

February 14, 2017

Members of the U.S. Senate:

On behalf of the undersigned members of the International Franchise Association (IFA) and franchise business community, we strongly urge you to support President Donald Trump's nomination of Andrew "Andy" Puzder, Chief Executive of CKE Restaurants, which owns Hardees', Carl's Jr., Green Burrito and Red Burrito restaurant brands a franchise system with 3,770 franchised or company-operated restaurants in 44 states and 40 foreign countries, and former member of the IFA Board of Directors, to serve as Secretary of the U.S. Department of Labor.

Celebrating 57 years of excellence, education and advocacy, the International Franchise Association is the world's oldest and largest organization representing franchising worldwide. IFA works through its government relations and public policy, media relations and educational programs to protect, enhance and promote franchising and the more than 733,000 franchise establishments that support nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 2.5 percent of the Gross Domestic Product (GDP).

As CEO of a franchise company, with years of pertinent experience, Mr. Puzder would be an exceptional choice to lead the Labor Department, and we applaud President Trump for recognizing Puzder's business experience and policy acumen on so many issues impacting employers and employees in today's economy.

Voters elected a job creator as President, and so it is only fitting that the Labor Department, the agency responsible for ensuring the nation's labor policy is properly balanced, should be led by someone with a proven record of accomplishment for creating jobs, growing a business, and opening a pathway for people to create a successful career and even business ownership through the franchise model.

Mr. Puzder has seen, firsthand, the impact of burdensome regulations, and he has seen both the negative impacts and unintended consequences they can have on employers and employees alike. Being a respected, proven leader in an industry that represents approximately ten percent of the workforce gives him a unique set of qualifications to serve in this position.

Puzder will be able to champion the franchise business model, which generates a higher percentage of new jobs in the economy than non-franchises, and are a key part of the solution to wage growth and upward mobility that so many voters are looking for out of policymakers in Washington.

We believe that Mr. Puzder stands ready to promote and enact pro-growth policies that will benefit working Americans across the board. His confirmation as Secretary of Labor will help reinvigorate the direction of the department, as well as the spirit of America's business owners and workforce. He will be a stalwart champion for entrepreneurship and

promote regulatory responsibility within the highest ranks of our government to ensure the lasting and prosperous impact of our nation's labor force.

Sincerely,

919 Marketing
A Place at Home
A Stellar Life LLC, dba BrightStar Care of Henderson
Abistar Group, dba Franchise Business Review
Adams Franchising Inc., dba FranNet of Upstate New York
Aim High Ventures, Inc.
AKA Sports, Inc.
Alliance Franchise Brands
AlphaGraphics #54, Dallas, TX
AlphaGraphics of Billings, MT
AlphaGraphics of Bountiful, UT
AlphaGraphics of Chicago North
AlphaGraphics of Columbus, OH
AlphaGraphics of Idaho Falls and Rexburg, ID
AlphaGraphics of Katy, TX
AlphaGraphics of Missoula, MT
AlphaGraphics of Nashua, NH
AlphaGraphics of NW Atlanta
AlphaGraphics of Suwanee, GA
AlphaGraphics of Tampa #671
AlphaGraphics of the Palm Beaches
AlphaGraphics Tri-Valley, San Ramon CA
AlphaGraphics, Arlington, TX
AlphaGraphics, Rochester, NY
AlphaGraphics, Salt Lake City, UT
AlphaGraphics, San Antonio
AlphaGraphics, Stamford, CT
AlphaPrint, dba AlphaGraphics
ALPINE SUBWAY
Althans Insurance Company
Amada Senior Care
Amato's of Freeport and Maine Mall
Andust, Inc., dba Sport Clips
Antler Management Corp.Chicago, dba Popeyes Louisiana Kitchen
Any Test Franchising, Inc.
APA management llc
Apple Blossom Subway
ApplePie Capital
Aranco Productions Inc.
Archer Integrated Marketing, Long Beach CA, dba AlphaGraphics
ARCIS, LLC
ARCpoint Labs
Arooga's Grille House & Sports Bar
Arro Associates, LLC
ASC, LLC, dba Sport Clips
Asfour Family Corporation
Askar Brands
Assisted Living Locators
Assisting Hands Home Care
Aussie Pet Mobile Inc.
AZ Foods Inc.
B&B Franchising, LLC, dba Jani-King of Cincinnati
B. Salehi, Inc., dba Subway
Bankers One Capital LLC

