



2023 MANAGERS' CONFERENCE

Grand Sierra Resort • Reno, NV



WELCOME



From
ANITA ADAMS

Welcome to Reno, Bear Nation! These few days together are truly the capstone for the year. Such a great opportunity for us to spend time together celebrating and sharing information. There is so much to be proud about and I want to personally thank each one of you for the "care" that you bring everyday for your teams and guests. Black Bear Diner is a special place and through your leadership we will ensure we continue to be the very best in family dining providing a WOW! experience through amazing hospitality and our incredible food. Cheers!

From
JEFF GUIDO

Hi Bear Nation,
Well, another year has gone by, and You continue to impress! This year is shaping up to be one of the best years Black Bear Diner has ever had and we owe it all to our managers and team members! As leaders, your passion, knowledge, and leadership really makes a difference to our business. Our culture influences us in everything we do, and you bring that culture to life. Over the last year I have heard and seen so many examples of our values in action, that it makes me proud to be a Bear.

Although last year's conference will always be special to me, this year's conference looks to be bigger and better than ever before. I can't wait to see all "The Bears" in one room again to celebrate, socialize, and learn! I hope you are ready for Conference, I know we can't wait to see you!



AGENDA

MONDAY, SEPT. 18TH

- 9:00 – 1:00 pm **REGISTRATION DESK OPEN**
Nevada Rollup
- 2:00 – 2:15 pm **WELCOME BEAR NATION**
Nevada Ballroom
- 2:15 – 4:15 pm **CULTURE & VALUES**
- 4:15 – 6:00 pm **FREE TIME**
- 6:00 – 9:00 pm **PINTS, PIZZA & PINS**
Bowling Center

TUESDAY, SEPT. 19TH

- 7:00 – 8:30 am **REGISTRATION DESK OPEN**
Nevada Rollup
- 7:00 – 8:30 am **BREAKFAST/VENDOR SHOW**
- 8:30 – 8:45 am **INTRODUCTIONS**
- 8:45 – 10:00 am **KEYNOTE SPEAKER**
SUSAN SALGADO
- 10:00 – 10:15 am **BREAK**
- 10:15 – 11:15 am **SUSAN'S SESSION**
- 11:15 – 11:30 am **BREAK**
- 11:30 – 12:00 pm **PHILANTHROPY/MAKE A WISH**
- 12:00 – 12:30 pm **GENERAL SESSION JEFF GUIDO**
- 12:30 – 1:30 pm **LUNCH/VENDOR SHOW**
- 1:30 – 2:30 pm **BREAKOUT - SESSION 1**
- 2:30 – 2:45 pm **BREAK**
- 2:45 – 3:45 pm **BREAKOUT - SESSION 2**
- 3:45 – 4:00 pm **WRAP UP**
- 4:00 – 6:00 pm **FREE TIME**
- 6:00 – 7:00 pm **COCKTAIL PARTY**
Reno Room
- 7:00 – 9:00 pm **AWARDS DINNER**

WEDNESDAY, SEPT. 20TH

- 7:00 – 8:30 am **BREAKFAST**
- 8:30 – 9:00 am **SPECIAL GUEST MESSAGE**
- 9:00 – 9:15 am **BREAK**
- 9:15 – 10:15 am **BREAKOUT - SESSION 3**
- 10:15 – 10:30 am **BREAK**
- 10:30 – 11:30 pm **BREAKOUT - SESSION 4**
- 11:30 – 11:35 am **BREAK**
- 11:35 – 12:00 pm **WRAP UP**
DEPART FOR AIRPORT

BEAR TRACKS ONLY

- 1:00 – 1:45 pm **BREAKOUT - SESSION 5**
- 1:45 – 1:50 pm **BREAK**
- 1:50 – 2:35 pm **BREAKOUT - SESSION 6**
- 2:35 – 2:40 pm **BREAK**
- 2:40 – 3:25 pm **BREAKOUT - SESSION 7**
- 3:25 – 3:30 pm **BREAK**
- 3:30 – 4:00 pm **WRAP UP**
- 4:00 – 6:00 pm **FREE TIME**
- 6:00 – 9:00 pm **DINNER**

