

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

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 Loundon County, VA  
W-Squared Communications Inc., dba  
AlphaGraphics  
WT Cafe  
Xpresso Delight  
Yemen Sub Inc.  
Young Chefs Academy  
Zaxby's