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MARK BURRELL, ESQ.  
TODD D. FENNIMAN, ESQ.

OF COUNSEL  
SHARON L. BURRELL, ESQ.

August 5, 2004

**By In Hand Delivery**

Mr. F. Dore Hunter, Chairman  
Board of Selectmen  
472 Main Street  
Acton, MA 01720

CC: BOS -

CHRIS, PLEASE PLACE IN 8/16 MAIL  
THEN ON 8/16 AGENDA.

Re: Makaha Restaurant

Dear Mr. Hunter:

In preparation for your August 16, 2004 Selectmen's meeting regarding the above, I am enclosing information from three (3) consultant services for the Board's review.

As you can see, two of the "proposals" are more alcohol/training centered while the third is more of a global "paradigm shift" type of plan. I will be reviewing these proposals with Mr. Cheng as well and look forward to discussing them with the Board on the 16th.

Very truly yours,

BURRELL & FENNIMAN, LLP



Todd D. Fenniman

E-mail: [todd@burrfennlaw.com](mailto:todd@burrfennlaw.com)

cc: Mr. Raymond Cheng  
Mr. Don Johnson, Town Manager



## TRAINING BY DESIGN

*dedicated to positive group change*

---

July 27, 2004

Mr. Todd Fenniman  
Burrell and Fenniman, LLP  
P.O. Box 962  
Acton, MA 01720

Via email: [todd@burrfennlaw.com](mailto:todd@burrfennlaw.com)

Dear Todd:

I enjoyed talking with you on the phone last week and learning more about the needs of your restaurant client. From the brief conversation that we had, it is clear to me that the situation your client is in is serious. I am certain that Training By Design's extensive experience as consultants and trainers in the hospitality industry could be of benefit to the future operation of your client's business. With that said, below you will find some background information on our firm, as well as an overview of the plan I would recommend for your client.

Training By Design is a training and consulting firm with over 15 years experience creating lasting solutions for our clients. Our years of design, facilitation and consultation experience have taught us that success is reached when we design our programs based on the individual needs of our clients. You will never receive a packaged or "canned" product from us; all of our programs are custom designed.

Our firm employs a diverse team of facilitators, whose skill set includes the design and delivery of management development seminars, organizational strategy sessions, unique team building programs and creative customer service and sales training. An important ingredient in the success of our team is that all of our consultants have come out of the hospitality industry and have a combination of facilitation and operations experience. In other words, not only is each team member a proficient trainer, but they also have an area of hospitality operations in which they have first-hand knowledge.

During our telephone call, you were able to tell me limited information regarding the issues your client is facing - most importantly the potential threat of closure or loss of their license due to a number of alcohol-related incidents that have occurred. As we discussed, for us to consider a partnership with you and your client, we would obviously need access to all information related to these and other incidents. You did assure me that this will not be an issue, but I just wanted to restate the request. Based on what you have told me, I would recommend we begin with a 4-step plan that is designed to assess the current operation of the restaurant and their employees and offer recommendations for improvement and enhancement.

## Overview of Restaurant Consultation Plan

- **Step 1: Management Interviews**

We would begin our plan by conducting one-on-one interviews with all key management personnel. Prior to the interviews, we would design a series of questions that would focus on how the group is currently running the operation, the policies and guidelines they have in place for staff and their overall management of the restaurant.

- **Step 2: Staff Interviews**

Similar to the management interviews, we would plan to meet one-on-one with a select group of waitstaff and bartenders. The questions we would use in these interviews would focus on the employee's typical operating procedures, including the policies surrounding the service of alcohol.

- **Step 3: Mystery Visits**

The third component of our plan would be to conduct three to four mystery visits to the restaurant at various times, over a four-week period. The purpose of these visits is to view the operation as an average customer to see how it typically runs. Our consultants would dine at the restaurant and/or order drinks at the bar. During each visit we will assess the operation of the restaurant and observe the actions of each manager and staff member.

- **Step 4: Report of Findings and Recommendations**

Following the completion of steps one through three, we will prepare a written report which will outline our observations, findings and recommendations for improvement. We will meet to review this report together and discuss how we can assist you with the implementation of any recommendations.

