

RICHARD BERMAN

Richard Berman is the architect of the newly formed Center for Union Facts (“CUF”). Berman’s lobbying/consulting firm, Berman & Company, Inc. (“BCI”) specializes in strategic research and communications.¹ He is described in the press as a “notorious D.C. lobbyist.”²

Before adding CUF to his roster, Berman previously founded and runs three tax exempt food, tobacco and beverage industry front groups. He is well paid by these industries to serve as the executive director of all three organizations. Berman then uses his own lobbying and public relations firm to do work for the organizations, thereby channeling between 49% and 79% of all donations made to the groups into his own pocket.³

These organizations include:

The **Center for Consumer Freedom** (“CCF” formerly Guest Choice Network “GCN”), which attacks anyone who criticizes smoking, fast food or alcohol;

The **Employment Policies Institute** (“EPI”) which opposes increasing the minimum wage and promotes the specious concept that an increased minimum wage would drive the poor and uneducated out of the job market; and

The **American Beverage Institute** (“ABI”) which fights laws designed to curb drunk driving.

Berman was also executive vice president of public affairs for the Pillsbury Restaurant Group and⁴ was once director of labor law for the U.S. Chamber of Commerce.”⁵

Berman’s Career Highlights

Berman campaigned against the 1997 minimum wage increase and worked as a negotiator for Bethlehem Steel in union contract talks.⁶

Berman made his reputation defending big tobacco. *Time* described him as “a public relations expert who made his reputation defending the tobacco industry.”⁷

Berman was named “Face of the Food Industry.” In June 2005, *The New York Times* reported that, “In recent years, Mr. Berman, who is not a scientist, has emerged as a powerful and controversial voice in the debate over the nation’s eating habits. In some ways, he has become the face of the food industry as it tries to beat back regulations and discourage consumer lawsuits... Mr. Berman has declared war on organizations like the Center for Science in the Public Interest, the food and nutrition activist group that is run by his nemesis, Michael Jacobson. If the food police had a commissioner, Mr. Berman would cast him in the role.”⁸

Berman was honored by the food service industry as “Motivator of the Year.” At the 19th annual Elliot Leadership conference for foodservice executives, Berman received the

Elliot Motivator of the Year Award. When accepting his award, “For a moment the usually voluble Berman seemed at a loss for words...But once seated before the audience with Elliot Group founder Alice Elliot, he again was warning the audience about how the industry needs to defend itself against attacks by ‘self-interest’ and consumer groups. ‘In all of these debates, whether minimum wage or health care, the activists are always making the problem larger than it is,’ he said. ‘We need to argue effectively about the nature of the problem. For example, obesity is the only epidemic that you could cure by keeping your mouth shut.’”⁹

Berman was head of group that fought drunk driving laws. According to the Detroit Free Press, “A national campaign -- called MADDatGM -- has been launched with the backing of 17,000 bars, taverns and liquor stores to attack the automaker and Mothers Against Drunk Driving, mostly for their efforts to lower legal blood-alcohol levels... ‘We want to stop GM from contributing to MADD (Mothers Against Drunk Driving). We have a problem with GM money going to criminalize social drinkers. GM needs to recognize it is attacking legitimate businesses,’ said Rick Berman, the high-powered Washington D.C. lobbyist running the MADDatGM campaign.”¹⁰

CENTER FOR UNION FACTS

CUF was created by Richard Berman —According to *The Washington Post*, “the group was created by Richard Berman, a lobbyist behind often unpopular campaigns, including one that aims to dismiss concerns about mercury in fish (FishScam.com), another that challenges Mothers Against Drunk Driving and its efforts to lower the legal blood alcohol content limit, and one that dismisses concern about obesity as ‘hype.’”¹¹

Multi-million dollar campaign — On February 13, 2006, CUF began a “multimillion dollar education campaign” by erecting a dinosaur outside of AFL-CIO headquarters. In addition to the dinosaur, picketers marched with signs reading: “AFL-CIO: Colossal Fossil,” “Smart Union Leaders: Extinct?” and “Labor Leaders: Dis-organized?”¹²

