like fall passed us by. We had a rough go of it for most of the month. The day after Christmas starts one of our busiest weeks of the year. We made up a lot of ground in a week. All CAST did an outstanding job with the influx of guests overnight. It is always amazing to me that one day we will carry 300 guests, the next day we are running 1600 and our CAST never misses a beat. A job well done by all!!!

Congratulations to our October Sales Rep of the Month, Canscelow Taylor and November Sales Rep of the Month, Wanda Raino. Congratulations to both for their outstanding work.

As always, as I write this article this time of year, season is just around the corner and will be here before we know it. I hope everyone had a great holiday season.

SAFETY
Kenny Gresham, Safety Officer

I want to thank all of HTA for providing the best twenty two years of my life. I will be retiring at the end of January with one regret that being that I’m not twenty years younger and able to do it all over again. I’ve seen our operation in Savannah grow from Bustling 700 riders in a day to believing that to be the unbroken all time daily ridership record, to carrying a 2100 code purple guests last summer. I’ve had many great leaders like Denny Aden, Dave Chatterton, Charlie Brazil, and now Garry Patrick. My best memory comes from the night my sister passed away and the line of HTA castmembers that came to say goodbye ran the length of the hospital hallway. Savannah was at its very best that evening. Of course, many thanks to Ed, Chris, and Moe for starting the whole thing.

I’m turning the reins of the safety department over to Gordon Bartholf who began as a conductor two years ago and has risen to be one of our finest. He comes with over twenty years of military experience in Risk Management and Safety.
During the month of December, we were busy focusing on sales for the Holiday season. We did well during the month, but the week between Christmas and New Year’s was extremely busy. Our store is located in the City Market and for New Year’s they set up stages and have bands playing. When it is New Year’s they shoot confetti off of the top of two of the buildings. There is always a large crowd outside that night.

In January we are still focusing on customers but it is our slow season for sales. January is very busy for the store because we have to prepare for inventory at the end of the month. This takes weeks to prepare.
AMERICAN PROHIBITION MUSEUM & CONGRESS STREET UP SPEAKEASY

Kayla Black, Museum Manager

Hello from America’s ONLY Prohibition Museum! December and January were really interesting months for us, with December starting off slow and ending very strong, and January starting off amazingly strong! We broke our ridership record by breaking through the 600 museum guest ceiling on December 29th by entertaining 629 people! What a fantastic way to end the year 2018. January came in like a lion with big numbers and lots of private events happening in the Speakeasy. We also had our awesome Holiday Party. Congrats to Paul Rabe for winning the 2018 Prohibition Museum CASTmember of the Year!

GHOSTS & GRAVESTONES

Justin Kent, Program Manager

Ghosts & Gravestones Savannah had a very Merry Christmas! From Christmas to New Year’s Day, G&G had just shy of 2500 riders come through! That’s a great ending to 2018, and a fantastic start to 2019! We are working an alternate route while some of our stops are closed for maintenance, and preparing for what promises to be our busiest year yet! We can’t wait to see what 2019 is going to bring us!
Milan Day Spa on Broughton

Milan Day Spa on Broughton is the ultimate spa destination, located in the heart of downtown Savannah just steps away from fabulous shopping and eateries. We at Milan strive to give you the best experience possible. Offering services from Massages, Facials, Manicures, Pedicures, Hair, Makeup, Waxing, Spray Tanning, Lash extensions & Microblading; and all the little services in between. At 4,000 sq. ft. we are able to accommodate your large party, but also have a cozy warm feeling for those that aren’t so large. Open every day Monday-Sunday from 10 am - 6 pm, book now and see why we are the best-reviewed spa in Savannah! Escape the daily stressors in life, send in a loved one, or come together as a couple.

TRAMAIN MCOMB
OTT, Sales Representative

Hello everyone, I’m Tramaine McCombs. I’ve been reading these articles from the Nation’s Storyteller for five years now and am excited to finally be in it.

I was born and raised in Newark, NJ. I love NJ but always wanted to live somewhere warmer. I hate cold weather and after the first day snow wears out it’s welcome with me. I’ve been in Savannah for about six years now. The summers here are fierce but I can handle our three months of winter.

Two of my most favorite things are traveling and eating. I’m a huge foodie and will try anything at least once. My goal is to have tried every one of the restaurants in the historic district. I’ve been having a great time doing so although I’m very far from it. It doesn’t help that my boyfriend Mark is a hamburger and fries type of guy. So far I’ve had the most fun in Dominica and Aruba during my travels. Mexico had the best food though. I’m looking forward to my upcoming travel destinations, Greece and Italy. Greece for the sights and Italy for the food.

I adore Savannah with its vast history, beautiful scenery and southern charm. People always ask why I chose Savannah to live being that I’m from such a fast paced city. I can honestly say that Savannah truly became home to me after working with OTT. I have met some of the most amazing people through this job, too many to even name. We have an amazing CAST and are truly a big family.

TRAMAIN’S FUN FACTS

I moved to Savannah somewhat accidentally. I came to visit a friend and what was supposed to be a week turned into six years.

If I had to eat one thing for the rest of my life it would be PASTA! I joke that I should have been Italian. I can eat pasta every day and with just about any sauce. My favorite is spaghetti.

I love traveling so much that this is bound to change but as of right now I love visiting St. Augustine. It’s only two hours away and a great mini-vacay spot.

If there was one place I would like to live besides my current city it would be either San Diego or Orlando. Both are great places to live and they have great weather.

I most value in my friends Honesty and loyalty. Those are some of my strong traits so I want my friends to give me that in return.

OF THE MONTHS

DECEMBER

Brenda Hankinson
Conductor

Doug Keeling
Specialty Tour

Morgen Brooks
Sales Rep

Christine Ledet-Hill
APM

Larry Floyd
G&G

Janin Marie Irby
Supporting
HOLIDAY PARTY AWARDS

Vendor Reps Stephen Plunk and Bobbie Renee Lewis spreading cheer to a wonderful Holiday season

APM General Manager Kayla Black, APM CASTmember of the Year (Bartender) Paul Rabe and Old Town Trolley General Manager Garry Patrick

Garry Patrick, Operations Manager Andrew Hill, Conductor of the Year Lillie Shaw and HTA President Ed Swift

Garry Patrick, Supporting CASTmember of the Year April Jackson and Andrew Hill

Garry Patrick. Sales Rep of the Year, T Floyd and Sales Manager Jim Rafferty

Head Conductor, Emily Bailargeon. Rookie of the Year, Frank Strasser. GM, Garry Patrick
Meet Pippa, the light of our lives. She is 50% American Staffy and 25% Australian Cattle Dog with the remaining 25% being, by our estimation, a mix of pig, worm, fruit bat, frog, and Tasmanian devil. In September of 2017, Janin Marie Irby and I were waltzing around town when we spotted a little black puppy at Spartina on Broughton St. We learned that her name was Meilani and she was available for adoption from One Love Animal Rescue. Her foster parents described her as “the perfect mixture of sweet and spice.” Janin Marie knew on the spot that she was the dog for us, but I foolishly didn’t believe her as she, understandably, wants to bring every puppy home. Luckily, she persisted and a week later, she was ours.

Pippa is a one-of-a-kind pup. She is always learning new tricks: shaking hands, playing dead, and tickling the ivories on the piano. She loves her feline brother, Binx, although he prefers to appreciate her from afar. Her perfect day involves splashing in the ocean at Fort Pulaski or strutting around downtown so everyone can tell her how cute she is. She’s an angel and a monster all rolled together and I wouldn’t have it any other way.
FUN DURING NIGHTS OF LIGHTS
Jeanne Coyne, Assistant to the General Manager

Each year Dave and his Nights of Lights team try to find creative ways to liven things up. Dave along with Jason Renault (Operations Manager) and Mark MacFarlane (Head Conductor) always find ways to dress up. This year, Dave took it up a notch with his “Light Up” suit. The picture doesn’t do it justice, but you could really spot Dave at night as he helped guests load the trolleys during the Nights of Lights season.

