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2017 was an exciting year for us at the Colorado Restaurant Association. We continued to do the work we do every day on your behalf. But we also thought it was time to take a step back and touch base with our membership in a more meaningful way. We hired a professional survey firm, Verometrics, to conduct detailed online and telephone surveys in order to better understand how we can serve you. They were able to successfully complete 320 surveys and the results are being used by the board and staff to determine our biggest priorities.

Here's what we found:

• 31% of CRA members state that finding, training, and retaining employees is their major business challenge (Single Biggest Concern)

• CRA members would like to see more business training at the manager/executive level and staff training in the areas of food safety, wait staff, customer service (FOH), online courses, etc.

• 61% of you find our Government Affairs work valuable or extremely valuable. You identified your top priorities as: wages, tip credit, taxes, healthcare reform, health department issues, liquor regulations, sick leave and menu labeling.

• We need to explore new and varied ways to communicate with you. There is no one preferred way by members to receive our communication. We should make it easier for you to find what you need.

• Top Benefits & Resources - members find VALUE in:
  - Labor Law Posters (87%)
  - Free Signage (78%)
  - Discount on Natural Gas (67%)
  - Discount on Music Licensing (63%)
  - Attorney Network - Free Legal Advice (61%)

For those of you who participated in our survey, we thank you! For those of you who did not, please consider participating in the future. We send surveys out to members on government affairs and other issues periodically - and we keep them brief. We rely on this feedback to help direct our activities. There are also opportunities to give feedback through our chapter boards. We have 9 chapters throughout Colorado (Boulder County, Breckenridge, Durango, Mile High, Northern Colorado, Pikes Peak, Pueblo, Steamboat & Summit County). Or get involved in our legislative committee - which provides feedback on all legislation in Colorado. Contact us to get involved today!

In 2018, you’ll see us continue our work to better support you and your needs based on the feedback you gave us last year.

Sincerely, Sonia Riggs - CRA President and CEO
**2017 INDUSTRY LEADERSHIP**

The Colorado Restaurant Association is led by people actively involved in our industry. The men and women elected as directors of the Association have not only successfully run their own businesses, but have volunteered countless hours in effective leadership within the Association. The directors of the CRA are elected by their peers to represent the foodservice industry in Colorado and we thank them for their dedication.

**CRA EXECUTIVE COMMITTEE**
Chair: Steve Kanatzar, The Airplane Restaurant
Past Chair: Paul Aylmer, Epicurean Group
Vice-Chair Gov. Affairs: Mark Rogers, Cheddar's Scratch Kitchen
Vice-Chair Conv/Events: Tom Carlson, DJTC | McDonald's
Vice-Chair Membership: Megan Gray-Stromberg, The BARly
Vice-Chair Communication: Aileen Reilly, beast + bottle, Coperta
Vice-Chair CRF: David Goetz, Service System Associates
Controller: KC Gallagher, Little Pub Company
Treasurer: Derek Figueroa, Seattle Fish Company
Secretary: Greg Howard, Garden of the Gods Club and Resort
Ex-Officio: Sonia Riggs, CRA President & CEO

**DIRECTORS**
Todd Bass, PepsiCo Foodservice
Lee Driscoll, Breckenridge-Wynkoop
Scott Engelman, SEAdvisors/Truffle Pig
John Imbergamo, The Imbergamo Group
John Johnstone, The Broadmoor
Sean Kaiser, The Egg & I Restaurants
Wayne Lajoie, Tundra Restaurant Supply
Jackson Lamb, Metropolitan State University of Denver
Gary Mantelli, Tavern Hospitality Group
Kenneth Monfort, Ciara Dawn Restaurant Co.
Lauren O'Brien, The Palm
Thom Parker, Meadow Gold Dairy
Ted Politte, Uno Pizzeria & Grill
Peter Rauen, S3 Hospitality
Laurence Rua, Centerplate
Emily Schwartz, Bonanno Concepts
Jim Smith, Republic National Distributing Company
Lam Vongsakoun, Ameristar Black Hawk

