

NATIONAL RESTAURANT ASSOCIATION

# CORNERSTONE AMBASSADOR

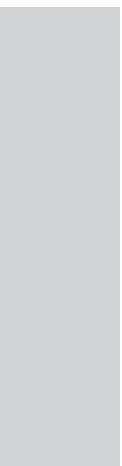
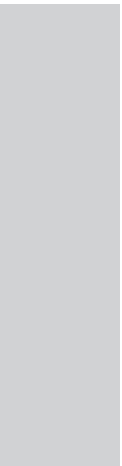
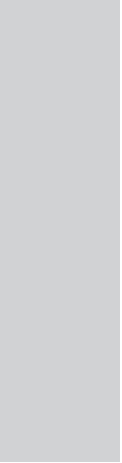
★ RESOURCE KIT ★

## TABLE OF CONTENTS

<b>Chapter 1</b>	Introduction: The Cornerstone Ambassador Resource Kit .....	3
<b>Chapter 2</b>	Tell Your Story: Giving a Presentation or Speech .....	4
<b>Chapter 3</b>	Communicate With the Media: Writing Opinion Pieces and Hitting the Airwaves .....	6
<b>Chapter 4</b>	Raise the Political Bar: Becoming a Grassroots Activist .....	7
<b>Chapter 5</b>	Get Involved in Your Community: Making the Most of Philanthropy .....	9

## TOOLS YOU CAN USE

★ Talking Points.....	13
★ Sample Speech to Business, Community and Government Leaders — Overall Cornerstone Initiative .....	16
★ Sample Speech to Young People — Restaurants are the Cornerstone of Careers and Employment .....	21
★ Sample Letter to the Editor.....	27
★ Community Outreach Menu of Ideas .....	29
★ State Restaurant Association Contact Information .....	33



# INTRODUCTION

## THE CORNERSTONE AMBASSADOR RESOURCE KIT

The National Restaurant Association's long-term umbrella program — the Cornerstone Initiative® — emphasizes three essential messages; restaurants are the cornerstone of the nation's economy, of career and employment opportunities and of community involvement. Our Cornerstone Ambassador Resource Kit is designed to help industry professionals highlight these messages.

With colorful stories, powerful anecdotes and the imaginative people behind our nation's restaurant doors, the Cornerstone Initiative paints the picture of our industry to a variety of audiences: current and prospective restaurant employees, government officials, opinion leaders, the news media, the general public and more. Promoting the industry's vast impact on our economy, the workforce and the betterment of our communities helps sustain and grow restaurants on all levels — from small family-owned eateries to large, multi-unit operations.

### **The restaurant industry has a powerful story to tell. Check out these facts:**

- ★ The nation's 945,000 restaurants are expected to post sales of \$558 billion in 2008 and generate an overall economic impact of more than \$1.5 trillion.
- ★ The restaurant industry is one of the nation's largest private-sector employer, providing work for 13.1 million individuals — nine percent of those employed in the United States.
- ★ More than nine out of 10 restaurants are involved in some type of charitable activity, from sponsoring youth sports teams, to feeding the hungry, to raising money for national charities.

How does the National Restaurant Association get this compelling story out? Through you — the leaders of our industry! The Cornerstone Ambassador Resource Kit helps industry leaders share their success stories and showcase the many positive aspects of the restaurant-and-foodservice industry in multiple ways, to a variety of audiences.

Whether you give a speech, become a grassroots activist or get involved in your community via charitable activities, your involvement makes a difference.

The resources in this kit provide you with a flexible menu of options to best fit your needs, preferences and schedule. Each chapter of this booklet addresses one way to get involved and the basics of how to do so. Choose to be active on all levels, or focus on just one. You'll also find downloadable materials on the Cornerstone Ambassador section of the Association's Web site, [www.restaurant.org/cornerstone/ambassador](http://www.restaurant.org/cornerstone/ambassador).

To receive additional assistance in your efforts, contact the National Restaurant Association at (800) 424-5156, extension 3677, or [astensson@restaurant.org](mailto:astensson@restaurant.org).

# TELL YOUR STORY

## GIVING A PRESENTATION OR SPEECH

One of the most powerful tools you have at your disposal is the ability to share your success story with young people, the business community, civic leaders and government officials. You may choose to speak in front of an intimate gathering of business owners in your community, or a large group of students at your local high school. Whatever your comfort level, we encourage you to cultivate this skill and share your experiences with others.

In this section, we provide you with a few ideas on how to get in front of your community leaders, as well as some useful tips for making a strong presentation. In the “Tools You Can Use” section at the back of this guide, you’ll find a comprehensive set of talking points about the restaurant industry that convey key Cornerstone Initiative messages to help you craft your speech. If you’re not comfortable writing your own presentation or speaking “off the cuff,” you can use one of the two speeches included in “Tools You Can Use.”

### Getting Out There: Tips for Securing a Speaking Engagement

- ★ Contact your state restaurant-and-hospitality association, (see page 33) which can offer you established contacts with many groups throughout your state.
- ★ Local high schools are often looking for inspirational speakers to address their students. Contact your high school principal, after-school program directors and/or guidance counselors to find out what mentoring programs they offer and/or other opportunities for sharing information about the benefits of working in the restaurant industry. If appropriate, you might consider offering to organize a field trip to your restaurant.
- ★ The ProStart® program, administered by the National Restaurant Association, is a nationwide system of high school restaurant-and-foodservice courses linked with mentored worksite experiences. Find out who the ProStart contacts are in your area by contacting your state restaurant-and-hospitality association to locate those near you.
- ★ Talk to young people at local community centers and youth groups such as Boys & Girls Clubs, Girls Inc., and YMCA/YWCA.
- ★ At the college level, contact the business school, hospitality/culinary program center, career centers/career fair organizers, student business groups and fraternities/sororities for speaking opportunities.
- ★ Get in touch with groups such as the Chamber of Commerce, Rotary International, Kiwanis International, Lions Clubs International and other community organizations that are always looking for speakers and activities for their members. Find local chapters of other national organizations and reach out to them — it’s a good way to establish contact with civic and business leaders in your community.
- ★ Find out when City Council and/or town hall meetings are held and request an opportunity to speak to this important audience.
- ★ Contact your official Convention and Visitors Bureau (CVB) and/or your state commission on travel and tourism.
- ★ Consider tying speaking engagements to national initiatives, such as National Mentoring Month (January); Black History Month (February); National Nutrition Month and Women’s History Month (March); National Food Safety Education Month (September); and Hispanic Heritage Month (September). In addition, you can time your presentations around special events and holidays, such as Groundhog Job Shadow Day (Friday before Groundhog Day); tax day (April 15); school graduations (May/June); National Hunger Awareness Day (first Thursday of June); travel and tourism season (generally June through August); back-to-school (around Labor Day); elections; and Thanksgiving.

## Make it Powerful: 10 Tips For Giving Effective Presentations

No matter whom your audience, you want to keep in mind a few basic pointers when giving a presentation. In addition to preparing your materials in advance, you'll want to be flexible and allow for unforeseen delays as well as interaction with your audience. Designating a section of your allotted presentation time to a question-and-answer period to engage the audience is always a good idea. Here are some useful tips for giving a speech:

1. Tell your audience why you're there and what you hope to accomplish.
2. Keep in mind the demographics of your audience (age, work experience, interest, etc.).
3. Tell a story — engage your listeners with colorful, personal stories about restaurant life.
4. Determine how much detail your audience needs and wants to hear.
5. Practice, practice, practice!
6. Make frequent eye contact.
7. Interact with your audience by posing general questions or asking for input.
8. Don't try to say it all — consider skipping certain topics to fit your time frame.
9. Be honest about what you don't know.
10. Use phrases like "Did you know?" and "Can you guess?"

