

## DOING GOOD

### Chefs in Action: Working with Kids

Educating kids about nutrition and healthy eating is becoming the mantra of chefs around the country. Increasing numbers, many following in the steps of Alice Water with her **Edible Schoolyard** program, are participating in national initiatives, such as Michelle Obama's Chefs Move to Schools and Share Our Strength's Cooking Matters, as well as regional and local efforts. Chefs are becoming visible, enthusiastic, and knowledgeable resources in their communities. For example:

Bobby Werhane, owner, Choptank, New York, NY, created **"Taste the West Village"** in 2009 with dozens of chefs from neighborhood restaurants. "The idea is to give back to the neighborhood where our restaurants are located, to create something ongoing, and to make a difference quickly," explains Bobby. Besides tastes from the chefs' restaurants, the event, which is held in the play yard of P.S. 41, a K-5 public school, features a "Living Classroom" with simple hands-on cooking lessons for children. The first year, the \$5,000 raised was used for nutrition education at the school. This year, the \$15,000 raised is helping fund the Greenroof Environmental Literacy Laboratory, a learning laboratory that incorporates lessons on nutrition, environmental literacy, math, and science. "There's no question that teaching kids about nutrition and healthy eating is important," says Bobby, "but parents need to be educated, too, to make sure there's healthy food in the house." To help, Bobby is creating a parent education program at the school to be led by neighborhood chefs. ([tastethewestvillage.com](http://tastethewestvillage.com))

**Chefs for Kids** is an initiative of A.C.F. Chefs Las Vegas. "Our goal is to eliminate malnutrition and hunger through education of students in "high needs" schools in Clark County," explains Christopher Johns, chairman and exec. chef, South Point Hotel Casino Spa. He says the program funds educators from the University of Nevada Cooperative Extension, who teach first and second graders about nutrition, about choosing foods that provide the greatest benefit to their bodies, and about the role that physical activity plays in a healthy lifestyle. Every month, the chefs, with the help of culinary students, prepare and serve a hot breakfast and provide snacks at one of the 12 schools, reinforcing the importance of eating a healthy breakfast. "Providing healthy breakfasts and snacks helps underscore our nutrition curriculum, and we know from teacher feedback that the program is making a difference." ([unlv.edu/depts/foodbeverage/chefsforkids](http://unlv.edu/depts/foodbeverage/chefsforkids))

Across the U.S., **Share Our Strength's Cooking Matters** (formerly Operation Frontline) teaches families about healthy, affordable food – through classes for kids, parents, and families. Volunteer chefs teach six two-hour hands-on classes about cooking skills and how to get the most nutrition out of a limited budget. "Share Our Strength makes it easy for chefs to participate," explains Morris Salerno, chef, The Grotto, Highland Village, TX. "Volunteers, who are often part of AmeriCorps, arrange for locations and do the food shopping, and Cooking Matters provides the curriculum that we can improvise a bit. We teach kids about sanitation, how to handle a knife, clean vegetables and fruits, a nutritious diet, recipes for meals and snacks." He says they show kids how to make cooking fun – creating skewers of vegetables, smoothies, etc. "The kids really look forward to the classes. Each one takes home a grocery bag filled with ingredients for the recipes to try for their families – it's very empowering." ([cookingmatters.org](http://cookingmatters.org))

Todd Gray, chef/owner, Equinox Restaurant, Washington, D.C., is part of the original group that helped Michelle Obama and White House chef, Sam Kass, develop the **Chefs Move to Schools** initiative. "When I 'adopted' Murch Elementary, it dawned on me that what comes so naturally to us as chefs is not so accessible to kids – many of them are not invited into a kitchen or a garden on a regular basis – food is something that is put in front of them, and they are told to eat it," says Todd. "But they have a tremendous curiosity, and it is not hard to get them excited." He met with parents and teachers to plot how they would work together. The teachers proposed a school garden and cooking in the classroom; food was woven into the curriculum, from earth sciences to math. "Once you get families and kids on board, they start demanding a change. Kids want better food – they're starting to realize that they deserve better food – and we all need to guide them." ([letsmove.gov/chefs-step-1.php](http://letsmove.gov/chefs-step-1.php))



Photo Credit: Antoinette Bruno, www.starchefs.com

### Team Communications

"Everyday at family meal, we're talking about service issues, guest issues, food, and wine. That's it for our business – food, wine, service, and hospitality. In my opinion, anything else you're doing that is not supporting those four things is a waste of time."