**CHAPTER PRESIDENTS**
Tony Milazzo, Sundown Saloon | Boulder County Chapter
TJ Messerschmitt, Twist/Relish | Breckenridge Chapter
Dave Woodruff, El Moro Spirits & Tavern | Durango Chapter
Cathy Cooney, The Palm | Mile High Chapter
Clay Caldwell, Mo’Beta Gumbo | Northern Colorado Chapter
Joe Padilla, Valley Hi Grill and Pub | Pikes Peak Chapter
Joe Schuetz, Sheraton Steamboat | Steamboat Springs Chapter

**CRA FINANCIALS**

These figures are based on the revenue and expenses of all three entities: CRA, CRF, and CRI.

**REVENUE**
- 30% Membership Dues
- 27% Membership Benefit Programs
- 17% Convention/Events
- 9% Contributions/Grants
- 9% Education
- 8% Other
- 1% Publications/Website

**EXPENSE**
- 37% Membership Service
- 25% Convention/Events
- 9% Government Affairs
- 12% Administration
- 6% Education
- 1% Board & Governance
- 10% Scholarship and Grant
- 3% Communication
In 2017, the Colorado Restaurant Association was instrumental in protecting restaurant and small businesses in the State of Colorado. As a leading trade association in Colorado and THE leading trade association for restaurants, the CRA lead the fight for and against issues that would impact the restaurant industry. Without the CRA, things would have been very different in Colorado.

**Dinner with the Governor** - In December, our Executive Committee had an intimate dinner with Governor Hickenlooper at the Governor’s Mansion. We were able to share real stories and difficulties that restaurants face every day and get advice from him on navigating through political challenges.

**Colorado Dept. of Revenue - Liquor Enforcement Division (LED)** - We continued to be a strong presence in LED Working Group Meetings throughout the Summer and Fall, participating in the following work groups: Trade Practices, Self-Dispensing/Growlers and Sales of Alcohol in Grocery Stores.

**Colorado Dept. of Public Health & Environment (CDPHE)** - We continued to meet with CDPHE on a quarterly basis to share issues that we are hearing from restaurants and new developments within the health inspection program.

## Colorado Bills of Interest

### Music Licensing

The CRA led the retail industry in changing Colorado’s laws concerning music licensing in order to bring more transparency and clarity to how performing rights organizations can operate in Colorado.

**Why Is This Important To You?** This bill required performing rights organizations to post relevant information on the Secretary of State’s website in order for them to operate in the State of Colorado. Now restaurants can verify rates specific and music licensed by each performing rights organization.

### Employees Purchasing Alcohol

The CRA worked to formally legalize practices that were industry standard but not always allowed by liquor enforcement. This law allows an employee or an agent of a licensee (in addition to the Registered Manager associated with the liquor license) to purchase alcohol for the licensee.

**Why Is This Important To You?** The passage of this legislation prevents the Colorado Liquor Enforcement division from giving your business a violation because alcohol wasn’t ordered by the owner or the registered manager for the license. Because of an interpretation made by LED in the summer of 2016, most liquor licenses would have seen a violation for not having their registered manager or owner order alcohol for the license.

### Age of Tavern Employees

Senate Bill 237 by Sen Gardner (R-Colorado Springs) fixed a mistake from legislation last year that removed language allowing employees of a Tavern that serves meals, to be between the ages of 18-20, if they are supervised by someone over 21. Senate bill 237 restored that provision.

**Why Is This Important To You?** The passage of Senate Bill 197 in 2016 screwed up at what age employees can handle alcohol in a Tavern Liquor License. The passage of this bill fixed the mistake that happened the previous year so Taverns that serve full meals can continue to hire 18-20 year old employees.
**COLORADO BILLS OF INTEREST**

### FAMILY AND MEDICAL LEAVE INSURANCE
The CRA worked with the business community to fight against a bill that would have created a Family and Medical Leave Insurance program in Colorado. This program would have instituted a required personal income fee to fund paid leave for individuals employed in the State of Colorado experiencing a Family and Medical leave qualifying event.

