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The Honorable Joseph R. Biden, Jr.  
The White House  
1600 Pennsylvania Avenue, NW  
Washington, D.C. 20500

Dear President Biden:

As members of the small business community who have weathered years of economic uncertainty, we write to you today with a sense of urgency and concern regarding the recently issued National Labor Relations Board (NLRB) Joint Employer Rule. Due to the harm in store for hundreds of thousands of local businesses from the rule, we urge you to sign the bipartisan House Joint Resolution (H.J. Res.) 98 into law to overturn this rule.

You have long recognized the vital role of small businesses, recently noting that, “every time someone starts a new small business, it’s an act of hope and confidence in our economy.”<sup>1</sup>

While we appreciate your support, the current economic climate has made it increasingly difficult for small businesses. The challenges we face, from supply chain disruptions to labor shortages, have left us struggling to succeed in our communities. The rule exacerbates an already difficult operating environment for franchise businesses and potentially poses an existential threat to the franchise business model.

By imposing unrealistic and ambiguous standards for determining joint employer status, the rule creates an atmosphere of uncertainty and unlimited liability and litigation risk for employers that will deter potential investors, lenders, and franchisees from considering franchising at all. Further, we anticipate that because of the rule’s ambiguity, franchisors will assume more responsibility over the day-to-day operations of franchisees – diminishing their independence and the appeal of owning their own business as a franchisee.

The last time the joint employer standard was unnecessarily expanded in 2015, it cost franchise businesses billions per year, resulted in 376,000 franchise job opportunities that were never created, and led to twice as many lawsuits against franchises.<sup>2</sup> The NLRB’s joint employer rule goes much further than the 2015 changes, and we anticipate more dramatic costs, litigation exposure, and diminished job creation.

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<sup>1</sup> The White House (2024). Available at: <https://www.whitehouse.gov/briefing-room/statements-releases/2024/01/11/statement-from-president-joe-biden-on-record-setting-small-business-applications-2/>

<sup>2</sup> International Franchise Association (2019). The Economic Impact of an Expanded Joint Employer Standard. Available at: <https://www.franchise.org/sites/default/files/2019-05/IE%20Econ%20Impact%200128.pdf>

We are also deeply concerned that the rule’s negative impact on franchising will disproportionately impact women and minority-owned businesses across the country. In a 2021 survey, nearly one-third (32%) of franchisee respondents said they would not own a business without the franchise business format. Around 26% of franchises are owned by people of color, compared with 17% of independent businesses generally. Franchising leads to greater wealth creation in minority communities; on average, Black-owned franchises earn 2.2 times more than Black-owned independent businesses; Hispanic-owned franchises earn 1.6 times more than Hispanic-owned independent businesses; and Asian-owned franchises earn 1.4 times more than Asian-owned independent businesses.<sup>3</sup>

Mr. President, we implore you to use your influence and authority to send the recently promulgated NLRB joint employer rule back to the drawing board by signing H.J. Res. 98 into law. We know the rule will cost small businesses gravely, and you can return the hope and confidence they need by affirming this legislation.

Thank you for your commitment to local businesses, and for considering our plea. We urge you to sign H.J. Res. 98 to stop the joint employer rule. We look forward to working together on your Administration’s strategy to support entrepreneurs, help small businesses access the resources they need to thrive, and promote competition to level the playing field.

Sincerely,

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Milton Chancellor, AL	Keith Maddox, AL	Pat Britton, AR
Kyle Davis, AL	Scott Mckean, AL	Lynda Brown, AR
Jennifer Dodd, AL	Greg Milam, AL	Keith Bryson, AR

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<sup>3</sup> Oxford Economics (2021). “The Value of Franchising: A Report of the International Franchise Association.” Available at: <https://www.oxfordeconomics.com/resource/the-value-of-franchising/>

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Wendy Skaalerud, CO  
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Dinesh Patel, FL	Rebecca Sajeski, FL	Don Stout, FL