BareBones WorkWear
Bell Clippers, dba Great Clips
Benetrends Financial
Ben's Soft Pretzels
Beta Graphics Solutions, INC., dba AlphaGraphics Middleton
Beverly Connection Rockets Inc., dba Johnny Rockets
Big Frog Franchise Group
Big O Tires and Service Centers of Eastern Kansas
Big Sky Pancakes, Inc., dba IHOP
Bloomin' Brands, Inc.
Bodan Incorporated, dba Wendy's Bondough, Inc.
Boparai's Inc.
Boro Cuts, LLC, dba Sport Clips
Boston Print Specialists, LLC, dba AlphaGraphics
Bottle & Bottega, Inc.
BR Subways Inc.
Briad Group
BrightStar Care of Brevard & Osceola County
BrightStar Care of Madison, Janesville, Baraboo and LaCrosse, WI
BrightStar Care of Orland Park/Will County
BrightStar Care of Schaumburg, Des Plaines, and Kane County, IL
BrightStar Franchising, LLC
Brioform Marketing Inc, dba AlphaGraphics of the Twin Cities
Broford, Ltd.
Brown & Brown Insurance of AZ
BSM Enterprises, Inc.
Bucher & Associates LLC, dba Sport Clips
Bulldog Cuts LLC, dba Sport Clips
Burchell & Co., dba AlphaGraphics
C & CB Adventures LLC, dba Sport Clips
Capital District Popeyes, Albany, NY
Capodice & Associates
CareSmart Solutions Inc., dba Home Helpers
Carlisle LLC
Carolina Restaurant Group
Carrigan Graphics Inc., dba AlphaGraphics
Casablanca Food Inc., dba Subway
CC Subway, LLC. & Salehi Investments, LLC
CertaPro Painters Ltd., Oaks, PA
Champion Ventures, LLC, dba Sport Clips
Championship Experiences Inc., dba Sport Clips
Chaparral Group, dba Home Care
Assistance of Tucson
CHARLES BROS INC.
CHI Harbor City, Inc.

Children's Lighthouse Franchise Company
Choice Hotels
Chop Stop
Chunara Food Group, LLC
Clarity Voice
Cleaners Depot Franchise, LLC
Clips LLC
Closet & Storage Concepts / More Space Place
Club Metro USA
Coffee Beanery
Coffee News USA, Inc.
College Pro Painters (US) Ltd., Lombard, IL
ComForCare Home Care
Comfort Keepers, Greater Omaha Area
Cookie Associates
Cross Ventures Inc., dba Fish Window Cleaning
CruiseOne / Dream Vacations
Cruzar Foods LLC, dba Johnny Rockets
Culver's of Greater Chicago
Cuppy's Coffee
Curb-Ease Inc.
CycleBar Franchising, LLC
D&K Subway, Inc.
D2Ventures, LLC
DASJ Inc.
Dat Dog Enterprises
Deb Evans Consulting, LLC
Decor&You
Denone LLC
Dibsy Corp.
DineEquity, Inc.
DL United Inc.
DLA Piper
Documents on Demand, dba AlphaGraphics
Domino's Pizza LLC
Double P Corp.
DuMas Restaurant Group., dba Popeyes of Lebanon, IN
Dunkin' Brands, Inc.
Duraclean International, Inc.
E&V Ventures, dba Two Men & A Truck/Akron
Earle Enterprises, LLP
Eat Out Now, Inc.
Edwards Global Services, Inc.
EKS&H
EMH VENTURE I, INC., dba Two Men & A Truck - Livonia
EMK Operations LLC, dba Rainbow Station
Enmon Enterprises LLC, dba Jani-King Gulfcoast
Ennly-Mar, Inc.
Executive Home Care
Expedia CruiseShipCenters
Express Employment Professionals of Peoria, IL