–Tom Colicchio, chef/owner, Craft Restaurants, 'wichcraft

"At the end of every night, all of our front-of-the-house and back-of-the-house managers send around a very extensive email, so I know exactly what happened – how they got slammed or not slammed, what wines they're out of, what menus need to be changed, the state of the window boxes, etc. – it's a huge communication pile. We all learn from one another, and whether it's good or bad, those things get fixed right away with that communication."

–Barbara Lynch, ceo, Barbara Lynch Gruppo

"We have a pre-shift meeting every day that is not about nuts and bolts – we make it into a learning experience. It's 15 minutes and is led by a different person every day, including chefs who do cooking demos so front-of-the-house staff sees how dishes are made. We mix all the food stuff in with wine, beer, and service issues."

–Rick Bayless, chef/owner, Frontera Grill, Topolobampo, XOCO

## Chefs In Action: Working for Change

“Chefs are starting to see that they can play a role in change; that their presence – weighing in – can make a difference,” says Emily Byram, project manager, Share Our Strength. Emily recently accompanied some chefs to Capitol Hill, where they prepared and served hors d’oeuvres to members of Congress to push for the Child Nutrition Reauthorization Bill and to end childhood hunger. “SOS has a history of fundraising and involvement in hunger issues. But giving chefs opportunities to get involved in hunger issues on other levels is exciting for us and for them.” Even locally, says Michel Nischan, owner/founder, Dressing Room restaurant, “The minute chefs get involved, the community gets so much more energized.”

*“We feel that having chefs, who know first hand about so many of these issues involving food and hunger, on the Hill in their whites gets Congress’ attention.”*

– Emily Byram, project manager, Share Our Strength

Rick Bayless, chef/owner, Frontera Grill, Topolobampo, and XOCO also sees the opportunity. “I think that most chefs are incredibly passionate people. For these passionate individuals with such great convictions to now have the opportunity – which we haven’t had as much in the past – to be able to talk to people and work on things that are really meaningful is just an incredible gift.” Rick points out that many choose to use their visibility as a way of connecting people at home with the people producing the food, and that others become more involved in the political end of things, using their platform to work on school lunch issues, on the Farm Bill, etc. “They’re all really important. I’m just thankful that we have the opportunity.” Some notable examples:

### MICHEL NISCHAN

owner/founder, Dressing Room restaurant  
president/ceo, Wholesome Wave Foundation

With a kind of common sense, restaurateur mindset, we created a program – Wholesome Wave – which doubles the value of food stamps and WIC coupons in underserved communities when they are spent at farmers’ markets. It has been so wildly successful that we can’t keep up with it. We started in three states two and a half years ago with 10 farmers’ markets. We’re now in 18 states, nearly 200 markets including Washington D.C., and we are working with over 30 nonprofits. We’ve seen that, in both rural and urban communities, redemption rates for food stamps at farmers’ markets have gone up a minimum of 350% and as high as 2000%. In a few cases, when the incentives SNAP redemptions at these markets tapered only off 20%.

We have found that when we launch programs in these communities, \$15 a week can be the tipping point. There’s an incredible misconception that these folks are going to fast food restaurants and just eating value meals. Their food budgets are so thinly stretched that they can’t even afford them. It’s instant noodles, it’s instant rice; it’s hamburger helper without the hamburger – that’s what these families are eating. We’ve found they have so effectively learned how to rub two pennies together that when they have \$15 more a week, they make the decision to buy the right foods for their families – all of a sudden 30 to 40% of their food budget can actually go to fruit and vegetables.

