Nominations Needed for National Awards
New name... same great milk.

As your trusted dairy, we're passionate about the purity of our milk. That's why we hold our milk to the highest standard. Our farmers pledge to never use artificial growth hormones, just like we pledge to deliver fresh, quality milk from farm to store.
Executive directors report

Fayrene Hamouz, while serving as professor in the UNL Department of Nutrition and Health Sciences, was also very active as a board member and officer of the Hospitality Education Foundation. She has recently retired from her position at UNL and has agreed to serve as a volunteer advisor for ProStart®. Her leadership and experience will be a welcome addition and a most positive contribution to the future growth and improved quality of this program. Fayrene and Brandy Nielson attended a National ProStart Conference in Chicago on September 28-30.

National Issues

Debit/swipe fees: National Restaurant Association continues the full-court press — both in D.C. and at the grassroots level — to get the House Financial Services Committee to oppose any and all efforts to raise debit swipe-fee rates for restaurants and other merchants. Chairman Jeb Hensarling (R-Texas) wants to repeal the hard-fought 2010 reforms as part of his Financial CHOICE Act.

Overtime: On September 28, 2016 the U.S. House of Representatives approved a measure to delay by six months the Obama administration’s rule to extend mandatory overtime pay to more than 4 million workers. The rule will require employers to pay overtime to salaried workers earning less than $47,500 a year, double the current threshold of $23,660.

The Republican legislation faces opposition by Senate Democrats who could block it from advancing in that chamber and the White House said that President Barack Obama would veto legislation delaying the rule.

Twenty one states and several business groups have filed separate lawsuits in federal courts in Texas claiming that the US Labor Department abused its authority with the drastic increases in the salary threshold.

These legal challenges will take time to resolve so we expect that the established effective date of December 1, 2016 will not change and you should be prepared to comply with the new overtime standards by that date.

Music Lawsuit: National Restaurant Association joined the New York State Restaurant Association, Pandora and iHeartRadio last week in filing an amicus brief in the New York State Court of Appeals supporting SiriusXM in a state case that threatens to expand restaurants’ liability for playing certain kinds of music. Singers Flo & Eddie, of the Turtles, sued SiriusXM in California, New York and Florida. Flo & Eddie argue they have common-law rights under state law to collect royalties for
Fishbowl
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Fishbowl has proven that targeted email marketing will generate more sales
and increase guest frequency. Through a partnership with the Nebraska
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402.540.3185
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Nebraska.Statepaper.com
Online Dining Guide
402.403.1176
Nebraska.Statepaper.com is the premiere online dining guide of the Nebraska
Restaurant Association. In addition to a free listing, members of the Nebraska
Restaurant Association may receive additional discounts with enhanced
listings and websites.

Broadcast Music Incorporated (BMI)
Music Licensing
Contact: Jessica Frost
615.401.2873
Nebraska Restaurant Association members can save up to 20% thru BMI. BMI
collects license fees on behalf of songwriters, composers and music publishers
and distributes them as royalties to those members whose works have been
performed.
Exclusive health care pricing and solutions

Because health care is a top concern for businesses like yours and to help meet your needs, the Nebraska Restaurant Association and the National Restaurant Association are working with UnitedHealthcare to provide easier access to health care coverage and related products and services.

UnitedHealthcare, the Nebraska Restaurant Association and the National Restaurant Association offer an exclusive program to members, featuring:

- Up to a 5 percent discount on medical rates for fully insured groups with 51 or more eligible employees
- Annual invoice credit of up to 5 percent on administrative fees for new ASO medical products for self-funded groups with 100 or more eligible employees
- Up to a 5 percent discount on specialty benefits products (dental, vision, life and disability) for fully insured groups -- in addition to all other discounts including the Packaged Savings® program
- Wellness programs and services aimed at helping people live healthier lives
- Access to the National Restaurant Association Notification Tool, which helps employers meet the exchange notification law requirements from the ACA with notice templates from the U.S. Department of Labor and the ability to track employee health care law verification records
- Latino Health Solutions resources and tools for Latino/Hispanic owners, operators and employees through UnitedHealthcare's PlanBien® program
- Lower-cost “preventive” medical plans that meet minimal essential coverage requirements for the Individual Mandate under the ACA for self-funded groups with 100 or more eligible employees

The NRA chose to work with UnitedHealthcare because of its wide range of innovative products and services to address the diverse health care needs of hospitality industry employers, employees and their families.


Some restrictions apply and discounts may vary by location and group size.