Your client's investment for this 4-step plan is based on our consulting rate of \$300.00 per hour, plus the cost of consultant expenses such as mileage, dining charges and overnight hotel accommodations. At this point, it is difficult to estimate the total number of hours it would take for us to complete this plan. If the plan we are recommending in this proposal is interesting to you and your client, we could schedule a time to meet to discuss more specifics and at that time I could provide you with a better estimate of the total cost.

Additionally, I know that you received our company information from the MRA and that they were able to tell you some particulars about our firm. Should you wish to contact other references, I have listed below the names of three of our hospitality industry clients. Please let me know if you plan to contact any of these individuals, as I would like to make them aware of your name in advance so they can expect your call.

Manny Paula  
Regional Manager  
Kelly's Roast Beef  
Saugus, MA  
(781) 233-5700

John Murtha  
General Manager  
Royal Sonesta Hotel  
Cambridge, MA  
(617) 806-4200

Colleen Rosa  
General Manager  
Lantana Banquet Facility  
Randolph, MA  
(781) 961-4660

Todd, all of us at Training By Design welcome the opportunity to present this proposal. Once you have reviewed this document, please feel free to contact me with any questions or comments. You can reach me directly at 781-979-5464.

Best regards,

Beth Murphy  
Consultant  
Training By Design

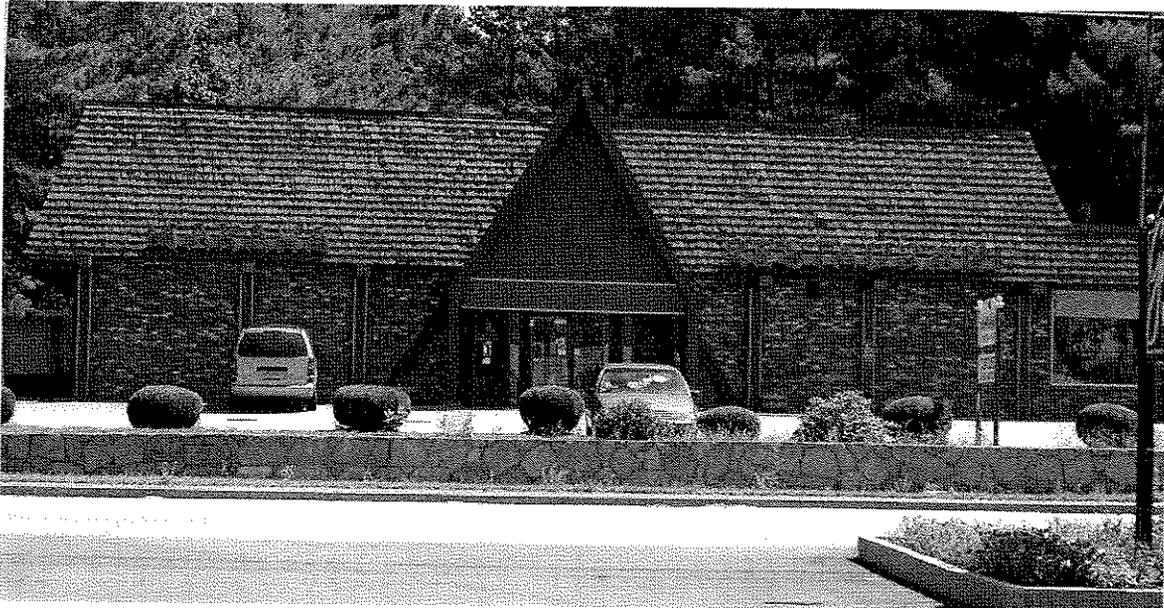
# Proposal of Management Consulting Services

Presented to:

Burrell & Fenniman, LLP

For

**Makaha Restaurant**  
255 Great Rd, Acton MA  
(978) 263-3371



Submitted by:

Clough and Associates

In association with:



