CASTmembers in St. Augustine rewarded David Chatterton with General Manager of the Year for all his hard work and dedication to the company. It is not a secret how hard Dave works to make the operations in St. Augustine the best they can be. We would like to recognize Dave and give him a nice pat on the back for being such a great role model for our company.

Keep up on all the happenings in St. Augustine on Page 26!
It seems as though we are living in one of the most disruptive moments in political and economic history. Trump has made an art form of running an outrageous campaign and shows no signs of slacking off as the new President.

I wondered, with great incredulity, at Trump’s tactics during the campaign, doing such things as ridiculing John McCain’s war record, going to media war with parents of fallen soldiers and shirking off some egregious comportment with the opposite sex. Now, as President, with the stroke of a pen, he has repudiated Obamacare, attempted to stop all immigration from a select number of countries and is gutting banking regulations put into place after the recent “great recession.” What next?

Of course, surprise and the shock and awe of doing the unexpected has been Trump’s hallmark in a campaign in which I honestly felt (and so did Hillary) that he had squandered the opportunity. He proved everyone wrong and got elected and one can only hope that his current tactics will go on to be successful national policies. It reminds me a little bit of our own company.

When we first went into business against the Conch Train, officially in 1980 despite the ongoing debate that Ed and I have, we did something radical. We decided to do what we then called a “continuous loop tour.” This combined the element of transportation with sightseeing, all for the convenience of our guests who could now get on and off at any stop and reboard for their tour. Of course, this became known as the Hop On Hop Off tour, but we were first.

We also instituted a 100% money back guarantee which was and is a very brave thing to do given the vicissitudes of human nature. It says, openly and overtly that we trust our CASTmembers to be well trained and prepared to give the best tour possible. It also says that we trust our guests to be honest in their assessment of what they paid for and what they got. It has proven an outstanding success, evidenced by the fact that we refund a mere one half of one percent of our gross revenue. While some of the refunds are for cause, many are not, but of course that is not the point. We have grown to be a better company by virtue of the fact that we have always been humble enough to receive the criticism and smart enough to learn and improve from it. But, like the commercial for Ginsu knives says, “But wait … there’s more!” There is a lot more. We recognized the Disney strategy of using words to describe what we do to make sure no one ever forgot what business we are in. We are not employees but “CASTmembers”; we are not just leaders of people or things, we are “Leadagers”. We don’t have jobs, but we all play a “role” in delivering a vast array of products and “Transportainment” opportunities for our guests.

The result? Historic Tours of America has grown from a single trolley company, originally with 13 employees (back then anyway) carrying 34 passengers on our first day to inarguably the largest sightseeing/attraction company in North America. Of course, we don’t have much competition. Yes, there are some sightseeing companies that might rival how many guests we carry and there are some individual attraction operations, but I know of no other company that could be categorized as a sightseeing/attraction company such as ours, especially in multiple cities. We have grown to operate in seven cities and are the stewards of such iconic “attractions” as the Truman Little White House (the only Presidential home in the state of Florida), The Old Jail (a totally in tact turn of the century deep south incarceration facility), Potter’s Wax Museum (the very first wax museum in the United States), Arlington National Cemetery, The Boston Tea Party Ships & Museum (recently voted The Most Patriotic Attraction in the United States) and, of course, at the core of it all, our highly visible ambassadors of goodwill in seven of America’s great destinations: Key West, St. Augustine, Savannah, Washington, Boston, Nashville and San Diego.

The challenge at this stage of our existence is not just to hold on to what and who we are, but to continue to be the leaders in our industry. For a long time now it has not been up to just Ed and me to determine our direction. The ideas now mostly come from our some 1500 CASTmembers around the country. Trusted Tours, for a great example, was not my idea but that of Kevin Beede and now represents millions of dollars worth of our online sales results. Ghosts & Gravestones was an idea that came up over a dinner conversation in Boston and now has become a nationally recognized product for night tours.

What is next? Well, I am not entirely sure, although we have some interesting things being tested right now and I come to work each day with excited anticipation of what other great ideas will come along for, truly, one of life’s greatest pleasures is blowing the socks off our competition by disrupting “business as usual”.

From the Desk of the Chief Conductor

Christopher Belland
Chief Executive Officer

IN THE AGE OF DISRUPTION ... WHAT NEXT?

by Chris Belland, CEO

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Christopher Belland
Chief Executive Officer

IN THIS EDITION
AMERICAN PROHIBITION MUSEUM UPDATE
by Ed Swift III; President, Historic Tours of America

DETAILS, DETAILS, DETAILS

Everything is moving forward however I have stopped predicting an opening date. As of right now, we are slated to open in April, but that depends on too many disparate factors and changes and new ideas and directions and brilliant concepts (yet thought of) new city and state laws, engineers rules and contractor delays to mention.

Our video shoot for the Moonshiner, starring “Tim Smith of The Discovery Channel’s “Moonshiners” went well and the video footage looks fantastic.

Our electricians and plumbers got started the week of the 12th of December and are just about complete now. The bathroom walls are going up and soon we will close up all the walls. The tile being used is art deco and very interesting. Our bar arrived from England and it is beautiful.

Speaking of new, Kayla Black recently discovered that the “first prohibition law” in the American Colonies was a decree by His Majesty King George II to ban booze in Georgia in 1735. This of course calls for a bronze plaque on the building housing the prohibition museum. (See image above, final plaque on page 18)

Bree, Nikole, Ernie, Cody, Christina (Chris) and Monte have continued their nomadic existence between St. Augustine and Savannah to work on the museum.

The First Act of Alcohol Prohibition in America was decreed in Savannah in 1735.

Issued by His Majesty King George II to General James Oglethorpe, founder of the Colony of Georgia.”

“Whereas it is found by Experience that the use of Liquors called Rum and Brandy, in the Province of Georgia are more particularly hurtful and pernicious to Man’s Body and have been attended with dangerous Maladies and fatal distempers... NO Rum or Brandy nor any other kind of Spirits or Strong Waters by whatsoever name they are or may be distinguished... shall be imported or brought to shore.”

His Royal Majesty King George II

ART DEPARTMENT

The team we have working on the museum is terrific and talented. Our purchase of Potters Wax Museum two years ago has opened the door to expanding our scope of design and creation. The 40 human design wax figures are scheduled to appear in the Prohibition Museum add a great dimension to our also expanded electronic images capability led by Ryan McCurdy combined with our first class construction of background stage sets that make the artifacts and the story come to life. The fact that we can create a museum that is so visually attractive and has so many opportunities for visitors to be photographed or do selfies as they move through the rooms and the incredible stage set displays showcases our art department’s rare talent to the fullest extent.

My hat is off to our creative team and to the leadership of Dana Ste. Claire, our lead man in coordinating the project, and Monte Triz our art director and Kayla Black, Charlie Brazil’s choice to manage the museum, and HTA’s talented staff, Nikole Alvarez, Ernie Poore, Cody Wicker, Christina Williams, and Breanna Serna.

MORE ‘MUSEUM IN THE MAKING’ PHOTOS ON PAGES 16-18

CARS AND TRUCKS IN THE MUSEUM

President Ed Swift, III and Bruce Smith, OTT Savannah Maintenance Manager, try out the new seats in the 1929 Peerless. The “1929” Peerless was the getaway car for the St. Valentines Massacre. Bruce restored the Peerless and through some magic got it into the museum on the second floor.

Bruce Smith, our Old Town Trolley Maintenance Manager, with the 1936 V8 Flathead Ford he restored.

(Left) The Peerless hood ornament

(Right) Made the hands and bodies to fit in the car... now just need the heads!
NASHVILLE

NASHVILLE’S WINTER
by Steven Burress; General Manager

The winter months in Nashville presented us with a time to regroup, think about our first eight months, and tweak areas that could use some improvement. Although we are a new city, I think the slower months are not a time to let your guard down and sit back to relax. I found our slower months to be the ones that are most critical over the past years. Hit the books, crunch the numbers, plan for the upcoming months, and evaluate what can be done better.

January and February were slower months with ridership in Nashville. Fortunately, we only had one day that had some snow and we couldn’t operate. Those are the kinds of winters I like to have!

We were excited to see the arrival of our new ticket booth. A big thanks to Andy and his team in St. Augustine for doing an amazing job. You will hear more about that from our Operations Manager, David Galvan in his part of our story. Nashville continues to be a place that is great for Old Town Trolley. We are digging down and planting our roots. The growth takes time, but we are making great progress and every day brings new excitement and opportunity.

SALES BOOTHS GET A MAKEOVER
by David Galvan; Operations Manager

Sales booth locations, as you know are critical for our success. Here in Nashville we are very fortunate to have the latest and greatest in booth design. We have in place at two of our locations mini trolley booths that can only be described as “Awesome.” These two new booths are one time electric campus trolleys from a California college. We had our great restoration team in St. Augustine totally make them new again, and they turned out fantastic. The craftsmanship and attention to detail is over the top. The many hours of hard work has produced something special. These fully operational electric trolleys will bring great street presence to us and are sure to bring a boost to sales. As you can see from the photo these trolleys are, like I said before “Awesome.”

Thank you to everyone involved in this project, your efforts are much appreciated and represent OTT and HTA like no other.

SAVE THE DRAMA
by Ally Marshall; Safety Officer

Sitting on my desk I have a plaque with a llama on it. My sister gave it to me because one of our favorite sayings is, “Save the drama for your llama!” This applies to a lot of things in life (no offense to llamas) but it definitely applies to the safety aspect of our world in Trolleyland.

If there is a safety compromised situation, don’t panic. Dial down the drama and deal with the situation. Being calm and level-headed is a much easier way to communicate with guests, other drivers, dispatchers, other CASTmembers, and police than is turning up the drama dial and freaking out.

If there is a code red, call dispatch and calmly tell them who, what, when, and where. If there is a slip, trip, or fall, make the injured party as comfortable as possible and get help. If there is a fire, follow the evacuation route. Follow the procedures you’ve been taught, they’re there for a reason. You’ve got this under control. Don’t freak out, save the drama for your llama.

COSTUME CHANGE
Beverly Flanders; HR/Office Manager

Nashville had set up rental services for our costumes with Cintas way back in our beginning. Okay, granted that was last year however things were never quite right. The CAST voiced displeasure in the appearance of the garments, not receiving them back timely, missing buttons, not pressed etc. I will admit things were not any better on the office and accounting side. We gave time for the issues to be corrected, in vain.

The solution was to look elsewhere. We consulted with our other cities and found Key West seemed the happiest. Mary Martinez graciously shared her contacts at Uniforms Today and Patches-On-Sale.Com. The process to make this change from renting to purchasing was not a fast or simple task. That being said, it was absolutely worth it and we are very happy with the outcome. The CASTmembers receive four sets of shirts and pants. We contacted a local company, Ericka’s Tailoring for our alterations. Patches were ordered and that system is now in place. The CASTmembers receive an additional Shirt and Pant on their Anniversary with OTT Nashville. Shorts are available for purchase. The CAST launder their own costumes and it has worked out very well. The Costumes look
SALES ARE NOT THE END GOAL
by Melissa Elliott; Vendor Sales Representative

The Vendor Representative’s primary responsibility is to establish relationships with local businesses and the hotel concierges. Over the course of the last year, I have developed and fostered these relationships through attending the Music City Concierge Association meetings, bi-monthly CVC meetings, and becoming a member of local organizations, such as Heels and Handshakes. For example, it was within these organizations that I met individuals from Tailgate Brewery, Sinema, and Cheekwood Botanical Gardens. While some of them could not become Vendors through our online ticketing site, I kept them in mind for the other portion of my job, advertising.

Taking over the Advertising Department for Old Town Trolley Tours of Nashville has been a wonderful and challenging experience. Coming from a background of historical studies, I wasn’t really sure how to handle the world of “advertising” but what I do know is how to be personable. I took the skills of being a Vendor Representative, establishing and fostering relationships, and applied that to selling advertisements on our “Free Map” and Trolley Backs. I took time to learn about each company’s core beliefs and mission, and I truly feel that I have become friends with everyone who is advertising on our map. Essentially, I put my relationships with the businesses above the sale. I think that this methodology SHOULD be mimicked in all aspects of our operation, not just within the Vendor and Advertising Department.

DID I HEAR SOMEONE RINGING FOR A TROLLEY?
by Nikki Weekly; Group Charter Representative

I love the Nation’s Storyteller because it keeps us all connected; whether you’re all the way on the west coast, on a tiny little island at the Southernmost Point, up north in our Nation’s Capital, residing in the most popular and visited city in the United States or somewhere in between. We all have something in common and that is, we are all a part of the Old Town Trolley family. So, let me tell you what your family member is up to in Nashville’s Charter World… We’re getting BUSY!! It seems like once the new year hit, the phones started ringing and I can’t be happier. Well I guess I could be happier if all trolleys were booked every single day for the rest of the year, but I’m working on it…

The word is out that Old Town Trolley is in Nashville and since this city is a huge convention destination, we’re beginning to get clients such as Verizon, Wells Fargo, Tupperware, etc., each wanting a ride on our amazing trolleys. On another note, we started to book several field trips for schools in and outside of Nashville. This is super exciting for us because we realize gaining a consistent local client base is crucial to the success of the Charter Department. Speaking of schools, we provided Vanderbilt University’s medical students with a private tour of the city, including a stop at the famous Jeni’s Splendid Ice Cream Parlor in East Nashville. I’d like to get to a point that we’re providing all incoming students in all the area universities a private tour of this amazing city.

Must I mention, Nashville is a Country Music Town? I didn’t think so. Yet since we’re on the topic, Country Music Singer Trent Tomlinson and his crew boarded our trolley to head to his Country Record Single Happy Hour! And of course, let’s not forget to mention our new American Girl clients. We transported their best little clients (each carrying their favorite doll) from the American Girl store in Franklin to the Tennessee Performing Arts Center in Nashville, to attend The Sound of Music performance.