I think that our responsibility as feeders is to reach out into these communities and in some way engage them, engage our elected officials. We are seeing it work on the municipal level, we’re seeing it work on the state level, and we’re certainly seeing positive indications on the federal level. Our philosophy is that we need to look at non-threatening opportunities where there are significant amounts of monies that could be shifted, and that’s where we, and others, are working; we’re want to demonstrate that dollars can be spent in a way that it creates permanent, sustainable change. We believe with \$70 billion a year released into the market in the form of food stamps, it’s easier to move 5% of that towards locally grown agriculture than trying to get even 5% of conventional agricultural subsidies. We peek through a window into the policy world and see tremendous hope – there are some innovative answers that are right around the corner. ([wholesomewave.org](http://wholesomewave.org))

(cont’d on page 3)

## Social Network Damage Control: Responding to Negative Comments

“All of these new social tools – places where you can leave user reviews and opinions – are the 2.0 version of a comment card. It’s free, and you don’t have to do anything to get it, but people are going to leave comments for you whether you like it or not. It’s a great place for an apology or for engagement; it’s not a great place for you to mouth off or tell them they are wrong. That’s the biggest mistake you can make.”

–Ethan Lowry, co-founder, Urbanspoon

“You can address problems as they come up, or chose not to respond. If someone tweets, ‘I had a dish last night that was too salty,’ then I respond, ‘Thank you very much. I’m going to look into that right now.’ You can address it, and I think it breaks down that barrier, alleviates some pressure, and builds good will.”

–Chris Cosentino, executive chef and co-owner, Incanto and Boccalone

“I’ve seen people responding to customer feedback in sort of a formulaic way – it’s almost like getting a form letter in the mail, but it’s worse because the whole universe is seeing your responses. It’s important to have a face behind the brand, someone who really cares. People are forgiving of people, but less forgiving of something that represents an institution.”

–Niki Leondakis, chief operating officer, Kimpton Hotels & Restaurants

“The conversation is happening – with or without you. So it’s a lot better for you to be part of it. You have to be able to handle the negative feedback. You don’t want to take down every negative comment because once you start doing that, then everyone can tell it’s not a legitimate experience and they are not seeing both sides of the dialogue. You also have to have an actual response, something that is truly actionable – not just an ‘I’m sorry that happened to you.’ People expect you to acknowledge feedback and talk about what you are going to do about it. So, if you’re not ready to take those actions and act on the feedback, social media is probably not the right place.”

–Kevin Collieran, director, national sales, Facebook

**TOM COLICCHIO**

*Chef/Owner Craft/Wichcraft  
executive producer, "Hungry in America"*

Like many of my fellow chefs, I've been raising money for hunger relief for years, and yet more people are hungry today than ever before. Over the years, I've learned a lot about our nation's agriculture: We have the resources to provide good, healthy food for everyone. So why aren't we? When my wife, filmmaker Lori Silverbush, and her partner, Kristi Jacobson, decided to direct a documentary exploring the paradox, I became an executive producer, as did Mario Batali. "Hungry in America" will follow the history of hunger in the U.S.; it will look at the hungry, school lunches, the state of America's food system, and the food stamp program – and point to solutions. We are aiming for a 2011 release, hopefully just in time to impact debate on the 2012 Farm Bill.

At the end of the day, it comes down to farm subsidies, and that's something that government doesn't want to touch, on both sides of the aisle. It's true that 90% of farm subsidies go to farmers growing corn and soybeans, into the production of mass-produced products for high fructose corn syrup, and things like that – not into food. And this is not going to change when you have senators from Iowa who are going to fight for every dime that they can get to subsidize their corn farmers. Only if some of those subsidies go to small family farmers that are growing food to eat – which would mean they could lower the prices – will things change. ([hungryinamerica.net](http://hungryinamerica.net))

**RICK BAYLESS**

*chef/owner, Frontera Grill,  
Topolobampo, XOCO  
founder, The Frontera Foundation*

We decided to focus our efforts on the Frontera Farmers Foundation; we wanted not only to have relationships with farms that were supplying us, but any farms in the greater Chicago area. We knew that what farmers contribute to the community is invaluable. Farmers are creating community in two places – where they live, keeping their farm communities going, and in the cities where they're bringing all of their "farmness" to the farmers' markets, sharing with the people in the cities a touchstone for what it means to grow food, to take care of the earth, etc.

