

## SECTION 2

# LEADERSHIP

### CHAPTER OFFICER RESPONSIBILITIES

Each of the following is a one-year term that begins upon adjournment of the Expo following election and continues until a successor is qualified and elected.

The incoming President (that takes office July 1) is invited to attend the Chapter Presidents' Orientation (CPO).

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#### Chapter President

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##### **Description**

- Chief executive officer of the chapter performing all duties expected of the office as required by the Constitution, the bylaws and the board of directors.
- A member, ex-officio, of all chapter committees.
- Liaison between the local chapter and TRA.
- A voting member of the TRA state board of directors.
- May succeed him or herself but shall not serve more than 24 consecutive months.

##### **Duties**

1. Attends the Chapter Presidents' Orientation.
2. Holds a strategic planning session during the summer to organize the events for the upcoming year.

3. Prepares written agenda for monthly board meetings and distributes to board members at least seven days prior to meeting.
4. Conducts all general membership meetings and monthly board meetings.
5. Is overall coordinator of his or her respective chapter.
6. Is a member, ex-officio, of all committees.
7. Reports or causes to have a report made to the local chapter on the actions of the preceding state board meeting.
8. Communicates opinions, suggestions, criticisms, attitudes and comments of the local membership to the TRA board of directors.
9. Ensures that the treasurer is bonded.
10. Is familiar with the Constitution and Bylaws of TRA and enforces all rules of TRA.
11. Assumes a leadership role as a representative of the restaurant industry on a local level.
12. Holds a minimum of six chapter meetings during the year (board of directors meetings can be at other times) and keeps meetings concise and on track. A chapter meeting may include chapter events.
13. Communicates to Austin office of TRA and all local media any honors received by the chapter members or officers.
14. Should co-sign all checks with the chapter treasurer.
15. Appoints committee chairpersons and members.

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16. Sends annual financial statement to Austin office of TRA for chapter year ending June 30.
18. Serves as a voting member of TRA state board of directors.

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## Chapter President-Elect

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### **Description**

- Aids president in carrying out his or her duties and responsibilities.
- Acts as president in the event of the president's absence.
- Is in charge of local chapter meeting programs.

### **Duties**

1. Attends the Chapter Presidents' Orientation if the President is unable to do so.
2. Serves as president in the event of president's absence.
3. Makes all arrangements for general membership meetings.
4. Sends all information to TRA in Austin for mailings to the general membership in chapter area.
5. Assists president in planning upcoming events for chapter.
6. Is in charge of program arrangements for the year.

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## Chapter First Vice President

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### **Description**

- Assists president in carrying out the business of the chapter and is specifically responsible for arranging chapter special events.

### **Duties**

1. Is in charge of special events of chapter, such as "Tastes," golf tournaments, etc.
2. Assists the President.
3. Serves as president in the event of president's and president-elect's absences

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## Chapter Second Vice President

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### **Description**

- Assists president in carrying out the business of the chapter.
- In charge of membership drives and arranging board of directors meetings

### **Duties**

1. Coordinates membership drives with the staff vice president of membership at TRA and ensures local restaurateurs are available to work on membership drives with TRA staff personnel.
2. Makes necessary reservations and arrangements for all board of directors meetings.
3. Assists the president.
4. Serves as president in the event of the absence of the president, the president-elect and the first vice president.

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## Chapter Secretary

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### **Description**

*\*\*An associate member may fill this office.*

- Conducts correspondence with members and others.
- Prepares minutes and historical records of the chapter.
- Stays informed of all activities of the chapter and supplies information to the officers.
- Performs other duties usual to the office of an organization secretary under the advisory supervision of the president and the board.

### **Duties**

1. Records minutes for all meetings.
2. Handles chapter correspondence, including letters, flowers, etc.
3. Prints and distributes board meeting agenda.
4. Handles roll call at board of director's meetings and keeps president apprised of directors' attendance and voting rights. (Two consecutive absences by any director constitute a loss of voting rights at a board meeting and that voting right can only be reinstated after the director attends one complete board meeting.)

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5. Sends a copy of the minutes from each board meeting to the Austin office.
6. Assists the treasurer in collecting monies and selling tickets.
7. Provides roster of chapter officers and directors to TRA in Austin immediately after their election (names and addresses).
8. Secures a post office box for all chapter mail and informs TRA director of chapter development of correct P.O. box number.

