How to Win Every Customer's Heart

Chefs That Sizzle
Bardstown Bourbon Company
Bottle & Bond Kitchen and Bar

The required new
2019 Equal Employment Opportunity Poster

Photo: Bardstown Bourbon Company
The Kentucky Restaurant Association’s
16th Annual Cuisine on the Green – October 7, 2019
Persimmon Ridge Golf Club – Louisville, Kentucky
Registration Form

Contact Information (Required):

Company: ________________________________________________________________

Contact: _______________________________ Title: ____________________________

Address: __________________________________________________________________

Phone: ___________________ Fax: ___________________ Email: __________________

☐ I am registering a team for the Cuisine on the Green Scramble Tournament. My team members are listed below. **Team fee $600.00***

☐ I am registering myself for the Cuisine on the Green Scramble Tournament and need to be placed with a team for play. **Individual fee $150**

Players’ Names

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

*Fee covers Greens Fees, Cart, Tee Prize, Dinner and Beverages
Mulligans $5 each, 2 per person.
10 A.M. Registration and Lunch ~ 12 P.M. Tee Time

Total Amount $ ____________ Check enclosed or charge my credit card:

Please circle one: Visa MasterCard Discover American Express

Name on Card: ______________________________

Card Number: ____________________________ Exp: __________ CVV Code: __________

Signature: _______________________________ Date: __________________

Authorized Signature: _______________________________ Date: __________________

Send Form & Payment to: Kentucky Restaurant Association
133 Evergreen Road, Suite 201
Louisville, KY 40243
502/400-3736 Fax 502/896-0465

The Seventh Edition is built to reflect the NRA’s new job task analysis for food protection manager certification.

Food safety has never been more important to the restaurant industry and its customers. Based on the 2013 FDA Food Code, the ServSafe Manager Book, 7/e focuses on the preventative measures to keep food safe. To better reflect the changing needs of a diverse and expanding workforce, food safety topics are presented in a user-friendly, practical way, with real-world stories to help readers understand the day-to-day importance of food safety. The streamlined delivery of food safety content will create a learning experience that is activity-based and easily comprehended by a variety of learners. The end result is content that is more focused, leading to stronger food safety practices and a better-trained workforce.

- Greater emphasis on active managerial control with a transition away from HACCP.
- Modifications throughout every step in the flow of food, from purchasing through service.
- Adjustments made to personal hygiene guidelines as well as cleaning and sanitizing requirements.
- Study questions are written in the same style as the ServSafe Examination to help students better prepare for the exam.

For information on ServSafe® classes offered in Kentucky, visit www.kyra.org or contact Lisa at 502.400.3736.

THE NEW SERVSAFE MANAGER 7TH EDITION IS NOW AVAILABLE!

July 15 - Louisville
August 12 - Louisville
August 19 - Lexington
September 16 - Louisville
October 14 - Louisville
November 11 - Louisville
December 9 - Louisville

MEMBERS!! We will come to your facility! Call Lisa to schedule your group of 15 or more.

www.kyra.org    502.400.3736
GET CERTIFIED TODAY!
Do you know a chef in your area who is creating a buzz with innovative cuisine, exceptional presentation or fresh new ideas?

KRA wants to tell the state about them in a bi-monthly feature in the Kentucky Restaurant Journal. Submit your favorite chef du jour to lisa@kyra.org. Please include restaurant and contact information. Selected submissions will be featured in the magazine as Chefs That Sizzle.

www.kyra.org | 4 | July - August 2019
Restaurants in Kentucky, I know you’re beyond busy. I know you desperately need staff members. I know you’re an electrician/plumber/dishwasher/counselor/floor mopper/bank runner/cook/menu printer/manager/server/food runner/parking lot garbage picker-upper and everything else at your business. I know you don’t need another “to do” item on your list. For a lot of you, that’s why you pay dues to KRA – so we can pay attention to and give time to all the pesky things like reading bills and ordinances which result in more fees or permits for you. And we appreciate your membership and support of our work, we really do. BUT (you knew it was coming, right?) I can’t make calls to your legislators for you. I can’t write an email to your state representative or senator for you. I can’t recognize them in your business when they stop in for a meal, hit your drive thru or ask you to cater an event or party. I can tell them you make a few pennies on every dollar in this tough, heavily regulated and inspected business, but I can’t quote exact amounts and stories like you can. What I can do is let you know that now more than ever – this is not another drill – you must try hard to contact and re-contact them about the very real threat of a restaurant tax because guess what? City officials are in their ears, in their email, on their voice mail and in their offices telling them that a restaurant tax is going to help them “shore up” what they owe due to the “pension crisis.” They’re telling them that consumption based taxes are “fair” – and they’re seeing millions of dollar signs by taxing all meals purchased away from home.

KRA is staunchly opposed to expanding restaurant tax authority and singling out restaurants as the solution to a problem cities and the state have created. You will see more emails from me about this (sorry in advance, but I sure hope you read them and act on them). You will see more social media about this. You will be asked to tell your customers. Not quietly, but let’s really get them fired up because, after all, even though you’ll be collecting this unfair tax your customers will be paying it – and probably decreasing the tips they leave your servers, or not ordering an appetizer or dessert.

I try not to ask a lot of you because I know your time is crunched. But I am urging you to engage in this issue so we make our point loud and clear: restaurants will not be the solution to cities not working within their budgets. Please look for legislators in your business and talk about “Stop the Restaurant Tax.” I’ll be sending you materials to display. If you don’t know who your legislators are (remember, you may have a different set if your business is not in your home district), check here to get familiar with them: https://apps.legislature.ky.gov/findyourlegislator/findyourlegislator.html

Please share any feedback you receive with me. And thank you for adding “restaurant advocate” to your long list of job titles listed above.

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The Only Publication of the
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ACTION NEEDED TO STOP THE RESTAURANT TAX

Members of the Kentucky League of Cities (KLC) have been meeting to formalize their legislative platform in advance of the 2020 legislative session and it’s almost certain that restaurant tax legislation will be one of their priorities. Over the past decade, city officials have been calling on members of the House and Senate to change the law to allow all Kentucky cities to impose a local restaurant tax of up to 3% and allow the local government to spend up to 75% of the revenues for non-tourism related expenses.