NIGHTS OF LIGHTS MEDIA NIGHT
Jeanne Coyne, Assistant to the General Manager

We held our 3rd Annual Media Nights of Lights tour. Old Town Trolley joined with sponsors/partners: St Augustine Distillery (Phil McDaniel), San Sebastian Winery (Charles Cox), Casa Monica Resort & Spa (Joni Barkley) and the Colonial Quarter/Pirate & Treasure Museum (Cindy Stavely) to hold Media Night on the Famous Nights of Lights tour. Each year we welcome local media, journalists, and bloggers to attend the Media Night and this year it was hosted by the Colonial Quarter. The evening was kicked off with a cocktail hour before guests were shuttled on the Famous Nights of Lights trolley tour to view the beautiful lights in St Augustine. Afterwards they enjoyed dinner from the Colonial Quarter. A big thanks to our partners for a wonderful evening.

This year was the first year for our Nights of Lights Fast Track Pass reservation ticket. We were hoping to find a way to break up the lines and possibly move people through the line quicker. The Fast Track Pass was just the idea! Not only did it work, but it brought us so many rave reviews on TripAdvisor. The guests loved the idea of choosing a timeframe to get in line – knowing they would not endure 3 hour waits. We’d like to give a shout out to the city businesses and the City of St Augustine for making the city look even more spectacular than ever in white lights. Marking our 25th Anniversary of the Nights of Lights, everyone stepped it up a notch to make the city sparkle. We were even named as one of the Top 5 places in the WORLD to see the holiday lights by National Geographic! Now that’s something!
AFTER THE HOLIDAYS, HOLIDAY PARTY
Jeanne Coyne, Assistant to the General Manager

In January, once Nights of Lights season slows down, St Augustine holds its Holiday Party. This year we held the party at the beautiful Fountain of Youth! It was a wonderful evening with beautiful peacocks strolling the property. The band this year was “The Faze Band” and they were incredible. They kept the dance floor hopping. Outside we brought in a mobile Escape Room where two teams of six each could race against each other to see who was the fastest to get out. The team with the fastest time won trophies and bragging rights for the night. To add to the fun, we found a cool way to announce the “Of the Year” winners. Instead of breaking up the fun on the dance floor with speeches, we found everyone likes to keep the party rolling. This year we hired celebrities to wish our Of the Year winners congratulations. From Tom Arnold, to Michael Rapaport, to Corey Feldman, and the Bachelor host, we had some great talent! We hope everyone enjoyed the fun! By the way, the winners also received a cool trophy along with a bonus in their check.

To top off the wonderful night we had the amazing Raintree Restaurant providing delicious hors d’oeuvres. Their chili was spot on for the chilly night we had outside. The jambalaya was one of the best! Lots of great choices!

It was a night to remember and you can see how much fun everyone had by the looks on their faces. Another Nights of Lights holiday season in the books. Now on to 2019!

Ed Swift, III, Nancy Swift and Lindsay Gray
Sarah Freeman and Elizabeth Daube
Safety Rob incognito
William McComb and Stephen Mitchell
HOLIDAY PARTY PICTURES

Mr. & Mrs. Noble Lester (G&G Manager)
Bud Horan and Diana Dorethy
Ed Swift, III, Dave Chatterton, Ed Swift, IV
Cara and Ed Swift
Robert and Jeanne Coyne, and David Chatterton

VENDOR COOKIE PROGRAM

Voices of St Augustine
Dave and Melissa Chatterton with Voices of St Augustine Carolers
With Scott Overton at the helm as the hotel's new General Manager, things are definitely heading in the right direction. Scott has built a new Front Line Team that will be selling Old Town Trolley tickets on-line through Trusted Tours. Scott has even ordered Ghost & Gravestone T-Shirts and other souvenirs to sell in the Hampton's Gift Shop.

The hotel just recently went through a total renovation on the interior of the rooms and public spaces, along with a renovation of the exterior. The Hampton Inn looks fabulous!

Catch a glimpse of the past in ‘the Nation’s Oldest City’ from our hotel in St. Augustine, FL and discover all the pleasures of a seaside resort destination. At the Hampton Inn St. Augustine-I-95 hotel, enjoy easy access to all the local treasures such as Ponce de Leon’s Fountain of Youth Park and the 120-year-old St. Augustine Lighthouse. We also offer trolley pick-up service to the Historic District, only five miles from our St. Augustine, Florida hotel.
Hello, my name is Elizabeth Daube and have worked here at Old Town Trolley St. Augustine since April of 2016. I first came to St. Augustine for a job transfer from the Pocono Mountains of Pennsylvania. That business endeavor did not work out as planned, and I ended up here with Old Town Trolley as a ticketing Sales Representative. I enjoyed working with guests and telling them all about what our beautiful city and our trolley company has to offer. After four months working sales, I was recruited to become part of the Accounting/Recap department in the office.

Originally born on Long Island, New York I’ve always loved the beach and have thoroughly enjoyed being in St. Augustine and being back by the ocean. I moved here with my three daughters now aged 19, 17, and 14 along with our two dogs.

I consider my greatest achievement thus far to have been able to raise on my own three very kind, ambitious, and talented young ladies who have brought such joy to my life. Having brought them here to St. Augustine has had a very positive impact on all our lives, we love it here.

A talent I’ve always wanted to have would be to speak multiple languages and be able to converse with the multitude of guests that come to St. Augustine from all over the world.

The variety of restaurants here is amazing for such a small city. Although if I had to choose one food to eat for the rest of my life, it would have to be pizza.

The wildlife here in Florida is so diverse, I just love the variety of birds that I get to see on a daily basis. If I ever were reincarnated as something other than a human, I’d love to be a bird. The view up there must be amazing!
It is not uncommon that new conductor trainees in D.C. have visited some of the city’s most famous memorials and museums. It is also not uncommon for that visit to have occurred one or two decades ago often corresponding with the many primary school field trips to our nation’s capital. Site visits are an important part of the training process because conductors are able to relay the slog of waiting in line or the excitement of seeing a real da Vinci painting to a guest. DC was affected more than most of the seven cities by the 35-day shutdown of the federal government. Many of the attractions to which we would normally steer our guests were closed. While guests could still visit the outdoor Jefferson and Lincoln memorials and Arlington National Cemetery, DC is not a particularly warm place during winter and the lack of access to Smithsonian Institutions came at a cost to everyone. Guests to DC couldn’t enjoy the treasures of the Smithsonian, and the institution lost approximately $1 million every week of the closure.

Before the full effects of the partial shutdown hit, however, two of our new conductors, “Hollywood” and “Lady Liberty,” were able to enjoy the holiday train exhibit at the U.S. Botanic Gardens which was funded through January 2nd. Hour long waits are not unusual for this event, but a little secret that these conductors now know is that one need not wait in line if you’re not interested in seeing the train stations. We were able to walk right into the vestibule and begin our tour around the facility. The draw of the miniature train stations and mini-monuments is that they are made completely of natural materials like moss, acorn tops, tree bark, etc. There are also replicas of the Washington Monument, Lincoln Memorial, U.S. Capitol Building, White House, and a variety of historic places and landmarks found in Washington, D.C.