- **CUF raised \$2.5 million** —The Center for Union Facts says it has raised \$2.5 million from trade alliances, companies and individuals.¹³
- **CUF hopes to spend \$5 million a year** — Berman said “various companies and a foundation had contributed to his nonprofit group, but he refused to identify them. He said he hoped to spend more than \$5 million a year on the campaign.”¹⁴

CUF is a non-profit purportedly supported by groups including “union members”— A news release put out by CUF on *U.S. Newswire* states that CUF is a non-profit organization supported by foundations, businesses, union members, and the general public.¹⁵

- **State Chamber of Commerce supporting CUF** —According to *The New York Times*, “A.F.L.-C.I.O. officials said the president of a state chamber of commerce told them that at a conference in Florida on Jan. 26, the state chambers had pledged several million

dollars to back Mr. Berman’s effort. ... Berman said that when he spoke at the conference, he neither asked for nor received contributions. Rather, he said, he asked chamber officials to recommend that businesses in their states donate to his efforts.”¹⁶

CUF full page ads appeared in major newspapers — According to CUF’s press release, “Full-page ads appearing today in *The New York Times*, *The Washington Post*, and *The Wall Street Journal* took another shot across labor leaders’ bow with a picture of a padlocked gate and text reading, ‘The New Union Label: CLOSED. Brought to you by the union ‘leaders’ who helped bankrupt steel, auto, and airline companies.’”¹⁷

- **CUF Director Berman says the ads are “just the beginning”** — CUF’s news release states that “[t]his is just the beginning of a major education campaign about union leadership,” said Richard Berman, founder of the Center. “It’s time that someone holds these people accountable. For too long those in charge of America’s labor movement have been running roughshod over their own members. We’re going to tell everyone the facts that labor leaders don’t want you to know.”¹⁸

CUF claims over 3 million facts about unions—According to CUF, “The Center for Union Facts is the first organization of its kind, having gathered an unprecedented wealth of information about the size, scope, political activities, and criminal practices of the labor movement in the United States. The organization’s database contains more than 3 million facts about unions and their leaders. From the smallest local to the largest international union, UnionFacts.com has the most comprehensive database of information available [emphasis added].”¹⁹

GUEST CHOICE NETWORK/CENTER FOR CONSUMER FREEDOM

Guest Choice Network founded in 1995 with Philip Morris seed money. GCN was formed in 1995 “to fight bans on smoking in restaurants and bars”²⁰ and received considerable funding from tobacco companies, including \$600,000 in seed money from Philip Morris. “The company said it needed a consultant who was both a ‘hospitality industry insider as well as a legislatively astute individual,’ according to documents collected as part of the multi-state lawsuit against tobacco companies. Under the 1998 settlement, the documents were made public. Philip Morris continued to give money to Berman for several years.”²¹ In fact, according to Philip Morris documents, Berman has received at least \$2,950,000 from the company.²²

- GCN attacked Mothers Against Drunk Driving, calling MADD a group of “professional fund-raisers” who try to “scare us away from even responsible drinking.”
- GCN characterized former New York Mayor Rudy Giuliani’s proposal to confiscate the vehicles of people convicted for drunk driving as a “car-theft ring.”
- GCN criticized the U.S. Centers for Disease Control and Prevention (CDC) for its warnings about salmonella-related food poisoning, stating “For nearly three decades,

[CDC] has been whipping up fear over food while remaining virtually unchallenged by the press or the scientific community. By generating more heat than light, [CDC] helps create fear . . . over . . . food products.”