Maybe because mayors, other city officials and KLC lobbyists continue to hound lawmakers on this issue, it appears there is less opposition to the idea than there has been in previous sessions when KRA has been able to defeat restaurant tax legislation. That’s why we are calling for members to contact their local legislators about this issue.

A restaurant tax unfairly singles out our industry and our customers to pay for broad city services and programs. Beyond that, a 3% tax, on top of the 6% sales tax you are already forced to collect and send to Frankfort, will affect your business. Consumers have a limited amount of disposable income so another tax is likely to mean fewer times they will choose to visit your restaurant.

If we are to be successful with “STOP THE TAX,” it’s essential that individual restaurateurs communicate their opposition to the state legislators that represent you as well as any others you know. The time to fight the KLC proposal is now before the next session begins.

STATE AGENCY PROPOSES MAJOR FEE INCREASE FOR RESTAURANTS

The state Department of Public Health has proposed a regulatory change calling for fee increases in the annual permits required for food service establishments operating in the Commonwealth. In its proposed amendment to 902 KAR 45:110, the agency proposes to eliminate the use of seating numbers and whether the business has a drive-through window in determining the permit and inspection fee for food service operations. Instead, three categories would be used to determine an individual restaurant’s fee—full-service restaurants; food service with most products prepared and served immediately and food service with only non-TCS foods.

The change may have been designed to avoid the statutory limits on fee increases that were enacted in the 2018 General Assembly. KRA’s legislative team actively pursued an amendment to an agency-backed bill to restrict any fee increases in the permit fees charged retail food establishments including restaurants to no more than 5% annually. The legislature endorsed the change and the 5% ceiling on fee increases for these permits is now part of Kentucky law.

KRA has raised objections to the proposed fee amounts and cited the statutory restrictions. We are currently in discussions with top officials in the agency regarding this issue.

PREGNANCY ACCOMMODATION POSTER

As a reminder, the Kentucky Pregnant Workers Act went into effect at the end of June. Employers must now include this posting in required labor law postings, and it is included in this magazine on page 14 for you.
I have spent virtually my entire working career in the Hospitality Industry. It started when I was 16 living on a farm in Kansas. I found my first official job in a café in the small farming town of Buhler, Kansas. I tried my hand at a few other things along the way, but no matter what, I found myself being pulled back in to restaurant life. I seemed to have a knack for it, and it has served me well over the past 35 plus years.

I got my first taste of restaurant management while attending college at around 20 years old. I was working as a cook, but was promoted to shift lead soon after I started. From there, the next step was manager of the restaurant. I had no idea what I was doing, but I was happy to see what came from the opportunity. Looking back, I now realize how badly that could have gone! Luckily, I was too stubborn to admit I was in over my head, so I just kept pushing forward.

Fast-forward about 6 years. I had recently gotten married and my wife and I relocated to western Kansas for my wife’s new job. Through this move, I came across the chance to become an assistant manager for Long John Silver’s. At the time, I still had no idea what opportunities laid ahead for me within the restaurant field.

There was significantly more training offered with Long John’s, and I was able to take advantage of that training to begin my career in earnest. I spent 32 years with Long John Silver’s, moving up through the ranks, eventually ending up at the corporate office.

Looking back, I realize that it was a combination of luck, good support and some natural ability (and yes, stubbornness) that allowed me to find the success I eventually had. It wasn’t easy, especially at the beginning, as I had very little training or support to lean on. What a difference a program like ProStart would have made in my career!

As I begin my journey as Kentucky’s ProStart Coordinator, I am excited to be able to help provide that training and support through a structured program that teaches those extremely important hard and soft skills needed to be successful in the field of Hospitality. From my own experience and struggles, I recognize what having the foundation that ProStart provides these young men and women can mean in their lives and in their future careers.

As I begin this new and exciting chapter in my career, I am thrilled to get out there and begin meeting the wonderful students, educators and supporters of this life-changing program. There is so much opportunity to grow this program in Kentucky, and I am looking for partners who also see the value ProStart provides to the next generation of Hospitality workers, whether that means, Chefs, Restaurant Management, or the many other sectors of the industry, such as marketing, human resources, events, operations and venue management.

So if you find yourself interested, or even slightly curious about what you can do to help us continue to build the great ProStart program here in Kentucky, please contact me at jim@kyra.org. I’m waiting to hear from you!
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<td>5th - Louisville Chapter Board Meeting</td>
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Q. Does the ADA require me to have plastic straws available for guests? I don’t mind offering them but I know some communities have started banning them.

A. According to National Restaurant Association attorneys, if a ban does not create an exception for ADA or other purposes, as some jurisdictions have been asked to do, you do not need to provide straws to individuals who need them. We are not aware of any plastic straw bans in Kentucky.

Q. Someone stopped in my restaurant recently telling me high chair requirements had changed. Is there something new I should know?

A. You don’t necessarily need to get new high chairs, but the Consumer Product Safety Commission, or CSPC, in June approved new federal standards designed to improve the safety of all high chairs, including those used in restaurants. The new regulations incorporate voluntary standards developed by ASTM International, a nonprofit that works with manufacturers and other sectors to develop standards. The new-and-improved high chairs include features designed to enhance stability, offer warning labels and improve restraint systems. A “high chair” is defined as a free-standing chair for a child up to 3 years old that has a seating surface more than 15-inches above the floor and elevates the child, normally for the purposes of feeding or eating. The new standards include more restricted leg openings; a warning label about tipping hazards, a passive crotch restraint system, and a three-point seat belt, also designed to prevent the child from trying to climb out. Restaurant operators are also encouraged to register their products to be alerted in the event of a recall. For more information, please see page 24 in this issue.