So, you see family, I say all that to say, the atmosphere has suddenly shifted in the Charter World. It’s only been a short nine months since we began to build this department but seems like we’ve come such a long way. We’ll continue to get the word out, continue to build upon what we began and most importantly, we’ll continue to provide our guests with what this family has always been known for, for 36 years; Transportainment!

GOODBYE
by Leslie Allen; Head Conductor

This is my last Nation’s Storyteller Dispatch ….. for a while at least. What a ride my last five and a half years with Old Town Trolley Key West and Nashville have been. I owe debts of gratitude all over the place, but most importantly to the founders of HTA; Chris Belland, Ed Swift III and Moe Mosher who, for years, have provided a unique place for me, and so many others, to achieve various life goals while

Nashville Continued on the Next Page...
doing challenging and interesting work. What an incredible gift, and for it I will be forever grateful!

Goodbye, for now, to my friends. Good luck to all!

**WORLD OF MAINTENANCE**
Nate Kingsbury; Fleet Manager

The busy season coming on strong, we have begun to direct our attention to the interiors of our older trolleys. Beginning in February we have started a process of identifying panels and trim that need the most attention and here over the next few months we will be replacing those pieces, matching grains and color to really bring out that nostalgic feel of a REAL trolley. We want our guests to be as amazed and wowed by the look of our trolleys as much as they are the awesome tour they are experiencing.

**WELCOME TO MUSIC CITY**
Eliza Warren - Night Tour Operations Manager

I am officially a member of the family! Yay! Having spent the past 14 years employed in the tourism industry in Key West, I have worked with the dynamic team at Historic Tours of America, but never on the team. I am so thrilled to FINALLY be a part of this wonderful organization!

Priority #1: Development of a new night tour in Nashville. With so many different tour possibilities, how do you know what to focus on?

I conducted a little market research with the help of our Vendor Representative Melissa Elliott and a few of the most experienced hotel concierges in town. My goal was to find out what types of tours Nashville visitors are asking for and whether or not those tours are currently available. Next, I hit the ground running and went on as many tours as I could. It was important to me to see what is out there, because I want to focus on what is missing, on what we can expand on and how can we blow them all out of the water... After all, we are the *Nation's Storyteller!*

While taking a myriad of tours, meeting as many people as I could and getting to know this amazing city, the story that we need to tell became very clear to me. It is one that is only partially addressed by others, but is the heart and soul of this city. Nashville is “Music City”...not merely “Country Music City”. We are a city that has a riveting, ongoing and evolving history of a multitude of genres including Gospel, R&B, Christian Music, Bluegrass, Country, Rock, etc.

It is our goal to provide a portal to the past (and present) and give an insider’s look at the sounds that have shaped lives & compose our Music City. Of course, it wouldn’t be a Music City tour without incorporating some fun tunes, so we will also be creating special songs for the tour.

Our hope is to have this tour up and running in the next few months, so please stay tuned for updates.

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**NASHVILLE COOKIE PROGRAM**
Melissa Elliott; Vendor Representative

OTT Nashville spent Valentine’s Day delivering Vendor Gifts. For Valentine's Day, we worked with a company called Cookie Advantage. They provided us with co-branded coffee mugs and wonderful cookies inside.

Welcome Eliza!
TIMOTHY “BRILEY” HAYNES
Administrative Assistant, Old Town Trolley Tours

BACKGROUND
I was born and raised in Atlanta, Georgia, where I learned to play guitar & write songs. It was during the days of the Jesus Movement, so, I would play in coffee houses and living rooms and wherever teenagers gathered.

I originally came to Nashville to attend Trevecca University in 1974; but left in 1976 when I fell in love with a mermaid on the Georgia Coast. We dated and were engaged for about three years. I returned to Nashville in 1983 to finish college and pursue songwriting. During that time, I opened for Paul Stookey (Peter, Paul & Mary) and Dan Peek (America). I earned a B.S. in Psychology from Trevecca and a M.A. in Clinical Psychology from Middle Tennessee State University.

After about 30 years in Professional Psychology, I needed a change. I was fortunate to be hired by OTT-Nashville to conduct tours. I say “Fortunate” because, of all the places I have worked in my life, HTA rates #1. Unlike the Mental Health Field, the management and employees at OTT-Nashville are actually Sane, Mentally Stable, Supportive, Compassionate, and Fun. I wish I had discovered HTA when I was much younger.

What brought you to your city?
College/Music

What do you consider your greatest achievement?
Paul Stookey & Dan Peek Bluebird

If you had to eat one thing for the rest of your life what would it be?
Pizza

What is the trait you most deplore in yourself?
Inhibition/shyness

What is your favorite vacation spot?
Golden Isles

If you were to die and come back as a person or thing, what do you think it would be?
Seagull

What is your most treasured possession?
My D-28

If there was one place you would like to live besides your current city, where would it be?
Georgia Coast

What is your favorite song?
Somewhere Over the Rainbow

What do you most value in your friends?
Loyalty

If you could choose one reality TV show to be on, what would it be?
Chrisley Knows Best
SAN DIEGO

HAPPY 'FISCAL YEAR' 17
David Thornton, General Manager

Historic Tours of America begins its fiscal new-year on April 1st… so Happy New Year! As with the start of any year, the time to reflect on the prior year with an eye to the future becomes a natural process. I am so fortunate and grateful to work with such a wonderful group of CAST and Leadagers. They have great knowledge, history and insight into our business and San Diego, besides just being lots of fun. Thank you San Diego Team, you are a joy to work with!

We spent January and February in a number of extended conference calls with our Chief Operations Officer, Ed Swift IV, to discuss and develop the strategic plan for all of our business units in San Diego. Our formal Budget tele-conference call review was held with the executive team in Key West, Florida. With the upcoming challenges ahead this year, we are optimistic and excited about our New Year business action plan. A big “Thank You” is due to the extended budget team both in the Leadagement and Executive CAST on both coasts. 2017 looks to be another great year for the Old Town Trolley family.

Though the upcoming year will be challenging, we are all excited and optimistic about our new business year in America’s finest city!

HOMETOWN PASS
WHERE LOCALS RIDE FREE

Onboard filming to promote the SEALS

This past season, we joined 10 other Old Town businesses in a San Diego TV campaign ad, promoting Old Town and Old Town Trolley Tours. Our ad focused on 'Locals Ride Free'; our HomeTown Pass program. San Diegans Ride FREE when accompanied by a full-paid adult guest. Not to be outdone by the Trolley operation, our SEAL Tour also had their own HTP TV ad complete with ticket give-a-way offers. What a great way for locals to see the best of San Diego with out-of-town family and friends, free.

SAFETY FIRST IN SAN DIEGO

Maggie makes sure she has her safety sign up when mopping the floor at the Info Center

SEAL crew conducting wheel chair lift training operations. SAFETY FIRST!

SEAL Guide Johnny Devenio working safe for our guests and CAST

MEET A TRUE AMERICAN HERO:
STUART “STU” HEDLEY
Erica Frost, Charters and Group Sales Manager

Last December marked the 75th anniversary of the Japanese aerial attack on Pearl Harbor that launched the United States into World War II.

President of the local chapter of the survivors group, Stu Hedley, turned 95 last October, which means he was 20 that day when the West Virginia, the battleship where he was stationed, got hit by a torpedo and was badly damaged. He still remembers a lot of the details and shares them regularly in talks at schools and in front of civic groups.

Lovingly referred to as Stu, I have had the honor and privilege of knowing and working with him for more than 15 years and each time I see him he greets me with this wonderful hug filled with love. We are happy and proud to be called upon when asked to support the local chapter of the Pearl Harbor Survivors with Trolley transportation services to their memorial services on both Veterans Day and Memorial Day. It's the least we can do for all that they have done for us.
SAN DIEGO'S SPARKLES AT NIGHT

John Savage, Operations Manager

What better way to spend Valentine's night than with Old Town Trolley's new City Lights Night Tour! Guests took in romantic views of the city and cruised past notable landmarks lit up at night. Afterwards, guests made their way to the Top of the Hyatt for cocktails and spectacular views of the city.

Lead Sales Rep Victor Santana serenaded guests as they boarded our new City Lights Night Trolley with a Valentine’s rose in hand.

ST. PATRICK'S DAY

Chris Chiotras, Michael O'Hearn and Don Kaye celebrating St. Patrick’s Day and parade

Valet Renee Holland and Sales Rep David Mahl celebrating St. Patrick’s Day

MARDI GRAS PARADE 2017

Erica Frost, Charters and Group Sales Manager

Laissez les bon temps rouler! “Let the Good Times Roll!”

We celebrated with 20,000 other party-goers at one of the biggest parade festivals West of New Orleans! The San Diego Mardi Gras experience has been voted one of the top 10 Mardi Gras events to attend in the WORLD!

Old Town Trolley once again was well-represented in the Mardi Gras parade in downtown San Diego on Fat Tuesday. We had all of the revelers aboard three different vehicles: the Beach Cruiser Trolley had the folks from Kansas City Barbecue, the Bella White Wedding Trolley had VIPs from Trinchero Family Estates and last, but certainly not least, was the Ghosts & Gravestones Trolley of Doomed which carried Old Town Trolley, San Diego and SEAL Tours CASTmembers who were there to witness and celebrate in the debauchery of fun!
SAN DIEGO COOKIE PROGRAM

Rod LaBranche, Sales Director

The Incentive Program AKA “The Cookie program” is a simple gift given to clients/Vendors from the Vendor and Charter Reps to show appreciation for their support. It’s a nice thank our vendors on a quarterly basis which is done around special holidays such as Valentine’s or St. Patrick’s Day, 4th of July, Halloween or Thanksgiving and an end of the year holiday gift. Rod went out and visited many of his vendors on Valentine’s Day to deliver their yearly personalized calendars. Everyone always looks forward to receiving them with their names inscribed within the photos for each month. It’s a small gesture of appreciation for all the wonderful partnerships we have in the city.

Happy Anniversary

OLD TOWN TROLLEY TOURS

Harold Henson-Dozier, 10 years
Erica Frost, 19 years
Robert Williams, 15 years
Saul Alba, 15 years
Debbie Hildebrand, 12 years
Steven Brooks, 10 years
Evan Kohler, 8 years
Nicoletta Meo-Cook, 6 years

SAN DIEGO SEALS

James Saffer, 13 years
Tomi Nieszgoda, 6 years

Gina Coronado, 4 years
Jeffrey Love, 4 years
Elderdio Gomez III, 2 years
Lauren Judal, 2 years
Ricardo Michel, 2 years
Jeanette Perez, 2 years
Victor Santana, 2 years
Michael O’Hearn, 1 year

SeaQuest comes to the bay. Nikki Meo-Cook, Carmen Thulin and Natasha Kader try out the new bay adventure tour.

FUN PHOTOS!

This winter was one of San Diego’s rainiest on record, though the rain does come with its rewards and beauty.

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Victor Santana, 2 years
Michael O’Hearn, 1 year

SeaQuest comes to the bay. Nikki Meo-Cook, Carmen Thulin and Natasha Kader try out the new bay adventure tour.

FUN PHOTOS!

This winter was one of San Diego’s rainiest on record, though the rain does come with its rewards and beauty.
BACKGROUND

I was born in Jacksonville, Florida and lived there until I was nine years old. My dad was a Navy Pilot and my mom was a homemaker — and a southern belle. One of my fondest memories was taking a train ride with her down to St. Augustine. I remember a sunny day shining down on gorgeous wrought iron and, as a special treat, my mom took me somewhere for tasty pastries!

I then lived for a year in Sicily because my dad was transferred to a naval base there. My favorite part about base living was the friendliness of the other navy “brats” and the free movie theatre where I went to watch a lot of John Wayne movies as well as Saturday matinee monster movies.

My dad was then transferred to San Diego and that’s how we came to live here. I do believe this is a gorgeous city and I’m proud to show it off.

While in high school I realized I wanted to become an actor. I went to drama school in San Francisco and then lived in New York City for 25 years. I did some Off – Off Broadway, some independent films and television and then re-located back to San Diego in 2009. I am very lucky and grateful to live in the same home I was raised in.

I came to work at HTA in 2014 as a valet — working at Seaport Village. I really enjoy meeting tourists from all over the work and the camaraderie and laughter with my co-workers. I was promoted to a full-time sales rep in 2015. Some of the best sales reps at HTA are here in San Diego and the team spirit and encouraging atmosphere help me find new ways to present our tours and attractions.

Who is your favorite hero of fiction?
Atticus Finch in “To Kill a Mockingbird”

What is your most treasured possession?
My loved ones – family, friends and animal friends

What is the trait you most deplore in yourself?
Fear and insecurity

What do you most value in your friends?
Long conversations with laughter during which we solve the world’s problems

What is your favorite vacation spot?
Italy – and Disneyland

VENDOR SPOTLIGHT

Rod LaBranche, Director of Travel Industry Sales

Town and Country Resort and Convention Center

This month I would like to showcase one of the oldest and well known hotels in San Diego. The Town and Country opened in 1953 as a 46 room Motor Inn in Mission Valley then continued to grow when in 1972 they expanded to almost 1000 rooms with the original San Diego Convention Center. The Hotel is going through a major $80 million renovation to include a 2 acre 22,000 sq. ft. pool deck oasis and towers with 633 rooms. The hotel remodel should be completed in early 2018 and will span 40 acres which will be a true California retreat for guests. Head Concierge Jill Moniz who has worked at the hotel for 22 years, makes sure every guest is pampered and taken care of during their stay. Jill is a native San Diegan and has two children at San Diego State University. She and the Town and Country Hotel have always been great partners to the Old Town Trolley. The staff sends guests daily on our complimentary shuttle to catch our tour in Old Town. Thank you Jill and the team at the Town and Country, we are looking forward to the new and improved Resort in the near future!