The backdrop of poinsettias and festive Garden-goers was perfect for exploring and getting a history lesson. Rather than driving around in the rain, our training that day involved identifying the aforementioned points of interest and having the trainees give me facts about them. What a timesaver! The scale and detail of each structure made the lesson very practical as they could identify features like the piedmont of the U.S. Supreme Court building or the Statue of Freedom atop the Capitol rotunda dome. There were definitely more than a few people eavesdropping on our history lesson, and we were quick to help steer them towards potentially buying trolley tickets. While trainees are sometimes skeptical about what can be so interesting about a big greenhouse like the Botanic Gardens or other locations like the U.S. Postal Museum, they never leave these places without a newfound respect for exactly why these facilities are needed and draw a crowd.

Most days in DC, our trolley conductors are the ones driving guests around the city while giving a mobile history lesson. On January 9, 2019, DC’s historic Adas Israel synagogue began a trek of one city block to its new home. The massive undertaking drew several hundred people to take part in the festival like atmosphere on a brisk mid-week morning. Warmed by cappuccinos provided by the Casa Italia and armed with cameras and smartphones, people watched the synagogue, mounted on massive remote-controlled hydraulic dollies, slowly roll along to its new home as part of site of the future Lillian & Albert Small Capital Jewish Museum. All seemed to be going well until the building caught on a tree limb protruding into the pathway. The procession paused as one of the workers climbed up and bent the branch and held it out of the way as the engineers got the building moving again.

The synagogue dates back to 1876 and was dedicated by President Grant on June 9th. Grant was also the first POTUS to attend services. The congregation outgrew the structure and moved to a new site in 1908, and the building was repurposed for commercial use.

In 1966, DC’s local Metro authority planned on razing the building until the Jewish Historical Society created a plan to move the structure, but unfortunately, only the second and third floors were able to make the trip because the first floor lacked the structural integrity to make the three-block move. It has served as a museum and headquarters of the Jewish Historical Society of Greater Washington from that time until its temporary closing for the most recent move. Some of the highlights of the collection include the only known synagogue mural in DC and one of Justice Ruth Bader Ginsburg’s famous, handknit “dissent collars.”
The new museum will explore the stories of Jewish life in the nation’s capital. The greater Washington area hosts the third-largest Jewish community in the country at more than 300,000 people. The museum’s mission is to engage multi-generational families, school groups and tourists from across the country and around the world in promoting diverse perspectives, combating antisemitism and serving as a safe space for challenging conversations. The ribbon cutting ceremony for the new facility is planned for 2021.

CUBAN FRIENDSHIP URN
Rich Stevens Jr, Safety Officer

America’s Capital City is teeming with history every which way you look; even in less trafficked areas or places you’d never think to visit, stories of our nation’s history wait to be discovered.

Case in point: it’s been called one of the “10 monuments you’ve probably never heard of” in Washington DC. Tucked on Ohio Drive SW, immediately south of the Rochambeau (14th Street) Bridge on the border between West and East Potomac Parks, lies the Cuban Friendship Urn, also known as the USS Maine Memorial or the Cuban-American Friendship Urn.

Created in honor of the Americans who lost their lives aboard the USS Maine during the Spanish-American War in 1898, the monument was originally in Cuba before making its way to the States. In 1928, Cuban President Gerardo Machado sent the urn to the US and had it presented to our 30th President Calvin Coolidge. Since that time the monument has lived in several places, including outside the Cuban Embassy on 16th Street NW and in a rose garden within West Potomac Park, until it found its current home on the banks of the Potomac River just a few steps south of the George Mason and Thomas Jefferson Memorials. In 2007 the urn was added to the National Register of Historic Places. Stop #9 on DC’s hop-on, hop-off tour provides guests access to this unique memorial with a 2 minute, picturesque walk along Ohio Drive SW and wonderful views of the Potomac River.

There are a myriad of stories to be told here in Washington and across the nation, and Old Town Trolley makes sure that our guests have access to all of them, even those a bit off the beaten path. Right around the corner from our most prominent monuments and tour stops can be found interesting tidbits that broaden the story of America; we just have to let our guests know where to look.
SHRIMP & GRITS

CHEF ERIC GEPHART OF KAMADO JOE

INGREDIENTS
- 40 (20/25) shrimp, peeled, deveined
- Cattleman's Grill Steakhouse Seasoning
- parsley, minced (for optional garnish)
- Yellow Stone Ground Grits

INGREDIENTS FOR GRITS
- 6 cups water
- 1 3/4 cups yellow stone ground grits
- 1 cup whole milk
- 1 cup heavy cream
- 2 1/4 tsp kosher salt
- 2 tsp sriracha
- 4 oz extra sharp cheddar, grated
- 2 oz Parmigiano Reggiano, fine grated
- 2 oz unsalted butter

INGREDIENTS FOR SAUCE
- 1 tbsp vegetable oil
- 1/2 cup red onion, small dice
- 2 tbsp minced garlic
- 3/4 cup tomato, diced
- 1/2 cup white wine
- 1 tsp sriracha
- 1 cup unsalted butter, diced
- salt, to taste
- dashes of paprika

DIRECTIONS
1. To cook the grits, bring the water to simmer in a Dutch Oven then whisk in the grits, stirring frequently so grits don't stick to bottom of pan. Cook the grits for about 25-30 minutes or until mixture is thickened and creamy and grits are softened. In a separate pot heat the milk and cream together. Bring to a simmer. Whisk in the hot milk and cream. Bring back to a simmer. Cook to desired consistency. Stir in remaining ingredients.

2. To make the sauce, heat a 12" Iron Skillet over medium heat. Add the oil to the hot skillet. Add the red onion and sweat until they are translucent. Add the garlic and cook one minute longer (don't burn garlic). Add the diced tomatoes and stir it up. Add the wine and sriracha (Bring to a simmer/Reduce by half). Begin to add the butter (swirling in a few chunks at a time until all butter is incorporated). Season to taste.

3. To cook shrimp, Thread the shrimp onto bamboo skewers. Season with Cattleman's Grill Steakhouse Seasoning or your favorite seasoning. Grill on high heat (400°F+), direct heat to brown both sides. Remove from the heat when the internal temperature reaches 145°F. Serve the shrimp over the grits, topped with the sauce and garnished with minced parsley. Option: toss shrimp in sauce and pour over grits.
A veteran and his family visiting Arlington National Cemetery

Our fine men in uniform at Arlington National Cemetery

Conductor Steven Mr. Holiday O’Brien and his lovely wife Lisa doing what they love

Conductor Smiley as Cousin Sam

Paul loves everything Trolley

Even the Union troops turned out!

We support our Veterans. Thank you
Hey there! My name is Dolly. I’m a Black Labrador Retriever mixed with Border Collie. My human, ANC Narrator, Linda Hazelton, thinks I’m about 12 years old, but she’s not sure, since I was rescued about 6 years ago from the Labrador Retriever Rescue of the Washington Metropolitan Area. However old I am, I’m totally spoiled! One of my favorite things to do is ride in the car with my Mom and her friends.
Reed Street, our home street, got paved and GM Eric Holmes assesses the work done. Perhaps one of the construction workers will be the next Conductor of the Month.

After the snow clean up

Arlington at dawn, photo by Chuck Abene, ANC Tours

Arlington at sunset - photo by Chuck Abene, ANC Tours

DC on a beautiful day

Sasha Fierce and guest
DECEMBER OF THE MONTHS

Bianca Massey,
Supporting CASTmember of the Month

Mark "MJ" Jackson,
Conductor of the Month

EYE ON SAFETY
Daniel O’Neill, Risk Management

Safety is everyone’s responsibility, from your local safety officer to your conductor. More and more, research suggests that the safest places to work are those where everyone is invested in safety— not just dedicated safety personnel. Building off of this thought, this year’s National Safety Campaign will be focused on situational awareness, a concept that is highly applicable to what we do every day in HTA. Being situationally aware means, essentially, being present, observant, and alert while on the job. This can take the form of many actions, from reading road signs while driving a trolley to minding caution signs while stacking shelves.