Insurance coverage provided by or through UnitedHealthcare Insurance Company or its affiliates. Administrative services provided by United HealthCare Services, Inc. or their affiliates. Health Plan coverage provided by or through a UnitedHealthcare company.
“Patience. And humor.”

“That’s what I have going for me,” smiles Louise Dornbusch, ProStart® Educator at Papillion-LaVista South.

It must work. She was named NAFCS (Nebraska Association of Family and Consumer Sciences) Teacher of the Year in April and Nebraska ProStart Teacher of the Year in 2015 and 2012.

And she’s fielded six ProStart teams that have competed at the National ProStart Invitational, four of her own and two with mentor Carol Fairfax, educator at Papillion-LaVista (PLV) Senior High School (now deceased). Louise started teaching “later in life”. A military family, the Dornbusch’s lived in places like Denver, CO, San Angelo, TX, England, Hawaii and California. Louise only had a few opportunities to use her degree in Family and Consumer Sciences. But when Louise and her family returned to Omaha in 1998, and with her children grown, Louise applied to substitute teach.

Carol was one of the teachers Louise subbed for. Her second year of subbing, PLV called for an interview. Louise was hired part-time, then they added an hour. It took her five years to become a full-time teacher.

Louise credits Naomi Warner with starting the ProStart program at PLV. She got wind of it and brought it to Carol and they co-taught the program after school, on Tuesdays, for two or three years.

Louise starting shadowing Carol. The first year they went to Nationals. The second year they went again. “It was so cool!” When Louise started teaching at Papillion-La Vista South (PLVS), she shied away from ProStart her first year. “I was overwhelmed.” That didn’t last long. In 2010, Louise took her first team to Nationals. Since then, the program has continued to grow.

“ProStart is well-known at PLVS because the kids are proud,” Louise explains, “They make the cakes and they get the recognition. ProStart students are vocal; they’re the best advocates for our class. I have the luxury of being able to pick and choose in my classes. We can’t have more than 24. I want those kids… I look at them as an honor class in foods. And we do charge fees: $25 each for Foods 1 and 2; $50 for ProStart because it’s two semesters. Last year I had over 30 kids sign up. I sent them a letter thanking them for applying.”

Students at PLVS have to take at least Foods 1 to get into ProStart. Freshmen can’t take Foods 1 so sophomores will typically take Foods 1 and 2 and then sign up for ProStart their junior and senior years.
“I can usually tell in Foods 1 and 2 if the students will be good in ProStart.” Louise says. “I have ProStart as a whole year class so I have an advantage. When it comes to competitions, my goal is to have an idea before Christmas break. It takes almost 3 – 4 months to fine tune the management part; it would be hard to do for somebody trying to teach it in only 9 weeks.”

“Management has been a blessing. Culinary is such a tough area because it has to do with judge’s tastes, the eye appeal. What looks good to one judge may not be for another. Or you might have a beautiful plate but if the food doesn’t taste good - or if you have an ugly plate and the food tastes great – you won’t win. Kids have more control over management. It’s more black and white where culinary is not at all black and white.”

Louise was even more enthusiastic about management after attending Hospitality Education Foundation Coordinator Fayrene Hamouz’ 3-day workshop this past summer. Presenters included: Dee Walker, Marketing Director Raising Canes; Michele Daize, Owner and Director of Development and Chef Lonnie, the Eatery; and the Venue’s Chef John Benton and Kelli Pilkington, Marketing Director and Brand Strategist.

“We had phenomenal people and learned the basics of all the management stuff. From building the logo, to the brand, to figuring out the marketing. There is so much more involved!”

All four of Louise’s teams that represented PLVS and Nebraska at the National ProStart Invitational competed in management (two competed in both management and culinary).

She usually has three competition teams. Louise rattles off a few of the names of past teams – the Doughboys, Team Amazing, the Bus Stop, El Toro Loco, Tres Chef and Vidorra.

“I have teachers ask me why I have three teams. I’m patient. And how could I say no to one of those teams?” questions Louise, “That doesn’t mean one team is worse than the other. Let the judges decide!”

She goes on, “Some of the kids don’t want to compete and I’m not about to force them. How do I get them to work when the teams are working? I get them to do the frosting. They get to cook and expand horizons. I can’t force them to do book work when the other kids aren’t. So I have them do the catering!”

Louise’s students have catered, among other things, speech tournaments, sports and ROTC activities, made baked goods during the holidays, and even hors d’oeuvres for the Central Office.