### Tips for Talking to Young People:

Today's younger generation has high expectations when it comes to careers and salaries. Most teens are financially savvy and often have their own bank accounts. The majority of teens from middle- and high-income households have Internet access at school or at home. They expect a high level of interactivity — it is not unusual for them to be listening to the radio, talking on the phone and surfing the Internet all at the same time! Holding their attention can be a challenge. Here are some Do's and Don'ts for talking to young people:

#### DO:

- ★ use simple, everyday words
- ★ discuss your own experience
- ★ stay focused
- ★ make it fun and interactive
- ★ make eye contact
- ★ ask for their opinions
- ★ engage them with success stories

#### DON'T:

- ★ "talk down" to young people
- ★ try too hard to sound "hip" or "cool"
- ★ use restaurant-industry lingo
- ★ ignore raised hands
- ★ be surprised by smart, financially motivated teens

### Additional Presentation Resources in the "Tools You Can Use" Section:

- ★ General Sample Speech (15–20 minutes long) .....16
- ★ Sample Speech to Young People (15–20 minutes long) .....21
- ★ Restaurant Industry "Talking Points" .....13

# COMMUNICATE WITH THE MEDIA

## WRITING OPINION PIECES AND HITTING THE AIRWAVES

Are you troubled to see restaurants, their employees or the food they serve being misrepresented in the media? Would you like to see the positive aspects of our industry played up in the news?

With the sheer size and scope of the restaurant business, it's vital for the industry to speak as a unified voice, setting the record straight whenever possible and promoting positive images to the public through the news media. You can play this important role of "industry watchdog." With the right tools, you can help the industry dispel myths and misconceptions printed in a newspaper or magazine, told on TV or used as marketing tools for other businesses.

The National Restaurant Association's Rapid Response Program was created to rebut negative portrayals of the industry wherever they occur in the media. The program is also used in a positive way to commend journalists, media outlets and companies that accurately portray the restaurant industry. The Rapid Response Program has been a highly successful initiative, resulting in letters to the editor published in the *Wall Street Journal*, *USA Today*, the *New York Times*, the *Washington Post*, *Business Week*, *Nation's Restaurant News* and many others.

In addition, you can be proactive and contact the community editor at your local newspaper and find out who covers community activism for your local TV or radio station. Find ways to tell your story to them. Your voice as an important member of their community will draw attention.

### Letters to the Editor

Letters to the editor are a great way to make your voice heard in the local community on important industry issues, including local politics, industry image issues, food safety matters and much more. Anyone can author letters to the editor, and newspapers generally welcome their readers' opinions. A letter to the editor is used to respond to a specific article or news story.

### Getting Started ...

So who do you contact about getting your letter published? In newspapers, the letters/opinion editor's name and contact information can usually be found on the letters page or in the opinion section of the paper's Web site. For television, radio or print advertisements and commercials, letters should be sent to the station manager, news director or company president.

Contact the paper to inquire if it is better to e-mail the letter to the editor, or if they prefer fax or mail. Many newspapers also have easy-to-use online forms for submitting letters via their Web sites. When speaking on behalf of yourself and your business, emphasize your perspective with statistics and facts included in this kit. The talking points located in the "Tools You Can Use" section can provide you with some useful facts and figures on the restaurant industry. If you need additional facts and figures — or need other help with your letter — contact the National Restaurant Association's Media Relations staff at [media@restaurant.org](mailto:media@restaurant.org) or call (202) 973-3677.

### Tips for Writing a Letter to the Editor:

- ★ A letter to the editor should be short — no more than 300 words. The shorter the letter, the more likely it is to be printed.
- ★ Make your most important point in the first or second paragraph. Refer to the title, date and author of the original piece to which you are responding in the opening sentence.
- ★ Use letters to the editor only for important issues; if you send them too often, they'll lose impact and not be printed.

## RAISE THE POLITICAL BAR BECOME A GRASSROOTS ACTIVIST

**W**hile getting involved in local and national politics is especially important during election time, political activism should be a top priority for each restaurateur year-round. Why? As the nation's largest private-sector employer, the restaurant industry has the ability to make a tremendous impact on Capitol Hill. Yes, a \$558-billion industry can deliver a strong message in a loud voice!

The National Restaurant Association and its grassroots network have launched a two-year effort to educate, motivate and activate the industry in an effort to get restaurateurs more involved in politics. The program is called Mission '08! From the court house to the statehouse, and all the way to the White House, help make the restaurant industry's voice heard.

### **Grassroots-Network:**

The Association's largest grassroots network, the National Restaurant Association's grassroots network, is your avenue for plugging into the action when Congress is deciding the issues that matter to your business. Join the grassroots network and you'll receive updates and action alerts on writing, calling or visiting your elected officials when the issues get hot. We have approximately 15,000 individuals who have agreed to occasionally communicate with elected officials on our key legislative issues. When a vote comes to the floor on accelerated restaurant depreciation, if targeted members of Congress need to here from politically tuned in restaurateurs, or if cosponsors need to be added to a piece of key legislation that affects small businesses, you will be depended upon to voice the restaurant industry's concerns and needs to Capitol Hill.

### **Mission '08:**

Educate, motivate, activate! From the people we elect to the White House and Congress to the issues on our state ballots, 2008 promises to be a watershed election year. Action is already heating up across the country, with presidential candidates, activists and others vying for public attention. Join the National Restaurant Association's Mission '08 and stay updated on the election action. The Association is working to encourage restaurateurs to understand our industry's key issues such as comprehensive immigration reform, restaurant depreciation and food safety. We will then encourage voter registration, campaign volunteerism and voter turnout on Election Day 2008. In addition, we will produce and distribute Presidential Voter Guides which will present a non-partisan presentation of each candidate's platforms on food service industry legislative issues.

### **"Restaurateurs For [Fill in Your Candidate Here]":**

Do you have a favorite presidential candidate? Work with other restaurateurs to get them elected! The National Restaurant Association is soliciting names of restaurateurs who are backing the candidates. It's a wide field, and we can help you help your candidates understand the restaurant industry. Let us know if you'd like to work with a team of your industry colleagues to put your candidate in office. Our goal is not to endorse or support only one presidential candidate — rather, it's an opportunity for restaurateurs to have an active role in helping the candidate of their choice. In this way, we will have restaurateurs involved in all campaigns, which will give the restaurant industry an advantage as a new president is sworn into office in 2009. Association staff is available to offer strategic and tactical advice to any restaurant-related issues to all campaigns. In addition, we can offer a complete plan if a presidential candidate or campaign visits your restaurant. From tips on inviting a candidate, to handling the media, to questions to ask, we are on hand 24/7.

### **Get Out the Vote:**

Become involved in the political process today. Make sure you, your friends and family are registered to vote for the 2008 election cycle, which will feature key local, state, congressional and presidential elections. The National Restaurant Association, in a partnership with the U.S. Chamber of Commerce, gives members the ability to register to vote in state and national elections through its advanced, interactive Web site – visit [www.restaurantsvote.com](http://www.restaurantsvote.com). By allowing up-to-the-minute access to voter guides, registration forms, polling locations and campaign updates, members of the restaurant industry will be able to rely on this distinct member benefit to have all election-related tools at their fingertips. Order get-out-the-vote posters for your business, request voter registration forms and payroll stuffers for your employees, and have round-the-clock access to dynamic online news and legislative feeds for your friends and family. Your vote can make a difference for restaurateurs throughout your community and state, as well as across the nation.

For more information on the National Restaurant Association's grassroots programs, contact the Association at (202) 331-5905 or [mnethercutt@restaurant.org](mailto:mnethercutt@restaurant.org).

# GET INVOLVED IN YOUR COMMUNITY

## MAKING THE MOST OF PHILANTHROPY

Restaurants and community involvement go hand-in-hand. Across the country, restaurants make lasting contributions in their communities on a daily basis, whether they donate food to a shelter, volunteer with Boys & Girls Clubs, sponsor a Little League team or participate in a charity benefit. With roots deeply entrenched in the community, restaurateurs understand the positive impact community involvement has on individual lives. Each day they contribute to national efforts for young people, hunger-relief or other important causes. In fact, Association research shows that more than nine out of 10 restaurants actively support their community.

As a Cornerstone Ambassador, you can help shine the spotlight on philanthropic contributions of restaurants by getting even more involved in your community. Join forces with thousands of other restaurants to support national programs on a local level while continuing your current community outreach projects.