To promote this concept, and to practice situational awareness, this year’s campaign will use visual safety methods to develop safe work habits. We’ll also be trying some new things, like going paperless and using technology to increase participation. As in year’s past, each week will feature a different but related theme, all building towards the final week, which will cap off with a National Safety Survey. Feedback is important, and in order to continue our goal of making a stronger safety program, we are asking for your thoughts, ideas, and observations. We really are all one team and one company, even if we are spread across the entire country.

WEEK 1: SPOT THE WORKPLACE HAZARD. We all know that hazards exist in the workplace. No matter the industry, location, or job, hazards are simply a fact of life. However, correctly identifying hazards is the first step towards workplace safety. This week’s contest will ask that you view pictures of HTA locations and correctly identify the hazard or hazards contained within the photo.

WEEK 2: EYE ON SAFETY, NOTE IT/SNAP IT. Proper recognition of safe work habits is also a key component in any safety program. This week’s contest will ask HTA employees to email pictures or descriptions of safe acts to safety.month@historictours.com.

WEEK 3: SITUATIONAL AWARENESS. This week’s concept will combine what was learned in weeks 1 and 2 into the broader concept of being “situationally aware.” This concept incorporates both safety RISKS and STRENGTHS, and so this challenge will build on your developing safety skills.

WEEK 4: National Safety Survey. Rounding out the campaign, we ask all HTA employees to take part in a national safety survey.

Please help make this year’s campaign our best yet by spreading the word, participating, and remembering to keep your Eye on Safety!
The beginnings of the Mandarin Oriental hotels can be traced back to 1863 when two Americans, Captain Atkins Dyer and William West opened the first “Oriental” Hotel in Bangkok, Thailand. The first Mandarin hotel opened in 1963 in the Central District of Hong Kong Island. In 1974, Mandarin Hotels International acquired the Oriental Hotel and the rest as they say is history.

Our story begins more recently with the 2004 opening of the Mandarin Oriental in Washington, DC in the southwest quadrant of the city, in anticipation of the development of the District Wharf. A post-modernist-style hotel whose lobby is accentuated with an Asian flair. A beautiful exotic floral arrangement greets you as you enter; with a real sense of east meets west hospitality.

Old Town Trolley is proud to have a wonderful relationship with concierges: Lynn, Jack and Phil. They have been supporters of the Trolley for years and we appreciate it! I have enjoyed working with Lynn as a member of the WACA Board for the last two years.

She has taught classes in hospitality to our DC CASTmembers and we even hired her son George for a season. We like to think that our training took George to where he is now, working for a small sports related family in NYC, who shall remain nameless.

Jack was one of the first concierges to talk to me about the importance of customer service and really raising the bar for our guests. DC needs a high caliber hop on/hop off tour and Old Town Trolley fits that role. Jack is one of DC’s longest serving concierges, having been in the industry for over 30 years. He is a DC institution and a wealth of knowledge about the best that the city has to offer.

Phil has become a great friend and even though we don’t see each other often, I know that he has a little buddy named Julius that he adores. Phil has been a member of the Concierge community for the last 12 years.

Thanks to Lynn, Jack and Phil for your continued support of Old Town Trolley!
I am Bruce Green, a full time employee at the Washington Welcome Center. I have been employed there for over 10 years and started off part-time. I perform janitor and stock duties such as clean the restrooms and put merchandise in the stock room. Since becoming full-time, I am now in charge of the stock room at the Washington Welcome Center.

While working at the Washington Welcome Center, I have met lots of people and improved my customer service skills by keeping a smile on customers' faces. I was born in the Bronx to NYC parents, and we moved down here to the DC metro area when I was 4, where my younger sister was born. With family in both places, we regularly went back and forth between the two cities as I grew up; so, though it's almost sacrilegious, I claim both cities as home! The city pace in my family definitely kept me sharp as I grew up, both in street smarts and in academics.

I attended five different public schools in PG County before becoming a Terp and getting my Bachelor's Degree in sociology at the University of Maryland, College Park.

While in college I stayed active on campus, having jobs as an Images campus tour guide, and as a bus driver and eventually student CDL training and safety specialist with ShuttleUM. Interacting with people from the local campus community and visiting from far and wide was fun and energizing for me, and allowed me the chance to share the amazing spirit of my campus with others. When a brand-new hotel was opening right next to campus, I knew that would be a great chance to grow, learn and give back, so I joined the opening team of The Hotel at the University of Maryland after graduation and lead the front desk. Getting to bridge my tour guide and university background and build on my hospitality skills was an exciting challenge! The current DC Safety Officer, Xander, a colleague during my time at ShuttleUM, kept telling me about an opportunity to join this amazing company, Historic Tours of America. He was so excited about it, so of course I had to check out all the buzz. I came across the position and applied, and now have the privilege of being the new Deputy Safety Officer for Old Town Trolley in Washington, DC. The chance to combine all of my previous knowledge in transportation, tourism and hospitality, while at the same time challenging myself and learning new things, was a no-brainer to me, and the team here at Historic Tours makes every day worth it.

My favorite hero of fiction is Ironman. My most treasured possession is my son. If I were to die and come back as a person or thing, I would be a white lion. If I had to eat one thing for the rest of my life it would be French Fries.
**GREETINGS FROM BOSTON!**

Jewels Bowker, Safety Officer

As I write this I am about a month into my new position as Safety Officer here at OTT Boston. Prior to moving into my new role, I had been a Conductor for the past almost four years. I was certified April 2015 after training through the snowiest winter on record in Boston (if I can drive in that, I can drive in anything!). As a Conductor I had the opportunity to learn the roads and obstacles that we face driving around these narrow and winding paths so I have a good idea of what problems might arise. I look forward to learning more about our safety standards, helping to institute and enforce best practices and helping to keep everyone safe.

**SALES**

Bernie Casco, Sales Manager

This winter, our sales reps have done an excellent job of maximizing each sale they make. Like last year’s push with the Essential Guide Book, the team has been focused on upselling our Patriots Package. As a result of the team’s hard work, we ended December on a high note and surpassed out depot sales goal for the month at 101%. Here in Boston, we’ve also decided to open up the Hometown Pass promotion to college students with a Massachusetts student ID, which will be a great sales tool when students have family in town. With the introduction of GroupMe, the reps have been able to communicate with one another throughout the day on their sales progress, as well as participate in daily sales contests. As a team, we’ve been holding weekly “sales briefings” on Tuesdays and Thursdays. This has become a great opportunity for sales reps to give their input on new ideas, best practices and sales tips. We’ve had goal breaking days so far for the beginning of January and I’m confident that we can keep up that momentum throughout the season!

**HOLIDAY SEASON**

Sue Pye, Safety Officer

Going into the holiday season is always a time of excitement; rushing to get things done and maybe even a little bit of chaos. Up here in Boston all that is so. The first weekend of December always brings the Mayor’s Tree Lighting Enchanted Trolley Tour. 16 trees get lit in the different neighborhoods of Boston. This year was a little different as the trees got postponed to the following week due to heavy rain. The Laboure House Tour went off without a hitch as three of our conductors got to bring people around South Boston on Trolleys we donated for the event to help raise money for their annual fundraiser for Catholic Charities. The Laboure Center through Catholic Charities has programs that help with people of all ages here in South Boston from childcare to senior care to handing out food to community programs this is one organization that is truly helping the people of South Boston and making it a better place and we get to help in a small way by providing transportation.

We have had our annual Holiday Party at the Summer Shack with a great turn out and I believe a fun time was had by all. We had a can drive and we all brought cans of food to later be distributed to those who need it.

We have had lots of annual training going on, the Leadagers had their Reasonable Suspicion training, a few of us joined several at the Boston Tea Party for a very interesting and informative talk on Active Shooters and the we also got everyone up to date on the Workplace Bully - well how not to workplace bully anyone.

