



## A Wonderful Evening Honoring the 2016 MRA Hall of Fame Inductees!

On Wednesday, November 16, Steve Miller, the 2nd Generation Wong Family (Andy, Bob, Linda, Lisa, Donald & Stanley), John Coyne and Kevin Harron were inducted into the MRA Hall of Fame. Congratulations again! Click [here](#) to view the Hall of Fame photo album.

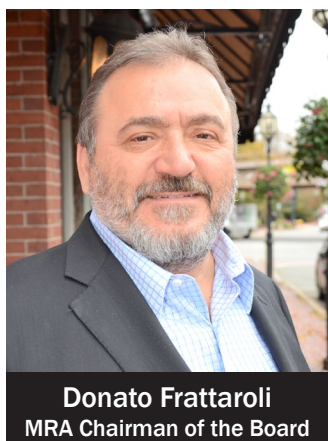


## The MRA's Top Holiday Gift Wish List\* for 2017



10. President elect Trump deletes his Twitter account. If not, no matter what, no good can come of it.
9. TB12, Gronk, and the Patriots stay healthy and the "Drive for Five" Super Bowl's remains on track, with no Saturday night playoff games...*oop's, wrote this too early!*
8. Commonsense prevails on the issuing of liquor licenses and municipalities stop requesting to double their existing allotment – besides everything else, we can't even staff existing restaurants.
7. Paid, professional protestors that sit in the middle of the road to block traffic are prosecuted to the fullest extent of the law.
6. Government leaders and citizens alike realize that everything does not have to be black or white when it comes to solving America's problems, negotiation actually means 50 shades of gray works just fine!
5. That our employees have affordable housing options and safe, reliable transportation that doesn't go dark just because it is nighttime.
4. While the Red Sox can never truly replace Big Papi, that they don't announce a plan of "DH By Committee" – we have seen that movie before and it did not end well.
3. Harvey Leonard is only able to get all excited about three minor snowstorms this season, two on Sunday night, and one from 10 PM to 4 AM Tuesday into Wednesday.
2. Elected officials continue to recognize the value of the restaurant industry: especially the hundreds of thousands of jobs it provides for individuals in MA, the never wavering philanthropic endeavors, and the sense of community each restaurant provides.
1. Our guests continue to honor our efforts as well as those of our teams, by continuing to visit our restaurants frequently, and maybe even sneaking in once or twice more every month!

*\*Please note, this list is not endorsed by the Executive Committee, The Board of Directors, nor the National Restaurant Association. There is to be no wagering on what has made the list, it's for entertainment purposes only!*



Dear Members,

As we enter the holiday season, I believe you are all like me - I get so excited for a prosperous holiday party season. It is a time when our guests enjoy great times with friends and family, and we find new guests we have never met before and turn them into regulars. It's a time of celebration that we are so thankful they choose to share with us, and all of our employees. We look forward to the smiles from those guests who really are the foundation of our restaurants. At

the same time, our staff makes great money, and they in turn get to celebrate with their families and friends.

That is a gift we love to receive. I think that this year, more than most in recent past, we get to put all the noise we have had to endure over the past few months behind us, at least for a moment. It seems that it has cast a pall over our business, our employees and our guests, as it was totally consuming and frankly hard not to get caught up and talking about, no matter what your belief or choices. Everybody is looking to just exhale, have some fun, and focus on the good things in our lives. I think the more we encourage our teams to think like that, the more we can influence the conversation in our restaurants, and that is a gift everybody deserves!

Random acts of kindness during the holiday season give people something to talk about and focus on. These acts do not need to be expensive, in fact they sometimes cost nothing at all but thoughts and action. They mean an awful lot to our employees, and it shows our actions do indeed speak louder than our words.

So this year, I am going to look for moments where I can find random acts of kindness to help drive the spirit and change the conversation. I hope each of you take the time to do the same within your businesses – together, we really do make a difference.

No matter what holiday you celebrate, I wish you, your family, your employees and guests a wonderful and joyous time, and I thank you for making the food and beverage industry in Massachusetts so vibrant and exciting.