### ★ Restaurant Neighbor Award

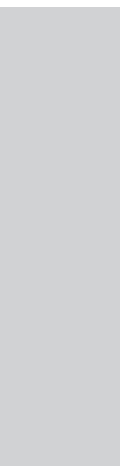
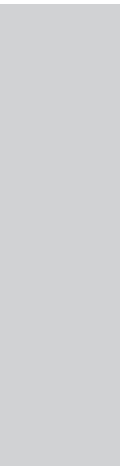
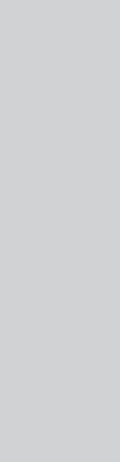
The National Restaurant Association and American Express developed the Restaurant Neighbor Award to recognize restaurateurs for outstanding community involvement. The program was designed to help raise the awareness of the positive impact that restaurants have in their local communities, as well as to inspire others to heed the call for community action. Each year, national winners are selected by an independent panel of judges to receive \$5,000 each to support their community. Participating state restaurant associations choose winners from their state to compete for the national award. The award is presented at the Association's annual Public Affairs Conference each September in Washington, D.C. The national winners and all state winners are featured in a booklet as well as on the Association's Web site. For more information, visit [www.restaurant.org/community/rna](http://www.restaurant.org/community/rna).

### ★ Menu of Ideas for Community Service

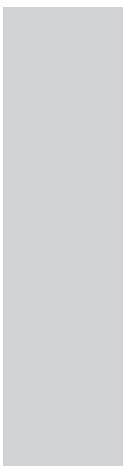
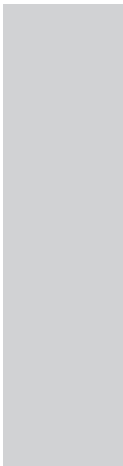
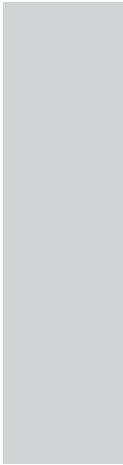
Restaurants fight hunger, support health-related causes, mentor youth, and improve their communities every day. Whether starting your own project, joining a local effort, or helping a national, charitable organization, there are a wide variety of options available. Getting yourself and your employees involved in your community is not only good for the community, but good for employee morale too. In today's competitive market, offering employees opportunities to volunteer and help others is an employee benefit.

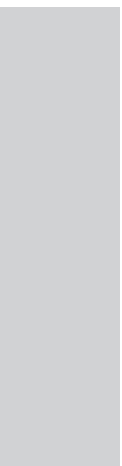
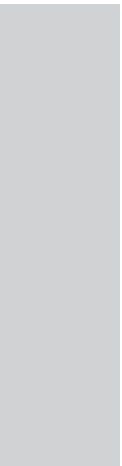
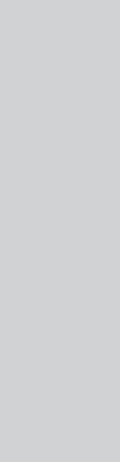
### Additional Philanthropy Resource in the "Tools You Can Use" Section:

- ★ Menu of Ideas for Community Involvement.....29



# TOOLS YOU CAN USE





# TALKING POINTS

To help you craft your presentation, letter to the editor or other communication, we've included in this section some general talking points about the restaurant industry that underscore the Cornerstone Initiative messages. The talking points are organized under general areas of interest so that you can easily pick and choose which facts you'll need. Use the talking points as a guide to create your own presentation and mix in your own personal anecdotes and experiences. All statistics are provided by the National Restaurant Association, unless otherwise noted.

## Economic Impact

- ★ Restaurants are the cornerstone of the nation's economy.
- ★ 2008 marks the 17th consecutive year of real growth for the restaurant industry — sales are expected to jump to \$558 billion this year, a 4.4 percent increase over 2007 (0.9 percent in real terms).
- ★ The restaurant industry's sales equal 4 percent of the U.S. gross domestic product. The overall economic impact of the restaurant industry will exceed \$1.5 trillion in 2008.
- ★ On a typical day in 2008, 13.3 million individuals will be foodservice patrons.
- ★ Restaurants now account for 48 percent of what Americans spend on food.
- ★ There are now more than 945,000 restaurants in the United States.
- ★ Every dollar spent by consumers in restaurants generates an additional \$2.34 spent in our nation's economy.
- ★ For industry sales by state, e-mail [astensson@restaurant.org](mailto:astensson@restaurant.org).

## Career & Employment Opportunities

- ★ Restaurants are the cornerstone of rewarding career and employment opportunities.
- ★ The restaurant industry employs 13.1 million people — nine percent of all working Americans. It continues to be one of the largest private-sector employers in the country.
- ★ By 2018, restaurant-industry employment is expected to reach 15.1 million.
- ★ The restaurant industry is a critical force in providing both entry-level training and advancement opportunities for millions of Americans, offering myriad positions in a wide variety of fields. Consider these facts:
  - Nearly half (47 percent) of all American adults have worked in a restaurant at some point in their lives.
  - 32 percent of all American adults got their first job experience in a restaurant.
- ★ During the last 10 years, the restaurant industry added an average of 250,000 jobs each year.
- ★ Recruiting and retaining quality employees remains a top priority for the restaurant industry as competition for workers with other industries — like retail and health care — is increasing. Restaurateurs must pay close attention to compensation, benefits, scheduling flexibility, training, mentoring, and advancement opportunities to stay competitive.
- ★ Increased hiring of “non-traditional” employees — for example, foreign-born workers and older workers — continues to offer opportunities for restaurant employers.
- ★ The restaurant industry is committed to diversity and inclusion and takes pride in employing individuals from all backgrounds and cultures.
- ★ More than one in four eating-and-drinking-place employees (26 percent) speaks a language other than English at home.
- ★ Nine out of 10 salaried employees in restaurants started as hourly employees.

- ★ There are more minority managers in the restaurant industry than in any other industry.
- ★ The number of minority-owned restaurant firms is growing at a faster pace than restaurant ownership overall.
- ★ The restaurant industry workforce is comprised of 20 percent Hispanics, 11 percent African-Americans and 6 percent Asian-Americans.

### **Community Involvement**

- ★ Restaurants are the cornerstone of local communities.
- ★ More than nine out of 10 restaurants are involved in some type of charitable activity on a local, state or national level, from sponsoring a youth sports team to raising money for charities to providing meals to those in need.
- ★ Restaurant operators participate in programs to fight hunger primarily by donating prepared food to shelters or food banks, participating in fundraisers for anti-hunger organizations or making cash donations.

### **Travel and Tourism**

- ★ Travel and tourism has a big impact on the restaurant industry. Travelers and visitors account for a median of 20 to 40 percent of sales at tableservice restaurants and 15 percent of quick-service sales.
- ★ The restaurant industry is the leading source of travel industry jobs in the United States.
- ★ A projected 55.6 million international visitors are expected to travel to the United States in 2008, according to the Travel Industry Association of America, and the number of domestic trips will reach nearly 2.1 billion.
- ★ The emerging trend of culinary tourism is taking hold among American travelers. Culinary travelers make up about 17 percent of all leisure travelers; half of those say food is central to their travel decisions, six in 10 say they are likely to eat in a different restaurant most nights when traveling.

### **Restaurant Industry Priority Issues**

- ★ The restaurant industry supports and works for sound tax policies that will sustain continued economic growth.
- ★ Restaurants support legislation that will help grow the industry's future workforce. The industry works for sensible immigration policies and lower health-care costs.
- ★ Food safety and food security remain the industry's top priorities, as food safety is non-negotiable. The industry continually works with legislative leaders and key regulatory officials to develop food safety and food security measures that protect American consumers.
- ★ The restaurant industry is committed to professionalism and to training its workforce on a variety of topics. The National Restaurant Association offers a variety of programs and courses in various formats, including bilingual materials.
- ★ Restaurants are responding to nutrition-conscious Americans without government mandates. Restaurant menus are, and have always been, dictated by consumer demand.
- ★ Although 76 percent of meals are prepared and eaten at home, Americans have a wide variety of menu options at a wide variety of venues when they do dine out at one of the nation's 945,000 restaurants.
- ★ Restaurants, like any business, are vulnerable to lawsuit abuses. A top priority for the National Restaurant Association and the industry is to reduce frivolous litigation, including obesity-related claims. High-priced liability insurance and exorbitant out-of-court settlements should not be a cost of doing business in the restaurant industry.