***Institute for Independent Business***

## Table of Contents

1. Background .....	3
2. Solution Overview.....	3
2.1 Change the Makaha from the top down.....	4
2.1.1 Service the Acton/Concord Demographic .....	4
2.1.2 Liquor License Retention .....	4
2.1.3 Smoking Ban Impact .....	5
2.1.4 Restaurant Profitability.....	5
2.2 Sell the Restaurant/Site.....	6
2.3 Assessment .....	6
3. Assumptions/Dependencies.....	6
4. A complete proposal to the Proprietor would also contain the following sections:.....	6
4.1 Terms and Conditions.....	6
4.2 Pricing .....	6
4.3 Approval.....	6
5. Qualifications .....	7
5.1 Institute for Independent Business .....	7
5.2 Project Team.....	8
Appendix .....	9

## **1. Background**

The Makaha Restaurant has been in Acton for many years, and specializes in Cantonese food. It is open every day, including Sundays and Holidays for lunch and dinner and stays open until after midnight. The décor seems to have an aged 1970's motif. The Makaha offers moderately priced oriental menu with many entrées available for \$8 to \$9 and mixed drinks from \$4.50 to \$5.50.

Recently the Makaha has been had some challenges. The highest priority challenge is that the restaurant is at risk of losing its license to server alcohol. There have been recent documented instances of patrons who have driven away from the establishment inebriated. This issue has been brought to the attention of the Acton Board of Selectmen. The selectmen have made it clear that the restaurant will lose its liquor license soon if corrective action is not taken.

The second priority issue is that the Makaha has experienced a significant drop in patronage, since the smoking ban went into affect. Having fewer customers has consequently led to a drop in profits.

From the comments made at the selectmen's meeting, the management of the Makaha would very much like to stay in business.

This background information was obtained via public record and from observation. An interview of the owner, employees, or patrons has not occurred.

## **2. Solution Overview**

Given the background info it is clear that changes must be made at the Makaha Restaurant for it to stay in business. If the liquor license is revoked, the restaurant will not be profitable. Irrespective of that issue, the restaurant may currently be unprofitable due to the loss of patrons from the smoking ban.

Since the Makaha Restaurant is interested in remedying these issues, we propose possible solutions based on our limited direct knowledge of this particular restaurant yet extensive knowledge of these same issues at other establishments. It is our expert opinion that the Makaha has two choices: Either make whole-sale changes to the restaurant (change the culture, clientele, menu, personnel), or exit the business (hopefully sell to one who desires a restaurant). Those involved need to view these as options that will net the same basic result – a respected, newly branded, profitable restaurant to caterers to the Acton Demographic.

Again, detailed discussions with the owner have not occurred, yet the answer appears clear. The IIB has the experience and expertise to remedy this situation. It is expected that a combination of the identified expertise can guide the restaurant back to a respected profitable dining establishment for Acton if that is the owner's decision. The duration of involvement is expected to continue for a year to ensure that a new culture is established and the processes put in place work properly and are followed.

## **2.1 Change the Makaha from the top down**

The Makaha appears to appeal to the lower end of the market. We understand that the food and drinks are of good value. Yet upon initial inspection, the restaurant's environment is not inviting to the first-time patron. The Makaha had a history of alcohol related issues with local law enforcement and town government. Small changes that have been tried in the past have not resulted in long-term improvements. Loss of the ability to serve alcohol will ensure the Makaha's demise. Additionally, the Makaha has experienced a downturn in profits due to the recent smoking ban. The only solution that will remedy both of these situations for the long term is whole-sale change.

To understand the point of view to make this recommendation, assume for a moment that the Makaha was selling to new owners who were considering how to make a Chinese Restaurant profitable. If there was a clean slate, what would the resulting business plan look like? Chances are it would cater to a more upscale patron base that is better aligned with the Acton Dining Demographic. This location is in the heart of Acton and close to Concord, a more upscale town. This demographic doesn't want cheap food, but a dining experience that won't break the bank. A good dining experience is not just about the food, but also the service, and atmosphere – it is an emotional experience. This population does not have a high number of smokers, so the economic impact of the smoking ban would be immaterial, and would conversely enhance the experience. The entire package needs to be in alignment so that all the senses agree. The Acton/Concord market will pay more for a good product.

What follows is more detail on the recommendation. These are valid possible solutions, but we cannot determine that until we have detailed discussions with the owner. The following sections also give some detail of possible implementations, but are by no means comprehensive.