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## Chapter Treasurer

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### **Description**

*\*\*An associate member may fill this office.*

- Responsible for handling and reporting of all financial transactions and preparing financial statements for the Board and membership at specified times. This is a very important job, as all bills must be handled properly in order to maintain the good image of the local chapter.

### **Duties**

1. Is responsible for all incoming monies and money on hand, paying all bills and maintaining proper records of same, including special functions of the chapter.
2. Prepares a financial statement of incoming cash, checks paid and correct balance in writing for presentation at each board meeting and sends this information on a regular basis to chapter development out of the state office upon its approval by the local board.
3. Prepares annual financial statement for president to submit to the TRA office in Austin at the end of president's term.
4. Maintains checkbook for chapter and co-signs all checks with president.
5. Is responsible for printing of tickets, handling of ticket sales at all meetings, handling of all billings and recording of ticket distribution to board members.
6. Is responsible for bringing petty cash to all general membership meetings and special functions.
7. Should be bonded.
8. It is recommended that the treasurer work with a CPA or has a CPA review financials

and tax forms annually. Often an associate member CPA is willing to serve as chapter treasurer or assist the chapter treasurer.

9. Prepares files and forms required for payroll and income tax returns.

## CHAPTER STATE DIRECTORS

### **Description**

- Help raise image and standards of the restaurant industry.
- Represent chapter at the state level.
- Number of state directors from each chapter depends on size of chapter.

### **Duties**

1. Attend local and state board meetings.
2. Work all committee assignments and be active participants in those committees.
3. Serve the chapter in an advisory capacity in accordance with TRA policy, upgrading the restaurant industry's image in the local area.
4. Expand membership.
5. Promote goals of the association.
6. Give TRA update report at each board meeting

## CORE CHAPTER COMMITTEES

The chapter president appoints committee chairpersons, while committee members may be selected by the chapter president and/or committee chair. **It is important to invite non-board members to join committees; encourage your members to come forward and join a committee.**

Successful, active committees are vital to your organization's success. They can ensure chapter growth, strength and visibility, as well as help spread the responsibilities that might otherwise end up completely on the shoulders of the chapter officers.

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Committee composition and purposes should reflect the character and needs of your individual chapter. The chapter president appoints committee chairs and they work together to appoint committee and sub-committee members. Following are outlines of some core committees that many chapters have found beneficial.

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## Government and Political Affairs Committee

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**Purposes:**

- Monitor, respond to and coordinate chapter members to respond to local, state and national government initiatives.
- Arrange opportunities for contact between local, state and national officeholders and the chapter members.
- Gather background information on chapter members for use in the key contact program.
- Support candidates for office.
- Support TRA PAC fundraising efforts.

**Structure:**

The TRA PAC Trustee for the chapter shall serve as an ex-officio committee member.

**Goals:**

- Establish contact with all local, state and national officeholders representing the chapter.
- Increase TRAPAC contributions to the chapter goal level established by the TRA PAC trustees for that year.
- Develop an effective system for monitoring local government actions.
- Where appropriate, hold fundraisers for candidates and take action on local government initiatives affecting the industry.
- Tie all members into grassroots program through fax or phone network.
- Establish comprehensive and ongoing tracking system of member contacts and contributions to government officials.
- Encourage member participation on boards and commissions.

- Encourage members to register and vote

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## Membership Committee

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**Purposes:**

- Contact every new member of TRA in your chapter to welcome them to the association, explain member benefits and involve them in the local chapter.
- Develop a method of recognizing new members at meetings and encouraging their participation.
- Work with district managers to provide new member prospects on a regular basis.
- Review the monthly rosters sent from TRA headquarters and call inactive members to renew their membership.

**Goals:**

- To involve new members in TRA right from the start by fully informing them about TRA and including them in chapter committees and chapter activities.
- Personal contact should be made with regular members within one month after they join.

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## Special Events Committee

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**Purpose:**

- To develop plans to hold special events, such as a Taste, to raise public awareness of the industry and to raise funds for the chapter's own charitable causes and general operating funds.
- The committee should work with the finance and planning committee to prepare budgets that will not put the association at any financial risk.

**Goals:**

- Every chapter should produce at least one special event per year. The success of the event should be measured both in terms of financial success and publicity value.

