

2022 IFA Legal Symposium

Speaker Name	Speaker Last Name	Bio
Faith L.	Anderson	Faith Anderson is the Chief of Registration & Regulatory Affairs of the Securities Division of the Washington State Department of Financial Institutions. She supervises legal staff responsible for reviewing applications for securities and franchise registration and oversees the processing of exemption filings. She is also responsible for promulgating interpretive policies, no-action letters, amending the Division's rules, and reviewing and drafting legislation. Ms. Anderson chairs the Small Business/Limited Offerings Project Group of NASAA and is a member of NASAA's Corporation Finance Section Committee, Electronic Form D Filing Committee, and State Legislation Committee. She is a member of both the Securities Committee of the Business Law Section of the Washington State Bar Association and the American Bar Association's
Amy	Andrews	Cheryl brings over two decades of legal and policy experience. Prior to joining BrightStar, Cheryl served as the Wage and Hour Administrator for the United States Department of Labor where she was responsible for overseeing the enforcement team to a record-breaking comeback of back wages collected for America's most vulnerable workers in fiscal year 2019, while issuing eight major rules (including the Fair Labor Standards Act tripartite: overtime, joint employment and independent contractor).
Bethany	Appleby	Bethany L. Appleby is a founding member of Appleby & Corcoran, LLC, a boutique franchise law firm in Connecticut. She represents franchisors, master franchisees, and multi-unit franchise owners in both transactional and litigation matters. She is on the American Arbitration Association's Commercial Panel of Arbitrators and a trained mediator, an adjunct professor at Quinnipiac University Law School, and former Chief Legal Officer for Subway Restaurants. She received her bachelor's degree from Yale University, magna cum laude, and graduated with highest honors from the University of Connecticut School of Law.
Brian	Balconi	Brian Balconi is Chief Legal Officer of Authority Brands and its affiliates, which includes the franchisors of twelve home service brands. Mr. Balconi oversees all legal issues of these companies including franchising, intellectual property, corporate law, mergers and acquisitions, and dispute resolution. A franchise industry veteran, he has previously served as Vice President and General Counsel of Little Caesars and as Legal Counsel at Dunkin' Brands. He is active in industry associations, including the International Franchise Association and the American Bar Association Forum on Franchising, in which he served as Director of the Corporate Counsel Division. Additionally, Mr. Balconi has franchisor business experience, including as President of growth and turnaround companies. He received his Bachelor of Business Administration from the University of Notre Dame and his J.D. from the University of San Diego School of Law. When not reading FDDs just for kicks, he enjoys mountain biking and meeting interesting people through pick-up basketball games.
Delia	Barceló	addition to Ms. Barceló's supervision and management of Denny's global legal affairs, she is responsible for the company's compliance program. Before joining Denny's, Ms. Barceló held an in-house counsel position with Perry Ellis International, a designer, distributor and licensor of a broad line of high-quality men's and women's apparel, accessories and fragrances. Ms. Barceló earned a Bachelor of Science degree in Criminal Justice from Florida International University and the degree of Juris Doctor from Barry University School of Law. She is a member of the Florida Bar.
Eli	Bensignor	Eli Bensignor is a Counsel within Lathrop GPM's Franchise & Distribution Practice Group who dedicates his practice to franchise, distribution and licensing matters. At the core of Eli's practice is his passion to assist his clients in legal decision-making processes, with real world considerations, that will help flourish their businesses. He counsels emerging and seasoned franchisors across the U.S. on day-to-day matters, including analyzing and drafting agreements and commercial contracts, filing registrations, and advising on regulatory compliance, as well as mergers and acquisitions. Eli has experience with commercial litigation matters, protecting his clients' rights by enforcing franchise agreements and related contracts.
Andrew P.	Bleiman	disclosure documents, franchise agreements, area development agreements and similar documents. He also represents his clients in litigation and arbitration actions involving breach of contract, fraud, unfair competition, trademark infringement and trade secret claims. His practice also includes dealing with franchisee termination issues and the enforcement of post-termination covenants. Andrew co-founded the Northern Illinois Franchise Association ("NIFA") (www.northernfranchise.org). The NIFA dedicates itself to supporting individuals and businesses in franchising at the franchisor, franchisee and supplier levels and is committed to promoting, enhancing, and fostering the success of franchisors and franchisees in Illinois through communication, political advocacy, networking, support services and educational programs. Andrew is a member of the American Bar Association, the Illinois State Bar Association and the Small Business Advocacy Council. He serves as a member of the Illinois Attorney General's Franchise Advisory Board.
Clarissa	Bradstock	Clarissa has served as a Vice President of Client Services, COO, Vice President of Operations and CEO of both private and publicly held organizations. She has extensive experience with healthcare related organizations focused on physicians, insurance carriers, nursing professionals and dental practices. Clarissa served as COO for Any Test Franchising since 2007, and was appointed to the position of CEO in April, 2014. Clarissa is very involved in the franchise community as Chair Emeritus for the Southeast Franchise Forum, and on the Leadership Committee for the IFA Women Franchise Network, Atlanta Chapter. She graduated from Auburn University in 1983 with a BA in English and Speech Communication.
Michael	Braunstein	"Michael D. Braunstein received his Bachelors of Science in Business Administration from the University of Miami in May 2014. Upon graduation, Mr. Braunstein attended the University of Miami School of Law where he graduated magna cum laude in 2017. During law school, Mr. Braunstein received Honors distinctions in Litigation Skills I, Litigation Skills II, and Alternate Dispute Resolution and received the Excellence Award in Professional Responsibility. Mr. Braunstein was the Captain of the Trial Team, and received recognition as a top student advocate in several competitions. Mr. Braunstein was also a member of the Charles C. Papy Moot Court Board, during which time he served as a member of the Presidential Advisory Board and received recognition and awards as the Best Oralist. Mr. Braunstein was also the Senior Articles Editor of the University of Miami Race and Social Justice Law Review, on which he received the Best Student Casenote Award and had his student article published in the journal. Mr. Braunstein joined Zarco, Einhorn, Salkowski & Brito, P.A. in June 2015 as a law clerk and continued working with the firm throughout his time in law school. Mr. Braunstein became an associate in September 2017. Throughout his career, Mr. Braunstein has successfully handled numerous franchise and complex commercial litigation matters in various state and federal courts."
Valerie	Brennan	Valerie Brennan joined Plave Koch PLC in January 2020 and leads the firm's Trademarks & Copyrights practice. She has over 25 years of experience advising companies and associations on selecting, protecting, licensing, and enforcing their trademarks worldwide. Valerie also expands PK's capabilities in domain name counseling and digital disputes, and, with her onboard, we are able to offer copyright counseling, copyright registration, copyright licensing, and copyright dispute services as well. Valerie has handled hundreds of intellectual property portfolios, both domestic and international, and has negotiated trademark and copyright licenses worldwide. Her experience runs the gamut of trademark and copyright issues – cease-and-desist letters, social media, IP audits, certification programs, security interests in IP, merger-related due diligence and IP transfers, cybersquatters, domain name registration, and commercialization of technology. On the copyright side, she is particularly experienced with fair use analyses and DMCA take-down notices. Valerie has been active for years in the leadership and committee work of the International Trademark Association (INTA). For 2020-2021, she will serve as vice-chair of INTA's Copyright committee. She has written, moderated, and presented on a range of IP topics, including portfolio management, securitization of trademarks, due diligence, and social media. Valerie started her legal career at Wiley Rein in D.C. with many of her Plave Koch colleagues. She joined PK after twenty years at Hogan Lovells US LLP, where she co-managed the firm's trademark prosecution and counseling practice and led the IP support team for the firm's financing practice.