**WHY IS THIS IMPORTANT TO YOU?** The program contemplated in this legislation was unsustainable and would have put businesses in a difficult admin situation as the fee to fund the program could fluctuate periodically. This program could have significantly increased costs for businesses and would have put them in a position where they could easily make a mistake leading to a wage and hour claim from employees.

### BREWERY SALES ROOMS
The CRA worked with the liquor industry to oppose legislation that would have expanded the number of locations breweries can sell their product directly to the public.

**WHY IS THIS IMPORTANT TO YOU?** Currently, breweries don’t have to abide by the same licensing and health department laws as restaurants. By defeating this legislation, the CRA was able to ensure that breweries were not given an unfair advantage in competing with restaurants.

### DUAL CONSUMPTION OF MARIJUANA AND ALCOHOL
The CRA led the fight against an attempt by the marijuana industry to repeal a liquor rule that doesn’t allow marijuana to be consumed on a liquor licensed establishment. Had the attempt succeeded, marijuana advocates could have pressed for licenses that would allow for the dual consumption of marijuana and alcohol at bars and restaurants.

**WHY IS THIS IMPORTANT TO YOU?** Because of current laws in the State of Colorado, if a customer consumes marijuana at a liquor licensed establishment and ends up hurting someone, all of the liability falls on the restaurant. By stopping the repeal of this liquor rule, restaurants and bars don’t have the increased liability forced onto them.

### FEDERAL ADVOCACY
In addition to the work we do to support the National Restaurant Association’s work, we had the unique opportunity to coordinate an intimate Dinner with US Labor Secretary Acosta on July 23rd. We spoke to him about the tip credit and tip pooling, minimum wage, joint employer status, restrictive scheduling, immigration and workforce issues and more. We made an impression on the Labor Secretary by telling him personal stories about issues restaurants face every day.
2017 was a year of increased media coverage. We coordinated with restaurant PR contacts, creating another avenue to communicate with our members for media calls. And we participated with the Colorado Press Association conference in order to build relationships with more journalists.

Press coverage included:
- Tight labor market/hiring challenges
- Immigration challenges
- Minimum wage impacts
- Restaurant surcharge
- OT ruling delay
- Industry statistics
- Changes to the Food Code
- Service animals
- ADA lawsuits
- Restaurant technology
- Industry challenges
- Food delivery
- Blue Ribbon Legislative Reception
- Day Without an Immigrant Protest Feb 16
- Predictive/restrictive scheduling
- CRA legislative priorities
- Boulder soda tax
- Manufacturers sales rooms
- Denver smoking ban
- Tip pooling rules
- LED dual consumption
- CO2 changes in Denver
- Restaurant industry growth
- Colorado’s oldest restaurants/bars
- Industry Spotlight Awards
- Top Chef impact
- Colorado as fast casual HQ
- ProStart Invitational
- Colorado Restaurant Foundation 30th Anniversary
- Denver Food + Wine Festival
- Colorado Restaurant Show

We also changed the timing on the distribution of the newsletter which increased our Click to Open (CTO) ratio to 15.38% as opposed to 10.9%.

BLOG
We developed and published a blog with helpful business related articles to enhance and support our brand.

VIDEO
We also started filming a short (under 3min) monthly video newsletter with overwhelming positive feedback. We distribute the video through our website and social media, with Facebook reaching drastically more views.

EMAIL
We continued our relationship with MultiView to provide the weekly news digest CRA Today. This remains a popular feature for our members.

SOCIAL
We’ve been increasing our social media engagement through Facebook and Instagram.

INTERNAL
We continue to update our internally produced flyers, handouts, invoice inserts, etc. to have a more professional graphic appearance. The website is always being updated with the latest information. We also created a master Editorial Calendar to coordinate our messages across all of our communication platforms. This has been invaluable in our effort to guide our content to our various audiences, and will continue to be so as we add more communication vehicles.
The CRA has been protecting the interests of restaurant owners for over eighty-five years, and that emphasis has never changed. Today, not only are we one of the strongest lobbying organizations in the state, we are the only group advocating for you on a daily basis.

Our small but mighty staff has only one job: finding ways to make your life easier and your restaurant more profitable.