We are also training people in our HTA Storyteller Class to share the culture of Historic Tours of America. It has been going great, 29 people have taken the class this year and it is always a fun day. We have this scheduled the third Tuesday of every month and it is being well received by newcomers. My plan for this year is to start to get our seasoned CASTmembers into the class too.

We have several people in training now, three Conductors, one Sales Rep and one mechanic. We are looking forward to a busy season and are excited about getting lots of new people to fill out the CAST here at OTT Boston.

**TEAM BUILDING TERRARIUM**

Iryna Cordero, Manager Trainee

On November 27th, the Boston office had our monthly team building night. Our leadagers got together to have some fun and get to know each other better. Brandon, our AR/AP clerk, led the evening by showing everyone how to build their own terrariums. Every leadager built one for their department, added logos from other departments and put inspiring quotes on the outside of the terrarium.

Our administrative department chose the pineapple, as their symbol, because it means hospitality. We also put Chris Belland’s “We Are Hiring” picture in our terrariums, as that is one of our main focuses this winter!
Happy Anniversary!

OLD TOWN TROLLEY

Karolyn Kurkjian Jones 7 years
William Chappell 4 years
Brandon Parker 2 years
Marcus Muirhead 2 years
Keith O'Sullivan 2 years
Arthur Dove 4 years
Julianne Bowker 4 years
Robert Regan 6 years

BOSTON TEA PARTY SHIPS & MUSEUM

Carrie Midura 1 year
Maude Njoku 1 year
Lauraine Wansenga 1 year
Leon Poindexter 6 years
Jean Gordon 12 years

2018 OF THE YEAR WINNERS

Justin Moss  Conductor
Ashley Cappuccio  Sales Rep
Brandon Parker  Supporting

Gordon Fitz  Pickle

Steven Johnson the “Demon in Chief” of Ghosts & Gravestones represented his team well.

Steven Johnson with Trip Advisor photo Certificate of Excellence.

Personalized Gifts for the Ghost Drivers.
Designated as a National Historic Landmark, the historic pier in Boston known as the Long Wharf dates back to 1710 when construction first began. During colonial times, it served as the primary pier for commercial trade and until 1756 was the largest port of maritime trade in the American colonies.

Boston welcomes an estimated 16-20 million visitors each year, according to statistics provided by the Greater Boston Convention and Visitors Bureau (GBCVB). Hailing from every part of the nation and every country around the world, many of them are tourists. Central to the tourism industry in Boston are the familiar orange and green trolleys that escort our guests around, providing narrated tours of Boston’s rich historic, cultural and civic contributions both to the nation and to the world. Historic Tours of America’s Old Town Trolley is Boston’s premiere tour, and has been introducing visiting guests to the city since 1984. The Boston Tour originates from Atlantic Avenue adjacent to State Street, at the base of the Long Wharf.

When construction of the Long Wharf was completed in 1721, it extended nearly a half-mile up what is now present-day State Street, originally King Street during the colonial period, where at its head stands the Old State House, site of the 1773 Boston Massacre, and stop # 5 on the Old Town Trolley tour.

The original Custom House Block, built in 1848, is a large granite structure that still presently stands on the Long Wharf and adjacent to that is the Gardiner Building, dating back to the mid-18th century where it once served as a counting house - a business that was owned by John Hancock. The Gardiner Building, the oldest surviving structure on the Long Wharf, serves today as the Chart House restaurant.

Today’s Long Wharf is much different than it was during the colonial era, serving as the primary pier for sightseeing harbor cruises, and whale watches, with the New England Aquarium based adjacent to the Long Wharf. At the head of State Street, in the heart of Boston’s historic Freedom Trail, the first public reading of the Declaration of Independence was presented to the citizens of Boston from the east facing balcony of the Old State House.

As a boy, the famous painter, John Singleton Copley used to play along the Long Wharf, where his mother ran a tobacco shop. In some ways, we could say that several of the key factors that led to the American Revolution started here. 250 years ago, on September 30th 1768, British Troops landed at the Long Wharf to begin the 8 year period of occupation that ended with the revolution and they evacuated through the same channel, along the Long Wharf on March 17th 1776.

Those of us who are natives, locals from Boston, serve as primary ambassadors and navigational guides to our famed city, known as both “Cradle of Liberty” and “Hub of the Universe”, the center for historic, cultural and civic attractions, including Boston’s championship sports teams! Many of the conductors on the Old Town Trolley tour are local men and women, those who speak perfect “Bostonese” and they present our guests with a rich narration, offering also a local spin on the city and the neighborhoods that they hail from. As a Concierge Representatives, our role is to serve as front-line ambassadors to visiting guests in the city. Those of us, like me, work behind the scenes assisting with arrangements for the guests who pass through our portal during their stay in Boston. As a hotel concierge, we provide our full and general knowledge of the city and serve as navigational guides for the thousands of options the guests have to choose from, starting with the Old Town Trolley, which people love!

It’s an honor for those of us who live and work here to be part of such an American jewel, known as Boston, the nation’s “City upon a Hill” which still stands proud of its national heritage and remains strong - Boston Strong!
I'm a native Bostonian, born in the city, but I grew up on the north shore in a town called Saugus. I attended the Bunker Hill Community College in the shadow of the Bunker Hill Monument, and have always been interested in the history of the Revolutionary Era. It's amazing that most people around the country only read about it in the history books – but here in Boston we can walk in the footsteps of the Patriots every day.

I'm relatively new to the trolley business – this is a second career for me, and I spent almost 30 years in the healthcare industry in Boston before giving up my desk to drive a trolley. I'm somewhat astonished to be head conductor, and I hope that I can use my leadership and management skills here to keep both our guests and our conductor corps as happy as can be.

When I'm not wearing my blue and white, I wear a different uniform – I'm a lifelong member of the Boy Scouts of America, and currently the District Training Chairman for all the youth and adult volunteers in the city of Boston and its western suburbs. I remain active at the local level, and was a Cubmaster for two Cub Scout Packs in the city of Waltham….which is where my stage name “Cubbie” comes from!

DAVID'S FUN FACTS

- My favorite vacation spot is Nova Scotia. I consider Halifax to be my ‘second city’, and I often envision that it’s what Boston would have become if the revolution never happened.

- My favorite author is Aldous Huxley, “Brave New World” was once a dreaded high-school reading assignment, but I’m a big fan of dystopian novels because of this book.

- I consider my greatest achievement Travelling halfway around the world to adopt my son from the Philippines.

- My favorite song is Purple Rain, by Prince and the Revolution. Despite being the son and grandson of working musicians, it was “Purple Rain” that inspired me to take up an instrument myself.

- I most value in my friends Trust and Loyalty. Perhaps the two most valuable traits a person can have.
HOLIDAY FUN PHOTOS

Laura Haker, Tracey Paturzo, Bernie Casco, Iryna Cordero
Front row: Brandon Parker

Sue Pye, Julie Bowker, and John Welby at the Holiday Party.