Q. Is there a new poster I’m required to hang in my restaurant?

A. Yes, it is included in this magazine on page 14. Employers are required to notify current employees and new hires of the availability of reasonable accommodations related to pregnancy, childbirth and related medical conditions. In addition, under the Kentucky Pregnant Workers Act it is unlawful for an employer to fail to make reasonable accommodations for any employee with limitations related to pregnancy, childbirth, or a related medical condition who requests an accommodation, including but not limited to: (1) the need for more frequent or longer breaks; (2) time off to recover from childbirth; (3) acquisition or modification of equipment; (4) appropriate seating; (5) temporary transfer to a less strenuous or less hazardous position; (6) job restructuring; (7) light duty; modified work schedule; and (8) private space that is not a bathroom for expressing breast milk. The poster can also be found here: https://kchr.ky.gov/reports/Documents/Posters/EqualEmploymentOpportunityPoster2019.pdf
Menu labeling anniversary

Last month marked the first anniversary of menu labeling compliance and official enforcement of the law. Restaurants with 20 or more locations operating under the same name, should currently be complying with menu labeling regulations.

However, during the first year, the Food and Drug Administration (FDA) focused on education and worked with establishments to help them comply with the menu labeling regulations. The NRA expects more details from the FDA on how it plans to enforce the law soon.

NRA officials envision the FDA to include details on how they plan to work with states and localities to enforce the law, as well as the type of information they recommend localities look for during enforcement such as: calories on the menu board, presence of the succinct statement, and a declaration that additional nutrition information is available upon request, among others.

For more information and to better understand the regulations, please check out the following resources: The NRA’s Menu Labeling Compliance Guide, The FDA’s Menu Labeling Education Module, or email calorielabeling@fda.hhs.gov.

Additional H-2B visas

The Department of Homeland Security (DHS) and the Department of Labor (DOL) released the long awaited rule which will provide an additional 30,000 H-2B visas for returning workers who have participated in the program one of the last three years (FY 16, 17, 18).

The H-2B program relies on well-vetted returning workers who come to the U.S. for seasonal employment and then go home. These workers are not immigrants. They provide an opportunity for U.S. businesses to operate at a greater capacity, retain their full-time workers and contribute to their local economies. Seasonal workers help support many upstream and downstream jobs. Every H-2B worker is estimated to create and sustain 4.64 American jobs.

Per the Federal Register announcement, USCIS began accepting petitions beginning on Wednesday, May 8th.

The National Restaurant Association is a member of this Coalition and realizes the desperate need for additional legal guest workers during this period of historically low national unemployment.

Booking Holdings’ brand OpenTable and Venga will join forces to further improve restaurant hospitality

Booking Holdings Inc. (NASDAQ: BKNG) announced in May 2019, it has entered into an agreement to acquire Venga, a guest management platform for restaurants and other businesses. Founded in 2010 and headquartered in Washington, D.C., Venga’s SaaS technology enables its clients to enhance and personalize the customer experience. Following the acquisition, Venga will align closely with Booking Holdings’ brand OpenTable to further improve offerings for its 51,000+ restaurant partners.

“Diners increasingly expect personalized experiences, and restaurants are looking for data to better serve their guests,” said Andrea Johnston, Chief Operating Officer of OpenTable. “We’re eager to incorporate Venga’s services directly into our GuestCenter platform and help our restaurant partners deliver superior hospitality.”

“It’s a natural fit,” said Sam Pollaro, Cofounder and CEO of Venga. “Joining the Booking Holdings family will allow us to bring our comprehensive suite of tools - personalized service, targeted marketing, feedback management and actionable analytics - to thousands more businesses.”

Venga Cofounder and Chief Evangelist Winston Lord said, “Diners crave personalization. This will revolutionize the restaurant industry and enrich the way restaurants surprise and delight their guests.”

About Booking Holdings

Booking Holdings (BKNG) is the world leader in online travel and related services, provided to customers and partners in over 220 countries and territories through six primary brands - Booking.com, KAYAK, priceline.com, agoda.com, Rentalcars.com and OpenTable. The mission of Booking Holdings is to help people experience the world. For more information, visit Bookingholdings.com.

About OpenTable

OpenTable, part of Booking Holdings, Inc. (BKNG), is the world’s leading provider of online restaurant reservations, with more than 51,000 restaurants globally using its software to seat over 120 million diners monthly. OpenTable helps diners discover and book the perfect table and helps restaurants deliver personalized hospitality to keep guests coming back.

Four in ten adults say they are not eating at restaurants as often as they would like

The trend line of restaurant sales was positive during the first four months of 2019, according to date from the U.S Census Bureau. According to a national survey conducted in May 2019 by OR International for the NRA, eating and drinking place sales totaled $61.5 billion on a seasonally adjusted basis in April, representing the fourth consecutive monthly gain after a sluggish second half of 2018. When asked about their current restaurant usage, a significant proportion of the American public say they would like to patronizing restaurants more often. 42% of all adults say they are not eating on the premises of restaurants as frequently as they would like, while 48 percent are not purchasing delivery/takeout as often as they would like.

www.kyra.org | 12 | July - August 2019
Open to Restaurant Owners, Managers and Chefs

Thursday, November 21, 2019
Churchill Downs, Louisville, KY

Come be our guest and enjoy a day of racing while seeing the newest industry products.
There is no charge - All qualified decision-makers and buyers are welcome as our guests for the day!
Following the Expo, enjoy an afternoon of racing at Churchill Downs hosted by the KRA.

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- ADVERTISING
- HIRING
- PLACEMENT
- PROMOTION
- TRANSFER
- TRAINING AND APPRENTICESHIP
- COMPENSATION
- TERMINATION OR LAYOFF
- PHYSICAL FACILITIES
- ANY OTHER TERMS, CONDITIONS OR PRIVILEGES OF EMPLOYMENT

THE KENTUCKY CIVIL RIGHTS ACT PROHIBITS EMPLOYMENT DISCRIMINATION BASED ON:
- DISABILITY
- RACE
- COLOR
- RELIGION
- NATIONAL ORIGIN
- SEX
- AGE (40 YEARS OLD AND OVER)
- TOBACCO-SMOKING STATUS
- PREGNANCY

THE KENTUCKY CIVIL RIGHTS ACT PROHIBITS EMPLOYMENT DISCRIMINATION BY:
- EMPLOYERS
- LABOR ORGANIZATIONS
- EMPLOYMENT AGENCIES
- LICENSING AGENCIES

Kentucky Pregnant Workers Act, (eff. 6/27/2019)
The Kentucky Pregnant Workers Act, (KPWA), (KRS 344.030 to 344.110), expressly prohibits employment discrimination in relation to an employee’s pregnancy, childbirth, and related medical conditions.