And, with that in mind, the CRA performed an in-depth survey of both current and former members to get your feedback on what we do well, what we could do better, and find out what was most important to you. The timing of the survey seemed to be spot-on, as people took the time to answer thoughtfully, and we were flooded with responses.

After sorting through the data, we discovered that there were too many people who were not aware of the CRA’s benefits and resources. After learning about them through the survey, people liked what they heard and wanted easier access for them to take advantage of these benefits.

In 2017, the CRA launched our FIRST CALL initiative, which is intended to be a reminder to our community of restaurants that our staff can save you time, money and headaches...IF you CALL US FIRST. We have attorneys and other professionals who are willing to help you at no charge and can put you on the right track to solving your issues, whether they are related to liquor, the health department and/or employees...if you need it, call us.

The second step in bringing useful and money-saving information to our members will be a mobile app. We started building the app so that members will have, at the touch of their fingertips, access to CRA support, benefits, compliance info, events and so much more. The app and a new texting service will be launched in 2018.

What questions are members asking? Here’s a few:

- How will a new law impact my business?
- I have a legal issue. Does the CRA offer a network for legal advice?
- What discounts does the CRA offer to save me money?

“CRA Membership has exposed us to numerous benefits because of the hard work they put in on our behalf. I have saved $400 a month in workers’ comp, 10% on music licenses and surely thousands of dollars through the CRA.” Lasinda Crane, Cranelli’s Italian Restaurant

“IT'S HARD TO SAY THAT THERE IS ONLY ONE THING THAT IMPRESSES ME WITH THE CRA. MAYBE AS A WHOLE IT’S THE ADVOCACY WORK. THE RESTAURANT BUSINESS CAN BE A PENNY-PINCHING GAME AND THE CRA GIVES US A VOICE.” Aileen Reilly, beast + bottle, Coperta

“I think the CRA is great. They take a stand for us and stay on top of what’s happening legislatively, watching bills coming through and seeing how they might affect us. We couldn’t run our business AND pay attention to that.” Andrea DeShano, Midwestern Saloon

87% Active Restaurant Members
11% Associate/Vendor Members
2% Institutional Members
.02% Honorary Members

75% Independently Owned and Operated
EDUCATION AND EXPERTISE

The CRA serves as the preferred knowledge resource for the industry. We hosted events across the state, providing members opportunities to network and a chance to absorb key industry insights. We are continuously working to improve our educational offerings based on member and committee feedback.

2017 PROGRAMS & EVENTS INCLUDED:

- Blue Ribbon Legislative Reception
- Pinnacol Safety Group Seminars
- ServSafe Food Handler, Manager and Alcohol trainings
- Liquor Violation Prevention
- Immigration Roundtable - Know your Rights
- Breaking Bad Behavior - top Labor Law regulations
- Cyber Security
- Culinary Cinema in partnership with the Denver Film Society
- Industry Spotlight Awards
- Golf Tournaments
- NRA Political Dinner
- Denver Food + Wine Festival
- Colorado Restaurant Show
- And more! For 2018 programs and events visit corestaurant.org

More than 250 people attended the Industry Spotlight Awards, which shines a spotlight on the best in Colorado’s hospitality industry. Our 2017 winners included:

**THE RICHARD P. AYERS AWARD FOR DISTINGUISHED SERVICE:** Paul Aylmer - Epicurean Group

**COLORADO FOODSERVICE HALL OF FAME**
- Jim Shields - Snake River Saloon and Steakhouse
- Jim and Angelo Karagas - My Brother’s Bar
- Gene Tang - 1515 Restaurant
- The Mobell Family - The Blue Bonnet Restaurant
- Dave Query - Big Red F Restaurant Group