BREAKOUT SESSIONS

1. WOW! FOOD
2. CONTROL THE FLOW
3. COMMUNITY MINDED
LOCAL MARKETING
4. BEAR-RIFIC RETAIL GIFT SHOP

THURSDAY, SEPT. 21ST

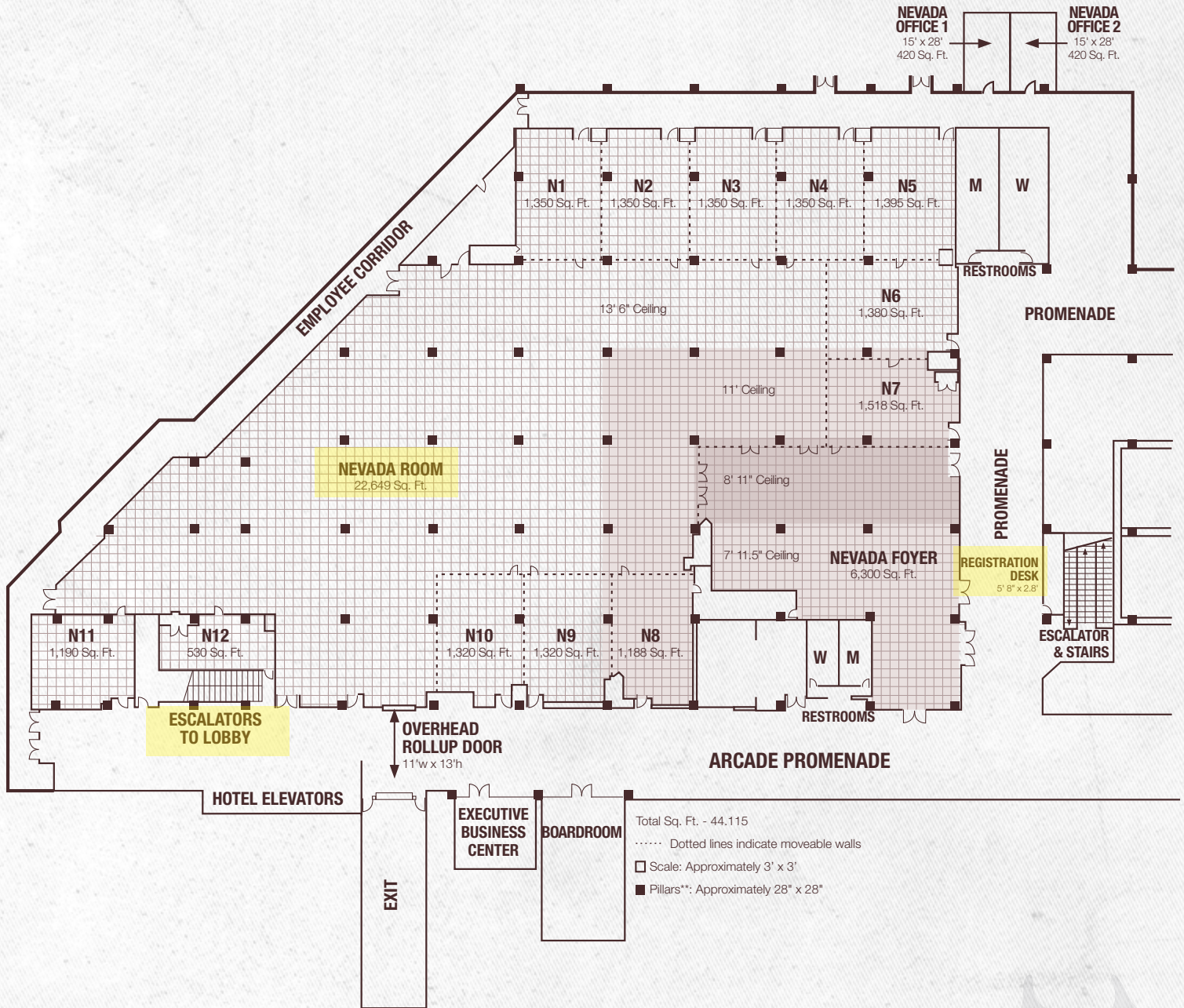
Depart for airport

NEVADA BALLROOM

NEVADA BALLROOM

HOTEL MAP

Nevada Conference & Exhibition Center



KEYNOTE SPEAKER

SUSAN SALGADO



Susan Reilly Salgado, Ph.D., is a consultant and speaker whose expertise lies at the intersection of organizational culture, leadership, and customer experience. Susan's work focuses on how organizations can leverage a strong and healthy organizational culture to achieve outstanding results. Her proprietary model is rooted in her academic and