Danell	Caron	Danell Caron works as a Director, Legal & Franchise Administration at Great Clips, which is a Holding Companies & Conglomerates company with an estimated 40 K employees; and founded in 1982. They are part of the Project Development team within the Operations Department and their management level is Director. Danell is currently based in Minneapolis, United States.
Charlie	Chase	Charlie Chase is the president and CEO of FirstService Brands, Inc. and California Closets, Inc. Throughout his 30 years with FirstService Brands, he has held numerous roles starting as a franchise owner in 1982 at College Pro Painters. Believing that there was an opportunity to create a successful and significant full-time painting company, he became the founding president/CEO of CertaPro Painters in 1992. Prior to his role as CEO, Chase served as the president of the Consumer Franchises of The Franchise Company and prior to that he was CEO of CertaPro Painters. Chase is a member of the IFA FranPAC Advisory Committee and Membership Committee. He earned a bachelor's degree with honors in economics from Queen's University in Ontario, Canada.

Harris	Chernow	<p>"Harris J. Chernow is the Chair of Reger Rizzo & Darnall's Franchise & Hospitality Practice Group. He has developed a national reputation through his franchise, transactional and dispute resolution practices where he represents franchisors, franchisees and distributors, also in conjunction with his hospitality, corporate and business, M&A, retail development and leasing practice. His franchise and hospitality clients include franchisees, franchisors, and multi-unit franchise owners, area developers, and master franchisees, in all franchise industry groups, along with his significant hotel and lodging specific practice, representing brands, owners and management companies. In addition, Harris represents businesses of all sizes, including financial service companies, manufacturers and service-oriented companies, along with professionals and individuals in a wide range of matters, with general business and corporate matters, mergers and acquisitions, structuring transactions, real estate, employment, day-to-day counseling and dispute resolutions. By virtue of a broad base of legal experience, he serves as "general counsel" to a number of his clients. Harris is frequently called upon to serve as a neutral mediator and arbitrator.</p> <p>Harris is a frequent speaker and author on numerous franchise, hospitality and business topics. He is a member of the International Franchise Association (IFA) serving on its Legal Symposium Task Force, the American Bar Association's (ABA) Forum on Franchising, most recently serving on its Marketing Committee and was a long-term member of its Governing Committee, served as its Finance Officer for five years, served on the Forum's Publications Committee, was Chair of its Litigation and Alternative Dispute Resolution (LADR) Division, served on the Forum's Nominating Committee for the Board of Governors, served as liaison to its solo and small firm practitioners group, and served as liaison to its paralegal group. He is the Co-Chair of the Philadelphia and New Jersey Franchise Law Committees, and a member of the Montgomery County, Pennsylvania Franchise Law Committee. He is also very active with leading hospitality law programs.</p> <p>Harris is also active in community organizations and was a two-time Past President of the Temple University Athletic Department Owl Club Board and serves on its Board and is currently on the Executive Committee of the Temple University Alumni Association (TUAA). Most of all, he enjoys spending time with his wife and children.</p>
Fredric	Cohen	<p>Fredric "Ric" Cohen is a seasoned business and commercial litigator and trial lawyer. He represents clients in state and federal trial and appellate courts across the country as well as in alternative dispute resolution forums such as arbitration and mediation. Ric has extensive experience in the areas of distribution, antitrust, trademarks, valuation and finance, among others. Ric spends most of his time keeping the world safe for franchising. For over thirty years, Ric has represented many of the nation's most prominent franchise, licensing and distribution companies in a wide variety of lawsuits from complex multi-forum class action litigation to standard enforcement actions and everything in between.</p>
Ron	Coleman	<p>Ron Coleman is an accomplished trial lawyer with 30 years of experience in large, complex cases. Ron represents franchisors, manufacturers, technology companies, and other clients in a variety of commercial, intellectual property, and product liability matters. Ron regularly represents franchisors in all manner of disputes, including disputes with franchisees and claims arising from competition between franchise systems. Ron has been recognized as "Lawyer of the Year" by The Best Lawyers in America for the practice of Franchise Law, and listed in Chambers USA: America's Leading Lawyers for Business for Commercial Litigation. Ron is a regular writer and speaker on franchise law issues, and he currently serves as Chair of the ABA Forum on Franchising.</p>
Tim	Comer	<p>Timothy Comer is the General Counsel for SSCP Management, Inc., an award-winning restaurant leader that currently owns and operates 70 Applebee's and 47 Sonic Drive In's, as well as over 100 other beloved franchise locations across the country. Tim is responsible for a wide range of matters including franchise law, mergers and acquisitions, real estate and real estate development law, employment law, regulatory compliance, contract and finance negotiations (including syndicated financing), and litigation. Tim's comprehensive practice provides an insightful and informed lens to the area of Franchise Law, and his in-depth involvement in franchisee and franchisor legal matters has made him a valuable asset to SSCP's operations.</p>
Susan L.	Crane	<p>is the world's largest franchisor of hotels and is the owner of such well-known brands as WYNDHAM, RAMADA, HOWARD JOHNSON, DAYS INN, SUPER 8 and LA QUINTA. Susan's advises the company on all aspects of trademark, copyright, domain name, marketing, social media and patent issues. Susan has been with Wyndham and its predecessors, Wyndham Worldwide Corporation and Candiant Corporation, since 2000.</p> <p>Ms. Crane was previously Director of Intellectual Property at Golden Books Family Entertainment, Inc. (1998) and was an associate in the New York offices of Brown Raysman Millstein Felder & Steiner LLP (1999) and Fish & Neave (1992-98).</p>
Sally	Dahlstrom	<p>Sally Dahlstrom is a solutions-oriented trial lawyer who counsels clients in complex commercial litigation matters. Sally regularly represents clients in multimillion-dollar lawsuits in state and federal courts and arbitrations across the country.</p> <p>She has handled disputes on a variety of topics ranging from franchise and distribution networks, oil and gas transactions, trademark infringement, trade secrets, contracts, fraud, defamation, business disparagement, and disputes about the sale of major businesses. Sally's diverse group of clients include major hotels, restaurant groups, food and beverage franchisors and distributors, major oil and gas companies and privately-owned independents, and media/entertainment groups.</p> <p>In her franchise practice, Sally routinely defends claims by individual franchisees, under franchise statutes, for rescission, breach of the duty of good faith and fair dealing, misrepresentation and interference, enforcing terminations, and bankruptcy litigation. Sally has particular experience in the area of injunctions, especially regarding trademark infringement and enforcement of restrictive covenants against franchisees, dealers, distributors, or licensees.</p>
Jess	Dance	<p>Cheryl also served as Associate Counsel and Special Assistant to President George W. Bush, as well as a law clerk to the Honorable Samuel A. Alito, Jr. when he sat on the Court of Appeals for the Third Circuit. Cheryl also has approximately fifteen years' experience as a private sector labor and employment attorney.</p>
Justin	DiBlassio	<p>Justin M. DiBlassio is legal counsel with Authority Brands, Inc. in Columbia, MD. He focuses his efforts on franchisee compliance, dispute resolution and franchisor growth strategies. Prior to this he worked on franchise based corporate transactions.</p>