**SIGNATURE DISH AWARDS**

- Outstanding Media Professional: Teresa Farney, Colorado Springs Gazette
- Philanthropist: Joshua Olsen and Johnny Ballen, The Squeaky Bean Farm + Table/Bean Acres Farm
- Exceptional Newcomer: FoodMaven
- Regional Outstanding Professional: Clay Caldwell - Mo’ Betta Gumbo; Tony Leahy - Patty Jewett Bar & Grill
- Outstanding Professional: Bobby Stuckey and Lachlan Mackinnon Patterson - Frasca Food & Wine; Scott Skomal - Sheraton Denver Downtown Hotel
- Noel & Tammy Cunningham Humanitarian Award: Eddie and Dick Robinson, Robinson Dairy
- Colorado Homes & Lifestyles Best Restaurant Design Award: Hearth & Dram
- Pinnacol Assurance Safety Award: Dillon Dam Brewery

**COLORADO RESTAURANT SHOW**

Presented by the CRA, the Colorado Restaurant Show is an annual networking and learning event for restaurateurs, chefs and restaurant and bar managers in the Rocky Mountain region. Leading restaurant suppliers in Colorado meet with industry leaders and tastemakers to market new trends and products. The Colorado Restaurant Show also offers panel discussions and industry speakers that inspire attendees.

This year the show featured our celebrity keynote presentations from Danny Meyer of Union Square Hospitality Group and Shake Shack. His session on workplace culture was incredibly popular with the attendees.

Key Stats from the 2017 Colorado Restaurant Show:

- 1,167 conference attendees
- 125 exhibitors
- 12 sessions and workshops
- Danny Meyer keynote speaker
- 21 conference sponsors

Save the Date for the 2018 Colorado Restaurant Show on September 17 and 18, 2018 at the Colorado Convention Center!
Established in 1987 as the philanthropic foundation of the Colorado Restaurant Association, the Colorado Restaurant Foundation is a 501(c)3 non-profit dedicated to providing access to the education, skills, and financial means to pursue a successful career in the foodservice and hospitality industries.

The Foundation's Colorado ProStart® Program, Scholarships, and ServSafe® programs bridge the gap for the employment needs of the industry, fostering talented students who are passionate about pursuing meaningful foodservice and hospitality careers.

- In 2017, the Foundation launched the CRF Angel Relief Fund to provide emergency assistance grants to Colorado’s Hospitality employees in need.

**COLORADO PROSTART UPDATE**
- The Foundation expanded the Colorado ProStart program to Durango, Vista Academy (Denver), Thompson Valley (Loveland), and Warren Tech.
- Student enrollment to 850+
- Provided 1,000 students Food Handler & Manager ServSafe Certifications
- Contributed $144,500 directly to Colorado high schools to support student employability skills training, technology, equipment, business enterprises

**COLORADO DEPARTMENT OF LABOR GRANT**
The CRF received funding from a $362,000 Hospitality Career Secondary Education Grant from the Colorado Department of Labor and Employment. The grant was used to expand and enhance the Colorado ProStart program in 2017/2018.

**FUNDRAISING**
In 2017 the CRF raised approximately $1.1 million.
CRA MISSION/VISION
The mission of the agency is to be THE SOURCE of insurance products for the hospitality industry and to address the needs and best interests of Colorado’s restaurants. To support and advance the goals and objectives of the CRA and its members.

ABOUT CRI
Established in 1993, the Colorado Restaurant Insurance Agency (CRIA) provides focused insurance solutions to the hospitality industry in Colorado. The CRI, a wholly owned subsidiary of the Colorado Restaurant Association, is an independent property and casualty insurance agency.

2017 HIGHLIGHTED ACCOMPLISHMENTS
- Continued growth in the numbers of hospitality accounts managed - currently serving more than 1,250 restaurant locations throughout Colorado.
- The Agency grew participation in our employment practices liability insurance (EPLI) program. Our program provides insurance for employment related exposures including harassment, discrimination, wrongful termination, etc. And provides human resources (HR) assistance including an HR toolkit, access to HR lawyers and additional resources to adequately handle HR issues that arise in the workplace.
- The Agency grew participation in our Cyber Liability program. Cyber Liability policies provide protection against the exposures operators face in managing Personally Identifiable Information of their customers. Cyber Liability is the fastest growing exposure facing small business operators.
- We continue to utilize CSR24, an online account management program, easing customer access to policy information.
- The agency worked alongside our clients in more that 700 claim scenarios in 2017. Our goal is to bring guidance, support and assistance through these sometimes difficult situations.