Sincerely,

Donato Frattaroli  
MRA Chairman  
[dfattaroli@themassrest.org](mailto:dfattaroli@themassrest.org)

## MRA STAFF

### Bob Luz

President & Chief Executive Officer  
[bluz@themassrest.org](mailto:bluz@themassrest.org)

## MEMBERSHIP TEAM

### Kerry Miller

Director of Membership Services  
[kmiller@themassrest.org](mailto:kmiller@themassrest.org)

### Bob Brammer

Member Services Manager - Central & South  
[bbrammer@themassrest.org](mailto:bbrammer@themassrest.org)

### Lynne Johnston

Member Services Manager - West  
[ljohnston@themassrest.org](mailto:ljohnston@themassrest.org)

### Lina Szymkowski

Member Services Manager - Boston & North  
[lszymkowski@themassrest.org](mailto:lszymkowski@themassrest.org)

### Stephen Clark

Director of Government Affairs  
[sclark@themassrest.org](mailto:sclark@themassrest.org)

### Christine Johnson

Director of Communications  
[cjohnson@themassrest.org](mailto:cjohnson@themassrest.org)

### Stacey Sawyer

Director of Education  
[ssawyer@themassrest.org](mailto:ssawyer@themassrest.org)

### Renée Serafino

Director of HR & Business Operations  
[rserafino@themassrest.org](mailto:rserafino@themassrest.org)

### Tracy Zibell

Educational Foundation Program Assistant  
[tzibell@themassrest.org](mailto:tzibell@themassrest.org)

## INSIDE THIS ISSUE:

Current Issues: Current Economic Indicators, Overtime Pay Changes Update, New I-9 Form .....	3
Membership News .....	4
MRA Member Profile: 110 Grill .....	5
Education News: Veteran Cookie Walk, ServSafe Training Schedule .....	6
MRA Scholarship Recipient Spotlight .....	7
Welcome New Members, MBTA Overnight Service Survey .....	8



# CURRENT ECONOMIC INDICATORS - MASSACHUSETTS MEALS TAX COLLECTIONS

Sept 2016: \$105,283, 033  
Sept 2015: \$104,162,756

**1.0%**  
INCREASE



*\*this reporting period had an extra weekend in 2015*

October 2016: \$100,383,936  
October 2015: \$95,074,694

**5.1%**  
INCREASE



YTD 2017: \$413,148,787  
YTD 2016: \$397,431,881

**3.9%**  
INCREASE



FY: JUL-JUN

## CONSUMER CONFIDENCE (0-150 scale)

	United States	New England
OCT	98.6	99.2
SEP	104.1	95.6
AUG	101.0	90.9
JUL	96.7	102.7

## UNEMPLOYMENT as of October 3, 2016

Massachusetts:

**3.3%**

United States:

**4.9%**

## PRICES (YR OVER YR)

Wholesale food prices:

**DOWN 4.2%**

Menu prices:

**UP 2.7%**

## COURT BLOCKS OVERTIME PAY CHANGES

By John Coyne, MRA General Counsel

A Federal Judge entered a preliminary injunction that blocks the U.S. Department of Labor from implementing the overtime rule that would have required an employer to pay overtime to any salaried employee whose annual salary is less than \$47,892. The rule would have gone into effect on December 1, 2016.

### Who sought the injunction?

Numerous States and over fifty (50) business organizations [the "Plaintiffs"] brought a lawsuit claiming that the overtime rule was unlawful and sought the injunction while their lawsuit was pending and until it was decided.

### How long will the injunction be in place?

It will remain until the Judge or an Appellate Court modifies or vacates it.

### Does that mean the injunction will be modified or vacated?

Not necessarily. The injunction is likely to remain until the Judge enters a final judgment following a trial of the Plaintiffs claims. If the Plaintiffs are successful, the injunction would become permanent.

### Why did the Judge enter an injunction?

He considered many factors, believed Plaintiffs have a likelihood of success in their lawsuit and concluded the status quo should be maintained until the lawsuit is decided.

### Why did the judge believe Plaintiffs have a likelihood of success?

Primarily because he concluded the U.S. Department of Labor does not have the legal authority to base overtime exemptions on a salary test. Rather, the Judge's view of the law is that the test of whether an employee is exempt from overtime depends only on the duties performed and whether they are the duties of an exempt employee, regardless of salary.

### What does the injunction mean?

It means what it says. The U.S. Department of Labor is barred from implementing or enforcing its overtime rule that would otherwise have gone into effect on December 1, 2016. As such, there is no change in an employer's overtime pay obligations while the injunction remains.

### What is DOL's Next Step?

On December 1st, The U.S. Department of Labor filed a notice of appeal indicating plans to challenge the federal overtime regulations freeze. The appeal does not lift the injunction and employers are not required to comply with the new overtime rules until the court takes action.