Steven Johnson, Kim Villandry, Will Munoz and Ryan Jennings

Ashly Cappuccio (the lion), Julie Crowe, Andrew Quinney,
Front row: Bernie Casco, Kristen Cassidy, Leslie Romo

Holiday Party Decor

Mayor Marty Walsh with Santa
Happy 2019 to everyone! This year, Cathy Hutchinson and Beth Josephs have a theme of Traveling to accompany all of their vendor gifts for the entire year. They started the campaign out with “We look forward to traveling with you into 2019.” The vendor gift reflected this. They gave the vendors travel wallets containing a big Cadbury candy bar, a pen (never go through Customs without one), and a post card reflecting the theme. Beth and Cathy delivered the travel wallets to the vendors’ 14 properties on one rainy day, while many more sites were visited in the following days. The travel wallets were well received by the vendors. Wonder what they will come up for the February / March Cookie Program to carry the Travel theme?
As December 16th approaches, the collective mind of the Boston Tea Party Ships & Museum begins to focus on the Annual Reenactment of the Boston Tea Party. This year marked the 245th anniversary of the “destruction of the tea”. As we had turned the page to 2018 we were thinking of ways to honor the participants of this iconic event in a different way. Evan O’Brien, Creative Manager, had the idea to create commemorative grave markers to be placed at the headstones of participants within the City of Boston. A good number of the known participants spent the remainder of their days in Boston and were buried in one of the 4 main burying grounds – Copp’s Hill, Granary, King’s Chapel, and Central Burying Grounds. With the cooperation of the Historic Burying Grounds Initiative and the City of Boston, Evan and his team (Josiah George, Kelly Horan Galante, Stephen Chueka, Jillian Couillard, and former CASTmembers – Christopher Davis and Angelo Alexander) set out to map the burying grounds and to find as many headstones as possible beginning in the summer of 2018. One of the greatest things about Boston is that she has many old buildings and historic sites intact, and one of the most difficult is that gravestones tend to disintegrate after a couple hundred years. As we made our visits to the burying grounds it became clear that we would not find all of the headstones that were mapped out but we’d do our best to place markers where these remains may lay. The design on the medallion is that by Nathaniel Currier, circa 1846, one of the most well-known images of the Boston Tea Party. This is the same image used on the commemorative coins that are created each year in honor of the anniversary of the Boston Tea Party. (These coins can be found on our online store if you’re interested!) We decided on November 27th as the day for the ceremony to be held in the Central Burying Ground as it coincided nicely with the historical timeline leading up to the anniversary of the Boston Tea Party on December 16th. It was a somewhat dreary (and cold!) morning but we were pleased to be joined by a history class from Suffolk University and their professor, Robert Allison, as well as several city officials, Kelly Thomas of the Historic Burying Grounds Initiative, and City Commissioner Chris Cook. Executive Director Shawn P. Ford and Commissioner Cook gave opening remarks prior to Evan’s explanation of this project and its importance on the 245th anniversary of this event. As the remarks concluded, 4 of our costumed interpreters (Stephen Chueka, Jillian Couillard, Sierra Grabowska, Tim Lawton) moved about the burying ground and placed the markers into the ground at the nearby headstones. The markers had been placed in the other burying grounds in the days leading up to the ceremony. We are hopeful that in the next 5 years, leading up to the 250th anniversary, we’ll be able to expand this program to include all of the gravesites of known participants. The Boston Tea Party was an extraordinary act committed by ordinary people and we believe that those individuals deserve to be remembered alongside the likes of Samuel Adams, John Hancock, and Paul Revere. Through the work of Stephanie Loeber of Loeber Communications, the grave marker project generated over 200 million media impressions for the 245th Anniversary and Annual Reenactment of the Boston Tea Party and the Boston Tea Party Ships & Museum!

The excitement of this project led us into the month of December which brings us down to the wire with Reenactment prep. The Creative department was busy rehearsing with our interpreters and the volunteer Reenactors from all over New England that join this event while Dan O’Neill, Site Manager, and Eric Abrew, Assistant Site Manager, made final preparations for the street team of volunteers (including BTPSM CAST Members from Customer Service and Retail) that would help to keep our patrons safe on the night of December 16th. When the evening finally arrived, it arrived with high winds and driving rains that certainly could’ve put a bigger damper on the biggest night of our year but the enthusiasm of our CAST and their commitment to the history and a thrilling performance brought us one of the best events we’ve ever had! We were thrilled to have Harriet Cross, Her Majesty’s Consul General to New England, participate in the event and gave a rousing speech to the water-logged crowd along the waterfront. We couldn’t have asked for a better speech by such a lovely dignitary. The public remained with us throughout the evening and we had quite the crowd when the first chest of tea landed in the Fort Point Channel! (Sure, the crowd began to dwindle but the rain and wind were at their highest point just as we boarded the Brig Beaver!) As usual, this event would not be possible without the support of Historic Tours of America, our co-producer Old South Meeting House, and our many sponsors. This event brings people to Boston and also brings Bostonians outside in December! There is nothing more “Boston” than the Boston Tea Party and we are the proud custodians of this story.

After a “job well done” by all, it’s always nice to unwind a bit at the BTPSM Holiday Party. The 2018 CASTmembers of the Year were: Stephanie Cramer (Customer Service), Jake Jordan (Maintenance), Kelly DeSouza (Tea Room), and Max Sklar (Creative) and the “CASTmember Choice” award went to Jen Perrault, Assistant Manager of Abigail’s Tea Room. It’s been another great calendar year for the BTPSM and we’re thankful for the hard work done by all of our CASTmembers! Here’s to another great year!
Grave Marker placed at the headstone of Nathaniel Barber, Boston Tea Party participant

Josiah Snelling – Grave Marker placed at the headstone of Josiah Snelling, Boston Tea Party participant

BTPSM Executive Director Shawn P. Ford addresses the crowd in the Central Burying Ground, flanked by costumed interpreters. (L to R, Tim Lawton, Sierra Grabowska, Jillian Couillard, Stephen Chueka)

BTPSM Cast Members (L to R, Michael Barry, Max Sklar, Armando Rivera, Ian Helmick, Keith Trickett, Jimmy Dunn) in Old South Meeting House for the 245th Anniversary and Annual Reenactment of the Boston Tea Party
WELCOME TO SEASON
Justin Bahl, Depot Sales Manager

As OTT Conductor John Sawaya would say, “It’s season, baby!” Key West goes from a gradual build up in the fall, blinks for but a moment, and by the end of December every day is met with feet hitting the ground running from sun up till sun down. More cruise ships, more busses, and more people in general just trying to escape the cold of the north, results in one of the busiest times of the year in Key West. To give you an idea of how much like a light switch it really is; almost 50% of our total sales and ridership for December came in the last nine days of the month alone, with tours on both the trains and trolleys leaving full continuously every 15 minutes each day. But just because the front end of the month doesn’t experience the same madness as the back end, that’s not to say that it isn’t busy. December is typically the busiest charter month of the entire year, largely because of our wildly popular holiday charter light tours (which have already begun to fill up for next year!). Key West Transportainment combined for well over 200 charters this past December, not to mention the 60 plus street light tours open for purchase to the public. Mind you with all this going on, the leadagers at Transportainment had to balance all these charters with the 40 plus cruise ships that visited Key West in December. At times it was nothing short of organized chaos, but when the month came to an end it was truly amazing to sit back and look at what this operation accomplished in just one month, and the promise of what we can do in the months yet to come. Hats off to all the CASTmembers and leadagers here in Key West that helped make the last month of 2018 a great one.

Conductor Kevin pre-tripping his trolley before heading to the Mole.

Engineer TJ giving a smirk as he gets a well deserved good night after a long day.

Conductor Derek showing off his dancing moves for some of his guests

Why so serious Grace?

It’s not every day Asa Tift works the Shipwreck sales booth

CSR Frank Bond modeling in front of the trolley
Engineer Vaughn helping some guests at Station

Conductor Rob smiling big for the camera

CTT Engineer Wilson fully loaded and ready to roll

Sales Rep Elaine Cooke and her Essential Guide

Smile Stephen!

OTT Head Conductor Dan Martin training a new CASTmember how to dispatch the busy days.

Why it's always important to do a pre-trip inspection

A slammed day in Mallory Square

Happy Anniversary!