Liz	Dillon	<p>With nearly 20 years of experience, Liz Dillon counsels growing and experienced franchisors to expand and maintain their franchise systems. She also assists startup franchisors to develop and position their franchise systems for growth both domestically and internationally. Liz also leads the firm's Franchise & Distribution Practice Group. Liz manages the franchise registration process for many well-known and emerging brands every year and has worked with numerous startup franchisors. She has helped franchisors expand into Latin America, the Caribbean, Asia, Europe, Africa and the Middle East. She brings extensive knowledge and experience in preparing and registering disclosure documents, as well as franchise, development, and supply agreements. Liz also assists clients through mergers and acquisitions, providing franchise, licensing and distribution expertise for transactions. In addition to representing franchisors, Liz represents other companies in the myriad of legal issues involved with the distribution of goods. She advises on matters including dealer / distribution agreements, international sale of goods, and avoiding franchise and business opportunity laws (accidental franchise). Liz is ranked in Chambers USA and Chambers Global.</p>
Mackenzie	Dimitri	<p>Mackenzie L. Dimitri is a partner at Einbinder & Dunn and an experienced litigator and franchise attorney. Mackenzie's practice is split between litigation and transactional work. On the transactional side, she drafts and negotiates commercial contracts, including franchise agreements, development agreements, and franchise disclosure documents; negotiates business acquisitions; and advises on corporate organizational matters for clients in a variety of industries, including fitness, beauty, hospitality, recruiting, transportation, childcare, entertainment, restaurant, and real estate.</p> <p>Mackenzie is also an experienced litigator, representing clients in trials and other dispute resolution forums nationwide. Mackenzie has successfully argued in federal and state courts around the country and has mediated and otherwise negotiated favorable settlements. She has a nuanced understanding of how each client's business objectives relate to their goals in any given lawsuit.</p> <p>Mackenzie is an active member of the American Bar Association's Forum on Franchising, serving on the Women's Caucus and previously serving on the Young Lawyer's Division committee. Mackenzie is also a member of the International Franchise Association ("IFA") Task Force. She has been asked by the IFA to publish and/or speak in 2020, 2021, and 2022, and was asked by her colleagues at the ABA to publish and speak in 2017 and 2022. Ms. Dimitri was also asked by her colleagues at the ABA to author a chapter of the Franchisee Handbook regarding dispute resolution strategies upon termination or expiration of a franchise agreement. Ms. Dimitri has hosted webinars on regulatory issues for franchisors, and presented at the International Franchise Expos in New York and Miami in May 2019 and February 2020. Ms. Dimitri is also a regularly contributing 'blogger' on E&D's legal blogs.</p>
Dan	Drennon	<p>Dan brings a wealth of experience to Visiting Angels in the areas of risk management, loss control and business development. For over 29 years, he has held positions as National and Regional Account Manager, managing accounts for Fortune 500 organizations. Dan also served as Vice President of Progress Financial Resources, the investment advisory arm of a Progress Bank in Philadelphia. He also founded and was CEO of SecurData Services, LLC, a regional document management company. In his role at Visiting Angels, first as General Manager, and then as Senior Vice President of Brand Administration, he has responsibility for legal and risk management, franchisor operations, regulatory affairs, and quality assurance. Dan also serves as the President of the Visiting Angels Foundation, a national nonprofit focused on serving the needs of seniors nationwide.</p>
Abhishek	Dube	<p>Abhishek Dube is a counsel in the Dallas, Texas office of Baker & McKenzie LLP. He is a member of the firm's Franchise, Distribution & Global Brand Expansion practice and assists clients with franchise, license and distribution transactions, including international and M&A transactions. Abhi counsels clients in a wide range of industries, including food and beverage, hotel and lodging, retail, fitness, automotive, and alcohol. Abhi has worked with new and existing franchise programs, and structured and negotiated franchise and distribution transactions for the world's leading brands. Abhi has a B.S. in Finance from Carnegie Mellon University, and a J.D. and LL.M. in International Business Law from Indiana University School of Law. Abhi is a Certified Franchise Executive. He serves as a Board Member of the ABA Forum on Franchising's International Division, as well as the International Franchise Association Foundation's Diversity Institute.</p>

Jarina	Duffy	<p>Jarina D. Duffy, Esq. works with franchisors and distributors to address intellectual property, licensing, regulatory and compliance, and employment matters. She is knowledgeable of the unique challenges and opportunities that franchise and distribution businesses face and is able to help clients develop the legal foundation needed to build their respective brands. Specifically, she helps clients by drafting and negotiating franchise disclosure documents, franchise and licensing agreements, supply agreements and a range of other contracts related to franchising. She is also capable of helping clients with franchisee management, termination and release agreements, commercial real estate, and regulatory compliance matters. Throughout her career, Jarina has focused on franchise law and intellectual property. She began her career as an associate at a Philadelphia-based franchise law firm and has also served at Kent Franchise Law Group, a Stevens & Lee company</p>
Kerry	Endert	<p>A life-long resident of California, Kerry Endert completed her undergraduate studies at the University of California at Berkeley, receiving her Bachelor of Arts with a major in Legal Studies and a minor in Dramatic Art. She then went on to receive her Juris Doctor from Loyola Law School in Los Angeles.</p> <p>Kerry began her legal career in real estate law and transactions for the growing international fast-casual restaurant brand, Panda Express. She later joined True Religion Brand Jeans as one of its first in-house legal team members during the most exciting time in the company's history. As the company's retail footprint catapulted and its revenue more than quadrupled, she facilitated legal requirements for international expansion, led brand authentication/enforcement efforts, expanded and managed the</p>
Erica	Farage	<p>Erica Farage is Vice President of Political Affairs and Grassroots Advocacy for the International Franchise Association. Erica is responsible for elevating FRANPac, IFA's political action committee which supports pro-business, pro-franchising candidates at the federal level as well as the association's grassroots advocacy program, which creates relationships and serves as a bridge between IFA's membership and elected officials on issues of importance to the franchise small business community.</p> <p>Prior to joining IFA in January of 2012 Erica was a Senior Director at The Herald Group, a public affairs firm representing a variety of clients including trade associations, corporations and coalitions supporting pro-business initiatives in Washington. Previously, she held several positions with the U.S. Chamber of Commerce's Political Affairs division where she managed various aspects of the Chamber's \$20 million voter education, issue advocacy, get-out-the-vote and fundraising campaigns.</p> <p>Erica received a bachelor's degree in Political Science from The University of Richmond and a master's degree from the George Washington Graduate School of Political Management. She resides in Washington, D.C.</p>
Jonathan	Farrokhnia	<p>Jonathan Farrokhnia is a partner in Baker McKenzie's Dallas office, where he advises mainly on corporate and securities matters. Jonathan focuses his practice on securities law compliance, corporate governance, mergers and acquisitions, public and private affairs, and other transactional matters. He frequently represents issuers in private and public securities offerings, private equity firms in the purchase and sale of portfolio companies, and public companies in securities law compliance and corporate governance issues.</p>