## **Risk Management, Recruitment and Retention**

- ★ The ServSafe® Food Safety Training program is accepted by more federal, state and local jurisdictions than any other food safety training program in the country. More than three million restaurant-and-foodservice managers worldwide have been certified via this program.
- ★ Recruiting a skilled workforce is a top priority for the restaurant industry. The National Restaurant Association and the NRAEF offers several programs and initiatives to nurture and grow the future workforce, including the ProStart® Program, which is a nationwide system of high school restaurant-and-foodservice courses linked with mentored worksite experiences; and the Scholarships and Mentoring Initiative<sup>SM</sup>.
- ★ The importance of providing students with scholarships to pursue a restaurant-and-foodservice education is vital to maintaining the restaurant industry's role as the cornerstone of rewarding career and employment opportunities. The NRAEF provides scholarships for excellence to high school students, undergraduate students and educators.
- ★ The ManageFirst Program™ teaches college students the management skills defined by the foodservice industry as those necessary for success.
- ★ The ServSafe Alcohol™ Training and Certification Program takes a holistic approach to educate all levels of operations in proper alcohol serving policies and state liquor codes.

# SAMPLE SPEECH

## TO BUSINESS, COMMUNITY AND GOVERNMENT LEADERS

15-20 MINUTES

Thank you [INSERT VIPS, EVENT ORGANIZERS HERE] for inviting me to speak to you today about my industry: the restaurant industry. My name is [NAME] I'm the owner of [RESTAURANT] which is a [RESTAURANT CONCEPT]. We have [NUMBER] unit(s) located in [PLACE(S)] and employ [NUMBER] people here in our community.

Today, I'd like to provide you with an inside look at the opportunities and challenges I face as a restaurateur and as a part of one of America's largest and growing industries.

Restaurateurs wear many hats in their work. At any given moment, on any given day, I'm a CEO, CPA, chef, host, bartender, server, greeter or busperson. Every member of our team works hard to provide our guests with the food and service that they expect and demand.

In my line of work, I face many challenges. From recruiting and retaining skilled, talented and hard working staff to providing affordable healthcare for employees, mentoring young people, negotiating with suppliers and coping with rules and regulations.

On top of my duties as a business owner, I'm also an active member of this community. We all live here. And I believe in sharing responsibility to improve our community. I believe in donating my time and resources to help make that happen.

As one of the nation's largest industries, America's restaurants are the cornerstones of the economy, of our communities and of American society as a whole.

*You might be surprised to discover the extent of the size and scope of America's restaurant industry.*

- ★ America's restaurants employ almost one in 10 workers in the nation.
- ★ The restaurant industry created one in five new jobs in 2007.

- ★ Job growth in restaurants was nearly triple the rate of job growth in the nation's economy.
- ★ There are now 945,000 restaurant locations in America.
- ★ The industry will make sales of \$558 billion in 2008 — 4 percent of the nation's GDP.

*As an increasingly important powerhouse of the nation's economy, America's restaurants are providing training, job, career and ownership opportunities on an unprecedented scale.*

- ★ Almost one in two adult Americans have worked in a restaurant at some point during their working careers.
- ★ Almost one in three adult Americans got their first job in a restaurant.
- ★ Nine in 10 salaried restaurant employees started out on hourly wages.
- ★ America's restaurants employ more minority managers than any other industry in the nation.
- ★ The numbers of eating-and-drinking place firms owned by African-Americans, Latino-Americans and Asian-Americans is increasing faster for each of them than the number of eating-and-drinking place firms as a whole.

*America's restaurateurs also are leaders in philanthropy in their communities and on the national stage.*

- ★ The typical restaurateur donates his or her time or money to around 35 community projects each year.
- ★ Two in three restaurateurs participate in community health projects.
- ★ Three in five participate in community school programs.
- ★ America's restaurants donated some \$32 million in emergency relief efforts following the national tragedies of September 11th and Hurricane Katrina.

*We also take our responsibilities to our planet very seriously.*

- ★ Three in four restaurants in America buy products made from recycled materials.
- ★ More than three in four recycle fats, oils and grease.
- ★ And half of all restaurants recycle paper.

**[TALK ABOUT HOW YOU GOT STARTED IN THE BUSINESS AND ROSE THROUGH THE RANKS. TALK ABOUT WHAT YOUR RESTAURANT DOES FOR THE COMMUNITY AND OPPORTUNITIES YOU GIVE TO WORKERS.]**

I'm very proud of my restaurant, my team and my industry. Every day I go to work knowing that our restaurant makes a difference in people's lives. We provide nutrition, leisure time, a location for countless special occasions, business deals and tourist visitors.

And we are admired: According to several consecutive Gallup polls, Americans respect the restaurant industry more than any other industry in this country.

We are always improving because the tastes and requirements of our customers are always changing. We have to be flexible to respond to their wishes. And we ask that our lawmakers — federal, state and local — allow us the flexibility to serve our customers.

We come together as an industry to work with lawmakers in the nation's capital through the work of the National Restaurant Association. The Association works to educate lawmakers and voting public on the policies that impact America's restaurants for good or ill. The Association also promotes America's restaurants by communicating our tremendous success stories and underscoring the essential role restaurants play in Americans' lives and in the economic growth of our country.

The Association has provided millions of dollars in scholarships to young people interested in a career in this industry and organizes a network of high school restaurant-and-foodservice programs via the ProStart® Program. The National Restaurant Association also trains restaurant employees in the latest food-safety techniques through the food safety certification program ServSafe®, which is recognized by more local, state and federal agencies than any other food safety training program. The program has certified about three million restaurant managers in safe food handling.

When we work together as an industry, it is to help our industry continue to expand and serve the always-increasing demand of those who live here and those who come to visit.

One of the biggest problems restaurateurs have in this country is recruiting and retaining qualified employees. Half of our industry's employees are aged 18 to 30 and yet while America's restaurants are forecast to add 2 million jobs over the next decade, this age group is forecast not to grow at all.

Meanwhile, while America's economy provided 134 million jobs last year, the federal government makes only 10,000 green cards available for service-industry workers each year.

We are already the largest employer of immigrants in the nation, but we need to ensure that our restaurants can find the workers that we need, which means that we need more immigration that is safe, orderly and legal.

That's why we have campaigned for common sense immigration reforms; to strengthen America's borders, establish a workable program to verify job applicants' legal status; create a temporary-worker program to meet labor demands when there aren't enough U.S. workers; and develop a plan to address the undocumented immigrants already here.

We are also looking for leadership on the rising cost of health insurance in this country. Health care costs are increasing and so is the number of uninsured Americans. Five years ago, seven in 10 American businesses offered their employees health insurance. Today, it's six in 10. And today six in 10 uninsured employees work for small businesses.

We want Washington, DC, to make access to healthcare more affordable for employers, employees and their families by passing Small Business Health Plans. This plan would allow small businesses like mine to provide health care benefits to my employees similar to what today only larger companies can offer. Small Business Health Plans would allow me to join with other small businesses to pool our resources and buy bulk from the insurance companies at a lower price, making health insurance more affordable for all.

We are also working hard to ensure that the federal income tax relief and phased-out reductions of the death tax that were enacted by Congress and the administration in 2001 and 2003 are made permanent.

The 2001 and 2003 federal income tax cuts and the past few years' annual reductions in the death tax are set to expire in 2010. Unless Congress votes to make them permanent before then, people who inherit family restaurants will be required to pay up to 55 percent in federal estate taxes starting January 1, 2011.

The death tax stands in the way of restaurateurs passing their business onto their spouses and children. When a restaurant owner passes away and leaves the business to his family, heirs must pay this tax on all businesses assets, including land, buildings and equipment — all of which will have been taxed at least once before the death tax is levied.

I'm passionate about these issues because I'm passionate about what I do. One thing's for sure. Restaurants are never boring. When you work at a restaurant, nothing is routine. That day-to-day change is what keeps it interesting, lively and exciting for me.

Beyond the day-to-day challenges, there are the people. We are a people business — centered on our high volumes of employees and customers. As a restaurateur you can touch so many people's lives. You are the host during important events in their lives. You can, with food, service and hospitality, provide the very best that restaurants can offer.

The next time you dine out, consider what I've said. As the cornerstone of our economy, s and communities, we are an engine for prosperity and philanthropy.