OLD TOWN TROLLEY

Michael Rehn 15 years
Howard Winfield 14 years
Aaron Andes 11 years
Marvin Martinez 10 years
William Ruddick 9 years
Tanya Byers 8 years
Ryan Arnold 6 years
Lawrence Yontz 6 years
Arthur Zelenak 2 years
Andre Footman 2 years
Stephanie Gray 2 years
James O'Donnell 2 years
Jose Cabrera 2 years
Alexander Houck 1 year
Yvonne Thrower 1 year
Paul Smith 1 year

CONCH TOUR TRAIN

Clinton Curry 32 years
Cheryl Actor 22 years
Mary Martinez 14 years
Tricia Richmond 5 years
Gary Zimmerman 4 years
Carlos Valdivieso 2 years
Kelly Mordini 2 years
Elaine Cooke 1 year
Jeffrey Wickizer 1 year
Ronald Jarrell 1 year
Rashard Parks 1 year

facebook.com/keywesttours
twitter.com/keywesttours
instagram.com/trolleytours
WINTER IN KEY WEST
Justin Bahl, Depot Sales Manager

The winter months are truly a special time in Key West, and it’s very easy to take that for granted. The island fills up with more visitors, many making the drive down the one highway in and out of the Keys, therefore the commute on our tiny 2x4 island takes a little longer than we’re used to. The temperature drops a bit and there are those days that we might have to wear three layers...in high 60 degree weather. And some of us might even complain that it’s hard to get into that Christmas spirit with no snow, yet we all still love to brag to our friends up north about how the only thing we have to shovel in Key West is sunshine (probably the most overused joke on the tour this time of year). The island undergoes a lot of changes very quickly during the most wonderful time of the year, and for some people it can cause quite the disruption to our tiny island routines. But on the plus side; we still don’t have any freeway traffic, there’s no need to worry about snow closures or ice warnings, and the only frost in Key West is found on the Margarita and Daiquiri glasses in the bars on Duval Street (another bad tour guide joke). While it can get overwhelming with the large influx of people on the island this time of year, the one thing I can’t knock them for is their desire to visit Key West for all the same reasons I decided to move here...and with that I remind myself to be thankful, not just to live here, but to work for a company that gets to share the rich culture and history of this beautiful island with visitors from around the world day in and day out.

DIFFERENT DAY, DIFFERENT SHIP
Justin Bahl, Depot Sales Manager

One of the amazing things that the CASTmembers here are able to experience is the vast diversity of all the cruise ships that come to Key West. Every day is a different ship, with different demographics, spending varying times on the island, all coming from and going to different places (that’s a mouthful). Every cruise ship that comes to Key West has a different personality, and with that its own unique set of challenges. One day it’s a Carnival ship from Miami only in port for a couple of hours, the next day a Royal Caribbean ship going to Cuba, the day after that it’s a Costa ship at the Navy Mole Pier that only speaks Italian and is in port for the entire day. During our busy season months, over 50% of our days are multi ship days as well, meaning we get those magical days where we’ll have a senior exclusive Holland America ship in port the same time as a Disney cruise with 1000 kids onboard under the age of 12. And this is just the tip of the iceberg when it comes to the ships and their differences and the effects it has on our daily operations. Here’s to another four months of our busy cruise ship season and to different days, with different ships!
WOUNDED WARRIOR RIDE IN THE FLORIDA KEYS
Justin Bahl, Depot Sales Manager

This past January, the Florida Keys was lucky enough to take part in a very special event involving the Wounded Warrior Project. From January 10th thru the 13th, 46 wounded warriors and military personnel biked down from Miami throughout sections of the Florida Keys, ultimately ending their journey in Key West. While the event provides a rehabilitation opportunity for injured soldiers, it also aids in raising funds to support similar programs for veterans. When the warriors rode into Key West from Boca Chica, the streets were lined with people cheering the veterans on in support across the entire island. The ride ultimately ended in Bayview Park, where there was a community celebration for all of the riders. Event organizer Nick Kraus was quoted as saying, “The support we get in South Florida, in Miami and the Florida Keys is bar none...The Best!” A big thank you also goes out HTA’s own sales representative Susan Laffan, who made large signs for all of the sales reps and depots showing our support for our wounded vets. Thank you Susan!

Aquarium Ops Manager Genya Yerkes
and Sales Rep Tricia Richmond

Sales Rep Cynthia McCoy

Some of the riders coming onto the island

Wounded Warrior Riders assembled in Mallory Square

Our own Lauren Shephard giving a presentation to the Wound Warrior riders

Happy Anniversary!

KEY WEST AQUARIUM
Genya Yerkes 2 years

TROPICAL SHELL & GIFT
Karyn Bradshaw 1 year
Jhonny Cineus 1 year
Oleksandr Feddoryshyn 1 year
Randi Stafford 1 year
Maureen Einstein 3 years
Patrick Lee 8 years
Kathleen Kennard 10 years
Stephan Bornstein 3 years
Amanda Gordon 2 years
Edner Louis 2 years
Kristina Pendleton 2 years
Ramona Taylor 2 years
Nasiba Djabbarova 3 years
Pavel Theinhert 13 years
Leah Benner 15 years

HARRY S. TRUMAN LITTLE WHITE HOUSE
Bob Wolz 33 years

GHOST & GRAVESTONES
Paula Patton 1 year
Frank Glander 32 years
The Nation’s Storyteller

1st place winner was Key West Mayor Teri Johnston and Dar Castillo. They generously donated their winnings to the Boys and Girls Club with HTA matching the amount.

2nd place winner 1520 Catherine St (Linda Agin)

3rd place winner 2400 Siedenburg Ave (Shia Marzetti)

The CAST enjoying a night of judging

The Historic Key West Seaport lit up in all of its holiday finery
I was born in Dallas, Texas and moved to Florida very shortly after birth. I then moved to Charlotte, North Carolina and was raised there for most of my life, but once again moved back to Florida, and eventually down to Key West. I have a graduate degree in mental health counseling from Clemson University and found my true calling working in the addiction field working as a certified addiction therapist and clinical supervisor. After making the constant commutes between West Palm Beach and Key West and being away from the island and my family for extended periods of time, I decided to look for employment in Key West. My husband was already a tour guide for the Conch Tour Train, and while I never had experience in sales, I decided to apply to be a sales representative. The rest is history!

**DENISE FUN FACTS**

- The trait I most deplore in myself is forgetfulness.
- The trait that I most deplore in others is narrowmindedness.
- The talent that I would most like to have is a beautiful singing voice.
- The occasion in which I lie is when the truth would hurt the person and there would be nothing for the person to gain from that person knowing the truth.

**VIEW FROM THE SHIPWRECK MUSEUM TOWER ON A BUSY 2 CRUISE SHIP DAY**

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My name is Justin Rees and I was born and raised in Buffalo, New York. I ended up moving to North Carolina during high school and ultimately ended up graduating college from the University of North Carolina. After college, I immediately got a job building houses. I eventually made my way down to Key West for vacation and when I saw how beautiful it was down here, I knew this is where I should start looking for another job. The rest is history!

**JUSTIN’S FUN FACTS**

- What brought me to this city is my love for beautiful Key West!
- My greatest fear is my fear of failure. Failure to have a job, failure to pay my debt, failure to explore the world.
- The trait I most value in my friends is a positive attitude. Nothing but chill vibes, positive motivation, and good times to be had.
- I consider my greatest achievement making my family proud. I joined the military at 17 years old, served honorably for 6 years and earned a college degree while doing so. Wherever I go in life, whatever I’m doing, I want to make my family proud.

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**DENISE KNOOP**

Sales Rep

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**JUSTIN REES**

CTT Engineer

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**DENISE FUN FACTS**

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**VIEW FROM THE SHIPWRECK MUSEUM TOWER ON A BUSY 2 CRUISE SHIP DAY**

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**OF THE MONTHS NOVEMBER AND DECEMBER**

Tim Stroud
CTT Engineer

Hunter Howard
CTT Supporting

Amy Andrade
CTT Engineer

Joe McGuire
CTT Supporting
HISTORIC TOURS OF AMERICA

HTA COMPANY WIDE HOLIDAY PARTY!