ROD’S TRAVELS

Rod LaBranche with the San Diego Tourism Team at the Expedia Partner’s Conference in Las Vegas

Rod LaBranche with the Viator Team in Las Vegas
CITY SCOOP
Charles Brazil; General Manager

WOW, what a year 2017 is already shaping up to be. Our “off-season” months were blessed with mild weather and a commensurate influx of wonderful guests resulting in two months of 20%+ ridership increases and March is shaping up to be very similar. We saw the re-opening of our state of the art State Welcome Center on the border of South Carolina and Georgia, a project that was more than a decade in planning and one which yours truly was intimately involved as a member of the Visit Savannah Task Force assisting our Department of Transportation in bringing to fruition. As you can see from the pictures attached, it is a beautiful site with a lot of “real estate” dedicated to Savannah and Coastal Georgia including a trolley and a life-sized “Forrest Gump” for folks to pose with. We were proud to be included in the process and the ribbon cutting and look forward to the 2.5 Million people who visited the old site annually to get a look at this first class presentation of our lovely community and all it has to offer visitors. In addition, we took time as an industry to celebrate the accomplishments of our CASTmembers at the "Oscars of Tourism" the Tourism Leadership Council’s Tourism Awards and Scholarship Dinner. As Tourism Partnership Program Members we have a table at the front of the action and as always our “Of the Year” recipients and a selection of our Leadagement CAST were invited to join us. We celebrated many of our partners and friends including auspicious awards for Joe Marinelli (President of Visit Savannah) and Marcie Hill (Executive Director of City Market).

Kudos to all award recipients and the scholarship recipients who we hope will ultimately become contributing members of our vibrant tourism/hospitality industry (see pictures). Lastly, we had the good fortune to collaborate with our friends at The National Society of the Colonial Dames for their inaugural event “Antiques and Architecture Weekend” including a lovely event at the Green-Meldrim Home. From all accounts the event was a resounding success and we were pleased to be a part of it and see NSCDA Georgia President Joy Schwartz. As you’ll see below, even with all of this and more going on with our partners and in our community, we have had to focus on getting ready for season, including a number of off-season improvement initiatives, the welcoming, on-boarding and training of a large number of new CASTmembers, presentation of our budget and strategic plan to our principals at Historic Tours of America, and last, but certainly not least, the opening of our first HTA attraction - THE AMERICAN PROHIBITION MUSEUM & SPEAKEASY (Experience) in April 2017!!!!!!! As usual our entire CAST has taken on every challenge as an opportunity and have executed with their characteristic excellence, which makes me very proud. I am extremely optimistic for 2017 and look forward to the start of our “New Year” in April 2017! Here’s hoping you are similarly blessed and inviting you to come visit us here in Savannah!

OPS WITH ANDREW
Andrew Hill; Operations Manager

As I write this it is the 1st of March, and wow! Our “off season” months of January and February were both huge for us. Ridership for both months was more than 20% above last year’s. Fingers crossed this is a sign of things to come for all of 2017. We have just reached the end of our January hiring and we have a strong class with 12 daytime conductors. With our charter department pushing hard for new business and ridership up so far this year, we will need every one of our new conductors to meet the demand. Big thanks go out to our training staff: George Hickman and Ted Wall, as well as the conductors who have helped us through the process. Ben Lawson, Vee Wooten, Ralph Cowart, and Emily Baillargeon have all taken a turn at fostering our new conductors. Thanks all around!

With the start of the spring comes a lot of things to look forward
to in Savannah. Soon we should see droves of guests coming to town to experience all of what the city has to offer this time of year. The great spring weather certainly brings people to town. Possibly our biggest attraction in spring is everything in bloom. Flowers and trees all over town will be at their prettiest, though the azaleas will be the main attraction. Most of the tour route is about to be lined by azaleas in bloom in riots of color.

The other riot coming up is St. Patrick’s Day. Our parade will take over the historic district, and consequently leaves us with the only day of the year that we don’t do tours. Most of the streets in the district shut down early, and stay closed for the majority of the day. The party usually lasts well into the night, the next day, maybe the day after that. Our city is full to the brim with visitors and while all of them are here for green, not so many are here for the Orange and Green. The big days for us will be after the holiday with April being the busiest month of the year.

We also are entering the time of year when it seems like every organization in town decides to have a run through downtown. Most weekends in the spring and early summer have some sort of walk or run going on. They create challenges for our loop operation as they love to run in the parts of town we like to show our guests. The code whites allow us to show guests parts of town they wouldn't see in normal operation and give our conductors a change of pace too. We will definitely have to be on our toes and making sure that we are well prepared for the challenges that come with the code whites.

SAFETY
Jacqueline “Bean” Kelly, Safety Officer

I want to thank the entire cast for an Accident and Incident free February. AWESOME WORK TEAM!!! We have had several training classes on Safety this past month with all the new hires. Here in Savannah we are gearing up for season. We just finished certificating five new conductors for daytime and three ghost and gravestones. We still have six more in the final stages of training. The week of St. Patrick’s kicks it off for us, with well over a Million visitors to the city that week. So we are going to be extra busy with route changes and extra code whites, Andrew Hill (OPS MANAGER) and myself sat down to get our game plan for this. We are doing a refresher on the proper codes to use while on stage and making sure all our paperwork is correct. The Safety Message Car has had some faces added to it. In the pic you will now see Safety Sam and Safety Saurus along with a weekly safety message or a helpful reminder.

DEPOT SALES
Jim Rafferty, Depot Sales Manager

As we leave another “off season” behind us, we are gearing up and ready for season. Funny thing is, that time is getting shorter and shorter as we saw 20% gain in ridership for both January and February. For the most part we had some pretty good weather for winter. Mostly spring like days and very little rain saw good results for both daytime and G&G tours.

We had our annual Holiday Party in January on the new Georgia Queen Riverboat, which was a big success and fun was had by all. A big congratulations goes out to our Sales Rep of the Year Tramaine McCombs. She had a fantastic year and is on her way to joining the Half Million Dollar Club for the second time. Great Job Tramaine!!!! Also congratulations go out to December Sales Rep of the Month Tomi Hutton and January Sales Rep of the Month Holly Edenfield.

We also would like to welcome two new additions to our sales ranks. Jessica Williams and Terrance Lucky. They are going to do a fantastic job.

I want to thank the entire sales staff for powering through another off season as we prepare to get ready for season. As a sales team we are looking forward to begin selling our own attraction, The American Prohibition Museum. We are looking forward to great weather and lots of guests.

GHOSTS & GRAVESTONES
Kristina Prince, Co-Program Manager

Greetings from the Grave. We’ve had a busy couple of months on Ghosts and Gravestones. We’ve added three new drivers to our family: Dee Rose, Sue Moyer, and Donda Maddox. We’ve hired and certified our newest Ghost Host, Emily Dietrich. Our own Charr Floyd has started as MOD, and Mary Bright has agreed to join our training staff.

We’ve also done something rare for us here in Savannah: we have certified a new Chandler. The Chandler position requires a very specific type of performer. It has been over a year since our last certification on this position. We are pleased to introduce our latest Silas Perkins, our very own Michael Harris. Mike has been our Ghost Supervisor for five years, and is enjoying his first performance role.

We’re gearing up for our toughest time of year: St. Patrick’s Day! Plans are in place, training has gone well, and we’re ready to face our annual route change. We’ve christened our 3rd 40 seat Ghost trolley, and we’re ready for a busy High Season.

Until Next time, my Dears, my Darlings... Unpleasant Dreams. ☺️
BACKGROUND
It was the year “Midnight in the Garden of Good and Evil” hit the Savannah scene, 1989. My children’s father and I were stationed at Hunter Army Airfield from Seoul, Korea. Having grown up in Arlington, Va I didn’t want to raise my kids in a congested and expensive city. In Savannah, I could be anywhere I wanted to be in less than 30 minutes! An historical city with fabulous green spaces fueled my love for finding places to enjoy. I was home...and could afford the luxury of staying home with them for their formative years. Raised by my Jewish grandmother, I tried to repeat the activities and experiences of my youth with my own kids. After a divorce...we would picnic, enjoyed anything free the city had to offer, sang and danced wherever we could. This bond would serve us all as they grew into adults and all worked tirelessly to see them through collage. My greatest accomplishment.

Nine years ago I met a man who would bring out the best in me, mentor and guide me through some wreckage of my youth. Being with my husband Rodney was like resetting time.

I had come to OTT by cold calling on Charlie with a few marketing pieces that I thought was sure to catch attention. No budget for a new hire meant no job! I had been in sales in Savannah for 20+ years and had wanted to change careers into hospitality, but wasn’t sure where my passion would be. I was called back 9 months later and leaped into a new career at Old Town Trolley.

Who is your favorite singer?
I’m a huge Jason Mraz fan! 'I Won’t Give Up on Us' is my husband and my SONG!!!

My most treasured possession?
My family heritage trees. I never had to pay a dime for the privilege of a long and marvelous lineage!!

If I die, I would like to come back as...
An otter! I love everything about them!

What do I most deplore in someone?
And most deplore in myself are similar for me. When I point the finger at someone... I have three pointing back at myself. When casting blame I must recognize my behavior and be accountable to myself and others.

Who are your favorite authors?
I must say author and book. My childhood favorite by Shel Silverstein’s THE GIVING TREE. I still have my original copy.
Savannah Vendor Department celebrates St. Patrick’s Day (our biggest holiday of the year!) with Barbara Bacon of the Biltmore RV Park while delivering cookies. Barbara is one of our favorite and most loyal vendors - she’s been promoting Old Town Trolley for a decade!

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SAVANNAH COOKIE PROGRAM

VENDOR LIFE
Bob “Colonel” Hunter, Vendor Manager

We are super excited about season starting once again! Season starts here roughly on Valentine’s Day.

We finish the month of February up about 50% over goal and we have reached out and added several new vendors to our program.

Our new sales rep Caitlin Wall has had several events with B&B and Inns in the downtown historic area, and we are seeing significant increase in production from those locations.

The Georgia welcome center reopens on the 10th of March and we anticipate a sharp increase in ticket sales.

It is Bob Hunter, Stephen Plunk and Caitlin Wall with Joe Marinelli (President of Visit Savannah) doing our COOKIE program dressed as gangsters and flappers in conjunction with the “Valentine’s Day Massacre” which is the theme of our program for the holiday and includes a promotion of the APM.

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Savannah Vendor Department celebrates St. Patrick’s Day (our biggest holiday of the year!) with Barbara Bacon of the Biltmore RV Park while delivering cookies. Barbara is one of our favorite and most loyal vendors - she’s been promoting Old Town Trolley for a decade!

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VENDOR SPOTLIGHT
Bob “Colonel” Hunter, Vendor Manager

Catherine Ward House Inn

The Catherine Ward House, built in 1886, is considered by many to be the best example of High Victorian Italianate Architecture in the low country and Savannah.

The Italianate carpenter house is a unique union of traditional Savannah architecture with the modern conveniences of the Victorian Age. Like so many older row houses, the house is built over a full brick basement with the parlor floor found on the second of its three floors. The house had piped gas for cooking and lighting, piped water, and indoor plumbing. Fast forward one hundred and thirty-one years later… the current owner, Leslie Larson, has owned her Inn for 11 years and continually renovates and upgrades to keep her guests in sublimely elegant surroundings. This 9 bedroom cozy lodging puts forth a full southern style breakfast and hors d’oeuvres with wine in the late afternoon. A stone’s throw from the famous Forsyth Park, Catherine Ward House Inn stays booked through all seasons! A master at referring her guests to places and events that enhance their experience, making them want to revisit our gorgeous city! We love our repeat tourists!!
WE'RE ROLLING...
by Kayla Black, Museum Manager

Faster and faster the progress in the museum is rolling! From the installation of the bar, running of electric lines, layout of displays, and designing of websites, the whole package is really coming into shape. To top it all off, we have started our hiring process, bringing on board the rest of our leadership staff.

Caity Hamilton has come aboard as our Assistant Museum Manager, and with her background in History and Art and prior experience working in house museums, she’s a perfect fit. On the bar side, Warren Cooey accepted the position as Bar Manager. From his knowledge of Prohibition Era cocktails to his passion for cocktail history, we know he’ll help steer Congress Street Up, our speakeasy, in the right direction. Welcome to you both!

Stopping Prohibition!

Paul Tong, The Trolley Stop (Prohibition Shop manager) shows us his best seller “Moonshine Pickles” and we ain’t even got the museum open yet.

Samone Rease shows the displays of Prohibition merchandise.

Happy Anniversary
OLD TOWN TROLLEY

Terry Hayes, 16 years
Janice Emerson, 16 years
Alexandria Bryant, 14 years
Cindy Cantrell, 13 years
Jon Watkins, 12 years
Eric Coney, 7 years
Francis Gleason, 7 years
Willie Dennard IV, 6 years
James Gibby, 5 years
Christopher Dudzinski, 4 years
Linda Sickler, 4 years
Kristina Prince, 4 years

Robert Lawson, 3 years
Melody South, 3 years
Mary Bright, 3 years
Steven Meyer, 2 years
Emily Baillargeon, 2 years
Colin Saxon, 2 years
Edward Wall, 2 years
Kendrick Banks, 2 years
Anthony Luckett, 1 year
Todd Barker, 1 year
Jillian Brown, 1 year
Jacquelyn Anderson, 1 year

Renita Rose, 1 year

RETAIL
Elizabeth Wiglesworth, 6 years

AMERICAN PROHIBITION

Kayla Black, 4 years

AMERICAN PROHIBITION MUSEUM

Helping to represent Old Town Trolley and the American Prohibition Museum, Garry Patrick, Kayla Black, and Jim Rafferty head onto the River Boat!

Caity Hamilton, our new Assistant Museum Manager, is hard at work.

While the museum space is under construction, Warren Cooey our Bar Manager is helping Monte and the Art Crew.

The back hallway is being painted by Dave Laughlin, former Key West and Savannah conductor and now local artist!

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THE WAX FIGURES

(Left) Nikole Alvarez poses for the Flapper Girl full body casting, (Right) This will be what the final figure looks like

The drunks are everywhere. It’s looking like a Prohibition Museum experience is coming on “tap”

The wash woman hangs out the laundry - our very first figure from St. Augustine’s Potters Wax Museum art department.