It's been a pleasure talking to you about my life's work today. I hope to be able to serve you a meal sometime.

Thank you so much for your time.

# SAMPLE SPEECH

## TO YOUNG PEOPLE

15-20 MINUTES

Can anyone guess what I have in common with celebrities like Jennifer Lopez, Michael Jordan and Sean “Diddy” Combs? We’re all involved in the restaurant industry.

You don’t have to be a movie star to work in the restaurant industry, but it does take determination, hard work and a strong desire to have fun on the job. Today, I want to give you an idea of what it’s like to work in one of the most exciting, dynamic and ever-changing businesses in America — the restaurant industry.

My name is [NAME] and I am the [RESTAURANT] at [LOCALITY] in [STATE]. **[BRIEFLY — TWO TO THREE MINUTES — TALK ABOUT YOUR RESTAURANT INDUSTRY EXPERIENCE AND WHY YOU ENJOY WORKING IN A RESTAURANT.]**

My story is just one of how the dream of working in the growing and vibrant restaurant industry can be anyone’s reality.

It takes many jobs to run a successful restaurant — and not just jobs that involve chopping lettuce or waiting tables. In fact, the restaurant industry has many different positions and job titles — from management to public relations to fundraising — and yes, even, cooking!

Let’s think about what it takes to create the experience that you have in a restaurant.

Who prepares salads, dessert plates and sandwiches? The pantry cook.

Who publicizes the restaurant’s fundraising events, parties and food and beverage tastings? The public relations manager.

Who selects the wines and coaches the waitstaff on serving and describing the wines? The wine steward.

Who keeps the computers running and designs the Web site? The computer technician.

With hundreds of different positions available in America's restaurants, no two restaurant jobs are exactly alike, just as no two eating-out locations are alike. Just think about the many different places you can grab a bite to eat — cafeterias, fast-food joints, fancy establishments, trains, hot-dog stands, hotels, hospitals, airplanes, museums and even your own school.

Did you know in the United States alone, there are more than 945,000 restaurant locations?

Those restaurants post average daily sales of \$1.5 billion, contributing a big chunk of money to the nation's economy as well as millions of employment opportunities.

Restaurants are mostly small, family-owned and independent businesses. Many have grown larger thanks to their salesmanship and success. If you start and grow your restaurant, one day you might find yourself working across the country or overseas.

The restaurant industry itself is as diverse as America itself. In most American communities, you can find a restaurant that serves nearly every kind of food — from popular Italian, Chinese and Mexican fare to Thai, Caribbean and Nuevo Latino cuisines.

This diversity also reflects the strength of our work force. Restaurants succeed because of people of all ages, races and backgrounds: teenagers, senior citizens, young professionals and single parents.

*America's restaurants are an industry of diversity. Our industry has been a pioneer in extending opportunities to women and minorities.*

- ★ America's restaurants employ more minority managers than any other industry in the nation.
- ★ Foreign-born workers account for one in four foodservice managers and about one in four foodservice employees.
- ★ More eating-and-drinking place firms are owned by minorities than the proportion of the nation's businesses as a whole.

- ★ The number of minority-owned eating-and-drinking place firms is growing faster than the restaurant industry as a whole.
- ★ The number of women-owned eating-and-drinking-place firms is also growing faster than the restaurant industry as a whole.

Working in America’s restaurants takes creativity, innovation and teamwork: ours is a highly competitive environment. Because we employ millions of people — more than 13.1 million this year — our industry’s strength and ability to serve our customers well comes from the diversity of backgrounds and experience of our people.

Restaurants thrive on providing good food and good times at a good price. How many of you have celebrated a birthday or other family event in a restaurant? The exciting, energized and fun atmosphere of a restaurant creates a great working environment for staff members, too. Many people find that working in a restaurant gives them a special kind of job satisfaction — they might even become what are called “foodies” for life.

*If you’re wondering whether you have what it takes to build a successful career in the restaurant industry, allow me to provide a little guidance. A career in the restaurant industry may be for you if:*

- ★ You like working with numbers. Restaurants hire accountants, bookkeepers and chief financial officers.
- ★ You like experimenting, testing and analyzing. Restaurants hire chefs, bakers and brewers.
- ★ You like to work in research labs. Many talented people develop foods that last longer, are better for you and can withstand special environments, such as food for astronauts.
- ★ You like writing and communications. Restaurants hire publicists, marketing managers and media-relations directors.
- ★ You like researching, number-crunching and analyzing. Restaurants hire wine stewards, specialty food buyers and recipe developers.
- ★ You like working with technology. Restaurants hire web site managers and information systems managers.

- ★ You like decision-making, planning and strategizing. Restaurants hire presidents, managers and food-and-beverage directors.
- ★ You like interacting with people. Restaurants hire hosts, servers and bartenders.
- ★ You like being creative and using your imagination. Restaurants hire pastry chefs, designers and food stylists.

As you can see, the restaurant industry has jobs as varied and diverse as our society itself. Because ours is a competitive and service-oriented industry, restaurant employees can earn good wages and salaries. There are plenty of opportunities to work your way to the top and learn the skills and achieve the success necessary to open your own restaurant.

Even if you're just starting out, restaurants pay a fair entry-level wage to workers with little or no job experience. Unlike many businesses, restaurants are more than willing to hire and train unskilled workers. A restaurant job can be your first step in your career ladder. Many industry executives started off in the dish-room and wound up in the board room. Four in five salaried restaurant employees began their careers at the starting wage.

Restaurants are a great introduction to the working world — more than one in two adults in America have worked in the restaurant industry at some point in their lives.

And one in three American adults began their working lives in a restaurant.

Famous celebrities, including Jay Leno, Madonna and Sheryl Crow, had jobs in a restaurant early in their working careers.

But starting out is only the tip of the iceberg. Restaurant industry executives can earn six-figure salaries with health benefits, paid vacation time, retirement plans and other benefits.

Another attractive part of a restaurant job is its flexible schedules and part-time hours. Students can earn extra cash as servers, busspersons or kitchen assistants while gaining valuable work experience that lasts a lifetime. And many students work their way up to higher-

paying positions while still in school. Having held a job in the restaurant industry also looks good on college applications and resumes.

Hard-working and motivated employees can move up quickly in the restaurant industry. Outstanding foodservice workers are often rewarded with rapid promotions and salary increases, regardless of their age: what matters in our industry above all is acquiring skills.

With total restaurant employment expected to reach 15.1 million people by 2018, thousands of new senior-level and management-level positions will become available.

*If you want to jump-start your own fulfilling restaurant-industry career, I have some suggestions for you:*

- ★ Finish high school. While the restaurant industry does hire workers without a high school diploma, completing your education will give you a competitive edge, increasing your earning potential and giving you more choices as you build your career.
- ★ Earn while you learn in the restaurant industry. You don't need a degree to get your first restaurant job. In fact, many successful restaurateurs started in the business by working behind a counter, bussing tables or washing dishes. And learning never ends in this industry: no matter what your level of education.
- ★ Strive for good academic results. Becoming more proficient in math and reading can give you a leg up — even starting jobs, such as cashier and assistant cook, require good math and reading skills.
- ★ Consider moving onto higher education. Attending a college, university or vocational school can help you to achieve your professional and financial goals. There are hundreds of specialized training programs, cooking schools, university programs and vocational colleges worldwide. Restaurant-and-hospitality-industry professionals come from a wide variety of educational backgrounds and furthering your own education is an important career asset.
- ★ Seek out scholarships and school-to-career programs, which pay a salary while providing valuable hands-on job experience and preparation. The National Restaurant Association awards scholarships to high school and undergraduate students looking to enroll in hospitality programs and scholarships for continuing education for adults.

- ★ The National Restaurant Association also runs restaurant-and-hospitality programs for both high school students and college students to get a jump start on their careers.
- ★ Internships, though unpaid, also provide training and academic credit, and are often available at a variety of hotels, restaurants and other foodservice locations nationwide and around the world.

Job and training opportunities in the nation's restaurant industry have reached record-breaking levels in recent years.

We serve 133 million people each day. And this year, restaurant industry sales are expected to reach \$558 billion. This is the industry's 17th consecutive year of growth. In this booming industry, career prospects are strong because opportunities are increasing as America's restaurants become increasingly important to the nation's economy.