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## Education Committee

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**Purpose:**

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To plan, promote and coordinate the educational activities of the chapter including FS Prep (Making the Transition) ProStart, Career Awareness, member/employee educational training seminars or workshops provided by TRA staff or other providers, scholarship (local or state) coordination/review and any other activities involving interaction between the chapter members and local education entities.

### **Goals:**

- It is recommended that all chapters establish Career Awareness activities on an ongoing basis.
- Chapters are encouraged to host at least two member/employee educational programs annually.
- Develop a beneficial relationship with educational institutions in the community and brainstorm ways in which the chapter can be involved in education.

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## Finance & Planning Committee

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### **Purposes:**

Plan the activities of the upcoming year  
Prepare the budget for the chapter and monitor its performance  
Ensure monthly financials and progress reports are prepared and annual financial statements are sent to the state office.

### **Structure:**

The committee shall consist of the president, treasurer and a minimum of one other board member that has served on a fund-raising committee at least once. In the larger chapters, it is suggested that up to three additional committee members be appointed, one or two of which have chaired major fundraising events in the chapter.

### **Goals:**

- Begin the process of budgeting and planning during the fiscal year at the chapter level.
- Following the CPO meeting in May, prepare a budget for the year beginning July 1.

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## Other Committees

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- ◆ **Phone Committee** - Responsible for calling members to remind them of upcoming meetings and events.
- ◆ **Hospitality Committee** - Responsible for welcoming members to meetings and events. This overlaps with the Membership Committee's responsibility to recognize new members.
- ◆ **Associates Council** - Gives the associate members a forum to implement activities that enhance the membership value for associate members.
- ◆ **Newsletter Committee** - Responsible for publishing a chapter newsletter on a regular basis.
- ◆ **Public Relations Committee** - Seeks public relations opportunities for the chapter and organizes PR campaigns. In addition, publicizes chapter meetings, activities and accomplishments.
- ◆ **Chapter Strategic Plan (CSP) Committee** - Gathers information and keeps records for the CSP.
- ◆ **Satellite Chapter Committee** - In chapters where a satellite chapter exists, the board of directors of the satellite becomes a committee of the parent chapter.

## CHAPTER BOARD OF DIRECTORS

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### Board Structure

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All chapter officers (president, president-elect, first vice president, second vice president, secretary and treasurer) are members of the chapter board of directors. The remainder of the board is determined by the chapter; try to recruit new board members and prevent the board from remaining the same year after year.

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If your chapter has less than 200 members, you should have at least five board members and not more than 15.

If your chapter has 200+ members, you should have at least 10 and no more than 25 board members.

The chapter president may appoint additional non-voting board members, such as a representative from the local health department or convention and visitors' bureau or past chapter officers to serve in advisory positions.

Associate members may serve on the board but should not constitute more than 40 percent of the chapter board. Associates are limited to secretary and/or treasurer should they serve as officers of the board.

## CHAPTER BOARD MEETINGS

Chapter board meetings should be held monthly. The following considerations should be made when planning and scheduling board meetings.

- **Be consistent:** Schedule your meetings at the same time and same place from month to month so your board members can schedule time away from their businesses accordingly.
- **Time of day:** Consider carefully what time of day you schedule board meetings.
- **Location:** Be sure your board meeting is held in a quiet, private area suitable for conducting business. A boardroom is the best choice if one of your members has one available.
- **Attendance:** If you are trying to cultivate new leaders for your chapter, you should consider inviting potential leaders to your board meetings. Once they attend a few and are given some committee responsibilities, they may decide to seek a leadership position within your board.
- **Notice:** Even though your board meetings may be at a consistent time and place, a board meeting notice, including an agenda

faxed to the board members will be very helpful.

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### Sample board meeting agenda

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- I. Call to Order: Chapter President
- II. Roll Call: Secretary
- III. Treasurer's report
- IV. Review Minutes of previous meeting: Secretary
- V. Old Business
- VI. Committee Reports
  - A. Membership - Review rosters from headquarters; discuss new members, inactives and new prospects
  - B. Satellite Chapter (where applicable)
  - C. Programs & Special Events
  - D. Government and Political Affairs
  - E. Education
  - F. Newsletter
  - G. Other committees
- VII. Chapter Strategic Plan update
- VIII. New Business
- IX. TRA Update (chap./state board of dir.)
- X. Announcements - news from headquarters
- XI. Open forum

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### Parliamentary Procedure

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#### *The Purpose of Parliamentary Law*

1. To enable an assembly to transact business with speed and efficiency.
2. To protect the rights of each individual.
3. To preserve a spirit of harmony within the group.