“My kids love the good feeling they have when they share their food with the teachers,” Louise says, “I’m usually the last one – they’ll ask every other teacher before they ask me. They’re so eager. That’s why ProStart is so exciting.”

Many of Louise’s students come back to see her after graduation, especially the ones who have been on the competition teams.

She laughs, “We work together four to six hours at night, sometimes until one to two in the morning, and working at night you can get silly when it’s past your bedtime!”

Louise is very proud of her students’ successes. Many have gone on to pursue culinary careers.

“I don’t think I push them. I think I give them the love of cooking. They get the passion to cook because I’m enthusiastic – and I’m enthusiastic about ProStart. I’m a great advocate.”

Louise goes on, “ProStart has made me who I am. As far as the recognition the students have gotten, though, sometimes I feel bad that they haven’t gotten the recognition that they deserve.”

She recognizes the impact they have on her.

“I often look at things I’ve learned through ProStart and realize – I learned it from a student.”
Legislative issues

“sound recordings” made prior to 1972, in the absence of federal laws governing such recordings.

We argue this would be “deeply destabilizing for thousands of businesses,” and instantly expose restaurants and other music users to copyright infringement liability and “potentially confiscatory licensing fees” on a state-by-state basis. Flo & Eddie are hoping to use common-law precedent at the state level to collect additional licensing fees – above and beyond the royalty fees BMI, ASCAP and other performing rights organizations already collect under federal law. Review our legal brief at http://bit.ly/2bM7HbX

Nebraska Legislature

Wednesday, January 4, 2017 will be the first day of Nebraska Legislative session. This will be the first “long” session of the two year cycle and will last until early June. Any legislation that was not acted on in 2016 will require reintroduction if it is to be considered by the Legislature. The following are some of the issues we worked on and what we anticipate for the upcoming session.

Minimum Tip Wage: LB1089 would have increased the minimum tip wage incrementally to $4.50/hour on January 1, 2017. We testified in opposition and LB1089 was not advanced by the Business and Labor Committee so the minimum tip wage remains at $2.13 per hour. This seems to come up nearly every session and will probably be reintroduced.

Nebraska Pure Food Act: LB798 provided needed updates to the Nebraska Pure Food Act to incorporate provisions and concepts as contained in the 2013 Food Code, recommendations of the United States Public Health

Increase Sales Tax Collection Allowance: Nebraska restaurants collect and remit sales tax and receive practically nothing for this service. The cost to restaurants is significant - especially on credit card sales - as the restaurant is forced to “eat” the credit card swipe fee on the sales tax portion of the charge. Two bills were introduced by Senator Schumacher at our request to increase the amount Nebraska’s restaurants receive for collecting and remitting sales tax. The Fiscal Note attached to the bills and projected reductions in future sales tax revenue prevented consideration in the last session. We will work to fine tune this and get it reconsidered as we believe it is very important to educate the body on this issue each session. This is especially true with term limits as the makeup of the legislature is constantly changing.
Immigration Reform: Many non-citizens who are legally authorized to work were being denied eligibility to obtain the necessary professional or commercial licenses they need to perform their jobs. LB947 provided for persons with legal presence to obtain a professional or commercial license in order to practice his or her profession. It was advanced by the Judiciary Committee and passed by the legislature over the Governor’s veto.

Legislation Affecting Nebraska Franchises: LB942 brought Nebraska franchise law into conformance with other states. It allows the arbitrator or court to modify existing agreements in order to keep the franchise agreement intact. It was advanced by the Banking Committee, passed by the body and signed by the Governor. While we do not anticipate further action on this specific franchise issue, there is interest in legislation next session to clarify in Nebraska law that employees of the franchisee are not employees of the franchisor.
Caution in drafting social media policies

Many businesses have struggled to create social media policies that are both effective in protecting the company’s reputation and business, while also not violating employee privacy and Section 7 rights to engage in protected concerted activity. A recent case illustrating the struggle businesses encounter in creating social media policies is Chipotle Services LLC d/b/a Chipotle Mexican Grill, 364 NLRB No. 72. In that case, the NLRB found that Chipotle violated the Act when it maintained a social media policy prohibiting employees from posting “incomplete, confidential, or inaccurate information and making disparaging, false, or misleading statements.”

The case involved an employee at a Pennsylvania restaurant location who posted on social media about working conditions of Chipotle’s employees. One of the posts included a news article concerning hourly workers required to work on snow days when other workers were off and public transportation was shut down.