- In an editorial appearing on CCF’s website, Berman referred to a “lack of evidence that second-hand smoke causes cancer.”²³

GCN became CCF in 2001, shifted focus to food & beverage issues. Guest Choice Network changed its name to the Center for Consumer Freedom in 2001 and shifted its focus to “food and beverage issues, raised by concerns about obesity, mad cow disease and genetically modified products.”²⁴

CCF: “primary propaganda arm” for food & dairy industry. According to the *American Prospect*, the group is “the primary propaganda arm for the food and dairy industries in the emerging battle over the politics of food.”²⁵

Berman admits bulk of CCF’s funding comes from food & restaurant companies. Berman admits that CCF is “financed by the food and restaurant industries”²⁶ and that some of those who fund CCF are also clients of his lobbying firm.²⁷ However, he “has always declined to name the specific companies that support Consumer Freedom. He said in an interview that there were roughly 100 companies, including some that control very large brands, but that identifying them would serve no purpose.”²⁸ Berman said the organization collected about \$2.7 million in contributions in 2003.²⁹

Food industry officials seek to keep donations anonymous. The *Washington Post* reported that, “Food industry officials who spoke only on the condition that they not be identified by name or by where they work said that by keeping the sponsors anonymous, Berman’s group can be more vociferous, provocative and irreverent in its criticisms than a trade association. Berman’s ‘stuff is factual, but everyone chooses the facts they represent,’ one executive said.”³⁰

Donors include Coca-Cola, Wendy’s, Tyson’s Foods, Cargill, Outback Steakhouse. According to *The New York Times* “A watchdog group in Washington, the Center for Media and Democracy, has posted data about Consumer Freedom’s financing on its Web site. According to documents they say were obtained from a former Consumer Freedom staff member, corporate contributors to the group as of 2002 included Coca-Cola, Wendy’s and Tyson Foods, each of which gave \$200,000. Cargill gave \$100,000, according to the documents, and Outback Steakhouse gave \$164,600.”³¹

Other alleged donors include Brinker Int’l, and RTM Restaurant Group. “PRWatch, a nonprofit critic of the public relations industry, lists what it claims are the Center for Consumer Freedom’s sponsors on its Web site. Those companies include Brinker International; RTM Restaurant Group, the owner of Arby’s; Tyson Foods Inc.; HMSHost Corp.; and Wendy’s International Inc.”³²

Tyson's, Pilgrim's Pride & Cargill each give CCF \$100K annually. According to the *Arkansas Democrat-Gazette*, "Tyson Foods Inc., Pilgrim's Pride Corp. and Cargill Inc. have been among the major financial backers of Washington lobbyist Richard Berman and his Center for Consumer Freedom." All three corporations "each give at least \$100,000 a year to fund Berman and his nonprofit center, according to documents obtained by PR Watch, a Wisconsin group that monitors corporate public relations."³³

CCF is Berman's "brainchild" – BCI received \$1.1M from CCF in 2003. According to *The Washington Post*, CCF and its ad campaigns "are the brainchild of Richard Berman, a Washington lobbyist and lawyer who is the center's executive director. Berman is also president of Berman & Co., a public affairs firm that in 2003 received more than \$1.1 million in compensation from the nonprofit group -- more than a third of its revenue that year, According to its most recent tax returns."³⁴

CREW charged Berman and BCI received \$7M from CCF since 1997. Watchdog group Citizens for Responsibility and Ethics in Washington (CREW) charged that Berman and his firm have received more than \$7 million since 1997 from CCF and EPI. Based on that, in 2004, the group asked the IRS to revoke CCF's tax-exempt 501(c)(3) status, arguing that Berman used the center "to funnel money to himself and his company, a violation of federal tax law that bars companies or individuals from running a nonprofit for their private benefit."³⁵

- **CCF hired BCI in a no-bid contract.** CREW charged that CCF had hired Berman and Company "on a no-bid contract, without finding out whether another firm might charge less or whether the work could be done with in-house employees." According to Frances Hill, a Miami University law professor who specializes in nonprofit groups, "This kind of arrangement should certainly trigger scrutiny" from the IRS.³⁶
- **CREW challenged CCF's tax-exempt status.** In November 2004, Citizens for Responsibility and Ethics in Washington (CREW) filed a complaint with the Internal Revenue Service alleging that CCF had violated its tax-exempt 501(c)(3) status in three ways: "By engaging in prohibited electioneering against presidential candidate Dennis Kucinich; by making substantial payments to the founder of the organization Richard Berman and to Berman's wholly owned for profit entity Berman & Co.; and by engaging in activities with no charitable purpose."³⁷