## NEW I-9 FORM - EFFECTIVE JAN. 22, 2017

The U.S. Citizenship and Immigration Services (USCIS) has released a new version of the Form I-9, the Employment Eligibility Verification form. Employers use the I-9 to verify the identity and work authorization of newly hired employees. The new version of the I-9 is aimed in part at making it easier for employers and employees to complete portions of the form electronically. USCIS has not yet updated its Handbook for Employers explaining the new form, but says the update is coming soon. Employers must begin using the new I-9 effective **Jan. 22, 2017**.

Click [here](#) for more information on the USCIS website.

## 2017 MINIMUM WAGE EFFECTIVE JAN. 1, 2017

The new Massachusetts minimum wage is effective **January 1, 2017**.

### If an employee works 40 hours or less per week:

- Minimum wage for first 40 hours - \$11.00/hr
- Tipped minimum wage for first 40 hours - \$3.75/hour

### If an employee works 40 hours or more per week:

- Minimum wage for first 40 hours - \$11.00/hour
- Tipped minimum wage for First 40 hours - \$5.88/hour
- Overtime wage after 40 hours - \$16.50/hour
- Tipped overtime wage after 40 hours - \$11.38

### NOTICE TO EMPLOYEES MINIMUM WAGE LAWS Effective January 1, 2017

NOTES: The Massachusetts and Federal Minimum Wage Laws require all employers to pay wages of no less than those indicated in the following schedules.

(a) If employee works 40 hours or LESS per week:

Minimum wage for first 40 hours

Tipped employees must be paid a cash wage of not less than

**\$11.00** **\$3.75**

(b) If employee works MORE than 40 hours per week:

Minimum wage for first 40 hours

Tipped employees must be paid a cash wage of not less than

**\$11.00** **\$5.88**

OVERTIME WAGES AFTER 40 HOURS

Tipped employees must be paid a cash wage of not less than

**\$16.50** **\$11.38**

\*NOTES: Federal law requires payment of one and one-half (1.5) the regular wage rate for each hour worked in excess of 40 hours in any work week.

Click on [poster image](#) above for a full-size poster to print

## EMV CHARGEBACK POLICY MODIFICATIONS

By: Angela Ihry, Heartland

**Heartland** EMV chargeback policies have been modified to limit the number of fraudulent transactions that issuers can charge back to merchants (and their acquirers).

Historically, issuers have been responsible for the full cost of counterfeit fraud that takes place at a merchant. In 2011, to support the migration to EMV chip technology, Visa announced a liability shift that became effective in October 2015. With this change, the cost of counterfeit fraud is the responsibility of the party – either the merchant or the issuer – that has not implemented chip technology.

However, Visa says given that some merchants are still working to get their chip terminals enabled and certified, they may now be bearing the cost of counterfeit fraud originated in their stores. Visa's actions today seek to alleviate the impact on merchants while they work through the transition.

Visa and American Express have modified its policies to limit the number of fraudulent transactions that issuers can charge back to merchants (and their acquirers). Effective July 22, 2016, Visa blocked all U.S. counterfeit fraud chargebacks under \$25 and effective August 31, 2016, American Express blocked all U.S. counterfeit fraud chargebacks under \$25. These smaller chargebacks generate a great deal of work and expense for merchants and acquirers, with limited financial impact for issuing banks.

In addition, effective October 1, 2016, Visa issuers were limited to charging back 10 fraudulent counterfeit transactions per account, and will assume liability for all fraudulent transactions on the account thereafter. This reinforces the responsibility

issuers already have to detect and act on counterfeit fraud quickly. These blocks will stay in effect until April 2018.

Also, effective October 14, 2016, MasterCard issuers were limited to charging back 15 fraudulent counterfeit transactions per account, and will assume liability for all fraudulent transactions on the account thereafter. MasterCard will also block chargebacks if authorization was attempted after the card reported fraud and they will automatically block invalid EMV disputes.

These changes together will significantly reduce the number of chargebacks that merchants are seeing. Following these changes, merchants can expect to see 40% fewer counterfeit chargebacks, and a 15% reduction in U.S. counterfeit fraud dollars being charged back.

To summarize:

**Visa** - Effective July 22, 2016, Visa will no longer allow EMV counterfeit chargebacks for sales under \$25

Effective October 1, 2016, issuers will be limited to charging back 10 fraudulent counterfeit transaction per account

**AMEX** - Effective August 31, 2016, AMEX will no longer hold merchants liable for chargebacks of counterfeit fraud sales under \$25

**MasterCard** - Effective October 14, 2016 MC will limit the chargebacks to 15 per card account. MasterCard will also block chargebacks if authorization was attempted after the card reported fraud and they will automatically block invalid EMV disputes.