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Umang Dave, GA  
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Diana Colgrove, ID  
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Andrew Dahle, ID  
Thomas Erny, ID  
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Hiten Patel, SC  
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Therese Grayson, TN  
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Penny Guthrie, TN  
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Zachary Baudendistel, TX  
Zandra Bean, TX  
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Mark Cooper, TX  
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John Crawford, TX  
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Jordan Cypert, TX  
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Sheila Davis, TX  
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Jyoti Desai, TX  
Nolan Descoteaux, TX  
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Chris Dyer, TX  
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Angela Freeman, TX  
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Gretchen Kaufman, TX  
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Sherry Rose, TX  
Reece Rucker, TX  
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Megan Sanchez, TX  
Mario Sanchez, TX  
Felicia Sanders, TX  
Sadruddin Sarfani, TX  
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Theo Thompson, TX  
Tommy Thompson, TX  
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Jennifer Vargoz, TX  
Laura Varnell, TX  
David Veatch, TX  
David Villa, TX  
Margot Villarreal, TX  
John Villon, TX  
Scott Vincent, TX  
Nikki Vineyard, TX  
Mike Walker, TX  
Joe Walker, TX  
Leo Walker, TX  
Grant Walker, TX  
Michael Walls, TX  
Rob Walsh, TX  
Mark Ward, TX  
Sara Waskow, TX  
Matthew West, TX  
Kelly Westbrook, TX  
Andrea Westmoreland, TX  
Scott White, TX  
Alice Whiting, TX  
Cynthia Whitson, TX  
Gregg Wilde, TX  
Scott Wilkins, TX  
David Williams, TX  
Jack Williamson, TX  
Brian Winterringer, TX  
Candice Winterringer, TX  
Joshua Wisman, TX  
Robert Wolter, TX  
Charles Wood, TX  
Brian Woods, TX  
Blake Wren, TX

Austin Wright, TX  
Scott Yokley, TX  
Harrison Young, TX  
Deborah Zembo, TX  
Lin Zhang, TX  
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Gary Allen, UT  
Ryan Anderson, UT  
Allan Bell, UT  
Aaron Bell, UT  
Claire Benge, UT  
Dave Bonnemort, UT  
Nathan Bracken, UT  
Tammara Brown, UT  
Steve Brunton, UT  
Russell Burnett, UT  
Carolyn Cady, UT  
Misty Carver, UT  
Christina Chambers, UT  
Ryan Codner, UT  
David Coleman, UT  
Wes Cooper, UT  
Jeremiah Cundiff, UT  
Chase Dalton, UT  
Sherman Dangerfield, UT  
Michael Debenham, UT  
Monica Dennison, UT  
Donna Diehl, UT  
John Diehl, UT  
Jim Duffin, UT  
Stephanie Fairbourn, UT  
Jared Fenn, UT  
Ben Fox, UT  
Monty Frost, UT  
Chad Fullmer, UT  
Adam Garfield, UT  
Julie Garfield, UT  
Brenda Gemmell, UT  
Kandace Goodsell, UT  
Jennifer Goring, UT  
Charlie Graves, UT  
David Greer, UT  
Steve Hall, UT  
Manal Hall, UT

Keishel Hanny, UT  
Dustin Hansen, UT  
Dave Hansen, UT  
Steve Hart, UT  
Dallin Hendrickson, UT  
Darin Hicks, UT  
Jane Hitzelberger, UT  
Chris Holmquist, UT  
Cary Huff, UT  
Jeff Hughes, UT  
Christian Hughes, UT  
Eric Hurns, UT  
Danessa Itaya, UT  
Carl Karcher, UT  
John Kennedy, UT  
Juliana Lindsay, UT  
Wayne Logan, UT  
Ted Mahan, UT  
Kara Martin, UT  
Angie McIntire, UT  
Jordine McIntire, UT  
Stuart McReynolds, UT  
J. Andrew Mengason, UT  
Preston Menlove, UT  
Bryson Naylor, UT  
Justin Odekirk, UT  
John Pardee, UT  
Jeff Paret, UT  
Zachariah Parry, UT  
Jack Perkins, UT  
Guisseppa Posey, UT  
April Prado, UT  
Tasha Prybyla, UT  
Scott Rees, UT  
Stephanie Renee Martinez,  
UT  
Ryan Richter, UT  
Carol Richter, UT  
Thomas Richter, UT  
Dave Scott, UT  
Andy Selcho, UT  
Kristan Settlemire, UT  
Lindsay Simpson, UT  
Shae Sims, UT

Charles Smith, UT  
Johan Stoop, UT  
Josh Sube, UT  
Kevin Thueson, UT  
Rick Timmons, UT  
Trent Tucker, UT  
Jim Vandiver, UT  
Keaton Wall, UT  
Arthur Warsoff, UT  
Jeffrey Young, UT  
Sally Abshire, VA  
Wyatt Abshire, VA  
Sherman Adkins, VA  
Steve Adrian, VA  
Rena Adrian, VA  
Lorraine Alexander, VA  
Lisa Allardi, VA  
Craig Andersen, VA  
Rebecca Andresen, VA  
Ryan Ask, VA  
Babz Barnett, VA  
Michael Barnett, VA  
Billy Bartlett, VA  
Jeremy Berkebile, VA  
Danny Berkovich, VA  
Pravina Bhalani, VA  
Jeremy Black, VA  
Robert Blanton, VA  
Isalmou Boussaa, VA  
Charles Bovey, VA  
Tim Burke, VA  
Christopher Cary, VA  
Beth Cary, VA  
Steven Choi, VA  
Steven Cross, VA  
Brian Culbertson, VA  
Jihad Daghmash, VA  
Angelo Dajon, VA  
Delaine Deaton, VA  
James DeBolt, VA  
Garland Dempsey, VA  
Regis DeVeaux, VA  
Adam Deyo, VA  
Dennis Drake, VA