CCF's Actions

CCF wages PR war against "nannies." According to the *Arkansas Democrat-Gazette*, CCF "wages public-relations warfare against animal welfare organizations and other groups that it contends act as self-appointed 'nannies' to the American public."³⁸

CCF sponsored website attacks against MADD. CCF sponsors a website, ActivistCash.com, that features in-depth profiles of other non-profits and groups, including Mothers Against Drunk Driving, that included information on their funding and

key players. “Despite their innocent-sounding names, many of these organizations are financial Goliaths that use junk science, intimidation tactics, and even threats of violence to push their radical agenda,” the site says. Berman has alleged that some groups have “a violent side to them” and vowed to attempt to shut down firms whose activities run counter to CCF’s goals.³⁹

CCF launched 2005 ad campaign challenging “myth” of obesity crisis. CCF purchased ad space in Washington DC’s Metro rail during the summer of 2005 and ran ads charging that the obesity epidemic in the United States is a myth propagated by the “food police.”⁴⁰

2004 CCF ad campaign was critical of nutritionists. In 2004, CCF “ran television ads that featured the Soup Nazi of ‘Seinfeld’ fame ordering overweight people to eat salad -- a clear jab at what the group considers pushy nutritionists who are trying to suck the joy out of eating.”⁴¹

CCF attacked researcher’s study on childhood obesity. CCF “trashed a seminal 2001 Harvard study co-authored by Dr. David Ludwig, director of the obesity program at Children’s Hospital Boston, as ‘dubious science.’” The study found that every additional can of soda kids drink daily increases their risk of becoming obese by 60 percent.⁴² Ludwig asserted that his own research techniques were “commonly used,” and that his “methodology has been validated, and can provide important and useful information if used accurately.” He also said that Berman and his staff never contacted him to clarify his research before widely attacking it.⁴³

- **“Highly selective quoting”**— Dr. Ludwig, director of the obesity program at Children’s Hospital Boston asserted that Berman and the Center for Consumer Freedom engaged in “highly selective quoting” of his research.⁴⁴
- **“Missed main point”**— Dr. Ludwig also suggested that Berman’s extrapolations from his research “missed the main point.”⁴⁵ Berman criticized Ludwig’s study, which found that every additional can of soda kids drink daily increases their risk of becoming obese by 60 percent.⁴⁶
- **“Nobody in academia takes their arguments seriously.”**— Dr. Ludwig also argued that CCF makes “a lot of noise, but nobody in academia takes their arguments seriously. They stand for food industry freedom, not Consumer Freedom.”⁴⁷

CCF Maintains Fishscam.com website. Fishscam.com aims to dismiss concerns about mercury in fish.⁴⁸ In a news report covering FishScam.com’s efforts to dissuade consumers from fearing mercury poisoning from fish consumption, Berman’s tactics were described as “hyperbolic, aggressive attacks (he once told a reporter his strategy is to “shoot the messenger”).”⁴⁹

EMPLOYMENT POLICIES INSTITUTE

Berman is Executive Director of the Employment Policies Institute (EPI).⁵⁰ The Employment Policies Institute has helped the restaurant industry fight increases in the minimum wage.⁵¹

Berman made \$93K donation to college to have Newt Gingrich teach policies supported by EPI. In the early 1990s, Berman made a \$93,000 donation to Kennesaw State College for former Speaker of the House Newt Gingrich's class on the condition that Gingrich teach ideas supported by EPI. House Ethics Committee reports revealed that Berman's contribution was solicited by GOPAC, Gingrich's PAC. (Sourcewatch.org)