Express Employment Professionals,
Rolling Meadows, IL
F H L, Inc., dba Mr. Transmission,
Jackson, MS
F.C. Dadson
Fairplay Inc.
Falcon Holdings, LLC
Farha Subs Inc.
Farmer Boys Food, Inc.
Fashion Food LLC, dba Wendy's Cape
Cod and Plymouth MA
FASTSIGNS International
Figaro's Italian Pizza, Inc.
Firestorm
FirstLight HomeCare Franchising LLC
FirstService Corp.
Fish Consulting
Fish Window Cleaning Services, Inc.
FisherZucker
Fishman PR
Five Rivers Hospitality, Inc
Five Star Painting
Floor Coverings International, Norcross
GA
Focus Brands
Four County Development Inc.
Fox Rothschild, LLP
Franchise Dynamics, LLC
Franchise Market Ventures, LLC
Franchise Services Inc.
Franchise Solutions LLC
Franchise Well, LLC
FracConnect, LLC
FRANdata
FranNet Mountain West
FranNet of Arizona and New Mexico
FranNet of Atlanta
FranNet of Central Texas, West Texas
and Rio Grande Valley
FranNet of Dallas/Fort Worth
FranNet of Michigan
FranNet of Northern Nevada, Reno, NV
FranNet of Wisconsin
FranNet, LLC
FranNet, of Louisville, KY
Franworth
FRM Solutions
FRSTeam
Fun Foods LLC
GFP ENTERPRISES, dba McDonald's
Restaurants
GFWW Management, Inc., dba
Wendy's
Glass Doctor
Global Franchise Magazine
GMRC Gregg M. Reynolds
Communications
Golden Cakes Inc.
Golden Corral Corporation
Golfland SunSplash Roseville
Gray Plant Mooty
Greater Pittsburgh Homecare Services,
Inc., dba Home Instead Senior Care
Green Hills Inc. dba Subway
Griswold Home Care - Houston
H&M Boushehry LLC
HBF ATG of Salt Lake City
Hera Foods Inc., dba Subway #4801
His Hair, LLC, dba Sport Clips
Home Care Assistance

Home Helpers Home Care
Home Helpers of Central PA
Home Instead Senior Care of Beatrice,
NE
Home Instead Senior Care of Boston,
MA
Home Instead Senior Care of
Cleveland/Akron
Home Instead Senior Care of Miami,
FL
Home Instead Senior Care of Mountain
Home, AR
Home Instead Senior Care of North
Dartmouth
Home Instead Senior Care of Rancho
Cucamonga, CA
Home Instead Senior Care of San
Francisco Bay Area
Hopper Ventures, Inc.
Hot Dish Advertising
Hughes Maintenance Corp.
Hwy 55 Burgers
I.C. Subway, LLC
iConnect POS
iFranchise Group
IHOP of Andover, MA
IHOP of Colorado Spring, CO
IJL Development Corporation
Image One
INFINITI HR
Intercontinental Inc., dba Subway
International Center for Entrepreneurial
Development, Inc.
International Franchise Association
International Franchise Systems -
NextCar- Priceless- Rent A Wreck
InXpress of South Jordan, Utah
ISUB INC., dba Subway, Bakersfield,
California
J.R. One, Inc., dba Johnny Rockets
JAE Restaurant Group, Pompono
Beach, Florida
Jafari A&A Inc., dba Subway
Jai III Corporation, dba Subway
Jani-King Commercial Cleaning
Jani-King of Dallas
Jani-King of Tucson
Janjer Ent.
Jaydan DEM, LLC, dba FranNet of The
Heartland
Jewelry Repair Enterprises, dba Fast
Fix Jewelry and Watch Repairs
JFK Group, dba AlphaGraphics of
Daytona
JJMAC Associates LLC Chicago, dba
FranNet, Chicago
J'NC Real Estate Development, LLC
d/b/a Salons By JC San Antonio, TX
Johnny Rockets
Johnny Rockets of Deer Park, NY
JR West, dba Johnny Rockets
JRSA Inc., dba Johnny Rockets
JS Investment Holdings
Just Between Friends Franchise System,
Inc.
JVH-MO, Inc., dba Sport Clips
Haircuts, Springfield, MO
JW Tumbles LLC
Kassam Enterprise, Inc., dba Popeyes
Louisiana Kitchen