executive experience, including 15 years as a partner in Danny Meyer's Union Square Hospitality Group (USHG). In her role at USHG, she created and implemented the company's leadership development programs, which were a fundamental component of the company's success in growing its culture throughout significant growth, including the creation and scaling of the Shake Shack brand. Through her speaking and consulting, she has shared concepts and best practices that have been time-tested across more than 20 different industries, from hospitality, to

luxury retail, to hospitals, to financial services, and beyond [including companies such as including Delta Airlines, Hyatt Hotels, Merrill Lynch, CLEAR, Assa Abloy Security Systems, Chanel, Ford Motor Company, Pure Insurance, H-E-B, Cedars Sinai Hospital System, Novartis, Chick-Fil-A, Condé Nast, Coca Cola, NFP, and Share Our Strength/No Kid Hungry]. Her goal is to help teams understand how effective leadership leads to a positive and uplifting culture that drives performance.

Susan's work has been profiled in numerous publications, including The New York Times, Wall Street Journal, Fast Company, and Business Insider. She is a co-founder of the NYC Chapter of Conscious Capitalism, has recorded a TEDx talk, has been a contributor to Inc. magazine, and was named one of Fast Company's 100 Most Creative People in Business. For more information, please visit www.SusanSalgado.com.



IT STARTS WITH US: LEADING FROM WITHIN

Over the last two decades, Susan Salgado has learned a key lesson about customer experience that applies in every industry: Treat your employees well, and they will do the same for your guests. It is nearly impossible for team members to generate caring, thoughtful, patient, attentive guest service unless they, themselves, feel valued and appreciated by their leaders.

That's where culture comes in. Delivering on the promise of a remarkable customer experience requires each team member to pull together with a shared purpose and unified values, under the support & guidance of leaders who pave the way for success. Too often we see inconsistencies and failures in the customer experience that stem directly from a lack of leadership that would otherwise promote an organization's brand promise.

When we create remarkable workplaces where employees are thriving, they will naturally give of themselves to those they serve – whether we're talking about internal "customers" (other team members) or the guests who dine with us. And that's what culture is all about: how we treat one another – everyone around us – and how we define 'acceptable behavior' on our team. The trick, as you will learn, lies in clearly articulating our desired culture, and then continually holding ourselves and our teams accountable to those standards of behavior.

In this workshop, Susan will draw on her 20+ years of working with a premier New York restaurant group – Danny Meyer's Union Square Hospitality Group – to help us understand how we, as leaders, can be the driving force in creating such a remarkable workplace that ultimately delivers outstanding results – from guest experience scores, to profitability, to excellence, and beyond. Her practical model of culture will help to clarify some of the mystery around how we can best use our values and vision to inspire and motivate our teams in pursuit of delivering the most hospitable, caring experiences our guests could wish for, and provide actionable take aways that we can immediately put into place.

KEY TAKEAWAYS FROM THIS WORKSHOP WILL INCLUDE:

- What is organizational culture, and what is a leader's role in it?
- How do you build an engaging workplace, where employees are thriving and proud of where they work?
- How does a great culture translate into a great guest experience?
- How do you create a positive, uplifting culture that is still accountable to high standards?

BREAKOUTS

WOW! FOOD

WOW! Food is the cornerstone of the Black Bear Diner guest experience. In this session we will discuss our BBD food fundamentals, why we do food the way we do, and review the tools and resources to help you deliver quality, consistent food to each guest, every time. We'll also review the upcoming Biscuit LTO, check in on Fall Flavors and give you a sneak peek at upcoming Culinary events.

CONTROL THE FLOW

Especially during peak periods, the way that our guests flow into and out of our dining rooms have a major impact on meeting and exceeding our guests' expectations of us. We will review best practices in how to 'Control The Flow' of business for optimal success of our team members and enjoyment of our guests. Here we will show the critical components of the Host Position skills and offer tangible action steps to take back to your diner!

COMMUNITY MINDED LOCAL MARKETING

Connecting with our community is a core value and part of our DNA. This really does start with us -- and more specifically, with you. But what does it even mean and how do we do it? You'll leave this workshop-style session with many ideas and a solid first step to your first or next connection.

BEAR-RIFIC RETAIL GIFT SHOP

Our Black Bear Diner retail gift shops are an important first AND last impression of our brand for all our diner guests. With this in mind, we are looking to gain more system-wide consistency in our gift shop offerings. We will be sharing approved vendors, approved offerings, ordering, and fulfillment details during this session. We will share a refreshed gift shop inventory online (CTUIT). Additionally, we will outline best practices in gift shop product placement, stock levels and salesmanship techniques.