Restaurants also help neighborhoods and communities thrive. Restaurants play an essential role in creating healthy communities by providing jobs, entertainment, convenience and a comfortable place for neighbors to connect and relax. The typical restaurateur donates his or her time or money to around 35 community projects each year.

I encourage each of you to strongly consider the restaurant industry when you think about your future—both immediate and long term. The restaurant industry is the industry of choice for enterprising, dedicated and adventuresome young people like you.

Every day, those of us in the restaurant industry face new challenges and have fresh opportunities to make a difference in our customers' lives and that of our communities. I hope many of you will join our team and embark on a rewarding career of your own.

Thank you for listening. I would be happy to answer any questions at this time.

# SAMPLE LETTER TO THE EDITOR

**[Note: This letter responds to a specific newspaper article about food safety and restaurant inspections in Washington, DC. It is intended as a model to demonstrate the tone, layout and flow of a letter to the editor — you'll want to adapt the letter as appropriate to your situation, use your own words and real-life examples, and include statistics if appropriate to underscore a point.]**

Dear Editor:

On behalf of the nation's 945,000 restaurants and their 13.1 million employees, I take issue with your recent article [article title and date] and its misrepresentation of the entire restaurant industry by the acts of a few. There is no question that food safety is a serious matter — that's why it's the number-one priority for the restaurant industry.

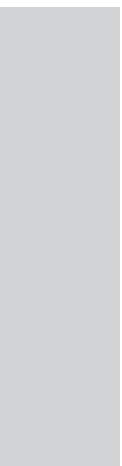
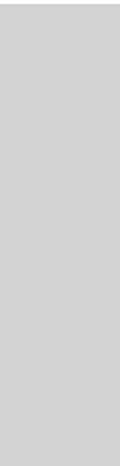
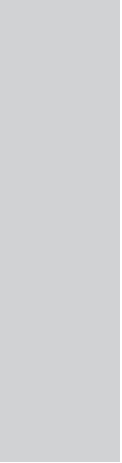
Restaurants nationwide have a long-standing commitment to professionalism and food safety. For example, our national organization, the National Restaurant Association, maintains an ongoing dialogue with regulators and food safety professionals and educates restaurant operators through the National Restaurant Association Solution's ServSafe® Food Safety Training program. This training program — which has certified three million restaurant-and-foodservice professionals — is accepted by more federal, state and local jurisdictions than any other food safety education and training program in the country.

Clearly the depiction of a few bad operations does an injustice to the vast majority of restaurant operators who place food safety as job one. The industry certainly does not condone restaurants that consistently violate good sanitation procedures or health codes.

I hope in the future you will depict a more balanced and accurate picture of the restaurant industry — an industry that prides itself on providing the highest level in professionalism, service and food safety.

Sincerely,

Dawn Sweeney  
President and CEO  
National Restaurant Association  
Washington, DC



# RESTAURANT COMMUNITY OUTREACH

## A MENU OF IDEAS

Philanthropy isn't just good for the community; it's good for your restaurant. Getting involved in community outreach helps boost employee morale, promotes good will among customers and can increase sales. In fact, nearly 80 percent of Americans believe companies should support a community's social needs. Are you doing your part?

Whether you're just starting out and need inspiration, or your restaurant wants to increase its philanthropic efforts, this Menu of Ideas can help motivate and guide your efforts.

## STARTERS

**If you're new to community outreach work, think about these starters to “whet your palate” for bigger community outreach initiatives down the road.**

- ★ Donate money to support a children's hospital, United Way, local non-profit, museum, library, school, zoo, military support group or homeless shelter. Look for a creative way to involve your diners in the experience. For example, let them know you're donating 10 percent of sales or \$1 off each menu item to a designated charity on a specific day.



- ★ Contribute to a food drive or a fundraising dinner. Contact your local shelter, and arrange to donate excess food to the homeless. Work with a local charity that delivers nutritious meals to people with AIDS or other life-threatening illnesses. More information: America's Second Harvest: [www.secondharvest.org](http://www.secondharvest.org).



- ★ Ask employees to volunteer at a homeless shelter or soup kitchen. Recruit your head chef to be a guest chef.



- ★ Encourage your chef to teach low-income families to prepare nutritious meals on a budget. More information: Share Our Strength: [www.strength.org](http://www.strength.org).



- ★ Build a float, distribute food samples or ask your employees to volunteer in community parades.

# CHEF'S SPECIALS

Once you've gained some experience with community outreach, you're ready to bit into something a little bigger, a little meatier. Consider this selection of ideas ...

- ★ Organize a themed dinner to benefit a local charity, hospital, museum or non-profit. Enlist your chef or a team of chefs from other restaurants to design a special-occasion menu, ask a DJ to provide music, and encourage local businesses to contribute items for a silent auction.



- ★ Organize a charity walk or galvanize the community to raise funds for cancer research, a new wing at your local hospital or another cause.



- ★ Create an annual coupon promotion campaign to benefit charity. Enlist your employees to sell \$1 coupons at the restaurant or at local retailers. Customers exchange the coupons for free sandwiches or appetizers.



- ★ Organize a pledge drive. Create a competition among your units to see which store can raise the most money or can create the most unique fundraiser.



- ★ Sponsor a golf tournament to benefit one or more local charities. You'll need to plan well in advance and enlist the support of other businesses in your community to ensure your tournament runs smoothly.



- ★ Recruit employee volunteers to help rehabilitate a home through Habitat for Humanity, or refurbish a local day care, orphanage, school or rehabilitation center.



- ★ Organize a dinner to show your support for military servicemen and women. Ask local businesses to donate child care vouchers, prepaid phone cards and food for those families.



- ★ Set up a foundation to oversee your charitable giving. You'll be able to make tax-free gifts while supporting the community that supports you. More information: Council on Foundations, [www.cof.org](http://www.cof.org).

# FIRST COURSE

- ★ **Pick a cause.** Non-profits often approach restaurants first when they need support. To allocate your resources responsibly and not get bombarded with requests, try to establish a focus for your efforts. You might have a long-standing commitment to one non-profit organization or a specific cause, such as a sick child in the community or fire-gutted local landmark. Survey employees to assess the volunteer activities that interest them and the causes they support.
- ★ **Get buy-in from the top.** Motivate your employees to get involved to ensure successful community outreach efforts. First, make sure the owner and/or senior-level executives at the restaurant endorse your efforts and demonstrate willingness to get their hands dirty and participate.
- ★ **Set a firm timetable.** Restaurant operators rarely experience down time, which means you'll need to set a realistic timetable to plan and execute your initiative. Include enough time to properly promote the initiative and ensure a great turnout. Anticipate potential setbacks, such as an employee illness, event location problems or local business issues.
- ★ **Get employees involved.** Your employees are your most vital resource — in the restaurant — and volunteering in the community. Solicit their ideas for potential community service projects. Use your company newsletter, email, staff meetings and/or Intranet to educate staff about the charity or cause you support, and provide details on the project the company is undertaking. Added incentives include paid time off to volunteer, appreciation luncheons and “volunteer” T-shirts, hats or other memorabilia. Provide stipends to cover parking, mileage, food and other expenses employees incur while volunteering. If you're hosting an event, ask your employees to arrange committee meetings, solicit sponsors, serve food, keep score, set up registration, distribute awards, sell raffle tickets, check coats and more. Or enlist their support to raise money for your target cause, and create a competition among store units to make it fun.
- ★ **Find partners to help.** Identify strategic partners to help maximize the success of your efforts, educate them about the cause you support, and provide specific details on what you need from them. If you're hosting a benefit dinner, recruit your local distributor to donate the beer and wine. Ask a local DJ to contribute music. Team up with a local radio station to help get the word out about your event. Recruit local businesses to contribute items to raffle.
- ★ **Boost your turnout.** Work with the charity you support to get their help promoting the event. Examples include newsletter and Web site articles, promotional letters to contacts in their database, joint press releases, etc. Ask local businesses to display fliers/cards, contact local radio stations to help publicize the event, and send out news releases.
- ★ **Get the word out about your efforts.** Keep the community and the news media informed about your recent successes by describing your efforts in news releases, the charity you supported and the event's outcome. Examples: How much money you raised, the research it will support, etc. Work with the charity to maximize promotional efforts and use their connections to get media coverage.
- ★ **Use the National Restaurant Association as a resource.** The National Restaurant Association can help restaurants get started or boost their community outreach efforts. You'll find Web links to organizations that support hunger prevention, youth development, improving health and improving communities. For more information, visit [www.restaurant.org/community](http://www.restaurant.org/community).