Making molds for the figures

Wayne’s wainscot, crafted in St. Augustine, gets installed by Ernie

The theater in the raw

Brie and Cody

Carrie Nation’s bar front goes in

The Speakeasy floor being installed.

New tile in the restrooms

New signs everywhere!

David Laughlin formerly of Key West works on historic signs

Ernie Poore, Art Department, installs the Speakeasy’s tin ceiling. (He did the aging!

This is a really beautiful setting for the Speakeasy

The display cases from St. Augustine’s wood shop arrives
...MUSEUM IN THE MAKING

SPEAKEASY - CONGRESS STREET UP

Ernie Poore, Ryan McCurdy (our attraction designer), Sheila Brettnacher, Warren Cooey, our bar manager, belly up to the bar as Monte reaches for a bottle behind our bar imported from England.

The back bar arch fabricated in St. Augustine by Wayne Taylor (Ed IV’s father-in-law) and assembled on site in Savannah by Ernie Poore.

Ernie and Cody installing the back bar top molding that was made in England.

Cut (shaved) brick installed to the arch as the bar-back takes shape.

New floors and new tables

Monty celebrates in the Speakeasy

At show central, Ryan McCurdy is hooking us up to thousands of feet of wire run in the museum.

Brie and the new tables

Ernie Poore “mixes it up”

New hire for the Art Department, Sheila Brettnacher, works on the faux brick in the Speakeasy.

Mike, Monte, Ryan, Kayla, Alan, and Dana Ste. Claire

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twitter.com/usaprohibition
instagram.com/americanprohibition

The Speakeasy plaque on the entrance of the building, installed by Monte and Daniel.

PROHIBITION PLAQUE
WASHINGTON, DC

WINTER
Eric Holmes, General Manager

This winter has been very eventful. Much like all of our sister cities, we have been running around like the energizer bunny trying to get everything done. Our focus has been trying to meet a March 15th deadline to launch our new and improved Old Town Trolley Tours of Washington and our new History & Heroes’ Tour. These two projects required, new maps, new brochures design, new POS, vehicle wraps, changes to Galaxy, new script, new route, CAST training, eTicket updates, app updates, and price changes. None of this could have been possible without the support, and contributions of HTA Executives. I still don’t know how they had enough time to get anything accomplished for one other city, let alone six other cities.

Our new DC day tour includes three loops with 25 stops. As the only authorized tour company of Arlington National Cemetery, we now include a tour on the most hallowed ground in America. This gives us a competitive price, and tour quality advantage. Take a look at our new Defender Bus for the red loop portion of the tour. Wait, is it a bus or is it a trolley?

Our New History and Heroes’ Tour will take our guests to some of the most notable landmarks in the city. Unlike our traditional hop-on hop-off tour, the guests have a private trolley which they stay with throughout the 3-hour experience. This reservation based day tour includes, an Essential Guide, refreshments, and a savings book. So, it’s a hop-on hop-off with throughout the 3-hour experience. This reservation based day tour includes, an Essential Guide, refreshments, and a savings book.

Thank you to all the CASTmembers, Leadagers, and Executives that worked so hard to get us prepared for a season. Today, March 15th, we were able to see the fruits of labor. We carried 4 guests on the tour that worked so hard to get us prepared for a season. Today, March 15th, we were able to see the fruits of labor. We carried 4 guests on the tour that worked so hard to get us prepared for a season. Today, March 15th, we were able to see the fruits of labor. Today, March 15th, we were able to see the fruits of labor.

EXECUTIVES

IT's that time of year where we thank our CAST for the great job that they did in 2016. It’s been called the Christmas Party, the Holiday Gathering and the Awards Banquet but it’s simply our Annual CASTmember Appreciation Event. Although we tell our CASTmembers how much we appreciate them on a daily basis, this is the one time of year where we are able to do a little more to show our appreciation. With food, music and our “Of the Year” Awards, IT’s THE GO-TO EVENT OF THE SEASON. It’s also a time to get everyone together to have some fun before the Cherry Blossoms begin to Peak. Well, this year we switched up a few things. We normally hold it in DC but this year we went to the beautiful National Harbor in Oxon Hill, Md. and held it at Bobby McKey's Dueling Piano Bar. A happy bunch of conductors, narrators, sales reps, First Impressionist, mechanics, drivers and our family all got together to see who this year's winners would be. There was a lot of anticipation in the air about who was going to win. CAST were also excited about the prizes that are given away each year. Needless to say, it was an event to be remembered. Here are some highlights of the night. Side note: I took the pictures but don't hold that against me. I'm a Conductor, not a photographer.

YOU KNOW YOU ARE A FOSSIL WHEN...
Keith Moore, Old Town Trolley Tours

1. You have to be told that Fossil is a brand of fashion accessories and not a collection of old Bones.
2. 'Chicago' just celebrated their 50th anniversary as a musical group and you still think of them as kids. (And your kids ask you, 'Chicago who?')
3. You actually remember when you purchased music at a sore that sold 'records' (which by saying the word 'records' alone qualifies you for an AARP discount or, the early bird special at any chain restaurant in America)
4. You have purchased 2 sets of readers, one for upstairs and one for downstairs, and you have forgotten where you left either pair!
5. You have to be told that Fossil is a brand of fashion accessories and not a collection of old Bones.
6. You mode of attire is no longer 'cool' or 'cutting edge' . At his point you just settle for being 'neat and clean' .
7. You still re-unite one last time (Or just insert any group from your youth that has had enough of each other and decided to go their separate ways, i.e Fleetwood Mac, Journey; you get the idea).
8. You will go to your grave hanging firm to the belief that the...
cleaners actually did shrink your clothes.

9. When you finally realize that hacking wheeze is not allergies and you run (if you can) or walk, or crawl as fast as you can to the nearest ear, nose, and throat specialist and throw yourself on their mercy.

10. You wonder how hard it would be to have the last two digits of the year of your birth removed from your birth certificate.

As the head fossil, I have a piece of advice regarding the above signs of possible fossil Dom: Don’t panic. Don’t fight it? Just know it happens to all of us sooner or later (In my case, sooner). Do not try to counter it by dressing too young or by going out and buying a flashy red convertible sports car. (Although, that may be something to consider.) Just know that there is something to be said for “easing” into your riper years with grace and dignity.

So, one day as you are walking down the street, you will hear someone say, “Who is that cultured, dignified, and mature gentleman? Instead of hearing them scream, “Move out of the way, old dude.”

**JUST A THOUGHT**

Keith Moore, Old Town Trolley Tours

I do not know if I have words to live by, but every now and then a saying or a phrase catches my eye (or ear) and I write it down or pin it to the wall at my desk and it inspires me. Hopefully, it is a laugh, a smile, a deep thought that reminds you to straighten up and get on the right path, or it is something to remind you to straighten up and get on the right path. Or sometimes, it is a good rule by which to live your life.

Listed below are 10 that I have found and the author of the saying (you know it had to be someone else, because, I am not that clever).

1. “Three people can keep a secret, but, only if two of them are dead.” – Benjamin Franklin

2. “The fault lies not in our stars, but in ourselves.” - William Shakespeare

3. “Intelligence is the ability to adapt to change” – Stephen Hawking

4. “If you are lonely when you are alone, you are in bad company.” – Jean-Paul Sartre

5. “I have learned that people will forget what you said, people will forget what you did, but people will not forget how you made them feel” – Maya Angelou

6. “Logic will get you from A to B. Imagination will take you everywhere” – Albert Einstein

7. “Nature gives you the face you have at twenty. Life shapes the face you have at thirty. But at fifty, you get the face you deserve.” - Coco Chanel

8. “A real friend is one who walks in when the rest of the world walks out.” - Walter Winchell

9. “October is one of the peculiarly dangerous months to speculate in stocks. The others are July, January, September, April, November, May, March, June, December, August, and February.” –Mark Twain

10. “How did it get so late so soon? It’s night before it’s afternoon. December is here before it’s June. My goodness how the time has flown. How did it get so late so soon?” – Dr. Seuss

If you like one of these or all of them, adopt them to fit your life. And pass them on, just as I have passed them to you. You never know how a kind word or gesture or expression is going to change someone’s day for the better.

“Life is too short to be wasted worrying over the things we have not done. Go out and do something that makes you happy. Maybe you will inspire someone else to do the same.” - Keith Moore
their responsibilities, but keep in mind yours are not the only ones. Do we treat each other professionally or do we trade in gossip and disrespect? As CASTmembers we represent HTA and each other. You never know who you will interact with and their relationship to your organization. We may not always agree with each other or with decisions that the company makes, but people respect loyalty and dedication.

In the office work environment, sometimes the pickle isn’t always going above and beyond. It’s about bringing you’re “A” game every day, even when “C” game is all you’ve got. Helping to create a place where everyone feels welcome, appreciated, respected and valued is key to building a strong and efficient team. So reach into that jar and give your co-workers a pickle today.

**GETTING READY FOR SOME CHERRY BLOSSOMS**

Loretta Pinkney, Operations Manager of Arlington National Cemetery Tours

Here at Arlington National Cemetery Tours, we are gearing up for the start of the Cherry Blossom season. This year’s festival starts on March 20 and runs until April 16 (Easter Sunday). Tourist visits to the nation’s capital increase by the thousands, and the cemetery is no exception. Last year, we carried over 115,000 guests during March and April, and this year, we expect that to increase by at least 15,000 guests. Man, that’s a lot of folks!! But we have definitely been preparing ourselves. This year’s hiring efforts have added 16 new narrators and 8 new drivers, who have spent the past 2 ½ months learning the cemetery routes and the scripts. Our Sunliners have been getting prettied up for the occasion, and we have two new ones joining us just in time. Usually in the city, there is a lull after the festival, giving tour guides a chance to catch their breath. But here at Arlington, the Cherry Blossom festival is the start of our busy season, so we can expect record crowds until the end of September.

We say, bring on the guests!!!

**HOSPITALITY MESSAGES WITH ABE**

Abe Burgos, Operations Manager OTT

For the past couple of weeks, I’ve been personally writing in the hospitality messages on the hospitality board in our briefing. And luckily for the CAST, I have been brilliant at doing them…yes, brilliant.

So for those other HTA cities who have any writer’s blocks for your hospitality board, I give you my 7, yes, 7 favorite messages.

1. Your last tour could be someone’s first tour. Make it memorable.
2. July (our Depot Sales Manager) is keeper of the happiness dust. Luckily for all of us, she has sprinkled this dust around our trolleys. Make sure when you get on board, you put that happiness dust to good use. That stuff is expensive!
3. Smiles are contagious, just like the flu. Someone smiled at me today, now I’m smiling too.
4. Don’t be sad. Because sad spelled backwards is das. And das not good. (if you say it with an Eastern European accent, it’s much better)
5. Your smile should change the world. Don’t let the world change your smile.
6. Kindness is the language which the deaf can hear and the blind can see.
7. Your most unhappy customers are your greatest source of learning.

**SOMETIMES YOU JUST GOTTA BE THE CLASS CLOWN**

Jerry Miller, HTA Business Process Analyst and Recruiter

When I started with HTA over four years ago, one of the things I became very passionate about was the morning briefings. I had never been in a work environment where everyone assembled every day, discussed “the numbers” from the prior day, gave each other kudos, discussed what was going to affect them that day, and generally got pumped up about being at work.

When I started in Washington DC the first time, I took it upon myself to do the briefings for a while to kind of “set the stage” for what I expected as the new GM. Right before briefing, I would retreat to my office and get myself pumped up. Regardless of what was going on in my personal life, or what was on my plate for that day at the office, I was going onstage in a couple minutes and I would psyche myself up for it.

People weren’t used to my “different” way of conducting a briefing because I have been known to sing, dance, yell, jump around, and carry-on like the class clown. I would watch their faces. About half would be thinking, “Where did they find this fool?” The other half would be thinking, “I like this crazy guy!” Regardless of what my CAST thought of my way of conducting our morning briefings, in my opinion they were effective and people left the briefing room pumped up and ready to take on their day.

As General Manager, I sometimes got bogged down in the paperwork, the emails, the phone messages, budgets, P&Ls, hiring, coaching, increasing revenues, decreasing expenses, the competition, finding a new facility and a myriad of other things….but I never missed a day of pumping up my CAST and sending them out onto the streets of Washington DC on a positive note.

Sometimes being the class clown was all it took.
In the kitchen with...

Suly Cruz

Enchiladas

Ingredients:
• 1 can mild enchilada sauce
• 1 large rotisserie chicken (shredded)
• 1 bag of Mexican cheese
• 2/3 cups of Neufchâtel cheese
• 16 small flour tortillas

Directions
1. Heat oven to 375 degrees. Coat a baking pan with 1/3 of the enchilada sauce.
2. In a bowl combine chicken, 1 cup of shredded cheese and 3/4 of enchilada sauce.
3. Spread 2 tsp Neufchâtel on a tortilla. Spoon to 3 tbsp chicken mixture. Roll up tortilla tightly to enclose filling and transfer to baking pan. Repeat with remaining tortillas.
4. Pour remaining sauce over enchiladas. Top with remaining cheese. Bake for 20 minutes.
EPOT SALES TEAM

Guest Valet Lynn Harris
Sales Representatives Stacy Bridges and Orlando Montano
Seaport Village

Lead Sales Representative Victor Santana and Depot Sales Manager Natasha Kadar
Embarcadero

Sales Representatives Kevin Tote and Maggie Hess
Visitor Information Center

Sales Representative Katherine Brecka
Old Town

Not Pictured
Sales Representative Barbie Harrell

Guest Valet Renee Holland

Sales Representative Lauren Judal
Seaport Village

Sales Representative Ricky Gomez
Embarcadero
AFTER THE HOLIDAYS
HOLIDAY PARTY

Jeanne Coyne, Asst. to the General Manager

What a holiday party we had this year! We changed it up a little and moved the party to the outskirts of town. The St. Augustine Rod and Gun Club was the perfect location. The venue was nestled back off the road surrounded by trees. It had a big stone fireplace that helped add to the ambience of the evening. The Raintree Restaurant provided a wonderful assortment of hors d'oeuvres for everyone. We had the Bay Kings Band perform for the crowd and they were incredible! The selection of music ranged from Motown to country to Top 40. We also had a photo booth so everyone could have fun being crazy with the disguises. And to make sure we captured the event for posterity, Aslyn Barringer was our photographer and Stan Taylor was our videographer.