Chad	Finkelstein	<p>Chad Finkelstein is a partner at Dale & Lessmann LLP in Toronto, and founder and chair of the firm's franchise practice group and cannabis practice group. He is a transactional lawyer and a registered trademark agent, and practices in the areas of corporate law, M&A, franchise law, intellectual property law, cannabis law, information technology law, advertising/marketing law and gaming law. In 2018, he was selected as a winner of Lexpert's Rising Stars award, recognizing Canada's leading lawyers under 40 years old. He has been recognized by his peers as a ranked lawyer in such publications as Lexpert, Who's Who Legal: Canada, Chambers Canada, The Best Lawyers in Canada and Franchise Times. He contributes regular columns on business, cannabis, franchising and branding legal issues to the National Post and The Globe & Mail, and has been an interview subject on these issues in the Globe and Mail, National Post, the Canadian Press, and on CTV, CBC, BNN, CityTV, CH News and numerous radio news programs. He is also a guest lecturer at the University of Toronto.</p>
Andraya	Frith	<p>Andraya Frith is Chair of Osler, Hoskin & Harcourt LLP's National Franchise and Distribution Practice Group, one of the most frequently recommended law firms for franchise law in Canada and an elected member of the Firm's Partnership Board. She is also Co-Lead of Osler's Retail Practice Group and Co-Founder of Osler Dash, a platform that automates the franchise disclosure and contracting process. She practices commercial law with an emphasis on retail, franchising, consumer protection, supply chain, distribution, and e-commerce law. With nearly 25 years of experience, Andraya is a trusted advisor to Canadian and International franchisors, retailers and consumer-facing businesses of all sizes operating in a broad range of industries, including quick service restaurants, consumer goods, financial services, consumer and commercial lending and leasing, food and grocery, pharmacy, oil and gasoline, automotive, car rental, real estate and hospitality. She counsels franchisors on structuring international and domestic franchise transactions and preparing "best in class" franchise agreements and franchise disclosure documents for use in Canada's increasingly complex franchise regulatory environment. Andraya has developed particular expertise on advising foreign franchisors and retailers expanding their operations to Canada. She helps them maneuver through significant judicial, statutory and cultural differences between their home states and Canada to help ensure a smooth and successful entry into the Canadian market. Andraya is ranked in Chambers Global, Chambers Canada: Canada's Leading Lawyers for Business, in Franchising (Band 1) and Retail, Who's Who Legal: International and Canada (Franchise Law), Who's Who Legal: Thought Leaders: Global Elite (Franchise Law), and the Franchise Time Legal Eagle. Andraya is lauded by her peers as "one of the top players" in her field, and "in a league of her own".</p>
Lulu	Gomez	<p>Lulu Gomez is Senior Counsel at the California Department of Financial Protection and Innovation (DFPI) in the Securities Regulation division, which regulates the offer and sale of franchises and securities in California. She is a member of the NASAA Franchise and Business Opportunities Project Group and a Certified Specialist in Franchise and Distribution Law with the State Bar of California Board of Legal Specialization. Prior to joining DFPI, Lulu was a corporate, securities, and franchise lawyer in private practice. She received her law degree from UCLA School of Law and her undergraduate degree from UC Berkeley.</p>
Joe	Goode	<p>Joseph S. Goode is the Managing Partner of Laffey, Leitner & Goode LLC, a litigation boutique based in Milwaukee, Wisconsin. He is a trial lawyer who focuses his practice on complex business litigation with a particular emphasis in franchise and dealership law, intellectual property litigation, shareholder, trust, and fiduciary disputes, and non-competition and trade secret litigation. Each year since 2006, Joe has been named a Wisconsin Super Lawyer and he has twice been named a Top 50 lawyer in the State of Wisconsin and Top 25 lawyer in the City of Milwaukee. Since 2011, Joe has been included in The Best Lawyers in America for his work in Commercial Litigation and Franchise Law and in 2015, 2017, 2018, and 2021 was named "Franchise Lawyer of the Year" for the City of Milwaukee by that publication. Each year since 2017, Franchise Times has listed Joe as one of its "Legal Eagles."</p>
William	Graefe, Jr., CFE	<p>Bill Graefe, CFE is a partner at the firm of Fisher Zucker, LLC, located in Philadelphia, PA, where he has practiced for the past 15 years. He is grateful to be back and speaking at the IFA Legal Symposium and, more importantly, getting to see some of his colleagues and friends in person. Bill manages the Trademark and IP Practice, as well as the International Practice, at Fisher Zucker. Bill has most recently had the opportunity to speak at the IFA Annual Convention on a panel discussing how to best support international franchise networks in February 2022 and, a month before that, Bill enjoyed conducting a panel with a few of emerging franchisors at the annual YoungConference that focused on (a) how Franchisors can use their annual FDD update as a strategic tool each year, and (b) the role/responsibilities that franchisor counsel can (or must) play when preparing such updates from both a disclosure and exposure perspective. Outside the office, Bill enjoys spending time watching Philadelphia sports teams with his wife and Wellington (his Boston Terrier).</p>
Allison	Grow	<p>Allison Grow is a partner with Cheng Cohen LLC in Chicago. She is a member of the firm's litigation group. Allison represents clients in courts and alternative dispute resolution forums across the country, and she routinely handles claims for breach of contract, trademark violations, unfair and deceptive trade practices, wage and hour law violations, and franchise registration and relationship law violations. Allison is a member of the IFA's Legal/Legislative Committee, and she previously co-Chaired the Women's Franchise Network in Chicago.</p>
Lucie	Guyot	<p>Lucie Guyot is counsel in the corporate transactional group of Faegre Drinker Biddle & Reath. For the last ten years, Ms. Guyot has helped U.S. franchise companies expand domestically and internationally. Ms. Guyot represents franchisor clients (public and private) as franchise counsel in buy-side and sell-side mergers and acquisitions and financing transactions. Prior to focusing her legal career on franchising, Ms. Guyot started her legal training as an M&A attorney, which background informs her advice to franchisor clients in mergers and acquisitions. Ms. Guyot also counsels franchisor clients on structuring efficient international relationships. She also advises franchisor clients on domestic regulatory and day-to-day matters, such as franchise registration and disclosure issues (including drafting of franchise disclosure documents and related agreements), advertising issues, transfers, renewals, defaults and terminations, and other franchisor-franchisee relationship matters. Ms. Guyot has been recognized among Legal Eagles by Franchise Times in 2021 and 2022 and among Who's Who Legal: Franchise 2016 and 2018-2021. Ms. Guyot co-authored a chapter of a book, Mergers and Acquisitions of Franchise Companies, Second Edition, published by American Bar Association in 2014. She also co-authored a chapter in The International Comparative Legal Guide to: Franchise 2015, First Edition, published by Global Legal Group in 2015. Ms. Guyot was a speaker at the 2016 ABA Forum on Franchising program, Franchising in Latin America and the Caribbean, as well as at the 2021 IFA Legal Symposium program, Franchise-Related Mergers and Acquisitions. Ms. Guyot received her undergraduate degree (Bachelor of Arts, English) from the University of Colorado at Boulder in December 2000 and her law degree (With High Honors, Order of the Coif, The George Washington Scholar) from the George Washington University Law School in May 2004.</p>
Matt	Haller	<p>Matt has been a key member of the IFA team for 10 years, building extensive relationships with all three segments of the IFA membership: franchisors, franchisees & suppliers. During that time, he has held a number of roles including Communications Director, Vice President of Public Affairs, Chief of Staff to the CEO and Senior Vice President, Public Affairs. In 2017, he was promoted to Senior Vice President, Government Relations and Public Affairs; the Leadership role he has held until today.</p> <p>During his tenure leading IFA's advocacy strategy, Matt expanded the association's lobbying, coalition building, grassroots, research and communications capabilities and took on some of our more difficult challenges, including defending the business model against the joint employer threat and significant legislative and regulatory issues at the federal, state & local levels. During the pandemic, he led the team's focus on helping the franchise business model survive, ensuring the Paycheck Protection Program and other relief efforts included eligibility for franchise businesses, while working with the internal team to innovate how to provide IFA members real value for their membership in the association.</p>