EPI supports argument against employee-provided healthcare. "Demanding employers provide healthcare will not effectively increase healthcare coverage in today's economy," said Richard Berman, executive director of the Employment Policies Institute. "Instead of mandates on businesses, lawmakers need to look toward consumer-driven solutions that won't result in job loss or reduced income for the nation's low-skilled employees."⁵² Berman is believed to currently double as director of the Center for Union Facts.⁵³

EPI funded by industry. EPI is described as a "research organization funded by restaurants, retailers and manufacturers."⁵⁴

EPI studies suggest that employer provided healthcare results in loss of jobs. On February 1, 2006, EPI put out a press release stating that "Three studies released by the Employment Policies Institute reveal mandates requiring businesses to provide healthcare coverage are ineffective and ultimately result in job loss for the nation's low-skilled employees."⁵⁵

EPI lobbied against the 1996 minimum wage increase. According to *The Christian Science Monitor*, "when Congress was busy passing a hike in the federal minimum wage in 1996, an opponent, Richard Berman, wrote to two congressmen, claiming the legislation would threaten the jobs of 'more than 621,000 employees' across the United States. ... Nothing of that magnitude happened."⁵⁶

AMERICAN BEVERAGE INSTITUTE

Berman is executive director of the American Beverage Institute, a trade association representing bars, restaurants, alcohol distributors and manufacturers. The group reportedly works against Mothers Against Drunk Driving (MADD).⁵⁷

ABI opposes drunk driving laws. According to at least one report, ABI is a group that principally "opposes drunk driving laws."⁵⁸

ABI opposes DUI checkpoints. During the 2005 Holiday Season, John Doyle, the group's current executive director, wrote: "Sadly, the holidays are always accompanied by an increase in alcohol-related fatalities. The American Beverage Institute believes this is due, in part, to

misdirected drunk-driving policies which often fail to target the high BAC (blood alcohol content) drivers who cause the vast majority of drunk-driving accidents.”⁵⁹

- American Beverage Institute has said that alcohol-related traffic deaths dropped in the 11 states that don’t allow checkpoints while they increased in Ohio.⁶⁰

ABI opposes ignition interlock systems for cars. In December 2005, it was reported that ignition interlock systems (a sophisticated system that tests for alcohol on a driver's breath) came under some scrutiny the U.S. in the wake of a report issued by California Department of Motor Vehicles. ABI contended that the report showed ignition interlock systems were not effective and actually increased the risk of accidents by 130 per cent. The Department, however, “strongly refuted this interpretation.”⁶¹

- The California Department of Motor Vehicles wrote “[i]t’s true that our study showed that court orders to first offenders to install an ignition interlock device are not effective in reducing recidivism among that group perhaps because many first offenders tend to be in denial, resent the devices and refuse to install them. But ... the devices can have a real effect on repeat offenders who are beginning to come to grips with their alcohol problem and who often find the mechanical devices to be helpful in keeping them out of cars when they’ve been drinking.”⁶²

BOWLING PROPRIETORS ASSOCIATION OF AMERICA

Berman and a colleague lobbied on behalf of Bowling Association that lists same concerns as liquor industry on disclosure forms. Berman and Kristen Eastlick, both of BCI, lobbied on behalf of the Bowling Proprietors Association of America on small business issues and “any provision relating to drunk-driving countermeasures.” According to *Congressional Quarterly*, the Bowling Proprietors Association and the American Beverage Institute list the same lobbying issue, word for word, on their lobbying disclosure forms.⁶³

- Eastlick, who lobbies for the Bowling Association and ABI, denied that bowling alleys were fronting for the liquor industry.⁶⁴

Berman helped establish GOP-friendly political action committee (PAC). Berman and Eastlick created a Republican-friendly PAC for the Bowling Proprietors Association, which contributed \$93,000 to GOP candidates in the 2003-2004 election cycle.⁶⁵

BCI paid \$20K by Bowling Association. For its work, BCI was paid \$20,000 from July through December 2004.⁶⁶