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Hicham El Abbassi, VA  
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Eric Garman, VA  
Bruce Gearey, VA  
Giuseppe Giaimo, VA  
Adrienne Gibbs, VA  
Denis Girard, VA  
Eric Gleason, VA  
Andrew Golkin, VA  
Stephen Graham, VA  
Christopher Grandpre, VA  
Mark Grasser, VA  
Amy Grasser, VA  
Manish Gupta, VA  
Victoria Hall, VA  
Mike Halpern, VA  
Michael Hatten, VA  
Karol Hatten, VA  
Paul Hawthorne, VA  
Jim Hennessey, VA  
Curtis Hoessly, VA  
Robin Hoessly, VA  
Kathy Holland, VA  
Brittany Hughes, VA  
Mike Hummer, VA  
Tim Hylton, VA  
Mike Hysick, VA  
Emily Ives, VA  
Jami Javaid, VA  
Steve Jewell, VA  
Gail Johnson, VA  
David Johnson, VA  
Emily Jonez, VA  
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James Keating, VA  
Oubab Khalil, VA  
Henry Kim, VA  
Chip Kimnach, VA  
John Kipps, VA

Charles Kleindienst, VA  
Praveen Kondaka, VA  
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Jennifer Lawhorne, VA  
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Michael Layman, VA  
Musse Leakemariam, VA  
Craig Leonard, VA  
Ben Litalien, VA  
John Logansmith, VA  
Andy Louis-Charles, VA  
Laurie Lowe, VA  
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Charles Marshall, VA  
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Tanikka Mason, VA  
Risa May, VA  
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Tammy McNelis, VA  
Vishal Mehta, VA  
Kevin Metz, VA  
Jana Metz, VA  
Zoe Metz, VA  
Zane Metz, VA  
Natalia Micheletti, VA  
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Kirby Newman, VA  
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Fenil Patel, VA  
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Kasey Yun, VA  
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Tannor Glumbik, WA



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Mitch Bohn, WI  
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Eric Brown, WI  
Daniel Bruk, WI  
David Buslee, WI  
Steven Clausen, WI  
Bobby Cleveland, WI  
Justin Coenen, WI  
Jason Covaleski, WI

Neil Covaleski, WI  
Luke Dalchow, WI  
Angela Darling, WI  
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Johnelle DenRuyter, WI  
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Charity Dreaawves, WI  
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Ginger Evenson, WI  
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Byron Holt, WI  
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Shane Kayser, WI  
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Tyler Kledzik, WI  
Aaron Kowal, WI  
Josh Kraemer, WI  
Katie Kraemer, WI  
Andrew Kurth, WI  
Daniel Lawrence, WI  
Willard Lemke, WI  
Mark Leupold, WI  
Mary Leupold, WI  
Timothy Lightner, WI  
Caleb Maier, WI

Susan Makris, WI  
Rick Mecum, WI  
Greg Mierow, WI  
Patrick Murray, WI  
Cody Napoli, WI  
Zach Nolte, WI  
Patrick Olejniczak, WI  
Emily Olson, WI  
Lisa Paley, WI  
Matthew Phillips, WI  
Kapil Rajvanshi, WI  
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Tywone Redmond, WI  
Jason Roetz, WI  
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June Schuelke, WI  
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Marcia Skarie, WI  
Shelley Strommen, WI  
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Kim Sullivan, WI  
Katie Telfer, WI  
Taylor Trampf, WI  
Austen Wayne, WI  
Lisa Welko, WI  
Karen Wenning, WI  
Jeffrey Weyker, WI  
Nola Kay Williamson, WI  
Rachel Williamson, WI

Samuel Worske, WI  
Monica Wright, WI  
Patrick Yates, WI  
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Charles Bailey, WV  
Ryan Donovan, WV  
Chad Drainer, WV  
Michael Drizake, WV  
Jeffrey Etheridge, WV  
Lisa Fausey, WV  
Angela Harding, WV  
Nick Lambie, WV  
Kelly Shaffer, WV  
Michelle West, WV  
Clint Anderson, WY  
Renee Ashworth, WY  
Pat Ashworth, WY  
Cam Bowen, WY  
Mary Brazill, WY  
Brian Hodnefield, WY  
Richard Johnson, WY  
Mark Kister, WY  
Peaches Lynch, WY  
Bob Maguire, WY  
Patrick Moran, WY  
Edwin Peoples, WY  
Kimberly Rudge, WY  
Joshua White, WY  
Justin Woods, WY