# KIDS MENU

**Working with kids is one of the most rewarding ways to give back to your community. Whether you choose to sponsor a local Little League team or provide a restaurant internship to a high school student, the ideas below can help you make a lasting impact on your community's youth.**

- ★ Encourage kids to be active and support a Little League team. Donate uniforms, offer your restaurant for end-of-season banquets, or ask employees to volunteer for coaching duties.



- ★ Get involved with America's Promise, one of the leading youth development organizations. More information: [americaspromise.org](http://americaspromise.org)



- ★ Become involved with Big Brothers-Big Sisters of America, the oldest and largest youth mentoring organization in the United States. More information: [www.bbbsa.org](http://www.bbbsa.org)



- ★ Ask local YMCAs, Boys and Girls Clubs or other youth groups about how your restaurant can help them. You might be able to raise money for a good cause, donate food for an event or provide space for one of their activities or meetings.



- ★ Inspire students to learn about and consider a career in the restaurant industry. Participate in school career days, open houses and job-shadowing. Offer internships in your restaurant for local high-school students. Open your facility to elementary school field trips so students can learn how restaurants operate.



- ★ Offer space for tutoring sessions and after-school activities to local schools. Provide food and beverages.



- ★ Support school-lunch and school-breakfast programs for children with little to eat at home.



- ★ Motivate/reward local students who make honor roll or show perfect attendance with free pizza or dinner coupons. Acknowledge "Teacher Appreciation Day" by preparing a free lunch and delivering it to a school.

# STATE RESTAURANT ASSOCIATIONS

(also see [www.restaurant.org](http://www.restaurant.org) for state contacts)

## ALABAMA

Alabama Restaurant Association  
P.O. Box 241413  
Montgomery, AL 36124-1413  
PH: (334) 244-1320  
FAX: (334) 244-9800  
[www.alabamarestaurants.com](http://www.alabamarestaurants.com)

## ALASKA

Alaska Cabaret, Hotel, Restaurant & Retailers Association  
1111 East 80th Avenue, Ste. 3  
Anchorage, AK 99518  
PH: (907) 274-8133 • (800) 478-2427  
FAX: (907) 274-8640  
[www.alaskacharr.com](http://www.alaskacharr.com)

## ARIZONA

Arizona Restaurant & Hospitality Association  
2400 N. Central Avenue, #109  
Phoenix, AZ 85004  
PH: (602) 307-9134 • (800) 888-0701  
FAX: (602) 307-9139  
[www.azrestaurant.org](http://www.azrestaurant.org)

## ARKANSAS

Arkansas Hospitality Association  
P.O. Box 3866  
Little Rock, AR 72203-3866  
PH: (501) 376-2323  
FAX: (501) 376-6517  
[www.arhospitality.org](http://www.arhospitality.org)

## CALIFORNIA

California Restaurant Association  
1011 10th Street  
Sacramento, CA 95814  
PH: (916) 447-5796  
FAX: (916) 447-6182  
[www.calrest.org](http://www.calrest.org)

## COLORADO

Colorado Restaurant Association  
430 East 7th Avenue  
Denver, CO 80203-3600  
PH: (303) 830-2972  
FAX: (303) 830-2973  
[www.coloradorerestaurant.com](http://www.coloradorerestaurant.com)

## CONNECTICUT

Connecticut Restaurant Association  
100 Roscommon Drive, Ste. 320  
Middletown, CT 06457  
PH: (860) 635-3334  
FAX: (860) 635-6400  
[www.ctrestaurant.org](http://www.ctrestaurant.org)

## DELAWARE

Delaware Restaurant Association  
P.O. Box 8004  
Newark, DE 19714  
PH: (866) DRA-2545  
FAX: (410) 838-4885  
[www.dineoutdelaware.com](http://www.dineoutdelaware.com)

## DISTRICT OF COLUMBIA

Restaurant Association  
Metropolitan Washington  
1200 17th Street, NW, Ste. 100  
Washington, DC 20036  
PH: (202) 331-5990  
FAX: (202) 659-8701  
[www.ramw.org](http://www.ramw.org)

## FLORIDA

Florida Restaurant & Lodging Association  
230 South Adams Street  
Tallahassee, FL 32301  
PH: (850) 224-2250  
FAX: (850) 224-9213  
[www.flra.com](http://www.flra.com)

## GEORGIA

Georgia Restaurant Association  
480 East Paces Ferry Rd., Ste. 7  
Atlanta, GA 30305  
PH: (404) 467-9000  
FAX: (404) 467-2206  
[www.garestaurants.com](http://www.garestaurants.com)

## HAWAII

Hawaii Restaurant Association  
1164 Bishop Street, Ste. 601  
Honolulu, HI 96813  
PH: (808) 536-9105  
FAX: (808) 534-0117  
[www.hawaiiirestaurants.org](http://www.hawaiiirestaurants.org)

## IDAHO

Idaho Lodging & Restaurant Association  
134 South Fifth Street  
Boise ID 83702  
PH: (208) 342-0777  
FAX: (208) 342-0818

## ILLINOIS

Illinois Restaurant Association  
33 W. Monroe, Ste. 250  
Chicago, IL 60601  
PH: (312) 787-4000  
FAX: (312) 787-4792  
[www.illinoisrestaurants.org](http://www.illinoisrestaurants.org)

## INDIANA

Indiana Restaurant Association  
200 South Meridian, Ste. 350  
Indianapolis, IN 46225-1076  
PH: (317) 673-4211  
FAX: (317) 673-4210  
[www.indianarestaurants.org](http://www.indianarestaurants.org)

## IOWA

Iowa Restaurant Association  
8525 Douglas Avenue, Ste. 47  
Des Moines, IA 50322  
PH: (515) 276-1454  
FAX: (515) 276-3660  
[www.iowahospitality.com](http://www.iowahospitality.com)

## KANSAS

Kansas Restaurant and Hospitality Association  
359 South Hydraulic  
Wichita, KS 67211  
PH: (316) 267-8383  
FAX: (316) 267-8400  
[www.krha.org](http://www.krha.org)

## KENTUCKY

Kentucky Restaurant Association  
133 Evergreen Road, Ste. 201  
Louisville, KY 40243  
PH: (502) 896-0464 • (800) 896-0414  
FAX: (502) 896-0465  
[www.kyra.org](http://www.kyra.org)

## LOUISIANA

Louisiana Restaurant Association  
2700 North Arnoult Road  
Metairie, LA 70002  
PH: (504) 454-2277  
FAX: (504) 454-2299  
[www.lra.org](http://www.lra.org)

## MAINE

Maine Restaurant Association  
Five Wade Street/P.O. Box 5060  
Augusta, ME 04332-5060  
PH: (207) 623-2178  
FAX: (207) 623-8377  
[www.mainerestaurant.com](http://www.mainerestaurant.com)

## MARYLAND

Restaurant Association of Maryland, Inc.  
6301 Hillside Court  
Columbia, MD 21046  
PH: (410) 290-6800  
FAX: (410) 290-6882  
[www.marylandrestaurants.com](http://www.marylandrestaurants.com)

**MASSACHUSETTS**

Massachusetts Restaurant Association  
 Southborough Technology Park  
 333 Turnpike Road, Ste. 102  
 Southborough, MA 01772-1775  
 PH: (508) 303-9905  
 FAX: (508) 303-9985  
[www.marestaurantassoc.org](http://www.marestaurantassoc.org)

**MICHIGAN**

Michigan Restaurant Association  
 225 West Washtenaw St.  
 Lansing, MI 48933  
 PH: (517) 482-5244 • (800) 968-9668  
 FAX: (517) 482-7663  
[www.michiganrestaurant.org](http://www.michiganrestaurant.org)

**MINNESOTA**

Minnesota Restaurant Association  
 305 East Roselawn Avenue  
 St. Paul, MN 55117  
 PH: (651) 778-2400  
 FAX: (651) 778-2424  
[www.hospitalitymn.com](http://www.hospitalitymn.com)