## PRIME SOURCE PURCHASING - HAVE YOU APPLIED YET?



At times, when we are touring member restaurants an owner will tell us that they weren't aware of an important communication or benefit notification. This is

understandable, because as a business owner you start off the day time poor and then get pulled in a thousand directions. It is the reason we work to give you important information in easy to use and impactful platforms like this monthly newsletter or our monthly "News You Can Use Video" and the weekly e-blasts that cover timely topics and alerts.

Even with all communication methods, there are times when you have to put an exclamation point on something important, like our member value benefit program - Prime Source Purchasing.

Formally, Prime Source Purchasing is a consulting and administrative company which establishes partnerships between foodservice operators, manufacturers and distributors. They offer operators a customized approach to evaluate needs, negotiate manufacturer programs, track and

analyze purchasing data and provide ongoing communication to ensure maximum cost savings.

Informally, they find you manufacturer rebates for you while you do nothing.

Case in point, check out the testimonial from Josh Van Dyke from NU Café, Worcester and opening soon in Somerville:

***"Four months ago Kerry Miller told me that we are missing out on free money. He got my attention. He introduced me to Prime Source Purchasing's program that helps get rebates from manufacturers that we are currently overlooking. We received our first quarterly check for \$150 without having to lift a finger. No brainer!"***

There is no catch and it's a benefit that only MRA Members can participate in. It takes a few minutes to complete the application which you can find in your members portal on the MRA Website. Or you can simply reach out to your MRA Membership Manager and they would be happy to assist you in completing the application and submitting to Prime Source Purchasing. Why leave ongoing rebate dollars on the table for a few minutes of your time?

Click [here](#) for more information.

### MRA MEMBERSHIP SERVICES

Lina Szymkowski - Manager, Boston and Essex County - Cell 781-962-3423 [lszymkowski@themassrest.org](mailto:lszymkowski@themassrest.org)

Lynne Johnston - Manager, Western Region - Cell 774-312-1507 [ljohnston@themassrest.org](mailto:ljohnston@themassrest.org)

Bob Brammer - Manager, Central Region and Cape - Cell 202-270-7985 [bbrammer@themassrest.org](mailto:bbrammer@themassrest.org)

Kerry Miller - Director - Cell 508-330-7864 [kmiller@themassrest.org](mailto:kmiller@themassrest.org)





**RYAN DION**



# 110 Grill

## WE ARE THE MRA MEMBER PROFILE

**Name:** Ryan Dion

**Restaurant:** Headquartered in Westford, MA, 110 Grill currently has locations in Chelmsford, Nashua, Berlin, Hopkinton and Wayland.

**Year Founded:** 2014

**Website:** [www.110grill.com](http://www.110grill.com)

**MRA Member since:** 2015

**What is your specialty?** 110 Grill features modern American cuisine in a trendy casual atmosphere. We are passionate about pure flavor, a scratch kitchen with the freshest ingredients and creating an inviting atmosphere that can play perfect host to an intimate dinner, a family celebration or a cocktail with friends during the game. Our restaurants feature patio seating, and our private dining rooms are ideal for bridal showers, rehearsal dinners, business meetings and much more! We are very committed to allergy awareness and offer extensive gluten-free menus.

**Why is the MRA important to you and your business?** "The MRA has been a long time friend of ours. We enjoy networking and attending events to promote 110 Grill, and we have had success building relationships with other members that have resulted in various business partnerships. They also provide useful information on the ever changing laws that affect our industry."

## FUN FACTS about 110 Grill:

1. The name 110 Grill comes from our first restaurant being located on route 110 in Chelmsford, MA. Ryan Dion started the company in September 2014 by taking over the existing restaurant in Chelmsford, revamping and remodeling the entire restaurant, and building the brand.
2. In 2016, 110 Grill successfully opened 3 restaurants during a 5 month period.
3. 100% of our core lunch and dinner menu is either naturally gluten free or can be modified to be.
4. 110 Grill features a scratch kitchen where almost everything is made in house.
5. When working on our menu, our Director of Food & Beverage, Adam Dorey, created many entrees that are our own twist on traditional dishes, like our Chicken Caprese Parmesan, which is one of our most popular items.
6. 110 Grill has been featured on Phantom Gourmet and in the Boston Globe, MetroWest Daily News, Lowell Sun and many other local media outlets.
7. Our team has won many awards, including being named Restaurant of the Year by the Middlesex West Chamber of Commerce in early 2016.
8. Our high top booths are one of our guests' favorite places to sit in our restaurants because the guests are able to watch all of the action in the open kitchen.
9. We enjoy supporting local non profits through attending and sponsoring events and providing donations. During our restaurant openings this year we donated to town food pantries and the families of local police officers that were killed in the line of duty.
10. The next restaurants that we are opening will be in Rochester, NH; Leominster, MA and Braintree, MA.