In addition, under the KPWA it is unlawful for an employer to fail to make reasonable accommodations for any employee with limitations related to pregnancy, childbirth, or a related medical conditions who requests an accommodation, including but not limited to: (1) the need for more frequent or longer breaks; (2) time off to recover from childbirth; (3) acquisition or modification of equipment; (4) appropriate seating; (5) temporary transfer to a less strenuous or less hazardous position; (6) job restructuring; (7) light duty; modified work schedule; and (8) private space that is not a bathroom for expressing breast milk.

FOR HELP WITH DISCRIMINATION, CONTACT
THE KENTUCKY COMMISSION ON HUMAN RIGHTS

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TOLL-FREE: 800.292.5566. FAX: 502.595.4801
E-MAIL: KCHR.MAIL@KY.GOV WEBSITE: KCHR.KY.GOV
The 31st Annual Firecracker Scramble sponsored by Universal Linen was held June 24th at Woodhaven Country Club. All proceeds from the raffle benefited Apron, Inc. Additional sponsors included Aspen Creek Grill, Beef ‘O’ Brady’s, Culver’s, Kern’s Kitchen, Klosterman Baking Company, Roosters, US Foods and Waypoint.
How to Win Every Customer’s Heart

Every service industry wrestles with one problem that is central to everything else we do. We pay a lot of advertising money to draw people to our establishment or service only to have them greet an unhappy employee who is really not equipped to turn them into a lifelong customer by their smile and their actions. In fact, in some cases it might be better to have no one there than to risk having a negative (or at least a not positive) interaction.

I have learned through my four decades in the service business that success comes down to this little triad: LOVE your customers. SERVE them unconditionally. WIN their hearts. Do this and something magical happens.

So, how do we make this happen in our business? Let’s start with what we make our employees believe about our mission. And, yes, you are on a mission.

Cast a Vision that Starts at the Top

As leaders, it’s important that we set the culture at the company so that everything we do resembles putting others before ourselves. This flows from genuinely caring about those we come in contact with, and it must be at the core of what we do. There will always be issues at work, just as there are always issues in life. How we handle these issues will vary greatly based on whether or not serving others first—even our most challenging associates—is at the core of who we are and what we do. For job commitment with a purpose, we must teach character, not success, focusing on building character, not characteristics.

What does this look like in reality? While one business culture focuses on character—humility, servanthood, and kindness—another focuses on the process and convenience of the franchise. One is based on the heart of the business while the other is based on the mechanics of the business.

What can we learn from this? It starts with the leadership and flows up through the team to our guests. We can’t expect our team members to follow our lead to live out the spirit of hospitality in our service to others if we don’t walk the talk ourselves. We must model it by living it. We must be the first to do what we expect others to do when they’re looking to us for direction and leadership. And this starts with the CEO and his leadership team, not just at the local establishment leadership level. If we want our team members to go above and beyond our expectations, we must set them up for success by leading by example and training them to do their jobs in like manner.

The way to introduce quality service standards is through a robust training program. We need to train our new team members not only in the skills necessary to do their jobs, but also in our company’s culture. People need to know the “Why” and we need to be able to explain that to them in a simple and powerful way. That means, of course, that we need to know the why. Take the time to figure this out. Then share it often with your employees.

You’ll instill in them purpose and empathy and you’ll start building a growing tribe of engaged customers. Let’s talk about each of these vital aspects of the customer service experience.

Purpose

Without vision, people don’t know what they’re supposed to aim for. What’s our common goal? What do we want to achieve in business? What’s our business philosophy? Our team members should be well aware of these, and this information should not only be central to all training, but it should also be repeated frequently throughout every day, at every staff meeting, in every email communication, and … well, you get the point. The Ritz Carlton is known for this. At the start of their day, the Ritz Carlton teams gather for their Daily Lineup. During this fifteen-minute gathering, they do three things. They hear what is happening at a corporate level and what is happening at the local hotel—such as...
a memorable story of how putting their vision to work has affected a guest. They also review their twenty core values. These values are always within the team members’ sight and hearing. There is never an excuse for the team members to not know how to respond in any given situation in order to accomplish the Ritz Carlton Golden Standard of Service. They are ladies and gentlemen serving ladies and gentlemen.

When we’re looking to hire, our potential team members need to be willing to sign off on our mission statement, agreeing that they know the standards our company strives for and are willing to exemplify those standards no matter what they are putting their hands to do any time they’re on our property. The outcome of training and development of front-line crew members should reflect the values of the owners.

But knowing our business isn’t enough. Team members also need to know and understand their purpose in their position. The goal is to provide a seamless delivery of our product or service. For that to happen, each team member needs to know what they’re responsible for and how to best serve in that position. This can only happen if we point out that purpose during their training. We’ll discuss this more in the upcoming section about roles and goals.

**Empathy**

Whether we’re training our team members or they are serving our guests, empathy is extremely important. It has been said that people don’t care how much you know until they know how much you care. It’s true. We must first show we care about the person we’re communicating with. If we’re human, we understand that when we’re dealing with a difficult situation, we want someone to understand how we feel in that moment, and we don’t want to be judged for feeling that way. It’s a very vulnerable place to be. The knowledge that we care about their concerns also builds trust.

Let me share a true story that I think really exemplifies what I am talking about. Unbeknownst to the hotel staff, a gentleman would be scouting their facilities for an outstanding brand in a particular industry that held annual conventions and wanted a new place to hold one. Upon his arrival, the front desk associate realized his room wasn’t available due to overbooking. The gentleman hit the ceiling. When the front office leader heard the commotion, he took the initiative to come out from behind the counter, introduce himself to the guest, and profusely apologize for the oversight. He asked the gentleman if he could have a couple of minutes to resolve the issue and turn around the negative situation. Within moments, the leader had a hotel limo take the guest across the street to another of the corporation’s properties, where they paid for him to spend the night. The next morning, the leader brought him back to an upgraded suite, chocolate-covered strawberries, champagne, and a written apology to him. The hotel also picked up the bill. Due to their excellent service recovery, the gentleman brought back multi-million dollar accounts. Again, the hotel staff didn’t know he was scouting their property until after the fact. Yet, they took care of him as a person first.