Phillip G.	Hampton II	<p>Phillip G. Hampton II is a partner in the intellectual property department of the law firm of Phillips, Lyden & Associates, LLP, in Philadelphia, Pennsylvania. Mr. Hampton has over 20 years of experience. Phil partners with clients on trademark and copyright matters including selection, clearance, prosecution, enforcement and maintenance of their intellectual property and portfolio management, trademark audits, licensing and dispute resolution. Phil's practice also focuses on patent and trademark litigation, patent and trademark counseling, licensing and merchandising agreements based on patents, trade secrets, transactions related to the transfer of intellectual property pursuant to corporate acquisitions. Phil has also prepared, filed and prosecuted both U.S. and foreign patent applications and prepared opinions regarding patentability, validity and</p>

Jeff	Hansom	<p>Jeff Hansom, Vice President, State & Local Government Relations & Public Policy, leads the Association's advocacy efforts at the state and local level across the country representing the franchise community in state houses and before city councils. Jeff develops public policy initiatives, builds coalitions in support of franchising, and serves as the association's liaison to all outside state and local groups. Jeff also works on in-house legal issues. With a decade of public policy experience at the state and local level, Jeff provides expertise on advocacy strategies, policy expertise across a variety of labor issues and consensus and coalition building on behalf of the franchise business model.</p>
James	Holthausner	<p>Deli®, Schlotzsky's®, and Seattle's Best Coffee® (in certain military bases and in certain international markets). Jim is leading Focus Brands into its next phase of growth for its seven market-leading brands while driving results and profitability for franchisees, with a focus on delivering an exceptional customer experience. Jim brings more than 30 years of experience in worldwide brand development, concept innovation, franchise management and digital marketing. He most recently served as Executive Vice President, Global Brands, Marketing and Loyalty at Hilton Worldwide, where he was responsible for Hilton's entire portfolio of 15 brands with over 5,000 hotels across 105 countries, generating annual revenues of \$36 billion. He spent more than 20 years at Hilton in various strategic and brand management roles and has a proven track record of spearheading the launch, development and repositioning of leading consumer brands.</p> <p>Jim earned both an MBA from the America Graduate School of International Management as well as a B.A. and an M.A. in Economics and Political Science from University of Louisville. He has served on boards and advisory councils, including the Executive Committee at the American Lodging Association, and multiple credit unions, hotels,</p>
David	Humphrey	<p>David Humphrey has served franchising in many roles. He is currently CEO of a major franchisee group within the Planet Fitness gym chain, operating 108 of the 2000+ Planet Fitness gyms. His franchise operates in six U.S. states and three Canadian provinces. David also serves as Chairman of Massage Heights Franchising, a 120-unit family-owned upscale spa franchisor, and he serves on the Board of Handel's Ice Cream, a fast-growing franchisor of 60+ ice cream shops. As CEO of Massage Envy Spa from 2008-2011, he led the world's largest spa franchisor, which doubled in size to over 670 locations and 1 million members during his tenure. He has consulted with several franchise brands and worked with Private Equity firms in acquiring and managing franchise systems. He has been a member of IFA's Board of Directors since 2018, serving on several committees and taskforces, and is a Past Chair of IFA's International Committee. David has lived and worked in Latin America and Europe, and is a dual citizen of the U.S. and Canada.</p>
David	Humphrey	<p>David Humphrey has served franchising in many roles. He is currently CEO of a major franchisee group within the Planet Fitness gym chain, operating 108 of the 2000+ Planet Fitness gyms. His franchise operates in six U.S. states and three Canadian provinces. David also serves as Chairman of Massage Heights Franchising, a 120-unit family-owned upscale spa franchisor, and he serves on the Board of Handel's Ice Cream, a fast-growing franchisor of 60+ ice cream shops. As CEO of Massage Envy Spa from 2008-2011, he led the world's largest spa franchisor, which doubled in size to over 670 locations and 1 million members during his tenure. He has consulted with several franchise brands and worked with Private Equity firms in acquiring and managing franchise systems. He has been a member of IFA's Board of Directors since 2018, serving on several committees and taskforces, and is a Past Chair of IFA's International Committee. David has lived and worked in Latin America and Europe, and is a dual citizen of the U.S. and Canada.</p>
Michael	Joblove	<p>With other members of the firm, Michael provides national franchise counsel to Restaurant Brands International handling franchise litigation for its Burger King®, Popeyes® and Tim Hortons® brands throughout the United States. He has also represented numerous other franchisors, including Benihana National Corp., Churromania®, Church's Chicken®, Subway®, T.G.I. Friday's®, Smoothie King, Pearle Vision, Inc., and Gap, Inc., among others. Michael's real estate litigation practice covers a wide range of matters, including major construction defect cases, land use and zoning matters, development concurrency issues, claims involving construction financing of condominium developments and foreclosures of commercial properties. Michael is "AV" rated by Martindale-Hubbell and is a fellow in the Trial Lawyer Honorary Society of the Litigation Counsel of America. He is also listed in Best Lawyers in America and has twice been named the Best Lawyers' "Miami Franchise Lawyer of the Year." He has been ranked as one of the country's leading franchise attorneys by Chambers & Partners USA, named one of Florida's top attorneys by Florida Trend and South Florida Legal Guide, recognized by Franchise Times as one of the nation's leading franchise attorneys, and included as a "Super Lawyer" in Florida Super Lawyers. In addition, Michael has been selected by Who's Who Legal, which describes him as a "stellar practitioner," to appear in the "International Who's Who of Franchise Lawyers" and the "International Who's</p>
Lisa	Kountoupes	<p>National Journal considers Ms. Kountoupes one of the preeminent insiders on how to make things happen in the halls of Congress and federal agencies. She has extensive experience in energy, the environment, technology, telecommunications, health care, trade, financial services, and budget matters. Prior to her work in the private sector she held a series of senior positions in federal government, in the Executive Branch and the United States Congress.</p> <p>Ms. Kountoupes served as Deputy Assistant to the President for Legislative Affairs for President Clinton. In this capacity she served as the President's liaison to the House of Representatives and acted as a primary contact for Members of the House with the White House. She developed legislative strategies and organized efforts to garner votes for Administration priorities. Additionally, she was a key part of the efforts to ensure a smooth technological transition into the Year 2000. Ms. Kountoupes also worked to secure passage of significant legislative accomplishments of the Clinton Administration, including permanent normal trade relations with China and digital signatures.</p> <p>Ms. Kountoupes spent three years as Assistant Director for Legislative Affairs at the Office of Management and Budget (OMB) where she was part of the team that secured passage of the 1997 Balanced Budget Agreement. At OMB she worked extensively on entitlement reform (Medicare, Medicaid, Social Security, and welfare) and was closely involved with regulatory reform efforts and government-wide management issues. When she entered the Executive Branch in May 1994, she served as a Special Assistant to the Secretary's office at the U.S. Department of Energy. At DOE Ms. Kountoupes was deeply involved in issues related to the electric utility industry, the nation's nuclear weapons complex, and the nation's research laboratories. She also worked on the Department's budget and management matters.</p> <p>Prior to her tenure in the Clinton Administration, Ms. Kountoupes served as a member of the staff of Chairman John D. Dingell of the U.S. House of Representatives Energy and Commerce Committee. In that position she worked on a number of energy and telecommunications matters; significantly, the Energy Policy Act of 1992 and the Clean Air Act of 1990.</p> <p>Ms. Kountoupes graduated with honors and distinction from the University of Michigan at Ann Arbor.</p>