VENDOR FAIR

Representatives from 15+ Black Bear Diner vendor partners and Cave departments will be on hand for our conference Vendor Show.

Tuesday September 19th

7:00 am – 8:30 am

12:30 pm – 1:30 pm

Meet them in person, ask questions, and view products sold at Black Bear Diner.

Make time to visit each vendor table, as there will be featured giveaways and raffles!

THANK YOU TO OUR SPONSORS



ATTENDEES

MANAGERS

American Fork, UT
Arvin, CA
Aurora, CO
Aurora, CO
Bakersfield, CA
Bakersfield, CA
Barstow, CA
Beaumont, TX
Beaumont, TX
Beaverton, OR
Boise – Ent. Ave, ID
Brownsville, TX
Buena Park, CA
Bullhead City, AZ
Carson City, NV
Chandler, AZ
Chico, CA
Chino, CA
Colma, CA
Colo. Springs - GOG, CO
Colo. Springs - Academy, CO
Colo. Springs - Academy, CO
Cottonwood, AZ
Cypress, TX
Danville, CA
Danville, CA
Davis, CA
Downey, CA
Draper, UT
El Cajon, CA
El Cajon, CA
El Paso, TX
Elk Grove, CA
Elk Grove, CA
Emeryville, CA
Fayetteville, AR
Federal Way, WA
Fernley, NV
Fountain, CO
Fremont, CA
Fresno, CA
Fullerton, CA
Gilbert, AZ
Gilroy, CA
Glendale, AZ
Goodyear, AZ
Grants Pass, OR
Great Falls, MT
Gresham, OR
Hanford, CA
Hayward, CA
Henderson, NV
Humble, TX
Idaho Falls, ID
Independence, MO
Katy, TX
Kingman, AZ
Klamath Falls, OR
La Habra, CA
Lake Havasu City, AZ
Lakewood, WA
Fred Gonzalez
Bryan Leal
Christine Golden
Jeff Meyer
Gladys Verduzco
Francisco Flores
Jesse Garcia
Shannon Chavis
Michelle Fontenot
Alexander Muscick
Shaun Searle
Vanessa Fernandes
Isaid Arteaga
Jennifer Lank
Krista Winter
Jeff Wallen
Chandler Lanzarin
Edward Scott
Jesus Estrada
Dave Tebbe
David Niemiec
Israel Mazariegos
Quint Clarkin
Michelle Johnson
Evelyn Ruiz
Frank Leonard
George Hays
Daniel Bowers
Bryce Carlson
Berenice Sarabia
Brody Jackson
Fidel Huerta
Miguel Hernandez
Miriam Sánchez
Lisbeth Vasquez
Sierra Bailey
Tanisha Breedlove
Cristela Canales
Dawn Riggs
Hector Nolasco
Mariela Barragan
Veronica Bowers
Michael Galvez
Marlene Ayala
Samuel Williford
Eric Grant
Zac Belote
Katrina Leslie
Justin Elwood
Arnette Evangelo
Pedro Vega
Geoffrey Cragin
Alex Vosko
Tara Walker
Blake Fuestman
Jeffrey Marshall
Hannah Farmer
Caemen Buckley
Mark Taylor
Jenniffer Butler
Stacey Marx
Las Vegas Blvd, NV
Las Vegas-Sahara, NV
Las Vegas-Tropicana, NV
Laveen, AZ
League City, TX
Lodi, CA
Los Banos, CA
Madera, CA
Manteca, CA
McAllen, TX
Medford, OR
Menifee, TX
Merced, CA
Mesquite, TX
Midwest City, OK
Milpitas, CA
Modesto, CA
Monterey, CA
Moore, OK
Moreno Valley, CA
Murrieta, CA
Napa, CA
New Braunfels, TX
Newberg, OR
North Houston, TX
North Little Rock, AR
Oakland, CA
Oakley, CA
Owasso, OK
Palmdale, CA
Pasadena, TX
Pleasanton, CA,
Porterville, CA
Portland, OR
Puyallup, WA
Quail Springs, OK
Rancho Cucamonga, CA
Redding, CA
Reno, NV
Richfield, UT
Riverton, UT
Rohnert Park, CA
Roseville, CA
Sacramento - Arden Way, CA
Sacramento - Natomas, CA
Salinas, CA
San Antonio, TX - City Base
San Rafael, CA
Sandy, UT
Santa Ana, CA
Scottsdale, AZ
Sequim, WA
Signal Hill, CA
Sonoma, CA
Sparks, NV
St. Charles, MO
St. George, UT
Sugar Land, TX
Suisun City, CA
Sunnyvale, CA
Mark Planellas Jr
Brenda Macias
Benjamin Sellers
Maggie Cabrera
Barry Tanaka
Seleny Alvares
Ezequiel Reeves
Jerry Rodriguez
Olga Trujiollo
Art Puentes
Troy Richardson
Juan Hernandez
Raymond Whitaker
Matthew Shepard
Frank Harris
Jesus Avila
Joe Gonzales
Gabriel Morga
Bob Koscho
Amanda Thielhart
Yolanda Ortiz
Gonzalo Aguilar
Michael Robertson
Morgan Hubbard
Brittany Olive
Kevin McKay
Solanch Barjas
Raymond Castro
Ashley Fisher
Luis Sandoval
Amy Torres
Alberto Barrera
Jose Rios
Ana Candanosa
Josh Waller
Lisa Fitchett
Krystal Pham
Quinton Chisholm
Kathy Liles
Jacquell Barnson
Albert Lopez
Jonathan Diaz
Paco Mirazo
Raul Garcia
Kay Barlow
Briana Martin Martinez
Joe Saenz
Karen Beltran
Misty Thomas
Claudia Gomez
Heather Dearing
Shayna Mayen
Gina Rainey
Maria Cervantes
Melissa Duncan
Krystalyn Bailey
Brenda Nichols
Rodrigo Munoz
Janet Penland
Servando Anaya