Keerat Inc.
Keyser
Keystone Clippers, dba Sport Clips
Khoury Foods Inc., dba Popeyes
Louisiana Kitchen
Kids' Nite Out Across America
Kids 'R' Kids Int'l Inc.
KK CORP., LLC
KTR, LLC, dba Sport Clips Haircuts
LA Development, dba Subway
Laird Enterprise Inc.
Lee Hill Investments, LLC, dba Sport
Clips
LGC Properties Management, dba Sport
Clips
Lifestyle Improvement Centers, dba
Positive Changes Hypnosis
Lightbridge Franchise Company
Listen360
Local Door Coupons
Mama Mia, Inc., dba MODE
Mangen Group Inc
MARTINEZ SUBWAY, LLC
Marwaha Group
Massage Heights Franchising, LLC
MBCMahr Inc., dba Subway
McKeeCo Services, LLC
Mendenhall Restaurants, dba IHOP
MFV Expositions
MidAmerica Hotels/Drury Restaurants
Midway Fast Foods
Mighty Auto Parts
Miles Management Co.
Milford Transmission Corp.
Mitchell Management
ML Food Group
MNA, INC. II
MNZ INC.
Molly Maid of Southeast Dayton
Money Mailer of Somerset County
Moran Family of Brands
Mosquito Joe of Baltimore
Mr. Rooter of Sonoma County, CA
Mr. Rooter Plumbing
Mr. Stax, Inc., dba IHOP
Mr. Transmission of Sandy Springs, GA
MrEats Corral LLC
MSA Worldwide
Mudlick Mail
Multistate Transmission
MULTISTATE TRANSMISSIONS of
Waterford, MI
Murphy Business and Financial
Corporation of NJ
Mutual Benefit International Group
MUY Hamburger Partners, LLC, dba
Wendy's
National Fundraising Partners
NAZ Clips, LLC
NBM Management, dba Sylvan
Learning
NC Sport Cuts, LLC
New Comilla, Inc.
New Van Dan Enterprises Inc.
NextQuest, Inc., dba Sport Clips
Nicol Holdings, dba FranNet
No Limit Agency
NorthStar Franchising LLC
Norton Clips, LLC
Nothing Bundt Cakes