CRA SAFETY GROUP
An exclusive benefit to CRA members, the CRA Safety Group is a workers’ compensation dividend plan offered by Pinnacol Assurance. The goal of the plan is to pay dividends to participants who operate a safe workplace. Qualified participants can earn a 4% discount!

The CRA Safety Group plan has distributed more than $7.2 million in dividends back to CRA members since 1993.

OUR VALUES
Focused
Advising, protecting and insuring Colorado's restaurants is all we do. With more than 1,200 restaurants insured across the state, we help operators navigate the complexities of protecting their largest asset.

Advocates
We share the same values and the same goals as you. We join our parent company, the CRA, in providing resources that educate on the widespread challenges that occur within our industry.

Knowledgeable
Every day, our agency works inside Colorado's restaurants, assessing configurations and making skillful recommendations to appropriately manage risk.

Consultative
We work with our clients to balance cost versus coverage adequacy. We will recommend the most appropriate coverage for you - even if it's not with our agency.

Independent
As an independent agency not tied to any one provider, we can compare the offerings of several insurance companies and align your coverage with the most favorable provider for you.
YOUR FIRST CALL!

The CRA has the ability to help you with problems you encounter as a restaurant owner and operator. We know you are busy running your business and don’t have the time to keep up with new laws and regulations. That’s what we are here for! We can often save you time and money if you call us first. Here are just some of the questions we can help with:

**LABOR LAW**
- What are the **wage requirements** in Colorado?
- How do I run a legal **tip pool**?
- What is the difference between **tips and service charges**? How do I handle each?
- Do I still need to complete the **Colorado Affirmation Form**? (Hint: No!)
- How do I comply with Colorado’s **Pregnancy Accommodation Law**?
- How do I handle **final paychecks**?
- Should I become **Facebook friends** with my employees? (Hint: No!)
- I need a **labor & employment** attorney. CRA can recommend someone to give you free, limited advice, and special CRA pricing for more complicated issues.
- Where do I get **free labor law posters**? (Hint: From us!)

**HEALTH CODE**
- I have questions about my last **health inspection**. I think the inspection was unfair or incorrect.
- Am I complying with the **consumer advisory requirements**? Do I have to reprint my menus?
- Can I allow **dogs on my patio**?
- Is a **HACCP plan** needed?

**LIQUOR ISSUES**
- Do I need **minor warning signs**? We’ve got them.
- Do I need **removal of alcohol signs**? Ditto.
- I have questions on **liquor violations**.
- My liquor **license** is taking too long.
- How can I comply with the **liquor code**?
- How much liquor **can I purchase** from a retail liquor store each year?
- What do I do if someone is **smoking marijuana** on my property?
- I need a **liquor attorney**. CRA can recommend someone to give you free, limited advice, and special CRA pricing for more complicated issues.

**GENERAL BUSINESS**
- Where do I find an **insurance agency** that gets me competitive pricing and understands the restaurant industry?
- What do I need to know about **service animals** in my restaurant?
- Are customers allowed to **smoke e-cigarettes** in my restaurant?
- How do I make sure I am in **compliance with EMV** (chip card) requirements?
- What do I do if someone is **smoking marijuana** on my property?
- I need a **liquor attorney**. CRA can recommend someone to give you free, limited advice, and special CRA pricing for more complicated issues.

(303) 830-2972 | (800) 522-2972
corestaurant.org/member-center/benefits
This year CRA members were front and center at all of our events. From PAC dinners to golf tournaments and shows, our members are the face of our industry.

Photo captions:
1- Paul Aylmer winning the Distinguished Service Award!
2- Clay Caldwell getting honored at ISA
3- Students competing at the Colorado ProStart Invitational
4- Jim N Nick’s team at DF+WF
5- The membership team setting up for the Colorado Restaurant Show
6- Danny Meyer at the Colorado Restaurant Show
7- Gale Gand at DF+WF
8- Political Dinner
9- Dinner Under the Stars