What we're doing with the Foundation is raising money to give to farmers so they can develop their infrastructures to produce at a level where they can sell their products for a reasonable amount of money. In the last six years, we've given away \$750,000 in small grants. Sometimes all they need is \$10,000 to put in a watering system, buy a tractor or a hoop house or a greenhouse to become really productive, and get to a level of scale where they can produce food at a reasonable price so it doesn't become a specialty item. I think we have to develop an alternative agriculture system, and the way we're going to do that is not necessarily going to the Hill, but by supporting our farmers and helping them to grow to a reasonable size so they can get this food out to people at a reasonable price.

([rickbayless.com/foundation/about](http://rickbayless.com/foundation/about))

*"Wholesome Wave has gone into neighborhoods where obesity rates are the highest and a lot of people assume that these populations don't know what to do with fresh fruits and vegetables. But what we're proving is that the 23 1/2 million people in these urban food deserts have a deep desire to have these foods available."*

*– Michel Nischan, owner/founder, Dressing Room restaurant  
president/ceo, Wholesome Wave Foundation*

**JOSÉ ANDRÉS**

*chef/owner, Think Food Group  
founder, World Central Kitchen  
chairman emeritus, D.C. Central Kitchen*

This is only food for thought – yes, we need to be moving in this direction, yes we need to be supporting those small farmers; it's important to America, to the world, to our future; it's serious stuff. But if these issues aren't part of our national dialogue then little will happen. If you go to [whitehouse.gov](http://whitehouse.gov) today, and go to issues, you'll see 36 different issues listed, but there is not one word is about food; it is about everything but food. Chefs are going to have to be more outspoken. If we don't bring these issues to the top of the national agenda, we're never going to be successful. That doesn't mean that the approach is only political; we cannot expect politicians to solve every problem, I agree. But if we don't bring our message to the White House, Congress, and other policy makers over the next 10-15 years, things will never, ever change. The truth is today there is a huge percentage of America that will not be able to afford farmers' markets. So we need to bring the battle politically to Congress.

Let's make sure that in the next Farm Bill the small farmers and producers we buy products from have the same kind of advantages and benefits as a fast food company – if they're buying corn, their corn is subsidized by the government, and this is a very unfair advantage. We need to make sure everyone plays by the same rules. America is a country of economic freedom, so we need to be doing more, chefs like us, to make sure we start changing the rules a little bit. ([worldcentralkitchen.org](http://worldcentralkitchen.org); [dcentralrkitchen](http://dcentralrkitchen))