First Jobs Institute

- In his April 25, 2005, column in *Nation’s Restaurant News*, Berman announced that his PR firm was supporting an organization called the First Jobs Institute. According to

Berman, the organization's "mission is to increase economic literacy by teaching the 'hows' and 'whys' of a free-market economy. The First Jobs Institute is focusing special attention on helping young people develop a more sophisticated understanding of economics. The First Jobs ECON4U program presents short economics questions and answers in unique venues frequented by youths, such as movie theaters and bowling centers. Restaurant chains are considering using tray liners to deliver the message."⁶⁷

- Berman listed a number of individuals involved with the organization, including: "Larry Lindsey, economic adviser to former presidents Reagan and Bush, is chairman. Dell Computer founder Michael Dell, Jack Schuessler of Wendy's, former Marine Corps Commandant General RX. Kelley and oil industry executive and major Republican donor Boone Pickens are only a few of the people supporting the FirstJobs Institute."⁶⁸

Berman's Editorials in *Nation's Restaurant News*

Richard Berman is a columnist for *Nation's Restaurant News*,⁶⁹ writing "Berman on Offense" for the industry publication.

Berman complained that unions were waging a pr campaign despite the fact that he does the same thing for his clients.

In a January 23, 2006 editorial, Berman claimed that: "in their highest-profile campaign – the anti-Wal-Mart jihad – unions aren't even trying to organize the giant retailers' employees. Instead, they're waging a massive PR campaign, designed to damage the company and scare other businesses into accommodating union demands. And they're using every trick in the book, including complaints about issues that have nothing to do with unions, such as environmental concerns."⁷⁰

Berman attacked the argument that food advertising aimed at children should be curtailed.

In a January 2, 2006 editorial, Berman critiqued "plans for mandatory nutritional labeling on menus and menu boards and a ban on food marketing to children" and cited a study in the *Journal of the Royal Society of Medicine* that notes, "there is no good evidence that advertising has a substantial influence on children's food consumption and, consequently, no reason to believe that a complete ban on advertising would have any useful impact on childhood obesity rates."⁷¹

Berman asked restaurant industry to fight against union wage demands

Berman's November 28, 2005 editorial was titled, "*Industry should not retreat in the war with unions over a minimum wage increase.*" In it, he wrote, "Fighting the minimum wage is expensive. But it's more economically sane than paying a higher minimum wage for people whose skill levels do not warrant more than a training opportunity."⁷²

Berman discussed what he considers the restaurant industries biggest fight: the minimum wage. Berman says that “we can feel good” about opposing the minimum wage because it “kills jobs for the low-skilled and new entrants to the workforce. ... Compromising on a \$6.25 federal minimum wage would end the fight over the issue--for about five minutes. Then you’d see unions and their allies insist that \$ 6.25 is a starvation wage, and that it should be at least a dollar or two more.”⁷³

Berman further argued that industry should not relent because the unions would just want more: “Let’s assume for the moment that today we have a national \$8-an-hour minimum wage. What would happen? The most likely scenario is that labor unions would focus their energies on getting mandatory health care. We would have to fight a proliferation of Proposition 72s. ... We can’t ‘win’ this fight in the conventional sense. Unions have billions of dollars and a long-term agenda. They refuse to ‘lose.’”⁷⁴

¹ Nation’s Restaurant News, 9/1/03

² Village Voice, 1/24/06

³ <http://www.consumerdeception.com/public.html>

⁴ Nation’s Restaurant News, 9/1/03

⁵ Washington Post, 2/14/06

⁶ New York Times, June 12, 2005.

⁷ Time Magazine, May 9, 2005.

⁸ New York Times, June 12, 2005.

⁹ Nation’s Restaurant News, May 17, 2004.