Colin	Krull	<p>Colin is a transactional attorney who focuses his practice on domestic and international franchising, licensing, and distribution matters and has 15 years of franchising experience as a paralegal, handling a variety of franchise-related matters. He advises emerging and mature companies with respect to planning, structuring, and implementing national and international franchise, distribution, and licensing programs, drafting franchise agreements, ancillary agreements, and franchise disclosure documents; regulatory compliance; and implementing compliance programs and system-wide standards.</p> <p>Colin is also experienced in mergers and acquisitions of franchise systems. He routinely counsels franchise clients regarding complex franchise relationship issues and disputes.</p>
Michael	Layman	<p>Michael Layman is Vice President, Federal Government Relations for the International Franchise Association. He develops public policy initiatives and builds coalitions in support of franchising, and monitors federal agencies and Congress to identify threats to, and opportunities for, the franchise industry. Layman has delivered speeches around the country on public policy issues, and has been interviewed by numerous national publications.</p> <p>Layman also serves as the Executive Director for the Coalition to Save Local Businesses (CSLB). Layman will serve as the day-to-day liaison between CSLB members and Congress, who are concerned about the impact of an expanded joint employment standard on local businesses.</p>
Theresa	Leets	<p>Theresa Leets is the Assistant Chief Counsel of the Securities Regulation Unit of the California Department of Financial Protection and Innovation's Legal Division. She is responsible for supervising the Department's programs under the Corporate Securities Law of 1968 and the Franchise Investment Law. Last year the Department regulated over \$20 billion dollars in securities and franchise transactions. The Department processed 35,000 exemption notice filings, 2,400 applications and collected \$14 million dollars in fee revenue. Theresa speaks frequently on topics related to both franchise and securities law. She is a member of the North American Securities Administrators Association (NASAA) Corporate Finance's Franchise and Business Opportunities Project Group. Theresa is currently serving as a Trustee for the Los Angeles County Bar Association. She is also a licensed California real estate broker with an inactive Mortgage Loan Origination (MLO) endorsement. She is the first franchise regulator to earn a Certified Franchise Executive (CFE) designation from the International Franchise Association (IFA). Theresa received her B.A. degree at the University of California at Santa Barbara and her J.D. degree at the University of California at Davis.</p>
Norm	Leon	<p>*Norman Leon represents franchisors in federal and state courts and alternative dispute resolution forums throughout the United States. Norman has represented franchisors in actions and proceedings involving, among others, claims for encroachment, breach of contract, breach of the implied covenant of good faith and fair dealing, fraud, consumer fraud, tortious interference with contract, unfair trade practices, breach of fiduciary duty, disclosure compliance, and violation of Little FTC Acts and state and federal antitrust laws. Norman has extensive experience dealing with claims that franchisees have been misclassified as independent contractors and that franchisors are joint employers of their franchisees' employees.</p>
Joe	Lesovitz	<p>Joseph Lesovitz is a partner in the Forensic, Litigation & Valuation Services Group of Citrin Cooperman Advisors LLC. He specializes in calculating damages in complex commercial litigation and in providing financial consulting and forensic accounting services to attorneys, public and private corporations, insurance companies, and governmental agencies. Mr. Lesovitz has served as a damages expert witness in federal and state courts and arbitrations. He has also served as a neutral accounting arbitrator in various post-acquisition disputes related to working capital adjustments, earn-out disputes, and other financial related disputes. Mr. Lesovitz is an adjunct professor at Villanova University School of Law where he teaches a course on economic damages and litigation strategy, and previously taught a course on introduction to accounting and business valuation.</p>
Peter	Loh	<p>Peter Loh is vice chair of the Distribution & Franchise Practice and a complex commercial litigation lawyer at Foley & Lardner LLP. Peter represents plaintiffs and defendants in disputes throughout the country in the retail, tech, finance, energy, and manufacturing sectors involving claims of breach of contract, fraud, trade secret misappropriation, negligence, and breach of the covenant of good faith and fair dealing. Peter has also litigated claims for violations of the Computer Fraud and Abuse Act (CFAA) and the Fair and Accurate Credit Transaction Act (FACTA). Specifically Peter has extensive experience representing franchisors. He has litigated against the Department of Labor and Small Business Administration on behalf of a national franchise system in cases involving employment misclassification and the issuance of loans from the Paycheck Protection Program (PPP). While he has extensive courtroom experience, Peter also spends a significant portion of his practice counseling clients on how to avoid litigation, recognizing that clients view it as inconvenient, expensive, and unpleasant. They appreciate his pragmatism and his ability to view litigation, or potential litigation, as a business dispute in search of a business solution. Peter is also known for his immediacy and accessibility when it comes to responding to client phone calls, emails and</p>
Len	MacPhee	<p>Len MacPhee is a shareholder and Co-Chair of Polsinelli's Global Franchise and Supply Network practice. Representing franchisors, operators, suppliers, manufacturers and other businesses before state, federal and appellate courts, as well as arbitration panels, Len frequently litigates disputes related to franchise, licensing, distribution and supply chain matters. His counseling and litigation practice includes disputes related to termination and non-renewal, trade secrets, trade dress, covenants not to compete, enforcement of trademark rights under both contracts and the Lanham Act, as well as defending brands in claims challenging system-wide practices. Len also focuses on analyzing and advising clients on significant supply chain matters and represents clients in structuring and negotiating business strategies for the rollout of products and diverse distribution methods nationally and globally, as well as transitions and winding-down franchise and distribution systems. Len frequently speaks and writes on franchise topics. He is recognized in: Chambers USA: America's Leading Lawyers, Franchise Law (2011-present); Best Lawyers®, Franchise Law (2010-present), and Recognized as Denver Lawyer of the Year by Best Lawyers® Franchise Law (2014, 2017, 2019); Colorado Super Lawyers®, Franchise/Dealership (2012-present); and Franchise Times Legal Eagles.</p>

Sean	McCloskey,	Sean McCloskey, Assistant General Counsel at Neighborly. We are a holding company of 21 service brands focused on repairing, maintaining and enhancing consumers' homes and businesses. Neighborly is the world's largest home services franchisor. I've been with Neighborly for over 4 years and I'm located at our headquarters in Waco, Texas. Before that I was with a smaller fitness based franchise group out of Cincinnati, Ohio.