This was our night to celebrate after a very busy Nights of Lights season. It was time to celebrate, have fun, and catch up with each other. Sometimes we get so busy putting on the show, that we don't get that time to just catch up and get to know one another. This was a great opportunity to get to see everyone and enjoy the night. The weather was perfect and we were able to spill out onto the wrap-around porch to further enjoy the evening. We are very lucky to work for a company that allows us to have this time and to put on such a great event.

New Artwork for Old Town Main Sign
NEW VIEWING PLATFORM

Last year we brought Ghosts and Gravestones back into the Old Drugstore and into Potter’s Wax Museum for a retelling of the Andrew Ranson execution. Now we have added a feature that will help our guests experience more of the stories that are told before entering the Old Drugstore. We have created a “viewing platform” that overlooks the Tolomato Cemetery which rests next door to the Old Drugstore. The Ghost Host will invite the guests to step up on the viewing platform to see the tree that the young boy, James, still haunts. And they can fully see the cemetery while hearing the story of the two boys who were camping overnight when they saw the woman in a long white dress with a grey veil appear and then vanish before their eyes.

We are very excited with the new platform and believe the guests will appreciate the fully unobstructed view they now have of the cemetery.
The Nation's Storyteller

TOP TEN CREEPY LIST OF THE OLD JAIL

Fran Rafferty, Ghosts & Gravestones

10. The Old Jail Museum is a certified haunted building, and is listed in the “National Directory of Haunted Places” as of 1987.

9. Many individuals that reside in the neighborhood of THE OLD JAIL, visit the museum, and even work in the structure have heard the barking of dogs on a regular basis. It is believed that these are the spiritual prison hounds of Sheriff Perry.

8. Certain tunes have been heard in THE OLD JAIL – almost as if someone is slightly humming them. One of these songs distinctly reflects that of “Swing Low Sweet Chariot”.

7. In many areas of THE OLD JAIL, you can hear footsteps with a sound of distinct chains moving in motion with the steps. It is believed that these are the souls of the spirits that are still held captive, even after death.

6. At random and at different times, two awful odors can waft through the building; the smell of sewage, causing stomach upset in some and a sickeningly sweet smell that reflects Molasses.

5. Inside THE OLD JAIL many individuals (employees and visitors alike) have heard the sounds of shouts and wails coming from inside the prison walls only to discover that there was no physical person present to have made the sounds.

4. As one may imagine, there was much sickness and death in THE OLD JAIL - even beyond the executions that took place during that time period. The maximum security cells, located in the back of the building, were equipped with stockades, a torture cage and a clear view of the execution area. The solitary confinement cell had no bed at all.

3. A psychic medium found an entity that had been seen around the building. She found out that this entity was executed by hanging for a crime he didn’t commit, and was afraid to go to the light because of all of his misdeeds.

2. TAPS (Ghost hunters) held 2 investigations at THE OLD JAIL.

1. The frequent sound of a little girl’s voice has been heard many times in one of the children’s bedrooms used by the Sheriff’s family.

BEST GHOST TOUR 2016

Fran Rafferty, Lead Conductor

Make no mistake, the CASTmembers of St. Augustine’s Ghosts & Gravestones are one of a kind and so is our tour as we continue to be voted Best Ghost Tour of St. Augustine 2016.

Noble Lester, Manager of Ghosts & Gravestones, leads us into the darker streets of St. Augustine exploring some of the Spooktacular History that surrounds our historically rich city! Noble, as well as myself, Fran Rafferty, his Lead Conductor (**Hello and Nice to Meet Everyone**) train and develop our Supernatural CASTmembers each and every night on how to deliver our guests an experience they will never forget! From Pirates, Spanish and British Soldiers, Native Americans and Death Row Inmates our CASTmembers breathe life into the Haunted Side of the nation’s oldest city keeping our satisfied guests coming back for more each and every year. Our G&G CAST continuously say: “it’s like having an Acting Class every day you come to work” which breeds inspiration! The outcome is a Phenomenal Show!

We want every night to be a GREAT NIGHT at Ghosts & Gravestones as we strive to take G&G performances to the next level through our commitment to our rich History that St. Augustine embodies. We continue to adhere to our company values and strategic priorities of Historical Tours of America. Staying true to our company values will help further our success as we look forward to showcasing 2017 as one of our best and amazing years yet!

facebook.com/hauntedtoursstaugustine
twitter.com/hauntedtour
instagram.com/ghostsandgravestones
BACKGROUND

Francis H Rafferty Jr. was born April 5, 1972, in Pottsville, Pennsylvania to Francis H Rafferty Sr, a Coal Miner from Gilberton, Pa. and to his beloved/departed mother Ardelle A Rafferty from Reading Pa. He attended both Cardinal Brennan Catholic School and Mahanoy Area School District and where he excelled in academics, a multitude of extracurricular activities, student council, sports and graduated with High Honors. Fran received a full academic scholarship and attended Wilkes University, majoring in Pre-Medical and Psychology.

During Fran’s College years he also trained as a competitive teenage bodybuilder out of Karpys Fitness Center in Shenandoah, Pennsylvania under the direction of David ”Karpys” Karpovich. Fran has appeared in IronMan Magazine, Flex Magazine and Muscular Development. Fran has been involved in bodybuilding and the fitness industry since he was 12 years old until the present day.

After College, Fran took a job with Electronic Data Systems in Mechanicsburg, Pennsylvania and moved up the ranks in the company to become a Corporate Sales Trainer under the leadership of Tom Brunner, Senior Trainer. Tom Brunner took Fran under his wing in, as well as outside of the office, training him as a fighter/ boxer with hopes of one day turning professional.

Fran moved to Florida to be closer to his daughter, Jessica. He immediately began training as a boxer at the Police Athletic League in downtown Jacksonville, under the specialized training of “Doc.” Because of his circumstances, Fran took public transportation to and from the PAL boxing gym located in the toughest neighborhood Jacksonville had to offer each and everyday. It was there, where Fran met Fernandina Beach Professional Fighter, David Rickman, only a few short months into David’s Professional Fighting career. Fran and David quickly became friends and sparring partners. Fran learned the in’s and out’s of professional boxing (the good, the bad, and the ugly). During a Professional Boxing Heavy Weight bout in Savannah, Georgia, Fran’s good friend and sparring buddy David Rickman was killed, Fran gave up his dream of becoming a prize fighter at his family’s request that same night . David Rickman was a loving husband, a loving father, and touched the lives of so many people. He will be missed tremendously.

Fran Rafferty’s acting career was launched in 2010 after studying Film/Theatre for several years in Harrisburg Pennsylvania at Open Stage under the teaching and leadership of Anne Alsedeck, Education Director. He began pursuing acting roles in student films at Full Sail University in Winter Park, Florida where he secured leading roles in Lou’s Bed and Breakfast (2009) and Therapy (2009). Following the success in student films, Fran ventured into auditioning on the independent scene where he secured leading roles in Legends 2 (2011), The Bailey Case (2011) and The Lesson (2011).

In 2012, Fran was diagnosed with Stage 3 Cancer. He had undergone 16 weeks of intense and rigorous chemotherapy. At that time, Fran took a break from filming, and from life in general, and has made a life changing and miraculous comeback.


2017 is the year of Fran’s 5 Year Remission and is now a Cancer Survivor. This is the year he decided to make major life changes and follow his dream of going full-time in the entertainment industry. On March 15, 2016 he began his training as Charlie Powell and The Executioner for Ghosts & Gravestones here in St. Augustine and this year has been promoted to Assistant Manager on Duty and is thrilled to be a part of the Historic Tours of America family. It has been Fran’s dream to help co-create unforgettable memories and enhance the quality of people’s lives each and every day. In addition to Ghosts & Gravestones, Fran works part time for Party Princess Productions as a Character Actor attending special events hosted St. Jude’s Children’s Research Hospital, MD Anderson, The United States Military as well as other corporate events and birthday parties. The characters Fran plays are Captain America, Batman, Darth Vader and Thor.

In his personal life, Fran has two daughters (Jessica and Kiley). He is happily- engaged to Jo-Ann Bartina whom he met in St. Augustine, Florida.

If you would like to follow Fran Rafferty feel free to like his fan page at www.facebook.com/franraffertyactor or on IMDB at www.imdb.me/franrafferty

CONGRATS DAVE!

Historic Tours of America and Old Town Trolley Tours of St. Augustine congratulate David Chatterton for being chosen as one of the inaugural Hospitality and Tourism Advisory Board Members for Flagler College’s new major, Hospitality and Tourism Management. The creation of the board is long overdue and fitting for a city with such a rich history as a popular tourism destination.

We are proud of you, and lucky to have you on our team!
ST. AUGUSTINE COOKIE PROGRAM

Every holiday our Vendor Rep., Melissa Mezick, takes goodies to our hotel and B&B vendors who sell our tickets. Our GM, Dave Chatterton, goes with her at Halloween and Christmas and they always dress up in a festive costume during these two months. This year Dave decided to join Melissa for Valentine’s Day to help show our Love for our Vendors. They each dressed up in heart costumes and delivered tasty sweets made by Frosted by Darla. Needless to say, our vendors love it when they see Melissa walk in with scrumptious treats. More importantly, we like to personally thank our vendors for supporting us by selling our tickets throughout the year.

CONGRATULATIONS CASABLANCA INN

Families from all over the world come to our city to see the beautiful Nights of Lights. This year was made even more special as we recovered from Hurricane Matthew. Many people suffered damage to their homes. Businesses were hit hard, leaving our Nights of Lights season in limbo. Then gradually the city started to come back and before we knew it, it was time to think about the Nights of Lights.

I was personally amazed at how fast the city worked with the utility companies to restore everyone’s basic needs, cleaned up the debris, and still managed to get the lights up in time for the season to begin. I also want to give a huge kudos to the businesses that came together to get their lights up in time. This is what our town needed, to reopen our businesses and get people back to work in time for the busy holiday season.

On behalf of myself and many others in the hospitality and tourism industry, I want to thank the City and the businesses for not giving up on our Nights of Lights season. This year was one of the most successful Nights of Lights seasons and without a doubt the most meaningful.
NEWEST HOTEL GETS NEW NAME

The hotel opened as the Wyndham Garden December 2016 and officially converted to TRYP by Wyndham Sebastian St Augustine on February 22, 2017. The conversion was part of the plan since the beginning. The hotel will undergo a few changes to better represent the TRYP brand: new phrase walls in each guest room influenced by St. Augustine's icons, new signature lobby and restaurant rugs featuring the cities TRYP represents, an interactive digital area in the lobby where guests can share travel information for St. Augustine and see recommendations by guests all over the world at their respective TRYP locations and new interior and exterior signage. The hotel also converted to add a fitness guestroom to round out the signature four room types TRYP offers (TRYP room, PREMIUM room, FAMILY room, FITNESS room).

All guest rooms are extra-large starting at 500 sq-ft. Some feature views of the San Sebastian River and some rooms offer balconies. Other hotel features: outdoor pool with hot tub and fire pit table, Tesla car charging station, fitness center, Vintner's Suite meeting room accommodating up to 20 people, and Muscadine's Café Lounge and Tapas Bar featuring a breakfast buffet in the morning and tapas, beer and wine until midnight daily. Lavazza coffee is also available.

“We’re excited to be joining the TRYP by Wyndham family of hotels and are looking forward to providing our guests with the high-quality accommodations and the city knowledge and guidance that the brand is known for,” said Patti McRoberts, the hotel’s general manager. “TRYP’s slogan is “powered by the city” and do we have an amazing city to show off.”

About TRYP by Wyndham: Part of Wyndham Hotel Group, TRYP by Wyndham represents more than 110 hotels and 17,000 rooms across Europe and the Americas: The brand caters to business and leisure travelers in cosmopolitan cities including Madrid and Barcelona in Spain; Paris, France; Lisbon, Portugal; Frankfurt and Berlin, Germany; Buenos Aires, Argentina; Sao Paulo, Brazil; and New York City, US. The brand celebrates its "Own the City" culture, which focuses on openly displaying passion for guests and passion for the cities in which its hotels are located. Reservations and information are available by visiting www.tryphotels.com Travelers have the opportunity to earn and redeem points through Wyndham Rewards, the brand’s guest loyalty program, which can be joined for free at www.wyndhamrewards.com or during a stay at the hotel's front desk.

Additional information is available at www.wyndhamworldwide.com
BOSTON

WORLD CHAMPS!
John Welby, General Manager

Five has a nice ring to it, five Super Bowl Championship rings that is...wouldn’t you agree? Certainly everyone in Boston and New England thinks so thanks to the New England Patriots and their unprecedented fifth Super Bowl win! I know that most everyone outside of New England hates the Pats and especially Tom Brady, but even you haters have to admit that the 2017 Super Bowl was one of the greatest come back stories of all time. Everyone thought it was all over for the Pats who were trailing 28 to 3 at one point. They rallied late in the game and tied it up, which pushed the game into overtime, a first in Super Bowl history. The Patriots then got the game-ending touchdown and won 34 to 28!