¹⁰ Detroit Free Press, 2/24/05

¹¹ Washington Post, 2/14/06

¹² U.S. Newswire, 2/13/06

¹³ Los Angeles Times, 2/14/06

¹⁴ New York Times, 2/14/06

¹⁵ U.S. Newswire, 2/13/06

¹⁶ New York Times, 2/14/06

¹⁷ U.S. Newswire, 2/13/06

¹⁸ U.S. Newswire, 2/13/06

¹⁹ U.S. Newswire, 2/13/06

²⁰ New York Times, June 12, 2005.

²¹ Washington Post, April 27, 2005.

²² <http://consumerdeception.com/append4.html>

²³ http://www.consumerfreedom.com/oped_detail.cfm?oped=123

²⁴ Washington Post, April 27, 2005.

²⁵ American Prospect, September 2005.

²⁶ New York Times, June 12, 2005.

²⁷ New York Times, June 12, 2005.

²⁸ New York Times, June 12, 2005.

²⁹ Chicago Tribune, 8/4/03

³⁰ Washington Post, April 27, 2005.

³¹ New York Times, June 12, 2005.

³² Washington Post, April 27, 2005.

³³ Arkansas Democrat-Gazette (Little Rock, AR), September 22, 2003.

³⁴ Washington Post, April 27, 2005.

³⁵ Washington Post, April 27, 2005.

³⁶ Chronicle of Philanthropy, December 9, 2004.

³⁷ U.S. Newswire, November 16, 2004.

³⁸ Arkansas Democrat-Gazette (Little Rock, AR), September 22, 2003.

³⁹ Washington Post, April 27, 2005.

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- ⁴⁰ American Prospect, September 2005.
- ⁴¹ New York Times, June 12, 2005.
- ⁴² San Francisco Chronicle, 8/10/03
- ⁴³ San Francisco Chronicle, 8/10/03
- ⁴⁴ San Francisco Chronicle, 8/10/03
- ⁴⁵ San Francisco Chronicle, 8/10/03
- ⁴⁶ San Francisco Chronicle, 8/10/03
- ⁴⁷ New York Times, June 12, 2005.
- ⁴⁸ http://www.washingtonpost.com/wp-dyn/content/article/2006/02/13/AR2006021301913.html?nav=rss_business
- ⁴⁹ Village Voice, 1/24/06
- ⁵⁰ Nation's Restaurant News, 9/1/03
- ⁵¹ <http://www.iht.com/articles/2006/02/14/business/union.php>
- ⁵² PR Newswire, 2/1/06
- ⁵³ U.S. Newswire, 2/13/06
- ⁵⁴ Nation's Restaurant News, 2/1/99
- ⁵⁵ PR Newswire, 2/1/06
- ⁵⁶ Christian Science Monitor (Boston, MA), 6/20/98
- ⁵⁷ http://www.washingtonpost.com/wp-dyn/content/article/2006/02/13/AR2006021301913.html?nav=rss_business
- ⁵⁸ San Francisco Chronicle, 8/10/03
- ⁵⁹ The News-Press (Fort Myers, Florida), December 19, 2005
- ⁶⁰ The Columbus Dispatch (Ohio), December 24, 2005
- ⁶¹ THE LAWYERS WEEKLY, December 2, 2005
- ⁶² THE LAWYERS WEEKLY, December 2, 2005
- ⁶³ Congressional Quarterly Weekly, January 29, 2005.
- ⁶⁴ Congressional Quarterly Weekly, January 29, 2005.
- ⁶⁵ Congressional Quarterly Weekly, January 29, 2005.
- ⁶⁶ Congressional Quarterly Weekly, January 29, 2005.
- ⁶⁷ Nation's Restaurant News, April 25, 2005.
- ⁶⁸ Nation's Restaurant News, April 25, 2005.
- ⁶⁹ Nation's Restaurant News, June 7, 2004.
- ⁷⁰ Nation's Restaurant News, 1/23/06
- ⁷¹ Nation's Restaurant News, 1/2/06
- ⁷² Nation's Restaurant News, November 28, 2005.
- ⁷³ Nation's Restaurant News, 11/28/05
- ⁷⁴ Nation's Restaurant News, 11/28/05