### **2.1.1 Service the Acton/Concord Demographic**

Appeal to all the senses and emotions of the financially established, highly educated, successful population.

- Renovate the restaurant and bar. The dated motif is not inviting to the Acton demographic. This is mostly needed on the interior.
- Give great service. The service contributed to the experience if the waitperson is knowledgeable and available, yet not hovering.
- Serve appropriate beverages to enhance the food's flavor.
- Background music to facilitate the desired mood.
- And of course, serve a good selection of good quality, tasty food. We'd also recommend that the menu offer more variety, including Atkins choices to appeal to the desired patrons.
- The bar should not be the destination, but an attractive area to wait for a table. It is desirable from a business perspective to have a wait and allow time for the patrons to have a drink and unwind before they sit down for a meal. The bar could also serve a reduced menu for single diners and those with little time.

### **2.1.2 Liquor License Retention**

While some short term change could come from weakened drinks, employee training, and patron monitoring, this will not accomplish long term change and profitability. The Makaha has a reputation (brand, if you will) of a loose alcohol policy. Long term residents of Acton have the impression that the restaurant has been a problem and will not likely change, given the pattern of frequent issues.

Change the culture of the restaurant from the top. Start with a clear message that comes from the top, the owner, and hold people accountable.

- The drink selection should complement the food. Charge a set amount for each shot, so that potent drinks are correspondingly expensive. This is smart business, and will reduce the likelihood of overindulgence.
- Create a Zero-Tolerance Atmosphere for the staff. Replace the current bar staff who will not comply with better trained, more responsible, proven staff.
- Retrain the staff that will be retained.
- Monitor the consistency of the corrective action weekly for a period of a year to ensure that new habits are formed and the new procedures are well entrenched.
- This market would also bear higher prices.
- Overhaul is need. While weakening the drinks may reduce DUI incidents, and increase profits in the short term, the current customers will likely notice the change and visit less frequently, leading to further profit decline.

### **2.1.3 Smoking Ban Impact**

It appears that the smoking ban has had a negative impact on the business's profitability. This situation is irreversible, since the ban will not likely be revoked, and the smokers will not return. The smoking ban will not be an issue when whole-sale change is completed, since the overall Acton population has a small percentage of smokers. The dining experience will be improved when only the aroma of the high quality food fills the air.

- Attract new clientele that are non-smokers
- Offer food, drink, and services that will attract a more upscale clientele. This demographic tends to have fewer smokers.
- To attract this type of patrons, the restaurant will need some level of renovation.

### **2.1.4 Restaurant Profitability**

The smoking ban may have had a negative impact on profits, but this is not material to the changes being recommended. It is time to look at the restaurant as if one is buying it for the first time. If someone bought this, they would change the menu, décor, etc. They would make the same changes, which could have a pay back of two years or less, depending on the extent of the renovations.

Before renovations and re-branding, an influx of cash and patron retention could come from a special "Makaha closing" promotion. May be able to action/sell off current memorabilia – "Come reminisce the 30 years..."

- Training the staff and management on long-term profitability will be stressed. Change of this scale will be wasted if old policies persist. This change will make the restaurant more profitable long-term.
- Change Culture. Start with owner/management buy-in, and then pass down a clear, strong message of expectations and purpose. This may require replacing some management.
- Renovate to something more contemporary that is in congruence with the desired dining experience. Look into local economic development groups who may give micro loans at

good rates. Loan availability might go up to 200k, but may need as little as \$50k. It is possible that the selectmen are aware of such resources. Further research is required.

- Rename Restaurant to clear name and establish a respected brand. The Acton community values a business that is a good community neighbor. Other marketing activities are required to establish the brand, and attract new patrons.
- Raise Prices. Better products can raise demand higher prices. Higher prices make higher margins more palatable.
- The current job market is good for hiring quality employees, inexpensively.
- Get the business profitable by reviewing the books, and processes in search of waste. Find efficiencies – Consider automation.
- Changing the menu is the single most important way to get people in to come in and reconsider perceptions they may have.

## **2.2 Sell the Restaurant/Site**

The location is highly desirable to many sorts of businesses. Consider selling the restaurant to one who wants a food establishment, or to other buyers interested in tearing down and starting from scratch.