## VETERAN COOKIE DRIVE



This week, ten of our ProStart schools participated in our first annual Veteran Cookie Drive for Veterans and their families. We worked with the MA National Guard Family Program to help organize our efforts. Over 1,250 homemade cookies were distributed to six holiday party locations across the Commonwealth for our Veterans and servicemembers being deployed over the next several months. **Nancy Haney** and her students from Tri-County Regional Vocational Technical High School also included cards of gratitude with their cookies.

We were thrilled to be able to do this with our schools to support our military. We're hoping to organize these efforts nationally next year. Thank you to **Tanya Rioux** from the **MA National Guard Family Program, Assabet Valley Vocational High**

**School, Carver High School, Diman Regional Vocational Technical High School, Essex Agricultural and Technical High School, Greater New Bedford Regional Vocational Technical High School, Madison Park High School, Medford Technical High School, Minuteman Career and Technical High School, Taunton High School, and Tri-County Regional Vocational High School.**

## SERVSAFE TRAINING SCHEDULE

### SERVSAFE MANAGER

DATE	LOCATION	CLASS	TIME
January 9th & 23th	Cape Codder	ServSafe Manager	4:30-8:30pm
January 9th & 23th	MRA	<b>ServSafe Manager Portuguese</b>	3-7pm
January 10th & 24th	MRA	ServSafe Manager	3-7pm
February 6th & 20th	Kowloon	ServSafe Manager	3-7pm
March 6th & 20th	MRA	<b>ServSafe Manager Portuguese</b>	3-7pm
March 15th & 29th	MRA	ServSafe Manager	3-7pm
April 11th & 25th	Kowloon	ServSafe Manager	3-7pm
May 1st & 15th	Cape Codder	ServSafe Manager	4:30-8:30pm
May 8th & 22nd	MRA	<b>ServSafe Manager Portuguese</b>	3-7pm
May 16th & 30th	MRA	ServSafe Manager	3-7pm

### SERVSAFE ALCOHOL

DATE	LOCATION	CLASS	TIME
February 21st	MRA	ServSafe Alcohol	5-9pm
April 10th	Cape Codder	ServSafe Alcohol	4:30-8:30pm
April 18th	MRA	ServSafe Alcohol	5-9pm
June 5th	Cape Codder	ServSafe Alcohol	10am - 2pm
June 20th	MRA	ServSafe Alcohol	5-9pm

### SERVSAFE RECERTIFICATION

DATE	LOCATION	CLASS	TIME
February 7th	MRA	ServSafe Recert	3-7pm
March 13th	Cape Codder	ServSafe Recert	4:30 - 8:30pm
April 24th	MRA	ServSafe Recert	3-7pm
May 9th	Kowloon	ServSafe Recert	3-7pm
June 6th	MRA	ServSafe Recert	3-7pm



To schedule classes or for more info, email [Tracy Zibell](mailto:Tracy.Zibell@ma-nra.org) or call **800-852-3042, ext. 10.**

*Classes may be cancelled or changed due to attendance.*



**MRAEF SCHOLARSHIP RECIPIENT  
CARLEY SNELSON**

***How long have you been interested in culinary arts?***

I grew up watching my mom own and operate a catering and cake decorating company out of our home. When I figured out that baking was a career that I could pursue, I knew it was exactly what I wanted to do.

***How did you hear about the ProStart Program during High School and what made you get involved?***

My guidance counselor at Chelmsford High School informed me about this scholarship program. Since then, I have applied each year and have been fortunate enough to have received not only one, but three scholarships.

***You have been a recipient of the MRA Scholarship for the past three years. Tell us about how that has affected you.***

Over the past three years, I have received over \$7,000 in scholarships from the MRA. While this money has helped take a little financial burden off of my parents and I, it has also given me the opportunity to network with the most outstanding people in our industry. Each year I look forward to the scholarship gala to reconnect with the mentors I've met in the previous years and continue to network with people in the industry. I am so grateful for the relationships and connections I have formed with the MRA family, and for the scholarship money that has helped me further my education of the industry we all love so much.