#### *Five Basic Principles of Parliamentary Procedure*

1. Only one subject may claim the attention of the assembly at one time.
2. Each proposition presented for consideration is entitled to full and free debate.
3. Every member has rights equal to every other member.

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4. The will of the majority must be preserved.
5. The personality and desire of each member should be merged into the larger unit of the organization.

## **What is a Motion?**

A motion is a proposal that the group take certain action. How does a motion progress?

1. A member rises and addresses the presiding officer.
2. The presiding officer recognizes the member.
3. The member proposes a motion.
4. Another member seconds the motion.
5. The presiding officer states the motion of the assembly.

A motion may be amended by addition, insertion, substitution, elimination or striking out. The assembly then discusses or debates the amended motion. A vote is taken on the finalized motion, and the officer announces the result of the vote.

## **ELECTION OF CHAPTER OFFICERS AND STATE DIRECTORS**

### **Steps to Nominations**

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1. Nominating committee of three regular members appointed by the chapter president meets in November to discuss candidates for chapter officers and state directors
2. Committee contacts candidates to confirm their willingness to serve.
3. Chapter conducts officers and state board elections at the January chapter meeting. (TRA will inform you of the status of your state directors for which your chapter qualifies.)
4. Chapter sends nominations to TRA headquarters no later than January 31 for final approval by the TRA nominating committee.

## **Installation of Officers**

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The person performing the installation ceremony should ask the new officers to stand before the members. They should be introduced with the appropriate title before each new officer's name. The following should then be read:

*"Your ideas and standards and those of the organizations you represent are exceptional. In our Association, it is your responsibility to see that those ideas and standards in which you believe are maintained. The Texas Restaurant Association's Bylaws describe your duties and responsibilities. We know you are going to carry them out to the best of your ability.*

*"Will you kindly raise your right hands? Do you sincerely and solemnly promise and swear that you will uphold and administer the offices to which you have been elected to the best of your abilities and judgment, in conformity with the Constitution and bylaws of the Texas Restaurant Association; that you will uphold and support the Association by the principles of honesty, justice and fair play; and in every manner possible promote and safeguard the purposes of your Association and the welfare of its members, always keeping in mind that you represent all the members of the \_\_\_\_\_ (chapter) Restaurant Association?"*  
*"If so, answer, I do."*

## **THE PRESIDENT / PRESIDENT-ELECT RELATIONSHIP**

In an ideal situation, the president-elect has moved up through the chapter board from committee chairperson, to officer, to vice-president, to president-elect. Grooming the president-elect to succeed the president should be a top priority for the president during his or her entire term.

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- Each chapter president should work closely with the president-elect the entire year. A team effort is essential.
- The president-elect should carry out all duties assigned to the president-elect. When the president fails to delegate to the president-elect and does his/her job for him/her, it only weakens the president-elect.
- Chapter presidents should discuss in detail all issues discussed at TRA state board meetings. They should fully explain what is involved in serving on the TRA state board of directors and the chapter development committee.
- All president-elects should attend Chapter Presidents' Orientation in May.
- At each chapter board meeting the president should share all correspondence received from TRA with the president-elect and chapter board of directors.
- Immediately before or after the chapter board meeting, the president should spend some one-on-one time with the president-elect to go over chapter business in detail.
- After the president completes his or her term, it is important that he or she remain on the chapter board of directors as past-president in an advisory capacity.

## THE TRA BOARD OF DIRECTORS

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### TRA Board Members

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A director of TRA is elected by the membership in recognition of his or her abilities and leadership. The board of directors determines TRA policy and has the opportunity to raise the image and the standards of the foodservice industry. It is hoped that each director will make lasting contributions and influence events occurring within the industry. The board plans the future direction of the Texas Restaurant Association.

The board of directors is ultimately responsible for the policy, activities and fiscal integrity of

the Association. The board's role is to establish policies that ensure its legal and professional responsibilities to the Association are being fulfilled.

The term of office is for three years and shall begin upon adjournment of the annual Convention (Southwest Foodservice Expo) at which he/she was qualified and elected and shall continue for such term or until a successor shall have been qualified and elected. Board members can serve two consecutive terms.