- This assumes that Makaha, Inc. owns the building and the land.
- Further research needed to estimate value and land use options
- Some renovation may be considered to improve selling price.

## **2.3 Assessment**

While the global choice is likely the only viable options, the details of each would need to be assessed in more detail. This would require a thorough assessment of the business by persons with expertise in hospitality, finance and change management.

To accomplish these objectives the IIB will use a combination of local presence and remote hospitality expertise. The local associate will work the local issues including working with the employees to stress adherence and the town officials to convey progress. Solutions are intended to be win-win; that is they will be good for the restaurant and good for the community.

## **3. Assumptions/Dependencies**

It is assumed that

- The Makaha owns the property on which the restaurant sits.
- The Makaha wants to stay in business

## **4. A complete proposal to the Proprietor would also contain the following sections:**

### **4.1 Terms and Conditions**

### **4.2 Pricing**

### **4.3 Approval**

## **5. Qualifications**

### **5.1 Institute for Independent Business**

The Institute for Independent Business is a not-for-profit research and accreditation organization established in 1984 to give independent businesses direct access to some of the country's top business people so bringing practical advice & timely ideas to the business.

With approaching 2,200 Executive Associates having now been through our accreditation process, working with businesses mostly within the 'small to medium sized' (SMB) sector, in placing at their disposal mature senior executives to use as 'sounding boards' and support and mentoring whenever and wherever is required, drawing on one of the most comprehensive support infrastructures in the world, during which time issues arising within any aspect of the business can be addressed.

The IIB has five main aims:

- To bring to independent business the most practical advice and timely ideas from knowledgeable experts and business innovators; to open doors to important and profitable opportunities; to raise the professional standards of independent business practice; to enhance the image of business leaders and all other executives working within the independent business sector.
- To advance the understanding of the workings of independent business by research in relevant fields, alone or in co-operation with other interested and competent bodies.
- To provide research facilities pertaining to independent business for the benefit of and use by other persons or bodies.
- To disseminate such findings and information as may be useful to the operators of independent business by all means expedient, more particularly through training courses, educational programs, conferences, journals and other publications or media.
- To educate and train those working within the independent business sector to such a standard that they may confidently work independently at the appropriate level.

Independent businesses often operate in isolation without the networks of contacts and information services available to large companies. They typically lack the fundamental skills in key aspects of management that are required to develop a truly successful business. The organizations purporting to supply help and information were poorly sign posted and inaccessible for most small to medium sized businesses (SMBs). They were also largely governmental, bureaucratic and remote in nature. The Institute attempted to fill this gap by offering a single reference point where SMBs could obtain relevant information and support.

#### **Who are the IIB Executive Associates?**

All IIB Executive Associates who attend meetings with Managing Directors and Proprietors of businesses are themselves senior executives from any and every profession, background and industry imaginable. Almost all our Executives are mature business people over forty years old, who have been Chief Executives, Managing Directors or Executive Board Directors themselves, and having thus experienced first hand the pressures, stresses and joys of running a business, with many having started up, run and eventually sold their own businesses and others having run some of the best known businesses in the world. In short, our Executive Associates have 'been there, seen it, and survived to tell the story'!

## 5.2 Project Team

**Dave Clough:** With over 13 years of experience customer facing roles, including the last year as COO and the previous three managing the P&L of a consulting practice, Dave brings operational, process, and business development expertise to management consulting. His current part-time role is as COO, VP of Business Development and Senior Analyst for the Emend Research Group, a market research company that he co-founded. Prior to that he was Director of Professional Services at Synopsys Inc., a Nasdaq-100 company, he led a 10+ million dollar business with major contracts with customers such as Lucent and Motorola. Dave has held various managerial roles in customer service, and has a history of driving his team to exceed annual goals and righting underperforming teams or newly acquired groups. He has a BS in Electrical Engineering from the University of New Hampshire.