**MISSISSIPPI**

Mississippi Restaurant Association  
 P.O. Box 16395  
 Jackson, MS 39236  
 PH: (601) 982-4281 • (800) 898-0343  
 FAX: (601) 982-0062  
[www.msra.org](http://www.msra.org)

**MISSOURI**

Missouri Restaurant Association  
 1810 Craig Road, Ste. 223  
 St. Louis, MO 63146  
 PH: (314) 576-2777  
 FAX: (314) 576-2999  
[www.morerestaurants.org](http://www.morerestaurants.org)

**MONTANA**

Montana Restaurant Association  
 1537 Avenue D, Ste. 320  
 Billings, MT 59102  
 PH: (406) 256-1005  
 FAX: (406) 256-0785  
[www.mtretail.com](http://www.mtretail.com)

**NEBRASKA**

Nebraska Restaurant Association  
 1610 South 70th Street, Ste. 101  
 Lincoln, NE 68506  
 PH: (402) 488-3999  
 FAX: (402) 488-4014  
[www.nebraska-dining.org](http://www.nebraska-dining.org)

**NEVADA**

Nevada Restaurant Association  
 2901 El Camino Avenue, Ste. 202  
 Las Vegas, Nevada 89102-4201  
 PH: (702) 878-2313  
 FAX: (702) 878-5009  
[www.nvrestaurants.com](http://www.nvrestaurants.com)

**NEW HAMPSHIRE**

New Hampshire Lodging &  
 Restaurant Association  
 P.O. Box 1175  
 Concord, NH 03302-1175  
 PH: (603) 228-9585  
 FAX: (603) 226-1829  
[www.nhlra.com](http://www.nhlra.com)

**NEW JERSEY**

New Jersey Restaurant Association  
 126 West State Street  
 Trenton, NJ 08608  
 PH: (609) 599-3316 • (800) 848-6368  
 FAX: (609) 599-3340  
[www.njra.org](http://www.njra.org)

**NEW MEXICO**

New Mexico Restaurant Association  
 3700 Osuna Road NE, Ste. 603  
 Albuquerque, NM 87109  
 PH: (505) 343-9848 • (800) 432-0740  
 FAX: (505) 343-9891  
[www.nmrestaurants.org](http://www.nmrestaurants.org)

**NEW YORK**

New York State Restaurant  
 Association  
 409 New Karner Road  
 Albany, NY 12205  
 PH: (518) 452-4222  
 FAX: (518) 452-4497  
[www.nysra.org](http://www.nysra.org)

**NORTH CAROLINA**

North Carolina Restaurant and  
 Lodging Association  
 204 West Millbrook Road  
 Raleigh, NC 27609-4304  
 PH: (919) 844-0098  
 FAX: (919) 844-0190  
[www.ncra.org](http://www.ncra.org)

**NORTH DAKOTA**

North Dakota Hospitality  
 Association  
 P.O. Box 428  
 Bismarck, ND 58502  
 PH: (701) 223-3313  
 FAX: (701) 223-0215  
[www.ndhospitality.org](http://www.ndhospitality.org)

**OHIO**

Ohio Restaurant Association  
 1525 Bethel Road, Ste. 301  
 Columbus, OH 43220  
 PH: (614) 442-3535 • (800) 282-9049  
 FAX: (614) 442-3550  
[www.ohiorestaurant.org](http://www.ohiorestaurant.org)

**OKLAHOMA**

Oklahoma Restaurant Association  
 3800 North Portland  
 Oklahoma City, OK 73112-2948  
 PH: (405) 942-8181  
 FAX: (405) 942-0541  
[www.okrestaurants.com](http://www.okrestaurants.com)

**OREGON**

Oregon Restaurant Association  
 8565 SW Salish Lane, Ste. 120  
 Wilsonville, OR 97070  
 PH: (503) 682-4422  
 FAX: (503) 682-4455  
[www.ora.org](http://www.ora.org)

**PENNSYLVANIA**

Pennsylvania Restaurant  
 Association  
 100 State Street  
 Harrisburg, PA 17101-1034  
 PH: (717) 232-4433  
 FAX: (717) 236-1202  
[www.parestaurant.org](http://www.parestaurant.org)

**RHODE ISLAND**

Rhode Island Hospitality & Tourism  
 Association  
 832 Dyer Avenue  
 Cranston, RI 02920  
 PH: 401-223-1120  
 FAX: 401-223-1123  
[www.rihospitality.org](http://www.rihospitality.org)

**SOUTH CAROLINA**

Hospitality Association of South  
 Carolina  
 3612 Landmark Drive, Ste. B  
 Columbia, SC 29204  
 PH: (803) 765-9000  
 FAX: (803) 252-7136  
[www.schospitality.org](http://www.schospitality.org)

**SOUTH DAKOTA**

South Dakota Retailers Association  
 Restaurant Division  
 P.O. Box 638  
 Pierre, SD 57501  
 PH: (605) 224-5050  
 FAX: (605) 224-2059  
[www.sdra.org](http://www.sdra.org)

**TENNESSEE**

Tennessee Restaurant Association  
 P.O. Box 681207  
 Franklin, TN 37068-1207  
 PH: (615) 771-7056  
 FAX: (615) 771-2370  
 www.thetra.com

**TEXAS**

Texas Restaurant Association  
 P.O. Box 1429  
 Austin, TX 78767  
 PH: (512) 457-4100  
 FAX: (512) 472-2777  
 www.restaurantville.com

**UTAH**

Utah Restaurant Association  
 420 East South Temple #355  
 Salt Lake City, UT 84111  
 PH: (801) 322-0123  
 FAX: (801) 322-0122  
 www.utahdineout.com

**VERMONT**

Vermont Hospitality Council  
 P.O. Box 37  
 Montpelier, VT 05601  
 PH: (802) 229-2259  
 FAX: (802) 223-4257

**VIRGINIA**

Virginia Hospitality & Travel  
 Association  
 2101 Libbie Avenue  
 Richmond, VA 23230-2621  
 PH: (804) 288-3065  
 FAX: (804) 285-3093  
 www.vhta.org

**WASHINGTON**

Washington Restaurant Association  
 510 Plum Street Southeast, Ste. 200  
 Olympia, WA 98501-1587  
 PH: (360) 956-7279  
 FAX: (360) 357-9232  
 www.wrahome.com

**WEST VIRGINIA**

West Virginia Hospitality & Travel  
 Association  
 P.O. Box 2391  
 Charleston, WV 25328  
 PH: (304) 342-6511  
 FAX: (304) 345-1538  
 www.wvhta.com

**WISCONSIN**

Wisconsin Restaurant Association  
 2801 Fish Hatchery Rd.  
 Madison, WI 53713  
 PH: (608) 270-9950 • (800) 589-3211  
 FAX: (608) 270-9960  
 www.wirestaurant.org

**WYOMING**

Wyoming Lodging & Restaurant  
 Association  
 P.O. Box 1003  
 Cheyenne, WY 82003  
 PH: (307) 634-8816  
 FAX: (307) 632-0249  
 www.wlra.org

**PUERTO RICO**

Puerto Rico Restaurant Association  
 (ASORE)  
 PMB 301 B-5 Calle Tabonuco Suite 216  
 Guaynabo, PR 00968-3029  
 638 Aldebaran BDE Building Suite HQ  
 San Juan, PR 00920  
 PH: (787) 781-4899  
 www.asorepr.net

**U.S. VIRGIN ISLANDS**

St. Thomas-St. John Hotel &  
 Tourism Association  
 P.O. Box 2300  
 St. Thomas, VI 00803  
 PH: (340) 774-6835  
 FAX: (340) 774-4993

**CANADA**

Canadian Restaurant &  
 Foodservices Association  
 316 Bloor Street West  
 Toronto, ON M5S 1W5  
 CANADA  
 PH: (416) 923-8416 • (416) 649-4219  
 FAX: (416) 923-1450

**ONTARIO**

Ontario Restaurant Hotel & Motel  
 Association  
 2600 Skymark Avenue, Ste. 8-201  
 Mississauga, ON L4W 5B2  
 CANADA  
 PH: (905) 361-0268  
 FAX: (905) 361-0288