**FOR MORE INSPIRATION:**

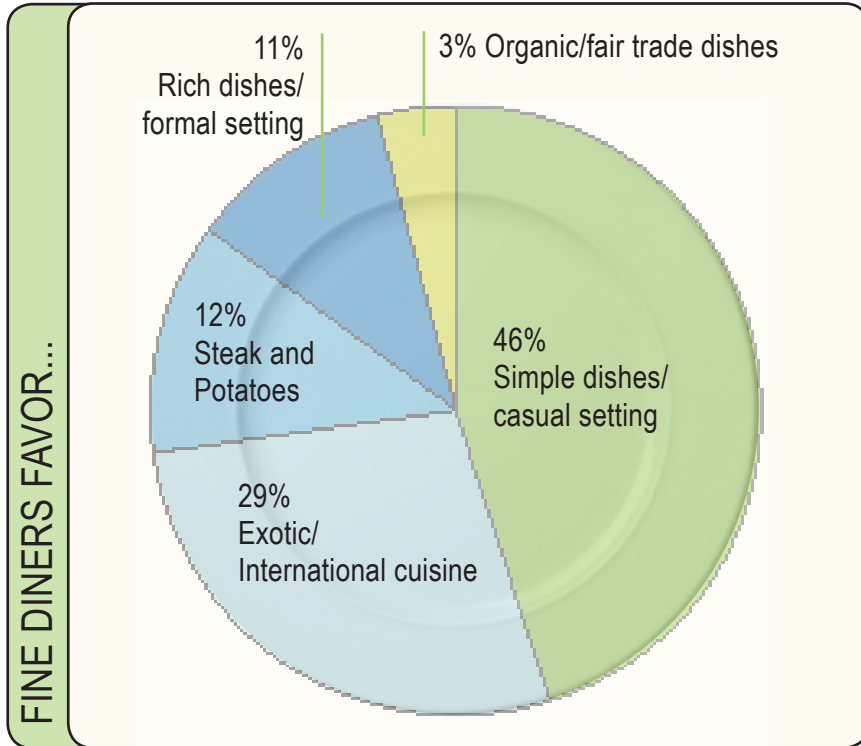
**Ann Cooper**, aka "Renegade Lunch Lady," is working to transform how children are fed in schools across the country via advocacy and grassroots activism. ([chefann.com](http://chefann.com))

**Jamie Oliver's Food Revolution** campaign is dedicated to changing the way American children and families eat. ([jamieoliver.com/campaigns/jamies-food-revolution](http://jamieoliver.com/campaigns/jamies-food-revolution))

**Art Smith's Common Threads** provides after-school classes to low-income children, teaching them to cook wholesome and affordable meals. ([commonthreads.org](http://commonthreads.org))

**Alice Waters' Chez Panisse Foundation's** School Lunch Reform Program and The Edible Schoolyard network work to improve children's eating choices through the public schools. ([chezpanissefoundation.org](http://chezpanissefoundation.org))

## Fine Dining Redefined



SOURCE: 2010 Changing Face of America's Fine Diners study by Restaurant Rx Consulting LLC, a restaurant consulting practice. NOTE: 1,600 people nationwide participated in the survey – 53% women and 47% men, with ages ranging from 35 to 65+ with a mean household income of \$160,000+. All had eaten at a fine dining restaurant in the previous three months. Total does not equal 100% due to round-offs.

There is ongoing debate about the demise of fine dining, but a recent survey by Restaurant Rx indicates that, while it may no longer be synonymous with luxe, haute, and/or formal, it's alive and well. "Fine dining is in the hands of an evolving customer base," says Steve Mamarchev, managing partner, Restaurant Rx. Many respondents to the study define fine dining as simply prepared foods in a relaxed atmosphere. But, as Steve points out, that doesn't imply that execution of the dining experience can be relaxed, especially food quality and superior service.

The three most highly ranked factors in selecting fine dining restaurants were found to be food quality, service, and VIP treatment. "The quality of food is a given; it's a license to participate and can't be compromised," says Steve. Service, he explains, encompasses how guests feel they are treated. "It's everything from the ease of making a reservation to staff's responsiveness during the experience. VIP treatment takes the interaction beyond what a guest would ever expect – it's recognition. We call it Very Important Personalized treatment." Underscoring the importance of food quality, for more than half (59%) this is the primary reason a restaurant is "a favorite." It's good to be a favorite. While the majority (63%) intend to visit upscale establishments at the same pace, their favorites take priority – 83% expect to dine there again within the next three months; even more so for one-of-a-kind establishments (93%). These one-of-a-kind independents, where 81% of respondents said they prefer dining as opposed to upscale national chain locations, have an overall advantage. "Bottom line," advises Steve, "all fine dining restaurants need to focus on delivering the key basics – food quality, service, and special treatment – and this can also be executed well by chains at a local store level."