That’s a great lesson that we can replicate in any service business.

We must train our team to consider the person first and the business second. Ask if there’s something we can do to help make the person feel better. “How may I serve you?” is the appropriate hospitality statement in this situation. If the guest responds in anger, frustration, or grief—we’ve all seen one blow up, growl, or break down and cry at one point or another—stating that we understand their (insert emotion here) and would love to help resolve the situation will go much further than responding in like kind. This is why putting others before ourselves at all times is so incredibly important in the spirit of hospitality. It doesn’t matter how ridiculous their request may sound to us. It doesn’t matter whether company policy allows such-and-such response. What matters is making the guest feel important enough for someone to empathize with their felt need and work with them to amend it.

**Love. Serve. Win.**

We are all operating in a different hiring environment now. For the first time in my lifetime there are more available jobs than people to fill them. Wages are rising because of supply and demand. That means that every employee we can convince to work for us is gold. It’s always been true, but never more so than now.

So, teach them the “Why” for your organization, how it sees its customers, and what the mission is. Empower them to not just satisfy your customers, but to elate them. Then, spend your advertising dollars knowing that when they work and people come to your establishment that they will become customers for life.

**Larry Stuart**

Larry Stuart is currently the CEO and president of LS Hospitality. He holds a Bachelor of Science degree from Cornell University School of Hotel Administration. Over the years he has positively impacted his teams and brands that include the Walt Disney World Dolphin, NASCAR Café, Loews Hotels at Universal Orlando Resort, and Southwest Airlines. He has recently become a contributor to Forbes.
How Franchisers Can Win Best-in-Class Customer Care

Since the dawn of business Facebook pages, franchise restaurants have depended on the platform to interact with local consumers. Much as the platform has changed in that time, so too have the interactions—today, an increasing number of interactions are happening in the form of reviews. As a result, modern local social media managers are forced to double as national brands' customer care representatives.

Since national brands are increasingly depending on local social managers to essentially act as customer care reps, how can these large brands ensure continuity of customer care across thousands of franchise locations? It starts with understanding that negative reviews and comments happen, but proper training and support can reduce risk and transform an unhappy customer into a loyal advocate.

Here are six best practices for franchisers to keep in mind when managing reviews and feedback at the local level.

1. **Avoid Cookie-Cutter Responses**
   A successful reputation management strategy includes as much personalization as possible. When businesses respond to reviews, it shows customers that the business owners understand the feedback and are taking steps to improve. While cookie-cutter responses are convenient, they don’t convey empathy as well as personalized responses do.

2. **Ensure Your Responses Are On-Brand**
   Maintaining a consistent brand voice can be difficult if you have multiple people splitting the task of managing your online presence on multiple local pages. However, technology solutions can help you manage this workflow by providing an approval process to ensure all responses are reviewed before they’re posted.

3. **Grow Your Base of Local Reviews**
   Reviews build social clout and brand credibility but each review site’s rules for how you get reviews vary. Yelp frowns upon businesses asking for reviews in any form, while Google and Facebook simply don’t want you to do mass solicitation (i.e. sending a mass email to all your contacts asking for a review).

   To get more reviews, ask customers at the end of the transaction, when they reorder, or after they tag you on social media. Making it easy for your customers to respond by creating an easy to navigate platform and direct links to your profile can go a long way.

4. **Respond at the Speed of Mobile**
   Research shows that consumers expect responses to their comments and reviews— in fact a growing number of people expect to hear back within 24 hours. On Facebook, your business will receive a “Very Responsive to Messages” badge if you can respond to 90 percent of direct messages within 15 minutes. That’s the speed of mobile, and that’s the kind of responsiveness consumers expect.

5. **Find Your Ratings Sweet Spot**
   You might assume that a few negative reviews could destroy your business’ reputation, but that’s not the case. In fact, consumers are suspect of businesses with perfect 5-star ratings. Research shows that more than half of consumers expect between a 3.5 to 4-star rating in order to consider the business. Businesses should always strive to continually increase their number of review because building your base of reviews ensures that one negative review won’t tank your overall star rating.

6. **Stay Current to Stay Relevant**
   The latest research shows that three out of four consumers look at the review date as a measure of relevance. In fact, most consumers only read reviews that were conducted within the past year. This point further emphasizes the need to proactively manage your base of reviews.

   It’s not enough to have a high-volume of reviews; you must also develop a plan to ensure you’re receiving a steady stream of new reviews.

Customer care is quickly becoming one of the most influential aspects of a local business strategy. In addition to affecting your online reputation, it now also helps determine your SEO ranking. By implementing a customer care strategy that helps you respond quickly and grow your review base you can turn your business’ online reputation into an asset.

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Once again, the KRA Louisville Chapter supported the Lincoln Heritage Council Boy Scouts of America Louisville Sporting Clays Classic. The Louisville Chapter is a founding member of this event, now 23 years strong…but this was not just another year.

Held in the Lexus of Louisville Showroom, the two-day sporting clays event features a Thursday evening reception with a live and silent auction. Food and drink always are key to a lively auction. Fine dining and authentic offerings from KRA restaurants serving auction participants were Against the Grain – Smoked Chicken Wings & Corn Pudding, Brasserie Provence- Lavender honey glazed Pork Tenderloin, Gratin Dauphinois and Pissaladiere, Uptown Café- Stuffed mushroom caps with a brandy brown cream sauce, and Varanese/River House – Mango-Papaya shrimp cocktail and short rib tacos. Performance Food Group donated all the food products for the May 16th event. Kern’s Kitchen provided Derby-Pie® chocolate nut pie for the sweet ending.

This year’s Thursday evening reception along with 300 shooting participants successfully raised over $200,000 benefiting the regional Scouting programs.

KRA Louisville Chapter Brings Out The Big Guns!

KRA Louisville Chapter Saturday Shooters.
Left to Right: John Varanese, Guy Genoud, Tom Enyeart, Mark Nethery, Alan Rupp, John Shackelford, Callie Critchlow, John Breen, Erik Abraham.