Dominic	Mochrie	Dominic focuses on franchise and distribution, product marketing law and trade practice law. He provides practical and business-friendly advice to clients engaged in distribution and franchising matters. Dominic also supports clients in respect of various trade practice matters, including consumer protection, retail and marketing matters. Dominic has extensive experience in wide variety of franchise systems, including hotel/hospitality franchises and retail fuel operations. Dominic also provides strategic advice to franchisors on franchising matters in M&A transactions, including advice on deal structure, risk analysis and risk mitigation. Dominic has been on many planning committees as well as a frequent speaker and writer for the Canadian Franchise Association, the American Bar Association, the International Franchise Association, and the Ontario Bar Association. Dominic is ranked in Chambers Canada, Best Lawyers, Expert, Who's Who Legal (Global); Franchise, Who's Who Legal: Canada (Franchise) (where in the 2016 ranking he is listed as one of the 7 Most Highly Regarded Individuals), Who's Who Legal: Thought Leaders - Global Elite (5th Edition) 2021, and is recognized as a "Legal Eagle" by Franchise Times.
Dave	Mortensen	parent company to Anytime Fitness, Waxing the City, The Bar Method, Basecamp Fitness, and Stronger U — Dave leads a global collection of health and wellness brands intent upon improving the self-esteem and lives of millions of people worldwide.
Melissa	Murray	Melissa is Head of the Middle East Intellectual Property Department and ranked as a Thought
Michele	Murray-Bertrand	She graduated from Tufts University with a B.A. in Sociology and earned her J.D. from the University of Miami School of Law.
Larry	Oberly	I have 30 years of franchising experience in Quick Service Restaurants, Real Estate and Printing Services. <ul style="list-style-type: none"> •Baskin-Robbins as a multi-unit franchisee for six years. Bought, built and sold my two stores. Elected to serve two terms on National Marketing Committee. Served on the inaugural, national AAFD Fair Franchising Standards Committee. •RE/MAX leading the U.S. operation and Global Operation for 19 years. First 8.5 years I was responsible for 1,100 offices in 14 states in the U.S. and for the last 10.5 years I was responsible for operations in over 100 countries and nearly 4,000 offices. •SpeedPro as President and CEO for four years from November 1, 2017 to December 31, 2021. SpeedPro has more than 120 franchises in the U.S. •Promoted to CEO and Chairman of SpeedPro on January 1, 2022. •I have earned the IFA Certified Franchise Executive Designation, I serve on the Entrepreneurship Advisory Board at the University of Colorado-Denver, and I am a member of the IFA International Committee, and a past participant on the IFA Convention Committee. <p>I have three main roles at SpeedPro Imaging.</p> <ol style="list-style-type: none"> 1. Set and champion the future vision of the company. 2. Grow existing studio sales and profits. 3. Award and support new studios. <p>Married to JoLinda who owns her own Medical Training Company and father to son Andrew, a Sophomore at Grand Canyon University. Love travel, physical fitness, especially running, and hosting parties at the house. I really enjoy sharing overseas adventures with Jo and Andrew. I've run seven marathons including Boston twice and six half-marathons. I'm a guest lecturer at the University of Colorado, Denver on Global Entrepreneurship, and a former guest lecturer at Georgetown University on Franchise Management.</p> <p>I have a BBA from Kent State University, a MBA from California State University, and hold a Lean Six Sigma Green Belt.</p>
Stephen	Olear	Stephen is a graduate of Rutgers University, The State University of New Jersey, with a BA Degree in Music performance and education. He also received a J.D Degree from Southwestern University School of Law in Los Angeles, CA. Mr. Olear joined the Small Business Administration in 1987 as a Liquidation Attorney. Throughout his career with the Agency, Mr. Olear has worked in the liquidation division handling both commercial and disaster loans, as well as the finance division. Mr. Olear is a member of the Environmental Appeals Committee where he works with a team of other OGC attorney's on environmental issues. Most recently Mr. Olear accepted SBA's Chief Franchise Counsel position where he addresses franchise issues for the Agency on a national level. In May 2013, Mr. Olear was the recipient of the SBA IKE Award in the category of Administrator's Award for Excellence. Most recently Mr. Olear was invited to be an ex-officio member of the NASAA Franchise Business and Opportunity Project Group.
Sarah	Osborn Hill	Sarah Osborn Hill is Franchise Counsel for KFC Corporation in Louisville, Kentucky. She leads KFC's franchise administration and management teams and provides strategic counsel on all aspects of KFC's relationship with its U.S. franchisees, including the structure and operation of the franchise program, compliance issues, and other franchise matters. In previous roles with KFC, Sarah has advised on a broad range of legal issues, such as advertising and marketing, product development, quality assurance, employee relations and information technology. Before going in house, Sarah practiced in the areas of intellectual property and litigation at Wyatt, Tarrant, and Combs, LLP in Louisville. She received a J.D. from the Brandeis School of Law at the University of Louisville. Sarah is a registered patent attorney and also holds a B.S. and M. Eng. in Chemical Engineering from the University of Louisville, Speed Scientific School. Sarah enjoys cooking, reading, traveling and spending time with her husband and two young children.