## AROUND THE USA

### BYOB: Going with the Flow

Around the USA – where law permits – restaurants are discovering BYOB policies and promotions can be a big draw. As a sign of the times, BYOB Web guides are appearing. Zagat.com now includes BYOB as a searchable criterion, listing 200+ BYOB restaurants in [Philadelphia](#) and over 300 in [Chicago](#) alone; Chicago also has a guidebook devoted to BYOB. While some restaurants are BYOB by virtue of state liquor laws that limit the number of licenses based on population, some have chosen not to invest in a liquor license and liquor inventory. Seeing an opportunity, others are reducing or suspending corkage fees for certain nights or time periods; some are donating these fees to charity.

"We've been a BYOB restaurant since we opened," explains Jonathan Amann, chef/owner, Amani's BYOB, [Downingtown, PA](#). "A liquor license is expensive, as is maintaining an inventory; plus we are a small restaurant with no room for storage, not even for a bar." In this economy, it has worked as an advantage for Amani's. "Customers really appreciate being able to bring in their own wine,

*"Tuesday is a notoriously slow night, and to get more bodies in the house, we waive the corkage fee – we're getting an extra 20 or so covers."*

*Nick Farina, owner, Verdad Restaurant & Tequila Bar, Bryn Mawr, PA*

spirits, or beer." Jonathan estimates that of those that do, 80% of customers bring in wine, and about 10% beer, and 10% spirits. "We have a list of creative mixers for \$3.50 each that can be paired with customers' favorite spirits, which they greatly appreciate". . . .Shannon Fristoe, gm/sommelier, Bayona, [New Orleans, LA](#), says, "We normally do not allow people to bring in their own wine because we have an extensive wine program." However, for three days in July around Bastille Day, Bayona has a "wine amnesty" – 'Let Them Drink Wine' – when guests can bring in their own bottle with no corkage fee. "The amnesty has generated quite a bit of business during the slowest time in the city, attracting a lot locals, whom we depend on for business in the summer" . . . .All corkage fees (\$10) at Rosso Pizzeria + Wine Bar, [Santa Rosa, CA](#), are donated to a local, competitive youth soccer club. Owner Kevin Cronin says he decided

to donate corkage fees (approximately \$500/month) after his son played with the club and he realized that some players needed financial help to cover equipment and travel expenses. "The restaurant has a strong soccer component, it's always on the TV, and knowing that the corkage fee helps sponsor club members is an added incentive for people to BYOB and not feel awkward about it". . . .At Beacon restaurant, [New York, NY](#), the \$25 corkage fee is waived on Sundays. "It began as a way to build business with people in the neighborhood," says Dalila Mercardo, marketing director, and it's done just that. "What's interesting is that those who take advantage of it are almost always foodies with wonderful home cellars. They come in with friends and three or four great bottles. Many of them know our menu well, so they devoted thought to great pairings before they arrive."

## A New Look at Catering

In a recent study by Technomic, “POP: Parties Off Premise,” 40% of consumers surveyed said they plan to entertain at home more often in 2010 than they had in the past. “Just because consumers are cutting back on dining out doesn’t mean they aren’t socializing,” says Melissa Wilson, principal, Technomic. Consumers surveyed also said they are just as likely to buy food from restaurants for social gatherings at home as they are from other food retailers. According to Melissa, the consumer catering market is valued at \$33.3 billion – nearly double the value of the business-to-business market. “Customers are saying they want to have restaurant food for parties they’re hosting at home – not just during the holidays – and restaurants should consider catering.” Some things to keep in mind:

**Be flexible with pricing and options.** Lisa Santos, owner, Southport Grocery and Café, Chicago, IL, confirms that more people are using catering for intimate home gatherings, including what she calls “partial events,” where clients have only part of the meal catered as a way to save money and/or to allow them to prepare their favorite dishes. “In the fall of 2009, catering, both business and consumer, almost completely disappeared. Now sales are back to a level prior to the recession, only people are doing it in a different way,” she says. “They are using catering to supplement their menus – sometimes we’ll provide just sides, the main course, or desserts but not the entire meal.” Lisa says she’s come down on pricing. “Rather than be inflexible on pricing, I prefer to get my food out there in front of people. A happy client can mean great word-of-mouth, plus catering is a good way to grow the business without opening another location,” she says. On the Border restaurants are also noticing that catering customers are ordering specific dishes, not necessarily an entire meal. “It’s a whole different way to drive convenience,” says Wendy Ewers, sr. director, catering On the Border. “We’re known for great guacamole, and a lot of customers order it by the quart for parties.” Knowing customers have less to spend on catering, Wendy says they’ve created some new options under the heading “Catered Value” to help customers stretch their catering dollar.