### ***TRA Board Member Responsibilities***

- Give a report to chapter members at the chapter meeting immediately following the state board meeting.
- Be visible at chapter meetings. Be introduced by the chapter president and wear a TRA state director ribbon at chapter meetings and events.
- Work with TRA staff to help create awareness among the chapter members of the resources available through the state office.
- Participate in the state board meeting by attending open committee meetings.
- Provide the chapter newsletter editor with an article recapping state board meetings.
- Make every effort to attend all chapter board and membership meetings.

### ***TRA board member duties***

1. A board position will consider to be vacant if a board member incurs two (2) unexcused absences during their three-year term of office or three absences, whether excused or unexcused. Additionally, board policy requires that all excuses for absent members be submitted to the Nominating Committee in writing and allows the committee to only grant excused absences for "medical emergencies or for extraordinary or compelling business reasons."
2. Determines the fiscal year of the Association.

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3. Hires the Association's auditing firm upon the recommendation of the Audit Committee.
4. Communicates to the board the opinions, attitudes and wishes of his respective constituents.
5. Evaluates and approves the programs and activities of TRA. Transmits and translates for the board its actions and policies to his constituency.
6. Builds an understanding between the Association and all people who are concerned with the restaurant industry, representing the Association's point of view in all matters concerning TRA.
7. May serve as a member of various committees and as chairperson or vice chairperson of those committees. Such committees are fully responsible to the board for all of their actions. The director is expected to be familiar with the work of every committee of the board in order to vote intelligently on the issues. He or she is required to attend the meetings of any assigned committee and is urged to attend all other committee meetings, which are not closed by the committee chairpersons.
8. Has an equal voice in the determination of TRA policy and is expected to voice opinions and vote, but at the same time is expected to respect the points of view and the conviction of other directors. Irrespective of personal opinion or vote, a director should support publicly and to the membership all board and TRA policies, TRA officers and its staff. Does not hesitate to voice new ideas, objections or criticisms at board meetings.
9. Is responsible for helping to build the membership of the Association, recognizing that this membership responsibility is not solely that of TRA's membership department but also a volunteer responsibility.
10. Is acquainted with the Constitution, Bylaws, Policies, Operations Manual and positions taken by TRA and is able to answer questions about and explain these matters to the membership in general.
11. Is responsible to the general public for conducting business and personal affairs in

- an ethical and exemplary manner and for participating actively in community affairs and civic and government activities which contribute to the betterment of his or her state and community (Code of Ethics).
12. Participates in both state and local association meetings and functions and does everything possible to further the aims and objectives of TRA and to help in its development.
  13. Gives advice and counsel, when requested, to those new in the industry.
  14. Reviews from time to time the relevancy and validity of current programs and services.
  15. Builds the image of the restaurant industry in the mind of the public through exemplary business practices and public services to the community.
  16. Serves without compensation.

### ***How to perform effectively as a director***

- ◆ Review the Constitution and Bylaws of the Association. Know the stated objectives and rules and the specific responsibilities of a director.
- ◆ Do not hesitate to ask questions of the executive vice president and fellow directors.
- ◆ Determine how your talents might best serve in furthering the growth of the Association.
- ◆ Know the functions and programs of all the various committees. Volunteer for service where practical. Failing this, you may be drafted for some unfamiliar or unwanted assignment.
- ◆ Contact other members of the Association in your general area even though they may be strong competitors. Get in touch with them by letter, phone call or, preferably, through a personal visit. Seek out their opinions. Listen to their complaints and suggestions. Learn how they feel the Association might better serve their needs.
- ◆ Come to meetings well informed on the issues to be discussed. Advance preparation will increase your assurance and make it easier to take part in the discussions.
- ◆ Approach your work as a director, not as a company person or individual, but as a

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member of an association whose members represent a wide range of thinking and interests. Respect these differing attitudes.

- ◆ Envision the direction in which you would like to see the Association travel during your term as a Director. Consider the programs that you might implement if you were to become president. As a director, you should realize that there is a distinct possibility that you might be elected to the top executive post in the years ahead.
- ◆ Be persuasive in promoting the programs you deem essential, but be respectful of those with differing views.
- ◆ Above all, be patient. The board of directors, like Congress, is a deliberative body whose purpose is to represent all members in working for the common good.

## TRA COMMITTEES

Just as your chapters contain committees, the Texas Restaurant Association consists of various working committees and task forces, which lead and direct the Association's activities. Board members are encouraged to fully participate in each board meeting by attending their committee and task force meetings. Most committee and task force meetings are "open" and board members are also encouraged to visit other committees that interest them.