The Board determined the tweets to customers did not constitute concerted activity protected under the Act, and therefore, Chipotle did not violate the Act by ordering the employee to delete those tweets. It reasoned that those posts didn’t pertain to labor complaints and weren’t undertaken with other employees seeking redress.

However, the Board determined the social media policy prohibiting employees from “posting incomplete, confidential, or inaccurate information and making disparaging, false, or misleading statements” violated the Act. Although the Board recognized that businesses have a legitimate interest in protecting private and proprietary company information, the term “confidential” as used in the policy was not defined, and therefore, vague and subject to interpretation. It reasoned that the term could easily lead employees to construe it as restricting their Section 7 rights, such as benefits and compensation. The decision was unaffected by Chipotle’s inclusion of a disclaimer stating that “This [policy] does not restrict any activity that is protected or restricted by the National Labor Relations Act, whistleblower laws, or any other privacy rights.” The Board stated that the sentence did not cure the unlawfulness of the policy’s provisions.

Challenges to social media policies are an increasingly recurring topic in labor law litigation, especially among workers in the food and service industries. This case serves as a reminder that businesses should avoid including in work policies language that is too broad, general, or subjective, such as “confidential” or “inaccurate information.” Other words include “disparaging”, “disrespectful”, or “misleading.” NLRB decisions in recent years should that general terms such as these can be problematic unless accompanied by explanation or examples stating that such language is not intended to prohibit speech or activity protected under the Act. Moreover, the decision reiterates that disclaimer language does not cure or save unlawful policies, particularly where such disclaimers are generic and all-encompassing. Businesses drafting social media policies should consult with attorneys to avoid these pitfalls.
Remember your first job? One in three of you started in the restaurant industry—seven out of 10 of you currently in the industry plan to continue until retirement. This is reflected in industry tenure rates. Median industry tenure for a restaurant manager is 20 years. For those of us over 55, the median tenure was more than 30 years.

Think back to the attributes you brought or skills you learned in your first industry position. Your success was built on dependability, reliability, teamwork, initiative and a willingness to learn.

This fall, approximately 800 Nebraska students will be enrolled in ProStart—a secondary school curriculum devoted to building the future of the restaurant industry. Students enrolled in ProStart are committed to the industry and willing to give back. In late August, students from Papillon-LaVista South and their teacher, Louise Dornbush, promoted Nebraska ProStart at the Nebraska State Fair by preparing pork tacos and visiting with the audience about ProStart.

Perhaps, you or a staff member could adopt a ProStart classroom, mentor a ProStart student or serve as a judge in an upcoming Regional or State ProStart competition.

What’s your team’s contribution to ProStart? Contact Brandy or Fayrene at neprostart@windstream.net. We look forward to hearing from you.
Hospitality Education Foundation
Summer Golf Champions

Thank you to our sponsors and golfers who made this a tremendous success!

Jared Clarke, Christopher Schwartz, Nicole Jesse, Jon Jesse
Railcar Modern American Kitchen and LaCasa Pizzeria

Ryan Mack, Jay Daniell, Jenny Egger, Doug Doht
Decision Logic and Ricardo’s Mexican Restaurant

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Heartland Lending has partnered with American Express to offer you a new and exciting option in small business loans. In addition to the excellent service and security of Heartland, American Express Merchant Financing also gives you:

1. **Invest in Upgrades**
   It is important for your practice to grow with medical advances. Use your loan to purchase new medical equipment, update your office systems or take care of needed maintenance and repairs.

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To learn more, contact Angela Ihry
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heartland.us
What is the Affordable Care Act?

ACA—generally referred to as Obamacare—is the health reform legislation passed by the 111th Congress and signed into law by President Barack Obama in March 2010.

The legislation includes a long list of health-related provisions that began taking effect in 2010. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions.

The ACA requires employers to provide a qualified level of insurance coverage. This requirement is enforced by the number of full-time equivalent employees also known as FTE’s (30+ hours weekly). However, part-time employees are also part of the calculation, as a fraction, and are included in the overall total.

How does the ACA apply to your business?

• ACA enforcement for companies with 100+ FTEs began on January 1, 2015
• Companies with 50-99 FTEs needed to be compliant by January 1, 2016
• If you have 49 FTEs or less, you are not impacted by the ACA

Heartland’s solution for the ACA

Meeting the requirements of the Affordable Care Act (ACA) can be a daunting task. Heartland now offers a solution to help you understand the complexities, avoid noncompliance fines and reduce administrative work.