***From your experience in culinary school so far, what is the most important thing you've learned?***

Throughout my culinary school experience so far, I have learned that you can never stop learning. If you go into culinary school with the mindset that you only have that set amount of time left to further your education, you are wrong. It is important to wake up every day ready to learn more about the evolving industry that we are in. No matter where you are at in your schooling or career, there are

lessons and tricks of the trade to be learned at every stage, and by almost everyone you encounter throughout your life. With an open mind and the determination to continue to learn, any culinary student is pushed to reach their full potential.

***Do you have any advice for students thinking about pursuing a degree in culinary arts or hospitality?***

The food and restaurant industry is a creative and fun environment, but also a very hard working industry. Throughout internships and jobs I have found myself working many doubles and putting in well over 70 hours a week. You will work next to people that may not share the same passion for food that you do, or people that are simply just trying to clock in and receive a pay check. It is important to hold on to the passion behind your work and push yourself every day to improve your skills and continue to learn at every stage of your career. The biggest drive behind your success is yourself, so it is important to stay motivated and inspired each day. Once you have that drive, you can accomplish anything you put your mind to, and don't ever let anyone tell you otherwise.



**Name:** Carley Snelson

**High School:** Chelmsford High School,  
Class of 2014

**Culinary School:** Southern New Hampshire University  
Hooksett, NH (where Carley is a  
Presidential Ambassador, Junior  
Manager of the Quill Restaurant  
on campus, and a Peer Mentor for  
other culinary students.)





## WELCOME NEW MRA MEMBERS!

### Biryani Pot

255 Worcester Rd  
Framingham, MA 01701  
(774) 338-4545  
Arun Vellanki

### Bradford Tavern

87 Haverhill St  
Rowley, MA 01969  
(978) 774-1724

### Chester P Tuttle Post 279 American Legion

88 Bancroft St  
Auburn, MA 01501

### Dylan's Bar & Grill

789 Centre St.  
Brockton, MA 02302-3428  
(774) 381-7103  
Eric Ledin

### Flying Saucer Pizza Company

118 Washington St  
Salem, MA 01970  
(978) 594-8189  
Steven Feldmann

### Murphy's Restaurant & Pub

300 Derby Street  
Salem, MA 01970  
(978) 744-8889  
Peter Kelly

### Ostra

1 Charles St South  
Boston, MA 02116  
(617) 421.1200  
Alex Hage

### The Pickled Onion

357 Rantoul St, Beverly, MA  
(978) 232-3973  
Peter Kelly

### Sorellina

1 Huntington Ave  
Boston, MA 02116-5113  
(617) 412-4600  
Dominick Minots

### Tavern Road

343 Congress St.  
Boston, MA 02210-1214  
(617) 790-0808  
Michael DiBiccari

### Teatro

177 Tremont St  
Boston, MA 02111-5113  
(617) 778-6841  
Sarah Dunne

### VASA Waterfront Kitchen & Bar

175 Bridge Rd, Salisbury, MA  
(978) 358-1700

### West End Bar and Grill

63 Mazzeo Dr.  
Randolph, MA 02368  
(781) 885-2674

## REMINDER: MBTA OVERNIGHT SURVEY - YOUR INPUT IS NEEDED!

The Massachusetts Restaurant Association has been working with the State, city officials, the MBTA and other transportation advocates in pushing for a reliable and affordable way to get restaurant and hospitality industry employees to and from work. While "night service" in the past only extended the T for two hours on Friday and Saturday nights, a new idea has emerged that will offer service 7 days per week between the hours of midnight and 5AM.

### EMPLOYEES:

for the employee survey, click [here](#).

### EMPLOYERS:

for the employer survey, click [here](#).

## THANK YOU TO OUR 2016-2017 ANNUAL SPONSORS:



Massachusetts Restaurant Association  
333 Turnpike Road - Suite 102, Southborough, MA 01772  
Phone: (508) 303-9905 Fax: (508) 303-9985 [www.themassrest.org](http://www.themassrest.org)

### FOLLOW US!



[facebook.com/marestaurants](https://facebook.com/marestaurants)



[twitter.com/massrestaurants](https://twitter.com/massrestaurants)



[instagram.com/ma\\_restaurants](https://instagram.com/ma_restaurants)



Check out the MRA LinkedIn Group