**Use catering to develop your brand and partner with others.** David Burke, chef/owner, David Burke restaurants, says that catering is an important way to build his brand. “I work individually with clients and adapt to their budgets, never marking up rentals or labor – and I always take the high road and give clients more than they pay for,” David explains. He says that there’s more pricing wiggle room with catering than there is in the restaurant, which is helpful. David adds that he always thanks people who refer clients by inviting them to the restaurant for a meal. For small parties he uses his own staff, but for larger events David partners with a caterer for front-of-the-house service and rentals. “We can easily provide the chefs, and that way I can concentrate on what I do best, which is food.”

## TODAY’S CONSUMER

### The Highs and Lows of Economic Anxiety

**TREND:** Economists have declared that the recession ended in June 2009, but consumers are having trouble shaking it off. By all measures, they are continually pessimistic about the economy. Today’s Consumers’ recessionary mentality is entrenched – 69% (including 60% with a household income of more than \$125K) say that, regardless of economists’ judgments, it still feels like we are in a recession. The majority (59%) still have a moderate/high level of economic anxiety, while the other 41% have low or no economic anxiety, regardless of financial well-being. The recession, which didn’t damage or impact everyone in the same way, is leaving, broadly speaking, these two groups in its wake – with different mindsets and needs. One is more price conscious, more frugal. The other is willing to spend, motivated by getting the best value and not being wasteful; spending money wisely and smartly has practical and emotional value for this group.

**OPPORTUNITY:** It’s important not to lose sales opportunities, but also not to push people who are tapped out. To get clues to guide guests, tune into their process going through the menu. Are they asking mostly price-related questions? Include menu options that allow this group to gracefully spend less; provide flexibility with price points and portion sizes and sprinkle your wine list with very reasonably priced options. For those who don’t appear to be as price sensitive, engage them, give them reasons to spend with offerings that are innovative, special, different; let them see your chef’s imagination at work, particularly in fine dining.

**CAUTION:** What these two groups have in common is a value orientation. Even those consumers who aren’t afraid to spend will evaluate most opportunities from this perspective.

(SOURCE: 2010 YANKELOVICH MONITOR®)

## MAKE PARTNERSHIP REWARDING<sup>SM</sup> with American Express

American Express is pleased once again to join the National Restaurant Association in honoring restaurant companies that go above and beyond in giving back to their communities. The National Restaurant Association and founding partner American Express developed the **Restaurant Neighbor Award** to raise awareness about the restaurants’ contributions to their local communities and to inspire other restaurant operators and owners.

“Nationwide, restaurants contribute nearly \$3 billion annually to charitable causes,” reports Dawn Sweeney, National Restaurant Association president/ceo. “And, for over a decade, restaurants across the country have shared inspiring stories of commitment to their communities through the Restaurant Neighbor Award.”

To view videos of 2010 award recipients and learn how they are making a difference in their communities, visit [restaurant.org/rna](http://restaurant.org/rna) and click on “Watch the 2010 Restaurant Neighbor Award winners.”

Each participating state restaurant association will select winners in their respective states to compete with winners from other states for the national awards, which will be announced in March in four categories: small business, mid-size business, large business/national chain, and Cornerstone Humanitarian. Winners will be recognized at a gala dinner in Washington, D.C. and presented with \$5,000 contributions for their charitable initiatives.

Applications for the 2011 Restaurant Neighbor Award are due January 11, 2011. To apply, visit [restaurant.org/rna](http://restaurant.org/rna).

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Published exclusively for  
American Express Travel Related Services Company, Inc.  
by Davidson/Freundlich Co., Inc.

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