The people of New England showed the Pats just how much they were loved by coming out in droves to attend the Championship Parade held in Boston the following Tuesday, February 7th. The weather was terrible, first heavy wet snow, then heavy rain, but it didn’t stop the 1,000,000 plus fans who showed up. Of course, the CAST of Old Town Trolley was well represented at the parade. The trolley loop was closed because of the parade so many of our CASTmembers decided to attend it. Since we have a sales depot (Trolley Stop Store) right on the parade route, we decided to send a trolley there so our CASTmembers, families and friends could stay warm and dry while watching the festivities. Our viewing spot got even better when the Boston Police asked us to move the trolley and park it perpendicular to the street, which put it right ON the parade route and directly across from the press platform! This could not have worked out any better. It was the “50 yard line” location and thanks to the height of our new stadium trolleys, we were above everyone with un-obstructed views. To say this was AMAZING is an understatement for sure. I hope you enjoy the pictures as much as we enjoyed the festivities. Special thanks to the CASTmembers who sent me their (pics on page 35); Andrew Quinney, Jennifer LaBarre, Michael Byrnes and Sue Pye.

Two days after that glorious parade, Boston experienced its first (and hopefully last) blizzard of the winter. The weather forecasters were predicting (see pic) between 14 to 18 inches of snow and they were actually spot-on with their predictions! Boston’s total was 14.6”. Naturally we were not able to run trolleys that day, but thankfully it was just for one day and we were back up and running the next day.

We have been experiencing a very unusual off-season here this year. Typically our competitors will run on a limited basis, maybe three to four days a week. But, this off-season began with one less competitor as Super Tours closed their doors for good, then the red trolley decided to shut down for the entire winter and finally the grey trolley decided to only run on Saturdays and Sundays beginning January 1st. This created a huge opportunity for OTT as we’re the only company running Monday through Friday, which had never before happened in the 20 years I’ve been at OTT. Our sales reps and conductors certainly capitalized on this unprecedented opportunity and our numbers have been amazing for the winter months. For January we were up 49% to budget, February we were up 42% to budget and so far for the month of March we are up 30% to budget…..what a streak!

THE WINTER MONTHS
Steve Everett, Assistant Manager of Operations

January and February were warmer than normal in Boston and our conductors and sales representatives took full advantage of the warm weather by breaking daily goals one day after another. With that being said we were down two days during the winter for snow days and one for the Super Bowl championship parade for the New England Patriots.

We elevated two of our conductors to Lead Conductor status, which was well deserved; congratulations to Captain Matty (Tim Taylor) and Foxtrot (Mike Long). We also certified two new CASTmembers as conductors; Keith O’Sullivan (Sully) and Marcus Muirhead (Cowboy). As we continue hiring and training we are looking forward to a productive and fun Spring as the tourist pour into our historical city of Boston.

TRAINING
Sue Pye, Trainer/Safety Officer

Hi all from the great white north... Well at least part of our winter has been white. We have had some highs and lows some snow and a mini heat wave this winter all of this a challenge on the roads up here in Boston. But we are a hearty lot and the Conductors and Sales Reps are taking the weather changes in stride. We have new conductors in Training Keith “Sully” O’Sullivan, Marcus “Cowboy” Muirhead, and Tom “Happy Gilmore” Gilmore all in Training in January. L.J Wayland and Kristen MacKenzie jumped on board in February. The Winter is a good and bad time to start training you get to drive in all kinds
of weather your CDL test maybe postponed due to snow third time was the charm for Sully and Cowboy. Congratulations guys!! Also Sully got certified to give tours before he had even got his CDL License which was pretty cool.

I found a couple of pictures from way back in the 90’s from when the trolley stop # one was under the Old and no longer in existence elevated Highway. We had two snow days and one day closed for the Patriots Super Bowl Win Parade and several Sundays with Protests going on around city. J LaBarre and Brett Baptiste did a great job shoveling out the Aquarium and as always Bob kept all the area plowed down to the pavement. Thanks to all who helped in the snow removal effort. No one has slipped and fallen on the ice or snow so overall not a bad winter here in Boston after all.

**CHARTERS & GROUP SALES**
Leslie Nagy, Charter Representative

After a very busy month of December for Boston charters it was time to take a breather in January and February. While these two months may be slow charter wise out on the streets, it is still busy in the office for phones and email with guests calling to book for the spring and summer.

We do have a whole new fleet of Stadium trolleys here in Boston as well. With the new vehicles comes retiring a lot of the older vehicles. It is now more of a challenge to book charters with the new vehicles as they are much larger/taller than the smaller trolleys used for charter in the past outside of the city limits. Our biggest client is Curry College. Curry uses between 6-10 trolleys four times a year for their Commencement, Accepted Students Day, and two Open House Days. The challenge is that it is a small campus and the trolley route is lined with low hanging branches and tight turns. Thank you to Michael Chandler and Brian Buckley for travelling out to Curry twice to meet with their folks and drive the route in the Stadiums with their staff who were a bit apprehensive about using the larger trolleys on campus. They agreed to trim back the trees and use the trolleys for the first date for Commencement on April 8th. Keeping our fingers crossed for the following dates.

We have trolleys in the Saint Patrick’s Day parade coming up on March 19th, which is a big day here in South Boston. Also, we are looking at a busy spring for field trips, Sons and Daughters of Liberty tours, and many weddings.

**DEPOT SALES**
Bernie Casco, Depot Sales Manager

February got off to a slow start. The operation was closed three days this month (twice due to snow storms and for the Patriots Super Bowl Victory Parade). A combination of school vacation this year and unseasonably warm weather for February (73 degrees!) allowed us to recover and carried us to a strong finish for the month of February. The sales reps really stepped up their game and embraced those factors and consistently broke goal and prospected their way to capturing all those sales out there. Our focus in the upcoming weeks will be on recruiting, hiring, and training as we get closer to welcoming another season and look to build on our success from last year.

**MAINTENANCE**
Bob Gibson, Maintenance Manager

The Maintenance Department is very busy these days. In addition to the regular workload of keeping the trolleys running, we have been tasked with selling/transferring/retiring of 21 of our older vehicles in order to make room for the 21 Stadium trolleys we acquired as a result of one of our competitors going out of business at the end of October. Making room is just the first step, then all 21 need to be painted, retrofitted to our standards, registered, inspected and beautified with the amazing OTT iconic images. Needless to say we are juggling a lot of balls all at once. The first couple of the former Super Tours trolleys have now been painted and have been transformed from their yellow and green color to the famous OTT orange and green. Two down, and only 19 to go!
My name is Laura Haker. I was born and raised in the Boston area and have lived here for most of my life. I attended the University of Massachusetts Amherst to study Hospitality and Tourism Management. After working for a couple of years in the hotel industry, I knew I needed a change. One deep search into what direction I would like to take my career later, I decided that I would like to try out the complexities of human resources! At that time I came across an ad for an HR and AP Administrative position here at Old Town Trolley and the rest is history.

I have two hobbies that I’m extremely passionate about. The first being my love for skiing. I began skiing at the age of three, pizza and French-frying my way down the bunny hills. Currently, I’ll race down some of the steepest trails, double diamonds to those familiar with the sport, in the New England mountains. My favorite mountain is Saddleback in Rangeley, Maine; where I coincidently spent two weeks every summer vacationing as a kid. Although I’ve never made it out to the Midwest mountains, I know I would fall in love with the area and I’m excited to visit it one day.

My second favorite thing to do outside of work is improv. Last summer I started to get involved with and take classes at ImprovBoston. I’ve grown to love it and can’t imagine myself giving it up anytime soon. The people in my classes have been some of the most interesting and entertaining people I’ve ever met. Some of us have even formed our own indie improv troupe! Improv provides a space for me to be goofy and get out of my comfort zone. I would suggest trying it out to anyone of any age or sensibility.

If there was one place you would like to live besides your current city, where would it be?
Denver, CO. Beautiful weather and only a short drive to amazing ski slopes!

What do you most value in your friends?
Their honesty and sense of humor.

If you could choose one reality TV show to be on, what would it be?
Amazing Race, so I could travel around the world with a friend and go on adventures!

Which talent would you most like to have?
I would love to be a talented singer. Fortunately for all, my shower and car are the only ones that are subjected to that.

Who is your favorite hero of fiction?
Severus Snape
WE RETURN!

GHOSTS & GRAVESTONES BOSTON

Steven Johnson, Entertainment and Productions Manager (The Demon in Chief)

After spending the winter plotting, planning and hibernating, Ghosts & Gravestones Boston is returning from the dead on March 30th for the 2017 season. This has been an exciting winter for the G&G Crew. We’ve made changes to our route, training, operations and did a complete overhaul of the script. We’re forging a new and improved Ghosts & Gravestones Boston for 2017! I would like to extend a special thanks to MOD’s Tim Carr and Will Munoz for everything they’ve done during the off-season to continue making our tour the best it can be.

While this is a major undertaking, we’re currently immersed in two large projects; putting together the 2017 cast and prepping four new trolleys for G&G. We’re looking to hire two actors to replace those who won’t be returning (RIP Fiona Belladonna and Mercy Witherer… despite all your years, your time was too brief…) and have a good, large group of professional actors looking to audition for the upcoming season. Between that and our soon to be announced returning CAST, Ghosts & Gravestones is looking to have one of our best crews for 2017. I would like to take a minute and welcome back returning CAST members Kim Barrett (G&G’s very own Lily Winters… who will be joining us as an MOD) and Ryan Jennings (Ashton Whitlock Burns). It’s great have them back.

With the recent acquisition of twenty-one stadium trolleys, John Welby and I saw an opportunity to upgrade our fleet. While our current trolleys are headed elsewhere (You’re welcome St. Augustine) we’re taking over four Old Town Trolleys, repainting, redesigning and resurrecting them as G&G trolleys, and turning them loose on the streets of Boston. I love the orange and greens… But I’d be liar if I didn’t call it an upgrade.

Many more exciting announcements to come down the road…. In the meantime, here is a picture of your friendly, neighborhood MOD’s being absolute professionals while doing auditions. Also, here is a picture of our newest CAST member. Allow me to introduce you to Anthraxi Doll, the official doll of the Ghosts & Gravestones Boston’s Demon in Chief! Watch for him on our Facebook page as he explores our haunted history, cracks jokes and gives Robert the Doll a hard time.

Facebook.com/huntedtours
Twitter.com/huntedtour
Instagram.com/ghostsandgravestones

BOSTON COOKIE PROGRAM

Beth Josephs, Vendor Manager

On Tuesday February 14th, a group of us went out to deliver Valentine’s Day candy hearts to some of our local vendors. Cathy, Beth, and Michael from the OTT Boston sales department – dressed in red shirts – were joined by Elaine “Mata” Jones – a former driver and professionally trained singer. Mata enthusiastically serenaded our vendors and any passersby with her lovely voice while the others handed out the candy. We also had Andrew Quinny with us to photograph the event and Julie “Jewels” Bowker drove us to the various locations in a trolley.

We stopped at the Sheraton Boston, the Lenox, the Fairmont Copley, the Marriott Copley, the Visitor Information Center, and the Old State House. It was a lovely surprise for everyone. At the Sheraton, guests swayed along Mata’s songs, at the Lenox and the Fairmont, everyone in the lobby watched with delight. At the Marriott and the VIC, employees danced with each other and guests took video with their phones. On our way into the Old State House, an MBTA employee sensed something fun was going on and asked if he could follow us into the building. Of course we said yes and he had a great time watching Mata sing and enthusiastically applauded at the end along with the others who were there. Overall, I’d say quite an impression was made!
The interactive and engaging experience at the BTPSM is created by the combination of hard work of our Historical Interpreters/Actors in providing the information, the beautiful site that is our “playground”, the constant oversight and aims to improve our experience by the Creative Department and the extensive efforts in the area of costuming and clothing construction. Over the last 5 years, through the individual skills of some of our Interpreters/Actors we went from replacing buttons and reinforcing seams to building large amounts of colonial clothes here on site. We are pleased to announce that two of our Historical Interpreter/Actors, Lauria Kincaid and Audrey Stuck-Girard, will be receiving the newly created job title of Wardrobe Coordinators. These two ladies, under the guidance of the Creative Department, have worked on various projects (with the help of many other skilled CASTmembers) over the last several years including, but not limited to, a velvet frockcoat for the Annual Reenactment of the Boston Tea Party, the complete design and build of new ensembles for the female Abigail’s Tea Room Attendants, petticoats, jackets, bedgowns, and a gown for “Abigail” in our annual presentation of “Unconditional Love: The Letters of John & Abigail Adams”. The ladies have also done copious amounts of research into 18th century ladies’ hairstyles which they have implemented in “Huzzah! Tavern Nights” and other major events. They maintain a small but mighty workspace on site here known as “At the Sign of the Two Tea Cups”, in keeping with colonial mercantilism style. We are very thankful for the work they’ve done thus far and we are excited to see what stunning garments make their way into our colonial universe this upcoming season and beyond!

As our reputation continues to grow, the job of the Creative Department is never done. In the last five years, we have grown to an in-season collective of around 40 Historical Interpreter/Actors, which includes our Creative Department Managers and Supervisory staff. We are excited to announce that our Lead Actors, Stephen Chueka, Jillian Couillard, Angelo Alexander, and Christopher Sherwood Davis, will be receiving the new job title of Creative Department Supervisor. Their role has grown so much over the last several years that a new title (and job description) was needed to fully encompass their ever-expanding impact. This position includes, but is not limited to, supervising and evaluating the daily experience at the BTPSM, research, facilitating the rehearsals/production of the Education Program, training new hires, assisting the Creative Managers in any and all necessary ways, and continuing to improve our place in the historical community in Boston. The success of our department and museum as a whole are directly related to their daily efforts. Thank you for your dedication to our cause!

The 2016-17 fiscal year comes to a close with great success across the board here at the BTPSM and in HTA as a whole. Our collective goal of truly being the Nation’s Storyteller is evident in the hard work from all entities in sharing our local stories and taking excellent care of our guests. Here at the BTPSM, we saw growth in all areas – Retail, Tea Room, Events, Education program bookings, continued Maintenance knowledge and improvements, and overall attendance - and look forward to what this next year will bring! We are excited to share our story with hundreds of thousands of visitors in the coming months and to continue to educate the masses about the events of December 16, 1773! Huzzah!
Patriots Parade
After thirty years in restaurant management business, Phil Lambert, General Manager, OTT, KW, said “enough” and headed south in Oct. 2013 to Drive the Conch Tour Train.

