

Daniel

This is my first opportunity to work in an organization, not just as an employee, but also as an owner. There's a great distinction there. One of the things that's great about ownership or partial ownership is that when you own something, you want to take care of it, you want to nurture it, you want to see it grow.

That's reflected in the way that everybody approaches their work here. We all know that we're working to protect what's a second home for a lot of us.

I'm the director of catering and I love that job. But I also have responsibilities in community. The Tabard makes a special effort to

involve itself with members of the community, holding fundraising events, charitable events, and social events. It's given me an opportunity to see how you can bring people together within your community to create change. That's been a really special part of my job here.

We're not corporate at all, which gives us the ability and the flexibility to talk about issues or challenges that we're being faced with, or decisions that need to be made, whether it's new menu items, how a department is going to be organized, or what color we want a wall to be.

We get to make those decisions ourselves as a group. We're given more autonomy and more ability to express our opinion on how

things work, as opposed to having somebody else tell us exactly how it's going to be done.

Sometimes Dave, who is our managing director, our fearless leader, will have to make tough decisions based on the information that he is getting. But for the most part, we open conversation up to employees, whether it's in a group setting or anonymously to ask people's opinions on certain items.

As much as we don't want to think about it, you have to think about "what if." What if the Tabard closed? This place has made it for 98 years and is very special to many different people for very different reasons. People will tell us that they got married here, or their parents had their first date here. We have a picture in room

26 of a couple that was married here back in the 1940s.

We always are hearing comments about what a special place this is. Even when the weather is horrible, the people tell us the Tabard is one of the best places to go because it gives them such a feeling of coziness, of comfort.

Guests that travel, that live overseas and come here, say they always want to stay with us. There's a reason for that, a reason why people come back, which is important for us to understand.

There are a lot of other hotels, a lot of different places that you can stay with all different types of amenities.

But there's a certain type of guest that really enjoys a place where they can escape for a little while. They have their favorite

room, they love the restaurant, they come here in the fall and winter. They love the fireplace, the feeling of coziness and ambience, the feeling of old world charm. They know a member of our restaurant staff that has been serving them for 30 years. Maybe it's a special dish that the Tabard serves that they just get very nostalgic about.

There are a lot of different examples that I could provide, it comes down to the way people feel when they arrive, how they feel in interacting with the employees, and the way they feel when they're getting ready to leave.

They feel that it's a nice experience to be here with the people at the Tabard.