ATTENDEES

Tempe, AZ
 Tarzana, CA
 The Woodlands, TX
 Torrance, CA
 Tracy, CA
 Tucson, AZ
 Tulare, CA
 Tulsa, OK
 Turlock, CA
 Twin Falls, ID
 Vacaville, CA
 Vallejo, CA
 Vancouver, WA
 Ventura, CA
 Visalia, CA
 Visalia, CA
 Vista, CA
 Walnut Creek, CA
 West Jordan, UT
 West Valley, UT
 Willows
 Wilsonville, OR
 Woodland, CA
 Woods Cross, UT
 Yreka, CA
 Yucca Valley, CA
 Yuma, AZ

FRANCHISE LEADERSHIP

Banwait
 BBD of Madras, LLC
 Bear Buddies
 Bear Buddies
 Ceda Hills
 ELITE Diners
 ELITE Diners
 ELITE Diners
 Golden North
 Good Human Brands
 Granite Peak Restaurants, Inc.
 Granite Peak Restaurants, Inc.
 GVS Hospitality, LLC
 GVS Hospitality, LLC
 National Restaurants
 Orsa Bear, LLC
 Rocky Mountain Bears
 Rocky Mountain Bears
 Rose Restaurants Fresno
 San Joaquin Valley Corp
 SB DINERS
 SB DINERS
 SNS Diner, LLC
 SNS Diner, LLC
 SNS Diner, LLC
 3 Bears Inc.
 3 Bears Inc.
 TA-Travel Centers of America
 TA-Travel Centers of America

Sharon Warner
 Michelle Saldivar
 Brittany Reynolds
 Jesus Reyes
 Edith Vaca
 Jack Dely
 Michele Turner
 Karla Higareda
 Ravi Salzer
 John Sullivan
 Florencio Aquino
 Eduardo Garcia
 Memo Mendez
 Javier Diaz
 Robert Velasquez
 Misty Fenstermaker
 Angie Medina
 Cindy Hill
 Carlos Tostado
 Gloria Landa
 Jamie Jagears
 Gregg Harp
 Santos Flores
 Amanda Carter
 Samantha Mowatt
 Ryan Arellano
 Vickie Sexson

Christopher Spenhoff
 Joe Davis
 Derrick Augustine
 Amy Augustine
 Ellen Moore
 Gladys Verduzco
 Miguel Hernandez
 Steven Standlea
 Frankie Leonard
 Shaun Searle
 Albert Lopez
 Sue Wong
 Grace Van Slee
 Grace Van Slee
 Brody Jackson
 Amber Moore
 Israel Mazariegos
 Jeff Meyer
 Nicola Clark
 Amy Rose
 Trudi Arias
 Salvador Santiago
 Jennifer Nushwat
 Nimer Massis
 George Massis
 DaymenKirch
 Anthony Sammut
 James Weaver
 Cesar Espinoza