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### TRA Standing Committees

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#### **Audit Committee**

This committee is composed of the president-elect and the two vice presidents and acts as a liaison between the auditing firm, the board of directors and the executive committee.

#### **Evaluation and Guidelines Committee**

Reviews and evaluates the executive vice president annually and updates the Texas Restaurant Association Operations Manual as required.

#### **Executive Committee**

Composed of all elected officers, the immediate past president, TRAEF chairman and seven other

members, of which two are Advisory Council members, this committee acts for, and on behalf of, the board of directors during interim periods of board meetings.

#### **Finance and Investment Committee**

Advises the board on investment policies, budgets, dues and other fiscal matters for Board adoption.

#### **Nominating Committee**

Examines all nominations submitted from local chapters and submits nominees for all state officers, regional directors and directors at the TRA annual business meeting held during Expo.

#### **Hall of Honor Nominating Committee**

Examines chapter nominations for the Hall of Honor Awards program.

#### **Pension and Retirement Committee**

The President determines the composition, and the President appoints all members, including the chair. Its purpose is to review the pension and retirement programs for the TRA staff.

## TRA MEMBER RECOGNITION

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### HALL OF HONOR

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Criteria for Nominees:

- A. A Nominee (may be active, retired or deceased) must have been a Regular Member of the Texas Restaurant Association for at least fifteen (15) years, and during that time must have exemplified superior business ethics and must have been a successful foodservice operator in the eyes of fellow restaurateurs, employees, and community.
- B. The TRA office will verify that nominees have been Regular members of TRA for the required fifteen (15) years. The fifteen year rule does not apply to those who served TRA from its founding date in 1937 to the year 1952.

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- C. The Nominee, during his or her years of service to the restaurant industry, must have made substantial contributions...
- 1) In time and energy devoted to the benefit of TRA and its members. The Committee should consider statewide leadership positions held and quality of service.
  - 2) In time and energy devoted to his or her local Chapter of TRA. The Committee should consider leadership positions held and quality of service.
  - 3) To the restaurant industry on the basis of business ethics, leadership in gaining proper recognition for and of the restaurant industry, and in building the image of the food service industry overall.

## ***NOMINATION OF PROSPECTIVE HONOREES WILL BE ACCEPTED FROM:***

- A. Local Chapters of TRA: Each local chapter, overseen by its Senior TRA Director, may nominate two (2) individuals. Each local chapter makes its determination of Nominee(s) after the September TRA Board Meeting and forwards a completed Hall of Honor Nomination Qualification Sheet, along with a recent photo of the Nominee to **reach the TRA office no later than March 7, annually.**
- B. Individual Members of TRA: Following the same time frame as local chapter nominations, above, with the same requirements.

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## **Outstanding Restaurateur**

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Each chapter may recognize a local restaurateur as Outstanding Restaurateur of the Year.

The Process:

- A. Appoint a committee (5 or 7 members) to make your selection (you may want to put the committee's selection to a vote before your local board of directors) and,
- B. Send the TRA state office the name of your selection, along with a 5 x 7 glossy photo or digital photo of the individual and the individual's restaurant, and a short biography so we may publicize your

chapter's selection. **This information must be received in the TRA office no later than the first week of April.**

Guidelines for qualifying nominees are as follows:

- A. Operation must be successful in the eyes of fellow operators and chapter associate members, employees and community.
- B. Nominee must be a member of the Texas Restaurant Association and must have made substantial contributions to:
  1. Community through civic, fraternal, social or religious activities;
  2. Local chapter and state association in time and energy spent working with and for the benefit of the Association and its members;
  3. His or her industry on the basis of business ethics, leadership in gaining proper recognition of the foodservice industry, and in building the image of the industry overall.

The rules for eligibility are as follows:

- A. Three years after receiving the Outstanding Restaurateur award, recipients will again be eligible to receive this recognition.
- B. Current presidents of chapters and the state president are ineligible for consideration for one year.

The TRA state office will write and distribute the press releases for your local press and media, and will have a plaque prepared for presentation.

A lot of consideration should be given to selecting your chapter's Outstanding Restaurateur. This is a difficult selection to make as there are many deserving foodservice operators who meet the qualifications for this award.

Please remember the name of your chapter's selection must be received in the TRA Austin office no later than the first week of April.

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