John Shackelford, Mark Nethery, Alan Rupp, Tom Enyeart

John Shackelford in action on the range

All Smiles – Toasting another successful BSA reception supporting the Boy Scouts with Kentucky Restaurant Association members. 23 years.

Jordan Delewis, John Varanese, Guy Genoud, Kyle McCoy.

Brasserie Provence – Andrew Brotzge and owner Guy Genoud

Uptown Café – Chef Matt Weber and the Uptown crew

Against the Grain – Kyle McCoy and Chef Jordan Delewis

Varanese/River House – Clay Schafer and Chef John Varanese
Located in the heart of Kentucky is one of the most sophisticated distilleries in the country, Bardstown Bourbon Company. The distillery is known for its transparent distilling process with open spaces and clear glass for guests to fully immerse in the whiskey making experience. But it’s the distillery’s modern, full-service restaurant, Bottle & Bond Kitchen and Bar, that’s the soul of the company.

It’s impossible to miss the grandeur of the distillery and restaurant’s main entrance. With its lush background surrounding an illuminated Bardstown Bourbon Company sign as the centerpiece of the entrance, the modern setting prepares guests for an impressive, yet welcoming dining experience.

You can’t find anything like Bottle & Bond elsewhere on the Kentucky Bourbon Trail. The restaurant’s craft cocktail program, unique whiskey and vintage spirits library, curated wine collection and selection of local beers aims to appease guests with any flavor palate. Their world-class bar team works intimately with the distillery to ensure the tasting profiles of each spirit are featured to perfectly accompany your meal.

The culinary vision of the scratch kitchen is run by executive chef Felix Mosso who brings his cultural background to the menu. Mosso spent 10 years teaching Creole-influenced culinary in Brazil. His mother, a Louisiana native, and his grandfather, an Italian born in Torino, bring together an appetizing fusion that’s reflected in his dishes.

“Our menu is southern comfort food with a twist," Mosso said. “The flavor preferences are from Kentucky and the south, in general, with emphasis on wholesome ingredients that can be sourced locally and prepared using classic techniques. One of my favorite recipes is the sweet potato gnocchi with mushrooms. It’s something that I have prepared for my family for many years.”

The emphasis placed on building a menu filled with southern and Italian culture has resulted in an array of offerings including comfort dishes such as the macaroni and cheese, shrimp and grits and sweet potato gnocchi; fresh salads like the caprese, Caesar and the B&B house; and local purveyor meats and cheeses.

However, Bottle & Bond’s familial feel isn’t just reflected on its menu. The restaurant puts as much love into their employees as they do their cuisine and bourbon. One of the shining programs Bottle & Bond and the Bardstown Bourbon Company participate in is the J-1 visa exchange. This program welcomes culinary students from around the world into the hospitality industry.

Bottle & Bond celebrated its first J-1 visa exchange graduating class in the spring of 2019 with 16 qualified, educated young chefs and servers from countries including Philippines, South Africa, Botswana, Zimbabwe and India. The students spent one year in Bardstown working under. On top of learning culinary techniques, managerial skills and industry knowledge, the students were provided free transportation, subsidized housing and an employee salary during their stay.

The program offers practical experiences for international students through the year in hopes of continuing their education when they return to their home countries.

In addition to the J-1 visa program, more tours and tastings opportunities to experience Bardstown Bourbon Company as a guest will be available through the opening of the Visitor’s Center beginning in mid-July. Several unique spaces can be reserved for private events, parties, and corporate functions, including a spacious outdoor patio with firepits and a private dining room that overlooks the main floor of the restaurant with a view into the distillery.

The Bardstown Bourbon Company is currently developing a completely immersive Visitor’s Center unique from anything on the Kentucky Bourbon Trail. The center will combine all elements of the distillery, beverage and culinary teams to offer an exclusive ticketed experience. Guests can enjoy hands-on classes featuring sensory and tasting exercises, a guided tour through the distillery, which is directly connected to Bottle & Bond, and a new, state-of-the-art bar in the Center’s all-glass warehouse. The classroom will double as another event space for private parties and curated gatherings during the evening.

Whether you’re aiming to visit Bottle & Bond for the employees, experience or the extraordinary menu, this little slice of perfection in Bardstown, Kentucky will certainly not disappoint!
SWEET POTATO GNOCCHI
Yield: 5 Portions
Ingredients
- 6 ½ oz sweet potato, riced
- 10 oz potato, riced
- 1 egg
- 2 oz parmesan, grated
- 4 oz all-purpose flour
- 1 ½ oz corn starch
- Salt and pepper, to taste
- Semolina flour, to dust

Preparation Ingredients
Bring oven to 170 degrees. In two large pots, boil sweet and regular potatoes over medium-high heat for 6-8 minutes. Drain water and peel all potatoes. Place sweet and regular potatoes on baking tray and put in oven to allow them dry in the oven to ensure moisture is minimal (do not allow potatoes to brown). Rice the regular and sweet potatoes together after they have dried with a grater. Fold in egg to hot potatoes and allow mixture to cool. Mix parmesan, flour and starch together in a separate bowl and season with salt and pepper. Add dry mix to potato mix just until uniform consistency has been achieved, as if you were making a pie dough. Knead mixture until smooth.
Roll mixture out on wax paper to long cylinders about the size of a cork. Cut into 1-inch pieces and dust with Semolina flour to keep from sticking. Blanch and remove.
In a skillet over high heat, sear blanched gnocchi in olive oil until golden brown.

BOURBON MUSHROOM CREAM – BASE SAUCE
Yield: 5 Portions
Ingredients:
- ½ onion, chopped
- 8 oz mushroom blend (Crimini, Shiitake and Oyster)
- ¼ tsp fresh thyme
- ¼ cup bourbon
- 1 ½ cup cream
- 2 tbsp butter

Preparation
At medium-low heat in a sauté pan, sweat mushrooms in butter and add thyme. Add onion and continue to sweat. Add bourbon and reduce heat to demi sec. Add cream and reduce all by half. Strain and set aside for final prep.