Lambert, 54, Miami, FL, started out bussing tables at Houlihan’s Restaurant at age 17, and quickly became employee of the year, winning a trip to Acapulco Mexico for seven days for himself and a friend. He moved quickly from bussing to bartending to bar manager and then they asked him to become Restaurant Manager in 1983. Every management position he’s taken over the years has included management training.

“You pick the good traits and the bad ideas from your mentors, people you work under, and you choose which skills you will use. I made mistakes early on in my career and have learned from my mistakes,” said Lambert. “I watched the mentors and what worked for them and what didn’t and tailored my management skills around them.”

“One of the things I learned along the way is that if your staff believes in you and the direction you are going they will be on board with you and it makes it easier to achieve your goals,” Lambert said, “You really need to treat your staff with respect, I lead by example. I cannot change an engine, but I can clean a bathroom. I think that’s what’s played into some of my success. There is nothing I wouldn’t do that I would expect a CAST member to do.”

He says that over the years people have noticed that if something needed to be done he would do it. He had a manager early on who brought to his attention a bulb in the dining area had burnt out and asked why it wasn’t changed. From then on it became a game to him to stay one step ahead of his manager to see that things were done as they were needed; a bulb out, a door knob needing to be replaced, or garbage needing to be taken out. “I used to try to think like my boss, because if I could think like them then I could stay a step ahead of them, a lot of people don’t think that way, but if you fix it when it happens it costs less.” Lambert said. People took notice. One manager looked at him one day and said, “You’re the guy to get things done, you’re the guy.” This started Lambert’s rise to excellence and is why he rose to the top in every business he has ever worked.

“People notice that, that’s the stuff we learned in first grade. Hold the door for the next person, say please, thank you, pick up your garbage,” said Lambert. “It’s the little things that make a difference. People notice. If you ask me to do something I will see it gets done, if I can’t do it, I’ll get someone who can.”

He accredits his management skills to managing from the top and the bottom will be fine,” Lambert said, “Most managers lead from the bottom up. They don’t fix the door, they don’t buy the pens and pencils, and they don’t paint the building. You can drive a business into the ground that way.”

Lambert writes on 3x5 cards every day and has a running list of things he needs to get done. Today’s notes include: doors, tags readied, budget notes, Keys for booth, etc. Key words that will remind him what it is he needs to do for the day.

“It’s important for me to get it right,” said Lambert. He has adopted the Mercedes philosophy of ‘The Best or Nothing.’ “I see that vision for HTA as well,” said Lambert.

His experience in the restaurant business includes: Area director for Tony Romas for 10 years, Shell Sea Foods for ten years overseeing eight restaurants with more than $20M a year in sales. Margaritaville in KW for 1.5 years, ending his career as General Manager for Margaritaville & Horseshoe Casino in Cincinnati, OH, managing 240 employees and generating over $10M in sales a year.

Lambert says there is a caveat for adopting this philosophy.

“If you don’t fix what the problem was, slamming the fry machines door, jamming things into place, you’re going to have the same problem again,” said Lambert “It’s the definition of insanity, doing the same thing expecting different results.” When asked why he quit he said he was done and was going to Key West to drive the Conch Train and the rest is history.

Lambert made the move to OTT, KW, as Safety officer in Sept. 2014, and jumped over to General Manager OTT, KW, Oct. 2016, and it is obvious that he cares about people and is always seeking through to raise people to a superior level.

“It’s a lot easier to take care of the staff, and the staff will take care of you,” said Lambert, “I will never lower my standards. As a leader, you want people to do the right thing, you want people to rise to your standard. If you lower your standard THENCE BECOMES YOUR STANDARD. So, you always want to bring them UP to you, never lower yours.”

KEVIN SMITH - WHAT A MINION

Few people at OTT KW are as well liked as Mr. Kevin Smith. Ask anyone at HTA Key West and you will get the same answer. “Kevin is always willing to do anything he is asked,” said Grace Spencer.

Fortunately for Smith, that honor has elevated him to the status of Employee of the Year. Every Year, Old Town Trolley, Key West, requests CASTmembers vote on their preference for the most liked, most agreeable person, they work with.

“My thoughts were, wow, just wow,” said Smith, “What an honor to be selected by my peers to be employee of the year, wow.”

The prizes for Employee of the Year include a check for $500, a photo wrap on the side of the trolley, and of course the Kudos from his fellow employees.
“Kevin is one of my favorite trolley drivers to work with. His love of children and always positive attitude about the basics of life are high on the list,” said co-worker Ron Anderson.

“I feel that Kevin is very good at paying attention to everything going on and when our week is prone to lighter tips, or on the light side of 40 hours (through no one’s fault the chips just fall that way), we can always trust that Kevin will do what he can to help us out,” Pamela Lewis said.

Smith, 55, headed to Key West a year and a half ago from SF, CA. He and his wife, Janet, sold their business, bought a house in Mid-Town, and set out to become part of the timbre of this little island. In the time that Smith has been at Key West he has not only been a driver but also fills in as dispatch and fondly refers to himself as Kevin, the Minion from the Disney movie Despicable Me. He interacts with children on his trolley with laughter and gets the children involved in the tour so they are just as entertained as the parents.

Old Town Trolley Key West congratulates Smith on this year’s award and we thank Kevin Smith for his genuine and loyal service and hope to see him on the CAST of OTT KW for many years to come.

SUPER MANNY MEETS SUPER KEVIN
Heather Clement, Old Town Trolley Tours

Destination Key West

The lives of the Bueno family were uplifted by the kindness and generosity Key West bestowed on Manny Bueno, their youngest child, a Cerebral Palsy survivor, in February.

Historic Tours of America, Key West, was contacted in January by the Make a Wish Foundation asking that they be ambassadors to Manny and his family and the response was overwhelmingly positive and accepted with honor.

Manny, 4, has Cerebral Palsy and other challenges, and is in a wheelchair. He was given the honorary title of Super Manny by the people in his hometown because of his love of Super Hero’s, and because Manny has become a Super Hero himself. He was born with Cerebral Palsy and was blind but has miraculously regained his sight.

The Bueno family arrived in Key West on February 1 and stayed at the lovely Sunset Key Resort through the 14th enjoying many of the attractions around the island including the Fury’s Glass Bottom Boat, The Aquarium, and beaches, lots of beaches.

“Manny’s parents wanted to come to Key West so they could relax and recharge,” said Rich Fox, Dispatch Leadager, OTT KW, “We were approached in January by the Make a Wish foundation to bring Manny and his family to Key West. We put a lot of thought into it and knew that Kevin Smith (OTT KW trolley driver and employee of the year) was good with children, he takes his time with them, and even lets them talk on the radio. So, we approached him to see if he wanted to work with Manny.

Doing a regular tour was probably not going to be good enough, so we allocated a trolley to Manny and his family, to do whatever they wanted and go wherever they wanted, all day.”

Fox found the family at the Aquarium, they were hungry so he directed them to Red Fish Blue Fish in Mallory Square and after a lovely luncheon he surprised them with Super Kevin, as he rolled up in trolley #390, for an unforgettable adventure that would allow them to feel like locals.

“Because Manny was into super heroes, Kevin decided to dress as Superman,” said Fox.

Smith, unknown to HTA, purchased Manny a Superman t-shirt with Super Manny printed on the back.

“The idea came to me and I just ran with it. If I were a Manny I would love this,” Smith said.

Meeting up with Super Kevin, was one of the highlights of the trip. Manny and his Mother Holly, Father Joe Schroder, sisters; Skylar, 13 and Arianna, 9, boarded Smith’s trolley in Mallory Square for a fun filled afternoon galivanting around the little 2 x 4 island.

“Being greeted by Super Kevin brought a huge smile to his face when he saw his Superman outfit,” said Fox, “His family presumed they were doing a 90-minute tour, of the island. I quickly informed them that was not the case. The vehicle was theirs to do whatever they wished, so Kevin took them all over the island, they visited the beach.”

Smith also stopped off at the pharmacy where Manny picked up some much-needed medications and the family grabbed other needed necessities.

“Kevin, also under no instruction, got t-shirts made up for the family saying “Super Manny” on one side and super “S” on the front, which was the icing on the cake.”

Super Kevin delighted in taking Manny around town. He drove around showing the family all the highlights of the island and the 102 points of interest on the tour. Kevin gave the family squirt guns and then provided targets of his wife Janet Smith, and friend, Kurt Brandt. The children giggled with delight as they drenched their targets with water.

Even Manny’s sisters participated in their brother’s gift and were given instructions, by Kevin, on how to operate the wheel chair lift so they could help their little brother.

Kevin Smith showed the whole family a time they will always remember.

“The day was a lot fun and I am honored I was chosen to participate in their adventure,” said Kevin.

Fox also made sure that Manny had souvenirs to take home from Key West and provided a goody bag containing a Conch Shell, Key West Sponge, Conch Republic Flag, Trolley hat, and Trolley gold coins.

“The family was more than overjoyed with the whole experience,” said Fox. “Kevin Did an exceptional job and I am sure gave Manny and his family an experience to remember.”

Season in Key West has been in high swing and has maintained its momentum starting in January and will continue right up to the end of March.

So far, this season we have had 98 cruise ships in port with 12

Key West Continued on the Next Page...
days of outer mole shuttles, and since January, Old Town Trolley has carried to date, 42,102 guests.

I want to give a shout out and a big thank you to our seasonal drivers Hugo Manzeia from Boston, and Gary Barr from Washington D.C. and to Alice Barr, sales representative, also from Washington, D.C.

I would also like to thank the eight new full time drivers we have added this season.

Once March is over April brings the busy charter business and May will direct our attention to driver recruiting and making any changes we need to the operations from what we have learned during season.

It’s been a phenomenal year, thank you for all your hard work.

PET OF THE MONTH
GINGER THE MIRACLE DOG

We adopted Ginger eight years ago, in Minnesota,” Said BJ Andrade-Ward CTT KW, “She had been adopted by two other families and returned after two weeks because they didn’t think she was suitable, so she was simply waiting to get to us.”

Ginger is almost ten years old and last February she stopped wagging her tail and BJ knew something was wrong. Ginger was in severe pain, so he and his wife Jen, took her to doctor and found out Ginger had blown out her L6/L7 discs in her spine. She had surgery on her spine and then developed an infection and was prescribed antibiotics for nine months.

Ginger suffers from something called IVDD – Intervertebral Disc Disease “Some dogs with long spines, short legs and long backs, are prone to this,” said Andrade-Ward.

In December Ginger again started having sever pain, in her neck and again had surgery, this time without complications. As of March, Ginger has had a full recovery “She is back to being a complete spaz, she got her spunk back, which is a good thing,” Said Andrade-Ward, “Even when she had the infection she recovered much better than anticipated!”

“She has now become the $17K dog,” Andrade-Ward said.

He included that about 1/3 of the money came from very generous people who donated to a Go-Fund-Me page.

“Yes, we would do anything for our fur babies for without them we would surely expire,” Said Ward.

GHOSTS & GRAVESTONES
GO CIVIL WAR STYLE

On February 2nd 2017, the cast of Ghosts & Gravestones, KW went to the Civil War Heritage Days as Fort Taylor was transformed into a mid-1860’s encampment where re-enactors in period costume depict Union and Confederate military personnel, craftsmen, musicians, and civilians of the era. While there, they attended a lecture by Edward England, the son of Howard England, called “Digging into History”, and CASTmember Ashley Dixon learned how to prepare a dead soldier’s body during an “Embalming Demonstration”.

Happy Anniversary
OLD TOWN TROLLEY

William Webster, 24 years
Richard Ware, 15 years
Timothy Watson, 10 years
Kevin Delahanty, 9 years
Claire Hiller, 8 years

Gary Barr, 6 years
Gavin Kreuger, 1 year
Richard McPherson, 1 year
Mark Maienza, 1 year

Eric Dehn, 12 years
Shirley Porter, 6 years
Kenneth Jones, 5 years

Danielle Stracquadaine, 3 years
Ileana Guzman, 1 year

GHOSTS & GRAVESTONES
John Schafer, 5 years

PROUD OWNERS: BJ AND JEN ANDRADE-WARD

CONCH TOUR TRAIN

facebook.com/keywestghosttours
twitter.com/hauntedtour
instagram.com/ghostsandgravestones
ED JONES  
Conch Tour Train

BACKGROUND
I was born and raised in Miami. I attended Cutler Ridge Christian Academy from k-9 and then went to South Ridge High. I worked as an electrician and an elevator mechanic for 13 years.

I married my second wife, Brenda in 2011, we had known each other since we were 17, and in fact I was the best man at her first wedding. We moved to Key West in 2013 and I got hired as a building maintenance for the Conch Tour Train. A month ago we bought a 31 foot sailboat and we now live on it with our dog Elvis. Brenda will retire in 5 ½ years and the three of us plan to sail the Caribbean together and have adventures.

Which living person do you most admire?
My Dad.

On what occasion do you lie?
When questioned by the cops.

What or who is the greatest love of your life?
My wife Brenda

What do you consider your greatest achievement?
My son Nathan

Who is your favorite writer?
Hunter S Thompson.

JAZMIN SANTIAGO  
Ghosts & Gravestones / Key West Shipwreck Treasure Museum

BACKGROUND
Hi my name is Jazmin Santiago. I am from Key West, Florida and I am a Conch. A Conch is a person who is born in Key West. This is my senior year at Key West High School and I have danced as a Conchette for my high school dance team for the past four years. This past year I traveled to New York to dance in the Macy's Thanksgiving Day Parade with Spirit of America! I started working for Historic Tours of America as my dad, Jose Santiago, was a trolley driver. I've been working for Ghosts and Gravestones for almost two years and part time as an actor for the Shipwreck Treasures Museum.

Which historical figure do you most identify with?
The historical figure I most identify with would be Walt Disney. He had such an amazing idea and a great imagination. He did exactly what he wanted to do and that's what I want to be able to achieve.