NRD Capital	SA Smoothie-licious, LLC, dba	Syed Restaurant Enterprises Inc., Staten
Ocean 11, LLC	Smoothie King	Island, NY, d/b/a Burger King &
OM ASSOCIATES INC.	Sage Restaurant Group	Popeyes Louisiana Kitchen
O'Neill Home Care, INC., dba. Home	Sailormen Inc. DBA Popeyes, Taco	Sylhet Inc., dba Subway
Instead Senior Care	Bell, Burger King	T.B. Sandwiches, Inc. dba Subway
OnePoint Accounting	Samkat Corporation	Tapp Holdings, LLC
OpenWorks	Sandwich Times, LLC	Tar Heel Capital Corp., dba Wendy's
Outdoor Living Brands, Inc.	SASA Solution Advisors, LLC, dba	TD Sports LLC., dba Sport Clips
Packer & Assoc. Inc.	AlphaGraphics of La Jolla	Haircuts
Padgett Business Services	Sawyer Business Group Inc., dba Sport	Team Carlson LLC, dba Sport Clips
PagePrints LLC, dba AlphaGraphics	Clips	Haircuts
Pahana Enterprises Inc., dba Subway	SCCUTS, LLC	Ted Fireman, Inc, dba FranNet
PARAM FOOD INC.	SCMN, LLC	Louisiana
Paul Davis Restoration of Jacksonville,	Servant Systems Inc.	Terzis Investments, dba Sport Clips
Florida	Sexton Group, Inc., The	The Coca-Cola Company
Pavilion Development Co.	SFG Business Services, LLC, dba	The Decide Group
PeterBrooke Chocolatier	Siegel Financial Group	The Dwyer Group
Pine Valley Group, LLC	Sheco, LLC	The Entrepreneur's Source
Pita Pit Inc	Shelton Law and Associates, PLLC,	The Franchise Consulting Group
Plan Ahead Events - Tampa Bay	Cedar Park, TX	The Little Gym, Knoxville, TN
Plave Koch PLC	Shelton Restaurant Group	The Long Island Treat Company
PMTD Restaurants LLC	Sherpa Kids International	The UPS Store, Inc.
Popeyes Louisiana Kitchen	Shine Window Care and Holiday	The Wendy's Company
Popeyes Louisiana Kitchen of	Lighting	Three20 Capital Group LLC
Sacramento, Fontana & Whitter, CA.	Shiv Corp., dba SUBWAY	TMAC Investments, Inc., dba SPORT
Pop's Inc.	Shivron USA Inc.	CLIPS
Postcard Portables	Shumaker, Loop & Kendrick, LLP	TopFire Media
PostNet	Shut s1 Inc., dba Subway	TransFirst
Precision Printing/AlphaGraphics of	Sierra Subway Stores Inc.	Transmission Depot of Fulton, Inc dba
Conroe	Simpy Inc., dba Subway	Mr. Transmission
Premium Franchise Brands	Siva Sai INC.	Traut Enterprises, dba CPR Cell Phone
Primary Aim LLC	SKBH SUBWAY BOBS INC.	Repair
ProfitKeeper	Skul Investments Corp., dba Sport Clips	Trclips LLC, dba Sport Clips
Proper Enterprises, LLC, dba Sport	CO	Trinity Leadership 6 LLC, dba Sport
Clips	Smith, Gambrell & Russell, LLP	Clips Haircuts
Property Management Business	South Florida Graphics, dba	Triple Play Lantana, LLC
Solution LLC	AlphaGraphics of Fort Lauderdale	Tropical Smoothie Café, Toledo, OH
PSB Group Inc, dba Subway	Sport Clips Haircuts of Harrisburg, PA	Trout Mgt. Inc.
Pure Food Management, dba Popeyes	Sport Clips Haircuts of Warrington, PA	Tryan Inc. dba Subway
Louisiana Kitchen	Sport Clips of Alta Mere, Ft Worth, TX	TSC Food Service, Inc, dba Wendy's
PuroClean	Sport Clips of Alvin, TX	TurboHaul
PuroClean - Chicago	Sport Clips of Amarillo, TX	Twin City Taco John's
Qiigo.com	Sport Clips of Georgetown, TX	Two Men and a Truck Intl.
Quop Inc., dba Popeyes Chicken	Sport Clips of Kennedale, TX	Tyben Corporation, dba Sport Clips
Corpus Christi	Sport Clips of the Arbors at Mallard	UKW Franchising
Rainbow Station	Creek	Vanity Ventures, Inc.
RainTree Franchise Growth Experts	Sport Clips of Yorba Linda, CA	Vasari LLC, dba Dairy Queen
Rawden Joint Ventures Corp.	Sport Clips, Inc.	Vaughn Brothers Inc, dba POPEYES,
Raytron Enterprises, Inc. of Florida, dba	Sport Clips of Ferndale, MI	Meridian, MS
Fantastic Sams Cut & Color	SRB Inc.	Vikam Corp.
RDR Foods Inc.	St. Gregory Development Group	Vireo Ventures LLC, dba Sylvan
RE/MAX, LLC	St. Jacques Marketing	Learning
RedLine Athletics Youth Athletic	Steamatic, Inc.	Viridian Group, LLC
Training Centers	STG Development Group	VNP Enterprise, Inc.
Reichert Enterprises, dba ServiceMaster	Subco Enterprises, Inc.	Voegtler Enterprises, dba Sport Clips
Cleaning Solutions	Subs From Above, LLC dba SUBWAY	VPC Enterprises, dba Subway
Rhea Lana's Franchise Systems, Inc.	Sub-stantial Corp., dba Subway	VSG, Inc., dba Sport Clips
Rhumblin Holdings, LLC	Subway of Fredericksburg, VA	Vyas Enterprises
RMK Group Inc.	Subway of Glendale CA	W&J Sub Shops, dba Subway
Roadside Attractions, LLC, dba	Subway of Hayfield	Walker Holdings Group, dba Wendy's
Popeyes Louisiana Kitchen	Subway of Modesto, CA	Walker Investments
Roca Inc	Subway Restaurants	Walker Mill Associates Inc
Rocket Restaurant Ventures, LLC,	Subway Store #23570	Wanna Play Playcare Franchising
Rookies LLC, dba Schlotzsky's	Sun Holdings, Inc.	We Sell Restaurants
Rosati's Pizza	Superior Restaurant Group	Wendco Group, dba Wendy's N.W.
RTP INC.	Sweet Hill Automotive LLC	Florida and S. Alabama
Russell Restaurants	Sweet P Enterprises, dba Popeyes	Wenescor Restaurant Systems, LLC, dba
RWS Subway LLC	Louisiana Kitchen	Wendy's
S&N Subway Inc.		Wen-South Holdings, Inc.
S. RIAHI INC., dba Subway		

Westend Holdings, Inc., dba Great
Clips, Austin TX
Wet Ink, Inc., dba AlphaGraphics
Whiteford Taylor & Preston L.L.P.
Whites Travel Center LLC
WillBar, LLC., dba.Alphagraphics
Williams Paradise LLC, dba SUBWAY
Winstead PC
World of Beer of Loudoun County, VA
W-Squared Communications Inc., dba
AlphaGraphics
WT Cafe
Xpresso Delight
Yemen Sub Inc.
Young Chefs Academy
Zaxby's