SWEET POTATO GNOCCHI WITH BOURBON MUSHROOM CREAM
Yield: 5 Portions
Ingredients:
- 3 cups mixed mushrooms
- 3 tbsp olive oil
- 1 tbsp shallots, minced
- 1 tbsp garlic, minced
- ¼ cup bourbon
- ½ cup dry chardonnay
- 1 bunch broccolini
- 20 oz bourbon mushroom cream
- 40 pieces sweet potato gnocchi
- To taste, salt and pepper
- 1 whole lemon, squeezed
- 1 tbsp parsley, chopped
- ¼ cup Parmigiano Reggiano, shaved

Preparation
In a pan, at medium heat sauté mushrooms in olive oil and add Thyme, shallots and garlic. Add bourbon and allow to flame. Add chardonnay and reduce to sec. Add broccolini and bourbon mushroom cream and reduce to coat a spoon. Add seared gnocchi and season with salt, pepper, and fresh squeezed lemon to taste. Plate and finish with parsley and shaved Parmigiano Reggiano.
THE HAPPINESS OF HOSPITALITY THROUGH SERVICE

A restaurant’s front-of-house team represents the brand as arguably its most valuable asset. They embody hospitality and serve to rectify, assuage, or adapt to the customer’s needs. FOH is the face of the brand.

With thousands of potential failure points in any guest experience, the server is the primary key to the identification and resolution of any issues. Well-trained and valuable employees provide service to keep guests happy and returning so that their frequency drives same store sales, which means we need to know how well each server delivers happiness.

Any restaurant operator will tell you talented staff with adaptive training is the cornerstone for running a good business. Consider insight from chairman and CEO of Yum! Brands David Novak: “The most important thing you can do as a leader is create an environment where everyone knows that what they do makes a difference.”

How can a restaurant ensure their servers are evolving, growing and continuing to be a positive representation of the brand?

On-boarding is often the extent of training, but it’s actually only the start of building hospitality-focused talent with an understanding of their impact. Most brands expect those first few weeks to convey everything necessary about hospitality and therefore dedicate ongoing training to perfunctory menu change knowledge or regulatory safety. Training programs also typically treat all employees the same rather than identifying each team member’s unique needs, largely because we’ve never been able to identify individualized need.

How can a restaurant ensure their servers are evolving, growing and continuing to be a positive representation of the brand? More importantly, how do you have a happy and productive workforce who knows how to truly deliver hospitality? The answer is data at scale to understand how each server is performing every day and what their unique opportunities are.

Data on the facilitation of service has transformed other industries as best illustrated by the Amazon retail effect, yet hospitality largely relies on what can be observed by the human eye when it comes to anything other than sales. That’s arguably supplemented by a mystery dining shop to manage their front line staff with the extremes of online reviews being their best effort of understanding the day-to-day perceptions of the brand. Data on service should provide insight into what elements are working overall with more detailed insights available by individual server. With access to such information, an operator can better celebrate the wins, coach and counsel on the negative, and create training plans based on information that historically hasn’t been available.

How would a restaurant get such quantities of data to inform service with the same granularity as it manages costs? The answer: ask the guest.

How do you have a happy and productive workforce who knows how to truly deliver hospitality?”

Technology can enable a direct and at-scale solution as to how your staff is performing overall and in detail against metrics that you define, typically known as steps-of-service. Comment cards
included in the check presenter and post-dining emails have been used, but rarely deliver data at scale. Likewise, post-dining emails engage a select number of guests with incentives. Feedback must be at scale to create a happiness score by server and to inform staff training.

Engaging the guest at the point of payment delivers the right time and reason to start a conversation. A device like Yumpingo’s digital bill, is given to guests with the check presenter post-meal with a few questions related to product and service. Its brevity, timeliness, and appropriateness allows for the digital collection, organization, and digestion of guest data on sentiment at scale.

“If an operator has hundreds of data points by server per week, they can have conversations based on fact rather than feeling or observation.”

If an operator has hundreds of data points by server per week, they can have conversations based on fact rather than feeling or observation. This makes managing a team easier because operators work best to manage what is measured. From there, they can create merit-based scheduling, and peer-to-peer programs by linking strengths/weaknesses. For example, if an employee’s recent reviews showed they lack wine knowledge, a manager can require that the server completes a wine module of training prior to the next shift. Similarly, a server with a perfect ‘happiness score’ can be recognized.

A digitally driven approach to the collection of guest feedback and the implementation of that data to inform staff training will create an environment where your team can thrive because you then help each employee succeed by knowing exactly where they may be struggling. Time is money, as they say. Make your staff training effective by first informing management on where your staff performance stands.

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If an operator has hundreds of data points by server per week, they can have conversations based on fact rather than feeling or observation.
New federal standards for high chairs coming in 2019
Will your seating for babies be compliant?

If you use high chairs in your restaurant, this is news you will want to follow. The Consumer Products Safety Commission (CPSC) has approved new high chair standards set to go into effect on June 19, 2019. The new guidelines were developed by ASTM International (the group formerly known as the American Society for Testing and Materials). The ASTM is a non-profit group that works with manufacturers to develop safety guidelines and standards. The guidelines are known as the ASTM-F404-18 standard and have been adopted by the CPSC.

This effort has been underway for over 3 years. The CPSC finally adopted these standards this week. If you are interested in delving into the entire set of standards, you can view the Safety Standards for High Chairs document published by the CPSC. However, there are really just a few important points to note (which we will cover here).

According to the standards, a high chair is defined as "a free standing chair for a child up to 3 years of age which has a seating surface more than 15 in. above the floor and elevates the child normally for the purposes of feeding or eating."

Some high chairs include a tray while others do not. Following this definition, things like booster seats for children or seats that attach to the table (i.e. not free standing) are not covered by these standards.

Changes to the Standards

The new standards address the following areas:

- Rearward stability (to prevent the chair from tipping over backward)
- Better warning labels about tipping hazards
- Requirements for a passive crotch restraint
- Requirements for an active three-point restraint system
- Product registration for potential recall notifications

Obviously, safety is the primary concern here. The standards apply to high chairs manufactured both in the US and those imported from abroad.

High chair manufacturers are already gearing up to address the standards changes. For example, Koala Kare Products already has several models that comply to the standard. They also state that more are on the way.