Monthly reporting of FTEs

This reporting allows you to calculate the total number of FTEs you have over a designated measurement period in order to determine if you are an applicable large employer required to provide employee health insurance coverage.

This report will list employees’ total paid and unpaid hours (including work, sick, personal and vacation) and average hours per week.

Year-end completion and electronic filing of 1094-C and 1095-C tax forms*

Heartland recaps the health coverage provided to FTEs for the previous year. Then we produce the forms for distribution to your employees and file the forms with the IRS on your behalf.

*Employers with 50-99 full-time employees and FTEs are not required to provide health coverage to eligible employees until 2016, but are required to file Forms 1094-C and 1095-C for 2015.

HR Support Center

The HR Support Center is a single source for critical HR materials including information on laws and policies, job descriptions and downloadable forms. You will have all the tools necessary to manage employees and provide you with professional assistance.

HR On Demand

Heartland provides guidance on ACA-related employment and personnel questions through a toll-free number. You will receive automatic enrollment for HR On Demand regardless of the payroll platform you are processing on.
More for your Allied Membership
Be on the lookout for a new Bi-monthly “Featured Allied Members Old and New” campaign that will begin 4th quarter. We will be featuring our Allied members, and the products and services that make them so attractive to our restaurant members. We hope our Allied members find this to be a valuable addition to their membership with the NRA.

Dual Member Perks
Membership with the Nebraska Restaurant Association entitles you to a full line of benefits from the National Restaurant Association. In case you might not be aware of what your Dual Membership includes, I featured a few of the member benefits on page 17 of this magazine.

Restaurant Startup & Growth
The Nebraska Restaurant Association has arranged for a complimentary 12-month subscription to Restaurant Startup & Growth for each of our restaurant members. Each month the magazine is filled with solid information for restaurateurs new and experienced. We think you’ll find the comprehensive information useful. Email Brandy Nielson, bnielson@nebraska-dining.org, if interested in receiving this complimentary magazine.

Central Nebraska Chapter Update
The Central Nebraska Chapter of the NRA met on Monday, August 29th at The Wave Pizza Company in Grand Island. Thank you to Brent Lindner for hosting the networking event for the chapter, and to Jay Jarvis and Empyrean Brewing Company for donating a keg of beer. Chapter members met and discussed issues that are affecting their business and enjoyed a beautiful summer evening.

ServSafe Certification
Do you need to take an online ServSafe exam? Easy! I am a certified ServSafe Proctor. Contact me to set up a day and time to take the online exam and it’s as easy as that! Exams are done in as little as one hour right at the Nebraska Restaurant Association’s office. NRA members receive a $20 discount if proctored through me.
Dual member perks

Save time and money. Improve your products and services.

To understand your guests, drive profitable traffic and stay on brand, the National Restaurant Association brings you proven products and services that are uniquely tailored to the restaurant industry. Learn more about these solutions with special member discounts below.

American Express is a global services company, providing customers with access to products, insights and experiences that enrich lives and build business success. Solutions:
- Charge and credit cards
- Business credit cards
- Plenti rewards program
- Travel services
- Gift cards
- Prepaid cards
- Merchant services
- Corporate card
- Business travel
Learn more at americanexpress.com.

MarcomCentral®, a leading marketing asset management platform from PTI Marketing Technologies®, provides an intelligent system for corporate marketers in the restaurant industry to share customizable yet brand compliant marketing assets. Solutions:
- Portal for sales and marketing materials, with access to flyers, direct mailers, email campaigns, seasonal signage, promotional goods
- Customization and personalization of marketing assets
- Brand integrity

HealthyDining powers the HealthyDining Finder website, which features healthful menu items and corresponding nutrition information from restaurants ranging from fine dining to quick service. NRA members receive a 20% discount.

The National Restaurant Association launched the Kids LiveWell program in collaboration with Healthy Dining to help parents and children select healthful menu options when dining out. Solutions:
- Menu labeling compliance and training
- Nutrient analysis
- Gluten and allergen identification
- Vegetarian and vegan identification
- Healthy recipe and menu consultation
- Laboratory nutrient analysis
- Nutrition information accuracy audits

LeanPath helps you to view food waste in a completely new way, saving you money while engaging your employees and improving our environment. NRA members receive a 10% discount. Solutions:
- Sustainability
- Automated food waste monitoring systems
- View mobile, real-time insights via email, text or in your LeanPath dashboard