**Bobbi Pike:** Prior to consulting full-time, Bobbi was the COO and Co-Owner of Black Widow Brewing Company in Fredonia, NY for 5 ½ years, where she managed all aspects of the business to ensure the business vision and goals were being met. She closely managed resource utilization including product and labor, monitored P&L, balance sheet, and other financial reports to manage revenue and cash flows, and managed the planning and implementation of marketing campaigns. During this time, Bobbi was one of the primary leaders in the fight against the implementation of the smoking ban as it was written, where she led and won the fight in Chautauqua County in 2001-2002. Also, for 8 years in the 80's she was involved in a family owned restaurant. She has been the President of the Fredonia Chamber of Commerce, a board member of the Chautauqua County Chamber of Commerce, is a current member of the National Restaurant Association, and the Former VP of Western NY State Restaurant Assoc., and of Rotary International. She graduated Magna cum Laude with BS in Biology, and is over 2/3 of the way to an MBA, MS Marketing, both from University of Colorado at Denver.

## Appendix

Info found on the Web, used as background for proposal:

### **Makaha Restaurant**

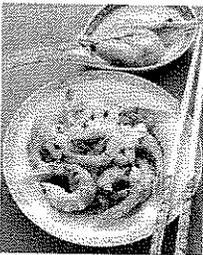
255 Great Road, Route 2A, Acton

978-263-3371

Hours: Open every day 11:30 a.m. to 12:45 a.m.

and Sundays and holidays noon to 12:30 a.m.

Ample parking, handicap accessible, and major credit cards accepted.



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***Makaha Restaurant is  
Cantonese food at its best***

Police records of DUI

<http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6385/-jdgh45z.pdf>

[http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6837/-ql\\_lx2l.pdf](http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6837/-ql_lx2l.pdf)

Town Records

Letter from town to restaurant

[http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6833/-ql\\_jpk8.pdf](http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6833/-ql_jpk8.pdf)

Letter from Lawyer to Town

[http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6832/-ql\\_h99r.pdf](http://doc.acton-ma.gov/docushare/dsweb/Get/Document-6832/-ql_h99r.pdf)

Where to find the towns public records

<http://doc.acton-ma.gov/docushare/dsweb/View/Collection-375>

## Bobbi Pike

11691 Decatur Drive  
Denver, CO 80234

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Phone: (303) 469-0121  
Cell Phone (970) 978-9947  
E-mail [bobbipike@iib.ws](mailto:bobbipike@iib.ws)

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### Strengths

*Understands first hand all aspects of operating a small business.*  
*Focused* and results oriented. I have an ability to gain buy-in for anything I am passionate about.  
*Establishes* and maintains effective lines of communication.  
*Determines* needs, sets priorities, and uses effective time management to accomplish objectives.  
*Adapts* well to new and unexpected events often capitalizing on apparent negative situations. I actually relish these situations, a useful attribute during my years in research and necessary in business.

### Weaknesses

*Results driven* almost to a fault. I want all relevant information, a decision based on that information and action to occur without hesitation. As a manager, while I am demanding but fair, patience is not my greatest virtue.  
*Obsessive* when involved in a project. Because I enjoy problem solving and generating new ideas, I tend to drive others at the same pace.

### Professional Experience

11/03 to Present  
Owner SANE Consulting  
Denver, CO

As an Accredited Executive Associate of the Institute for Independent Business I perform as a Business Advisor working with owners, employees, and all stakeholders to promote the well-being of their business. My specialty is small entrepreneurial establishments particularly in the hospitality sector, working with the understanding of profitability, identifying clientele, and market positioning for success. I have a deep understanding of the issues hospitality faces such as insurance and worker's compensation, health regulations, liquor liability, and the impact of smoking bans.

On a community level, I promote the well-being of businesses through their interaction as a collective group. I consult with groups of businesses within a close geographic region to devise ways to enhance awareness of their community businesses resulting in an increase in net sales and profits through the use of sustainable annual networking events.

4/98 to 2003

Black Widow Brewing Company  
Fredonia, NY

**Co-Owner / COO**

Managed all aspects of the business to ensure the business vision and goals were being met. I closely managed resource utilization including product and labor, monitored P&L, balance sheet, and other financial reports to manage revenue and cash flows. I managed the planning and implementation of marketing campaigns. Hired and trained management staff

During this time, *I was one of the primary leaders in the fight against the implementation of the smoking ban as it was written. I led and won the fight in Chautauqua County in 2001-2002. We were the only group to win on a County level. It was finally implemented on a State level in 2003.*

3/99 to 2003

Festivals Fredonia  
Fredonia, NY

**Vice Chair**

Planned, organized, managed, and implemented 6 major annual events. The design of these events was to enhance the visibility of local commerce and attract tourism dollars to the area. The success of these events and associated positive community impact was certainly remarkable. Great recognition has been given to the project. The events have become a point of pride for the Village, elected leaders and citizens alike.