What Restaurant Owners Need to Do

The new standards do not require restaurant owners to replace their current high chairs. However, restaurants should be aware of the new regulations. Customers may also ask about the new standards and whether the restaurant’s high chairs are in compliance.

Unfortunately, it is hard to discern whether a specific high chair is compliant because there is no uniformity in labeling across the industry. Restaurant owners and consumers

Restaurant Hospitality spoke with Nancy Cowles, executive director of the consumer-protection-focused nonprofit Kids In Danger.

“The standards affect things you might not see, so you’d have no way of knowing. There is no official certification sticker or label,” she said.

Continued next page
One concern is that restaurant operators who want compliant high chairs may have trouble identifying them without looking at the manufacture date of the product.

Bonnie Yatkeman, brand manager with high-chair maker Koala Kare Products, based in Centennial, Colo., said there are compliant chairs available now, and more are coming down the pike.

Yatkeman of Koala Kare, however, recommended that restaurant operators work with their suppliers to determine they’re getting chairs that meet the 2018 standards specifically.

“Someone could say their chairs are compliant, but it could be compliant with an old standard,” she said.

The information in the report provides statistics on the number and type of injuries reported involving a high chair. The most common issue involves falls from high chairs. This includes incidents of high chairs tipping over as well as incidents where a child was able to climb out of the chair.

There’s reason for restaurant operators to be aware of the risks. Between January 2011 and September 2017, there were 1,842 reported incidents related to high chairs, including 271 injuries and two fatalities.

From 2011 through 2016, there were an estimated 18,500 high-chair-related injuries treated in U.S. hospital emergency rooms, according to the CPSC’s National Electronic Injury Surveillance System, or NEISS.

Of those injuries that resulted in emergency room visits, the CSPC estimated that 1,600 were from incidents that occurred in restaurants.

Those are sobering statistics. But with the new standards in place, restaurant owners rest a little easier knowing that they have the safest high chairs available to protect their youngest customers.

Make plans to join us for these 2019 KRA Events

Cuisine on the Green
October 7, 2019
Play golf and we will treat you to a full day including lunch, beverages, dessert and a first class dinner.

Day at the Races Expo
November 21, 2019
Churchill Downs
We invite you to join us at the legendary Churchill Downs to showcase your company to the qualified decision-makers and buyers from all over the region.

Restaurateur’s Gala
January 20, 2020
Relax and enjoy an evening of fine dining, music, dancing and an awards ceremony honoring your peers, your employees and you! Allow us to pamper you and your employees as we honor the best of the best in the Restaurant Industry.

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Federal law requires all employers to post certain notices:

- Employee Polygraph Protection
- Equal Employment Opportunity
- Job Safety and Health Protection (OSHA)
- Minimum Wage / Fair Labor Standards Act
- Uniformed Services Employment and Reemployment Rights Act (USERRA): The full text of the notice must be provided by each employer to persons entitled to rights and benefits under USERRA. Employers may provide the notice by posting it where employee notices are customarily placed. However, employers are free to provide the USERRA notice in other ways that will minimize costs while ensuring that the full text of the notice is provided (e.g., by distributing the notice by direct handling, mailing, or via electronic mail.)
- Family and Medical Leave Act: must be posted by private sector employers who employ 50 or more employees in 20 or more work weeks, and by all government agencies.

Individual notices may be printed from the US Department of Labor website at www.dol.gov or an all-in-one poster containing these six federal notices may be obtained from the KRA office.

Kentucky state law requires all employers post the following notices as well:

- Unemployment Insurance Benefits
- Safety & Health Protection on the Job
- Wage and Hour Laws
- Child Labor Law
- Wage Discrimination Because of Sex
- Heimlich Maneuver
- Workers Compensation Notice

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www.kyra.org | 29 | July - August 2019
Restaurant and foodservice jobs in Kentucky in 2018 = 10% of employment in the state

And by 2028, that number is projected to grow by 11.3%

= 22,900 additional jobs, for a total of 225,100
The state of … millennial dining

Industry report offers insights into what younger consumers want at restaurants and on their plates.

If you are wondering what attracts millennial customers to your restaurants, perhaps the No. 1 answer is the ability to provide an experience, the National Restaurant Association research finds.

According to the Association’s 2019 State of the Restaurant Industry report, millennial customers, aged 21 to 38 years old, said they would like restaurants to serve technology that improves the dining experience, offer more environmentally sustainable items, and create easier opportunities to order takeout and delivery.

Regarding the general dining experience, the report found millennials were willing to pay more to get more. Here are a few of the topline findings:

- **51 percent** said they wished that restaurants – during the reservation process -- would allow them to choose their own tables from a seating chart located on the restaurant’s website.
- **42 percent** said they’d be willing to pay to participate in a loyalty program that guarantees reservations on busy days, discounts certain items or offers skip-the-line privileges.
- **23 percent** said they would pay extra for a personal server.
- **18 percent** of consumers said they would pay a fee, such as $10, to secure a better table at a restaurant.

Millennials’ appetites for more technology is rooted in a desire for speed of service, accuracy, and convenience. According to the research:

- **More than six in 10** millennial diners said they wanted to see restaurants use technology to make ordering and payment easier. They added that they want technology to make takeout and delivery more convenient.
- **56 percent** said they placed a delivery or takeout order using a restaurant app or website in the past year, and were more likely than their older counterparts – Gen Xers and Baby Boomers – to order meals using self-service kiosks at quickservice or coffee shop restaurants.
- **60 percent** of millennials also indicated they want restaurant technology to provide more detailed information about food, such as nutrition, allergens and sourcing.

Environmental sustainability at restaurants also ranked high among millennials. Fifty-eight percent said they were more likely to choose one restaurant over another based on its ability to provide sustainably grown, raised and manufactured foods. Furthermore, three out of four restaurant operators said customers are more interested in environmentally sustainable menu items than they were two years ago.

“Demographics are destiny in the restaurant industry,” said Hudson Riehle, the Association’s senior vice president of research. “Understanding and meeting the dining demands of millennials is not only critical to the industry’s success, but also their loyalty to its restaurant brands.”

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