The NRA and Heartland has joined forces to empower restaurateurs to revolutionize operations with Full Course Business Solutions. Full Course provides a comprehensive menu of effective business tools and resources including the first-ever unified payments processing platform for the restaurant industry. Solutions:
- Processing
- Mobile
- Payroll
- Gift Card
- Analytics
- Loyalty marketing programs
- POS
- Lending
- Network

Our partnership with UnitedHealthcare enables us to provide our members with access to essential tools and health care options, often at significant discounts. Solutions:
- Medical, dental, vision and life insurance
- Access to a vast network of healthcare providers and services
- Range of wellness programs for groups and individuals
- Discount Healthcare card
- Easy, online plan management
- Health management tools
- Compliance assurance for employers and employees
When considering a new operation, it’s a widely accepted myth that franchise restaurants are much safer bets than independent restaurants. However, definitive research at Ohio State University found that the three year success rate for franchised restaurants is about 43%, only a few percentage points higher than it is for independents. That’s a far cry from the 90% or higher success rates claimed by many franchise organizations, but there is no doubt that the chains are becoming the dominant format for US restaurants.

In the 1970s, independent restaurants held a commanding 85% of the market share. During the 1980s, however, chain operators perfected their marketing strategies, developed detailed operating systems and mastered their ability to identify with consumer demand. Fueled by deep pockets, often from public stock offerings, they expanded at a rapid pace. Today, restaurant chains claim an 88% share of the domestic restaurant market.

This doesn’t mean that independent restaurants are an endangered species. For better or worse, the restaurant business still offers an amazing ease of entry. The harder question is whether a new independent venture will capture a following and survive long enough to get organized to the point where it can grow successfully. The odds are that it won’t ... and therein lies the opportunity.

Independent restaurant operators represent the American Dream at its finest. The individual creativity, character and energy that the independent restaurant brings to the American dining scene can never be matched by the national chains.

In fact, every national restaurant chain grew from a cohesive concept created by an independent operator. Without successful independents there will be no new national chains ... and nobody to give the national chains new ideas!

So while independents likely do not have the financial depth and marketing muscle of a chain, they do have or can have a very real competitive advantage in the market, one that the chains are ill equipped to counter.
The job of any business is to grow, so the evolution from single unit to multiple units is appropriate, but the farther a restaurant concept gets from its entrepreneurial roots, the more the priorities of the management seem to shift from taking care of its patrons to serving the needs of owners and stockholders. It is the difference between being in the restaurant business and being in the business of restaurants.

The result is that national chain restaurants have increasingly become a sterile array of similar restaurants serving similar food to similar audiences at similar prices predictable places where you can be efficiently processed but seldom feel well served.

Even though few are enjoying the sales volume they are truly capable of generating, chain restaurants and most dining establishments for that matter do a good enough job to stay in business and provide a living for the owners.

For the independent operator trying to hold their own against the onslaught of national chains, that competitive edge is the experience of hospitality.

National chain restaurants are focused on process and profitability over creativity and truly personalized service. As a result, many industry experts note that the overall dining experience in the country is becoming increasingly impersonal and unremarkable. Chains equate hospitality with service, not personal connection.

In fact, because the individualized nature of the hospitality experience does not lend itself to top down, numbers driven controls, chains don’t know how to deal with it, let alone foster it... and that is ultimately their Achilles heel when going head to head with a savvy independent.

I have said before that good food and friendly service are the price of admission, not a competitive edge. It takes something more to really stand out in a crowded market. For the independent operator trying to hold their own against the onslaught of national chains, that competitive edge is the experience of hospitality. Don't leave the human factor out of your planning process.
CALENDAR OF EVENTS
Find updates online at www.nebraska-dining.org

October 16
Hall of Fame Dinner
Institute of Culinary Arts at Metropolitan Community College

January 23
Annual Meeting of the NRA

February 4
Eastern Regional ProStart Competition
The Career Academy at southeast Community College, Lincoln, NE

February 20
Western Regional ProStart Competition
Scottsbluff, NE

February 24
Metropolitan Community College Culinary Competition
Omaha, NE

March 4
State ProStart Competition
Southeast Community College, Lincoln

April 3
Taste of Nebraska
Cornhusker Marriott, Lincoln

April 23
3rd Annual StarCity BaconFest
Cornhusker Marriott, Lincoln

April 28-30
National ProStart Invitational
Charleston, SC

FREE for Members and offer information on a variety of topics.
Visit http://www.restaurant.org/Events-Networking/Events/Webinars for more information on the webinars available.

Webinars:

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