Which living person do you most admire?
The one living person I most admire would be Laila Ali. She's a famous boxer, but she's retired. But I love that she hasn't lost herself in her fame. She's still herself and focuses on her family and her priorities.

What is your favorite vacation spot?
My favorite vacation spot is Walt Disney World. My dad and I go there many times throughout the year and it is my absolute favorite place to go.

What is your most treasured possession?
My most treasured possession is my cross that I wear on my necklace. I've had it since I was a little girl and my dad has the same one as I do, so it means a lot to me.

If you could choose one reality TV show to be on, what would it be?
I would choose to be on Big Brother. My mom and I have watched every single season together and I think I'd do pretty well considering I'm a super fan.
On January 20, the Truman Little White House hosted a picnic to commemorate the swearing in ceremony of the Nation’s 45th President. The event took place on the lawn of the iconic Truman Little White House. The money raised helped support the restoration project of the President’s Poker Porch with the exact rattan furniture fabric from 1949. Please check out the Truman Foundation’s Mission online at www.trumanlittlewhitehouse.com.
Caring for an animal can be an immensely rewarding responsibility. However, it can also have its challenges over time. Anyone who has accepted the undertaking of a saltwater system will tell you, aquatic systems are not for the faint of heart. It takes a methodical approach, an eye for detail, and endless patience. However, even the most diligent hobbyists and aquarists are at the mercy of one crucial component: their water quality.

On February 15, 2017, the Key West Aquarium received its state-of-the-art life support system to pair up with our freshly drilled deep water well. For decades, the aquarium has existed off of a shallow water well where we harvested our sea water from to maintain our tanks. While having on-demand salt water is a luxury any modern aquarium would envy, we were also at the mercy of the tides and other variables that would taint our water quality. Summer brings higher temperatures and salinities, winter winds promise turbidity, and low tides bring silt and mud. With our new deep well, we have access to a stable resource of salt water and our life support system monitors all vital parts of our water quality. This computerized degasser reads and reports to our staff the temperature, oxygen levels, salinities, and monitors the performance of our pumps. Via text, it notifies our husbandry staff of any abnormal readings or events detected. To say we are excited for our aquarium and for the animals in our care would be an understatement!

The Key West Aquarium has come a long way since 1935 and so has the industry. We are proud of our history as Key West's first tourist attraction and we are excited to marry our rich history with the innovative technology available to us today.
PIGEON KEY FESTIVAL

Every year in Marathon Florida, Pigeon Key puts together a weekend festival, to raise money for repairs and maintenance of the key and the bridge to access it. This year at the festival, our very own Jarrett Merkey is portraying Smokey Joe to represent the Shipwreck Treasure Museum. The festival attracts the public for one weekend, to display the arts and the heritage of the Florida Keys. Jarrett was able to interact with the guests and take them back to 1856, when Key West was one of the richest cities per capita in all the United States, all because of the Shipwrecking Industry.

The Festival was a great success for us to introduce the Shipwreck Treasure Museum for people that have not visited us.

NEW COSTUMES

This is a fun shot of Mindy Tucker at the Shipwreck Treasure Museum. She is showing off her new costume to be used during the Historical Key West walking tour for the Disney cruise ships. She loves to dress up. Having the cast members dressed up to do the walking tour for Disney adds another element for the guests to dive into. We take pride in trying to get them to feel like they are stepping back into history with us as we take a portion of Key West. With the Disney walking tours, we focus on the history of pirates, pioneers and presidents. Believe me when I tell you that the hour we get with these guests just doesn’t seem long enough. Of course, I could talk days about our history and not run out of things to say. The rich history of this small island is something we love to talk about.

PATRICK FLYNN AND FIGURINES

At the Shipwreck Treasure Museum in Key West, our actors perform a character from the 1800’s Shipwrecking industry in Key West. They also perform as Asa Tift. One of the richest men in Key West due to the Shipwrecking Industry. In this picture is Patrick Flynn playing Asa Tift. Patrick’s favorite artifact in the Shipwreck Treasure Museum are these Carved Figures from the Orient.

These figures were salvaged from the wreck of the Sueco de Arizon near Duck Key. They were likely a part of the shipment of exotic goods from the Orient transferred to the 1733 Plate Fleet bound for Spain.

CONTEST WINNER!

I am thrilled to have won the 55th Annual Conch Shell Blowing Contest, sponsored by OIRF. It’s my second solo championship and fourth overall. My experience with the tradition of conch shell blowing goes back a dozen years, and its story is intertwined with my time working at HTA.

I moved to Key West in the fall of 2002 to pursue a career as a musician, my main instrument being the mandolin. Things were going well until 2005, when, in the aftermath of Hurricane Wilma, the local entertainment industry took a drastic downturn. This forced me to find another source of income, which led me to work at the Shipwreck Treasures Museum (then known as the Shipwreck Historeum). Since necessity is the mother of adjustment, I decided to give it a try.

My supervisor then was Clinton Curry, a 7th generation Conch. He was supportive of any way his employees could attract tourists’ attention to the museum, including music and conch shell blowing. I put some time and effort into learning the ins and outs of playing this natural horn, receiving tips from Clinton along the way. We competed in the Group category in the 2007 contest, playing “Golden Slippers” - Clinton on conch and me on the mandolin - and won.

I was quite taken with this bit of small-town fun and began competing in the event every year. After a few times coming up short, I finally won in 2011, playing two famous rock song riffs - “Satisfaction” by The Rolling Stones and “Smoke On The Water” by Deep Purple. A local news video production crew interviewed me, and the story, including a bit of my performance of “Satisfaction,” got picked up by the AP, and thus by hundreds of news outlets around the world. It even got featured in a Rolling Stones fan site.

Subsequent years led to some disappointment, unable to follow up this victory with another. I also competed in the annual competitions at Schooner Wharf during Conch Republic Days, coming in second or third place each time, but never winning the top spot. This year I decided to change my music selection from the usual rock riffs.

When I announced my musical selection was “something for the kids,” and said the name, “Baby Beluga,” the crowd response was underwhelming - just a few claps and groans - but I soldiered on. It wasn’t perfect, but apparently close enough, along with my efforts in the longest and loudest blasts, to win.

For the first time in six years, I felt that sense of pride and relief - pride in accomplishment and relief from disappointment. It had been a long time since my first solo win, and victory is just as sweet when it comes around again.
The name is Papio, Stanley Joseph Papio. Born in Canada, Papio found his way to Key Largo at the age of 35 and started a welding business. This welding business soon evolved and became Stanley’s Art Musuem. Considered a folk artist, by Key West Art & Historical Society, Papio was known to weld pieces of scrap metal together and create “junkyard art”. Papio passed in 1982, but his legacy is celebrated annually with a kinetic sculpture parade. Ed Swift III and Chris Belland with Michael Geida of Key West Art & Historical Society. Historic Tours of America will be sponsoring 7 artists for the 2017 festival weekend.

Keys to Be the Change received a $2500.00 donation from Historic Tours of America to support their many youth programs in Key West. President Ed Swift and Chief Executive Officer Chris Belland presented the check to Heidi Golightly, executive director of Keys to Be the Change. Youth leaders from Key West High School were ecstatic to take part in the presentation!

HTA SUPPORTS THE FLORIDA COMMISSION ON THE STATUS OF WOMEN

The Florida Commission on the Status of Women is a non-partisan body with a focus on raising awareness and celebrating the contributions and successes of all Floridians, along with providing a collaborate platform for those seeking information on issues that affect women, girls and their families in our state.

Their goal is to provide communication, promotion, and collaboration among the hundreds of organizations working in all 67 counties that are focused on the welfare of the women of Florida. They are all interested in improving the well-being of Florida women and girls – and by extension, all Floridians. In doing so, we strive to be a resource for lawmakers, businesses, and residents so they have a better understanding of these important issues.

Photoed is the commission and 3rd from the left is Key West representative (and Harry’s Girl for the Truman Little White House) Elena Spottswood.
Recipe

In the kitchen with...

Cayley Bernreuter

Apple Crisp

Pan size 13” x 9”
Preheat oven to 350 degrees
Type of apple: Granny Smith or Honey Crisp

You will need two bowls to create a crumble and the base of the pie. You can use kitchen utensils to mix, but it is easier to do it by hand.

Ingredients for Crumble:
• 1/2 cup flour
• 1/3 cup sugar
• 1/3 cup Oatmeal
• 1/3 – ½ stick of butter

Directions
• Mix together in bowl.
• Everything should start clumping together—make sure the butter is mixed evenly throughout.

Ingredients for Pre Base:
• 4 cups of apples (diced)
• ½ cup brown sugar
• 1/3 cup sugar
• 2 tblsp flour
• ½ tsp cinnamon
• ¼ tsp nutmeg
• 1/8 tsp salt

Directions
• Mix together in bowl until apples are generously covered.
• Pour pie base into pan and place in oven. Set timer for 25 minutes. Rotate pan half way through—sugars should begin to boil.
• Add crumble to top of apples and put back into the oven. Broil until the crumble is a light brown.
• Serve with Vanilla ice cream and caramel sauce.
• Reheat pan time: 15 minutes.

PET OF THE MONTH

DODGER

PROUD OWNER:
DELL LUNSFORD

Hi, my name is Dodger and my happy human is the Payroll Manager, Dell Lunsford. I am in training as a payroll assistant and promise to tirelessly chew through the red tape and paper until I get to the meat of the problem. During my off hours I enjoy being the annoying little brother to three cats. I love to make them hiss, and then I bark right back at them. My other favorite things to do are sleep, go for walks, car rides and the occasional yappy hour downtown.

WEIGHT LOSS CHALLENGE

At the beginning of March, HTA corporate CASTmembers, Ed Swift, Freddy Varela, Ben McPherson, Frank Herrada, Chris Belland, Terry Strickland, (Not Pictured: Alan Church and Piper Smith) entered a four week weight loss challenge. Winner received $50 cash. So who was the big winner? Freddy Varela, with a grand total loss of 20lbs.

Next up... first participant to lose 50lbs will win $500! CASH

AND THE OSCAR GOES TO...

CODY HUG

Cody Hug of Old Town Trolley Tours of San Diego was the Grand Prize winner of the annual Oscar Contest that the Marketing Department Sponsors. Cody predicted the six 2017 Oscar winners for leading roles, supporting roles, directing and motion picture of the year. The 2017 “Hooray for Hollywood” winner received a “going to the movies” themed gift basket that included a $50 gift card, popcorn, snacks and candies.
SAFETY FIRST

HOW’S THE SAFETY CLIMATE AT HISTORIC TOURS OF AMERICA?
by Bill Meagher, Historic Tours of America Director of Risk Management and Insurance

SAFETY FIRST, COURTESY A CLOSE SECOND!

This is our company motto at Historic Tours of America and something that is continually emphasized every opportunity we get. We do it through Safety Training, Safety Meetings, Safety Incentives, Safety Committees, Risk Control Visits, our Annual Safety Campaigns, the walls of our Trolley Barns and Offices, and every Safety Message we deliver. We have talked about improving HTA’s Safety Culture time and time again. But how do we do that? How do we measure where we are, what we do well and areas of opportunity for strengthening our safety program. How do we know if we “Walk the Walk”?

First, let’s try and identify what “Safety Culture is…”

Risk Management and Safety identify HTA’s Safety Culture by this collective behavior: The awareness of Risk & Safety enters into and affects everything we do & every decision we make.

There is no common understanding or definition of “Safety Culture”, and this creates a practical problem – there is very little consensus on how to measure it since it can be so abstract and complex. So how do we measure the effectiveness of HTA’s Safety Program on our Safety Culture? Answer: By looking at our “Safety Climate”.

WHAT IS SAFETY CLIMATE?

“Safety Climate is the shared perception by employees of the safety policies, procedures and practices including management’s commitment to, and support of, safety & health”.

Despite what looks like a strong emphasis on safety, a company may have a poor Safety Climate. That means that even where we have strong safety programs and protocols, when business demands are high, safety may take a backseat to other priorities such as productivity and efficiency.

Safety Climate is a measurable indicator of organizational safety performance and the only measureable dimension of Safety Culture. We can truly assess Safety at HTA by surveying our CASTmembers about management’s commitment to and support of our Safety Culture. Companies that understand & monitor Safety Climate can identify where problems may lie and take appropriate steps to proactively improve safety.

To that end, we teamed up with Liberty Insurance to administer a Safety Climate Survey at all of our HTA locations last November/December. The survey and the science behind it has been developed by the Liberty Mutual Research Institute for Safety, a leader in Safety Climate Research. The Institute provides the science behind Safety Climate assessment tools and insights that are provided.

Here is a summary of those results:
• A total of 752 responses were received; a 62% response rate.
• Based on a scale of 1.0 to 5.0, the overall Safety Climate score for Historic Tours of America is 4.2.

That puts us in the “Good” category affirming that we do “Walk the Walk” when it comes to Safety at HTA!

Based on the shared perceptions of HTA CASTmembers and Leadagers:

HTA Top Management can say with confidence that they…
• React quickly to solve the problem when told about safety hazards.
• Insist on thorough and regular safety audits and inspections.
• Try to continually improve safety levels in each department.

HTA Leadagers can say with confidence that they…
• Make sure the CASTmembers receive all the equipment needed to do the job safely.
• Use explanations (not just compliance) to get CASTmembers to act safely.
• Make sure CASTmembers follow all the safety rules (not just the most important ones).

Knowing our Safety Climate helps us recognize and address emerging problems before accidents happen. That’s Proactive Safety! It’s something we talked about continuously last year and it was the theme of our 2016 Annual Safety Campaign. Utilizing the results of this Safety Climate Survey will help us to make focused adjustments to our Safety Management Systems that, over time, will strengthen our Safety Culture.

These results are encouraging. We now have a baseline survey score which shows us where we are today. We have identified some opportunities and the next time we check our Safety Climate, we can anticipate a higher score and more importantly know that we take it seriously when we say…