7/91 to 4/98

V.A. Hospital / UCHSC  
Denver, CO

**Laboratory Manager**

My major duties included labor and resource allocation, funds distribution and general managerial tasks. I monitored grants and worked closely with grant writers to insure resources were accounted for. I also maintained my own project relating to apoptosis and intracellular signaling. *Published four scientific articles.*

8/80 to 11/88

Wolf's Restaurants  
Denver, CO

**Family Owned**

I participated in all aspects of the business. A great deal was learned from failures as well as successes. During this time I learned how seemingly small errors or delays in judgments can lead to catastrophic economic results.

6/82 to 8/85

Weinbender & Associates  
Denver, CO

**New Product Advisor**

**Sales Representative**

Developed new products utilizing feather down for the interior design industry. Successfully developed a line of high end quilts and designer pillows. These products are still available to date. Company relocated to Washington State.

1/79 to 8/83

Just Walls  
Denver, CO

**Owner / Operator**

Developed a designer style fabric wall covering system for commercial establishments. Sold and installed the systems. Managed all aspects of the business. Closed the business to focus on my education full time.

**Associations**

Past President of the Fredonia Chamber of Commerce  
Past board member of the Chautauqua County Chamber of Commerce  
Current member of the National Restaurant Association  
Former Vice President of the Western New York State Restaurant Association (resigned  
After their endorsement of the State-wide smoking ban as it was written)  
Current member of Rotary International  
Past board member of the local Rotary Club

**Education**

1995 University of Colorado at Denver, Denver, Colorado  
B.S., Biology Magna cum Laude

1998 University of Colorado at Denver, Denver, Colorado  
MBA, M.S. Mktg. *Completed two+ years of a three year program*

July 21, 2004

Dear Todd,

I have been an instructor for the Massachusetts Restaurant Association's Bar Code® course for responsible alcohol service since 1998. Throughout my career as an instructor I have encountered a number of establishments that been affected by problems resulting from poor alcohol serving practices. In most cases these are problems that Bar Code® could help in solving.

My position as a trainer of responsible alcohol service practices is something I take personally. The stories I have heard, the situations I have encountered and the tragedies I can speak of are real. The Bar Code® course is an effective vehicle for teaching responsible alcohol service, however, employees serving alcohol need to know what can happen to them, personally, if they make a mistake. Management and owners need to know what can happen to them if an employee makes a mistake. Bringing the program to their level, incorporating real life situations, is the most important aspect of the training.

While consulting for food and beverage operations cited with alcohol serving problems is not something I normally do, I feel I am qualified to advise them on how they can do things the right way.

Outside of my responsibilities with the Massachusetts Restaurant Association I am the VP of Development for MacDel Inc., a company that offers web based training to the hospitality industry. Courses range from reservation sales training to OSHA safety training. The company has been in existence since 1998 and includes companies such as Marriott, WorldRES.com, Hilton Hotels, and SRS-WORLDBHOTELS as clients.

For two and a half years I was also an associate faculty member at Becker College in Worcester. Courses included a variety of hotel/restaurant related classes as well as hospitality/business law and training and development.

Todd, I appreciate your call and I'm sorry to hear about your client's situation. Please call if you have any other questions.

Sincerely,

**Paul**

Paul R. MacKinnon  
508-829-5800

**Bar Code – Responsible Alcohol Server Training**  
**Chapter 2 - The Law and Your Responsibility**

Helping Prevent Drunk Driving  
State Liquor Codes  
    Minors  
    Intoxicated Individuals  
    Transporting Beverage Alcohol  
Resonable Care  
    Resonable Care  
    Negligence  
    Foreseeability  
Actual & Constructive Knowledge  
Employee Liability  
Third Party Liability  
    Dram Shop Laws