The welcome table with smiling faces from Maxine McGlone, Jeanna Garrido, Pam Jester, Mary Martinez and Sandy Campbell.

Danny DiFabio of Rodriguez Cigars rolling cigars.

Hope Casas and Bob Wolz

Maxine McGlone and Jeanna Garrido

Entertainment from the dirtbags

Frankie Herrada and Nancy Swift

Chris Belland and Piper Smith

Danelys Thorndike and her husband Daniel Morales

Clinton Curry having some fun at the holiday party.

Corky Martinez and Magda Janika

Frankie and Mercy Herrada
Happy Anniversary!

HISTORIC TOURS OF AMERICA

Marion Hope Casas 30 years
Frank Herrada 21 years
James Sewell 21 years
Freddy Varela Jr. 7 years
Corbett Simpson 3 years

On December 12, Ed Swift and Chris Belland presented Hope Casas her 30 year pin at luncheon held in her honor at the Key West Yacht Club.
HISTORIC TOURS OF AMERICA

MORE HOLIDAY PARTY FUN!

Irina Bakala, Svitlana Gladka and husband and Nigora Azizova

Monica Munoz is ready to choose some raffle winners.

Kristina Pendleton, Rachel Kobylas, Bunny Portner, Paul Smith Jr., Martin Shoeneman, Jennifer and Mike Estevez.

Tim Stroud
Justin Bahl, Dan Martin, Sarah Martin, Rich Fox, and Isabel Fortuna

Eric Nichols, Dell Lunsford, Jeff Hillard and Bob Wolz

Marteka Young and guest

Jeff Wickizer and Ambre Pratt

Jim and Lilla Lamberson

Tim Atwell plays giant Jenga

Erin Fox, Clinton Curry and Julie Curry

John Clifford and Erin McCarthy

Chris Belland and Ed Swift

Marteka Young and guest
On February 18th, some of the Key West leadagement team were treated to a tour onboard the amazing Celebrity Edge. The tour was arranged by Shore Excursion Manager, Patrick Gomez who is a big supporter of HTA and appreciates our focus on customer service. He expressed his gratitude to us for making his job easier by insuring a smooth tour dispatch with quality tours that keep the guests happy. Patrick escorted our group (which included two folks from Fury and two from Caribe Nautical) to the buffet where we all enjoyed a spectacular lunch. He then escorted us on an in-depth tour of the ship that lasted close to two hours. We learned all about this incredible ship which cost $1 billion. As a token of our appreciation we presented Patrick with “swag bags” for each member of his team. Thank you to Cayley Bernreuter and Piper Smith for putting those together for us.

Leadagers; Dan Martin, Kevin Delahanty, Rich Fox, Justin Bahl, Brent Lyons and John Welby posing in front of the Celebrity Edge.

General Manager, Rich Fox with Shore Excursion Manager, Patrick Gomez who hosted the group onboard the ship.

The HTA crew, John Welby, Kevin Delahanty, Brent Lyons, Justin Bahl, Rich Fox and Dan Martin, having fun in the spot inside the ship where you touch the outer hull.

Clinton Curry, Captain Costas Nestoroudis of the Celebrity Edge and John Welby.
THE LITTLE WHITE HOUSE NEW ROLES

JEANNA GARRIDO

Jeanna Garrido is the General Manager of the Truman Little White House and the Key West Harry S. Truman Foundation, Inc. Jeanna was born and raised in Key Largo, Florida. She graduated from the University of Florida with a degree in Recreation, Parks and Tourism. She served as the Senior Director of Membership and Philanthropy for the University of Florida Alumni Association. She was the President and CEO of Gold Events where she managed programs for the Coral Restoration Foundation, the Harn Museum of Art and political campaigns for elected officials and judges in Monroe County. Her career also included being a Sales Manager for Balfour in the states of Florida, Georgia and Alabama and she was the Director of First Impressions at Oak Hammock, a Continuing Care Retirement Community. Jeanna is a Rotarian, a member of the Key West Chamber of Commerce, a member of the Navy League of Key West and is on the Board of Directors of the Key West Attractions Association. Jeanna is married to Javier Garrido and they have two children Andrew and Annabel.

KARYN BRADSHAW

Karyn Bradshaw is the Operations Manager at the Harry S. Truman Little White House. She is a Key West native and has lived here since 1970. Her father was a Navy seaplane pilot and her mother a successful artist at a downtown Key West art gallery. Karyn attended the University of South Florida and attained her degree in Speech Communications. She served as the Director of Aquatics for the Burkwood Swim and Raquet Club and was the Wellness Coordinator for the Hermitage at Cedar Field, a Continuing Care Retirement Community, in Richmond, VA. Even when she was away, Key West was always home in her heart. Permanently back on the island, she is very happy to be part of the HTA family!

MAXINE MCGLONE

All the way from New Jersey, our most recently appointed Assistant Operations Manager at the Truman Little White House is Maxine McGlone. Maxine has been a part of the HTA family for just shy of a year and in that time has made many accomplishments for herself. Maxine was originally hired as a tour guide at the Little White House and soon switched roles to work as the Assistant Special Events Coordinator. Now as the Assistant Operations Manager, Maxine manages the museum’s gift shop while still working in special events alongside the Key West Harry S. Truman Foundation and its members. Maxine has a Bachelor’s degree in Business Administration from Kean University. Before making her way to Key West, Maxine has cultivated an extensive (10 year) background in high-end retail and spent 7 years following her passion—managing her own business in furniture restoration.
HARRY S. TRUMAN LITTLE WHITE HOUSE
ANNUAL CHRISTMAS PARTY

Harry’s Girls & Auxiliary served up a dazzling assortment of delicious foods.
Susan Server, Carol DeFord, Piper Smith, Linda Loucheim, Julio Torrado, Holly Clements, Debbie Jackson, Betty Lightcap,
Mary Carlin Porter, Kitty Clements, Carol Fisk, and Prudence Churchill

Jeanna and Javier Garrido
Barbara and Tom Lilly
Admiral Pat and Sheri DeQuattro
Wendy and David Vanderwegen

Lynn Welsman and Kenny Weschler
US Coast Guard guests
Chris Belland, Monica Munoz, Parker Curry, Piper Smith and Julio Torrado
The Harry S. Truman Little White House held its 9th Annual Presidential Families Forum on Saturday, February 16 on the grounds of Florida’s only presidential museum. This year’s panel included Clifton Truman Daniel, grandson of 33rd President Harry S. Truman; Susan Ford, daughter of 38th President Gerald R. Ford; Mary Jean Eisenhower, granddaughter of 34th President Dwight D. Eisenhower and Massee McKinley, great, great grand nephew of the 25th President William McKinley. Each of the participants shared rare family photos along with wonderful stories of their famous fathers, grandfathers and relatives.

The Little White House has had the honor of hosting Clifton Daniel, Susan Ford and Mary Jean Eisenhower in the past, and was thrilled to have Massee McKinley join this year. Mr. McKinley is not only related to President McKinley but also President Grover Cleveland.
Martina Bevis performed her beautiful music.

Debbie Swift Batty

Amore Horan and Maureen Einstein

Parker Curry

Javier serving up his 1st place paella

Piper Smith serving up their delicious paella
The 3rd annual Paella Cook-Off winner Javier Garrido

Clinton Curry presents the crown to winner Javier Garrido

2nd Place was taken by Chris Belland and Piper Smith and 3rd place was taken by Bob Wolz

Even Hawkeye made a friend.