VENDORS

Rob Hermansky
 Todd Reichenbach
 Ryan Reichenbach
 Kent Roberts
 Enrique Gamboa
 Matthew Zozaya
 Eleanor Small
 Bradley Borba
 Bridget Borba
 Hetty Truax-Keith
 Tom Keith
 Jay Parham
 Sara Bailey
 Tiffany Taylor
 Marc Perrault
 Erica Lemos
 Chris Hames
 Ron Walker
 Matt Goodacre
 Malinda Rae
 Karen Stone
 Amy Snell
 David Robertson
 Alexandria Emery
 Brian Fiddes
 Adam Legrand
 Kevin Garrelts
 Carmen Jeffords
 Adam Hood

CH Guenther
 Valley Web Printing
 Valley Web Printing
 Ecolab
 Ecolab
 Ecolab Pest
 Ecolab FSS
 Vernon Promotions
 Vernon Promotions
 The Sourcing Group
 The Sourcing Group
 Bewley's NA
 Bewley's NA
 Sysco
 Dr Pepper
 Affinity Group
 Affinity Group
 PepsiCo
 CORE FOOD SERVICE
 Fresh Concepts
 Fresh Concept
 Access Partners
 McCormick
 Minute Maid
 Cobatco
 SOTF
 SOTF
 Daily Pay
 Aramark/Buyers Edge



ATTENDEES

CAVE TEAM ATTENDEES

Bruce Dean Co-Founder/Executive Chairman
Anita Adams Chief Executive Officer
David Doty Brand Ambassador
Robin Yoshimura Brand Ambassador
Chuck Riske Brand Ambassador

Operations

Jeff Guido Chief Operating Officer
Michael Lamb VP of Operations – Bear Tracks
Ashley Kramer Director of Ops Services
Michael Fluharty Sr. Manager of Operations
Arnie Castro VP of Franchise
Jaros Kreysa Franchise Business Consultant
Gregg Hobbs Franchise Business Consultant
Craig Kessler Franchise Business Consultant
Rich Rivera Franchise Business Consultant
Christopher Willard Regional Director of Operations – NoCal
Ron Sear Regional Director of Operations – NV/ID/River
Misti Cash Regional Director of Operations – AZ 1
Bianca Ruiz Regional Director of Operations – AZ 2
Ryan Quinney Regional Director of Operations – OK/AR
Chris Flansburg Regional Director of Operations – SoCal
Anatolio Trinidad Regional Director of Operations – TX 1
J'Nel Horne Regional Director of Operations – TX 2
Fred Raso Regional Director of Operations – UT
Sherri Degraffenreid Regional Director of Operations – Heritage
Kendall Johansen Regional Operations Manager – KS/MO
Jim Combe Regional Coach – AZ

Culinary

Juan Gonzalez Culinary Implementation Manager

Finance

Steve Sparks Chief Financial Officer
Saundra Cleveland VP of Finance & Risk
Janell Moore Sr. Financial Analyst
Alex Smith Risk Management Consultant

Human Resources

Tammy Johns Chief People Officer
Trish Phillips Director of HR
Stephanie Kvale Director of HR & Recruiting
Fernando Rivera Recruiting Manager
Stacy Smith HR Generalist

Training

Camille Chavez VP of Training & Development
Bob Simpson Director of Training
Brannon Baker Training - Instructional Designer

Development

Chad Corrigan VP of Franchise Sales & Development

Construction

Rick Foerster VP of Construction & Design
Rick Bayer Director of Facilities
Marc Swanson Senior Construction Project Manager
Nancy Dobbins Construction Project Manager

Marketing

Jolisa Johnson VP of Marketing & Communications
Janina Carter Sr. Mktg Mgr/Graphic Designer
Carrie DeMallie Sr. Marketing Manager
Denise D'Amico Johnson Guest Relations/Executive Asst.

I.T.

Joanna Dean VP of I.T. & Culinary Services
Robbie McLaughlin Sr. Director of I.T. Services
Steve Adams I.T. Systems Manager
Jesse Jauregui I.T. Coordinator

Supply Chain

Cindy Wright Sr. Director of Supply Chain
Linda Clement Distribution Manager

Office Support

Shonah Gonzalez Corporate Administrative Asst.

Keynote Speaker Susan Salgado



HAVING A BEARY GOOD TIME!

Members Of The Conference Organizing Committee - just kidding!



2022 Golden Circle Recipients