Kathleen	Panek	Kathleen Panek is the General Counsel for U.S. Business Holdings, Inc. and its U.S. subsidiaries, including the Alphagraphics and PostNet franchise brands. Her role includes oversight of regulatory, corporate, litigation, and transactional matters, and contribution to strategic initiatives including those with legal and technology or operations overlap. Kathleen has served as in-house counsel in several regulated industries, including mortgages, financial services, and franchising. Immediately prior to her current role, Kathleen led the legal function in the sale of her prior company to a competitor, as part of a team of executives, restructuring and financial advisors, and outside law firms. She began her career in private practice in Northern California, representing clients in business, real estate and litigation matters. Kathleen's passions include leadership and leadership development, entertaining, and spending time with her family and friends.
Jim	Paretti	"James A. Paretti, Jr. is an experienced management-side employment and labor relations attorney with in-depth political and policy knowledge of labor, pension, healthcare and employment law, regulations and legislation. Jim is well versed in all aspects of legislative and political processes with demonstrated knowledge in the substance of federal labor and employment policy. He has over two decades of experience working with federal legislators and policymakers, including former Speaker of the U.S. House of Representatives, Chairmen of the U.S. House Committee on Education and the Workforce, and senior level administration officials. Prior to joining Littler, Jim was chief of staff and senior counsel to the acting chair of the Equal Employment Opportunity Commission. He provided legal and political counsel with respect to all aspects of agency business, administered and managed the Office of the Chair where he was responsible for over 2,200 employees and a 375 million dollar annual budget, and served as primary liaison to regulated stakeholders and Capitol Hill. His extensive experience includes developing policy and providing legal counsel on the Committee on Education and Labor in the U.S. House of Representatives as well as coordinating external communications and media relations for a senior member of Congress. Jim represented corporate and nonprofit clients in employment litigation in federal and state court, before administrative agencies and in private arbitration while with two Boston firms. During law school, he held positions as editor as well as note and comment editor for the New York University Law Review.
Sarah	Powell	Sarah Powell joined Focus Brands in January 2015 as Executive Vice President, General Counsel and Secretary. Sarah has over 20 years of experience practicing law, with over 16 years of experience as corporate in-house counsel. Prior to joining Focus, she served as Senior Vice President, General Counsel and Corporate Secretary from April 2009 to January 2015 for Advance Auto Parts, a Fortune 500 Company based in Virginia. Sarah spent 12 years at Advance Auto Parts, rising from Senior Attorney to Vice President to Senior Vice President, General Counsel and Corporate Secretary during her tenure. Prior to Advance Auto Parts, Sarah served as Assistant General Counsel for
David B.	Ramsey	David B. Ramsey is a partner at the law firm Kaufmann Gildin & Robbins LLP in New York City. His focuses his practice on corporate transactions and franchising. He is the head of the firm's international franchise practice and is co-chair of the firm's Corporate/Mergers and Acquisitions and Securities Practice Group.
Bennet T.	Richardson	Ben Richardson's practice spans a range of practice areas and industries, including franchise disputes, breach of contract, class actions, complex fraud cases, securities litigation, and insurance disputes. Ben has advised franchisors on franchise relationship issues and disputes with franchisee associations, and has represented franchisors, as both plaintiffs and defendants, in federal court, state court, and arbitration proceedings throughout the United States. He has experience in all phases of complex commercial litigation, including pre-litigation investigations, motion practice, requests for injunctive relief, complex document discovery, depositions, dispositive motions, settlement negotiations and mediation, hearings, and trial.
Branden	Ritchie	"Branden Ritchie currently serves as Senior Counsel for Trademark Policy in the Office of Policy and International Affairs at the U.S. Patent and Trademark Office (USPTO), where he has primary responsibility for the Agency's domestic trademark policy portfolio. He previously served as Director of Government Affairs and Oversight at the USPTO, where he was responsible for monitoring congressional activity and facilitating policy proposals related to the USPTO and intellectual property issues. In that position, Mr. Ritchie helped shepherd the Trademark Modernization Act, the Telexwork for U.S. Innovation Act, and the Patents for Humanity Program Improvement Act into law, among other proposals. Mr. Ritchie also has nearly two decades of experience working on Capitol Hill. From 2013 to 2019, he served as Chief Counsel and Deputy Chief of Staff to the House Judiciary Committee, where he helped orchestrate enactment of dozens of pieces of legislation, including the Hatch-Goodlatte Music Modernization Act, the Defend Trade Secrets Act, the SUCCESS Act, and many more. From 2002 to 2013, he served as Legislative Director and Counsel to Congressman Bob Goodlatte. Before his work on the Hill, Mr. Ritchie served for three years as a trademark examining attorney at the USPTO. Born in Harrisonburg, Virginia and an active member of the Virginia State Bar, he has a law degree from George Mason University School of Law and a bachelor's degree in government from the College of William and Mary. He lives in Alexandria, VA with his wife, Tricia, and their two children.
Jessica	Rosen, Esq.	Jessica Rosen is an attorney with Lewitt Hackman in Los Angeles, California, in the firm's Franchise & Distribution, Intellectual Property, Business Litigation, and Employment practice groups. Jessica represents franchisors, franchisees, manufacturers, and distributors, among others, in reviewing agreements, franchise law compliance, antitrust and competition matters, government investigations and administrative proceedings, trademarks, copyrights, trade secrets, and litigation in trial and appellate courts. Jessica is a member of the State Bar of California, America Bar Association Forum on Franchising, Federal Bar Association, California Law Association's Franchise Committee of the Business Law section, Women's Lawyer's Association of Los Angeles, Los Angeles County Bar Association and San Fernando Valley Bar Association, where she currently serves on the Board of Trustees. She has appeared before California courts throughout the state, United States District Courts for the Central and Eastern Districts of California, and the United States Court of Appeals for the Ninth Circuit.

Clyde	Rucker	<p>After serving in the United States Army, where he achieved the rank of captain in the Inactive Ready Reserve, Rucker joined Ford Motor Company as a zone manager. Later, he accepted a position at KFC, owned by PepsiCo at that time. Rucker then served a senior executive at Burger King for 12 years. After the company went public in 2007, Rucker joined former Burger King Chairman/CEO Greg Brenneman at Quiznos [5] as an Executive Vice President, later President of International, and COO.[1] Rucker values his years on the franchisor side, which allowed him to work from the bottom up, helping him to become a well rounded, successful franchisee.[1] "Working for a franchisor was an intermediate goal to gain a lot of learning, as well as to excel in a corporate environment. I enjoyed it tremendously and what it did, both directly and indirectly, was give me the opportunity to understand the true definition of a good franchisee and a good business model.[1]"</p> <p>In 2010, Rucker saw the right opportunity to become a franchisee for a real blue-chip brand and formed Rucker Restaurant Holdings in Phoenix. As of January 2019, Rucker Restaurant Holdings manages over 80 restaurants in both the Jack in the Box and Denny's brands in Arizona and Texas.</p>
Karen	Satterlee, CFE	<p>Karen Satterlee is a Senior Vice President and Assistant General Counsel – APAC. In this role, Ms. Satterlee manages the legal function for Hilton in the Asia Pacific region (China, India, Southeast Asia, Japan/Korea/Micronesia and Australasia). Key responsibilities include: serving as a member of the Senior Executive Committee of Hilton in APAC; leadership, management and supervision of the APAC Legal team located in Singapore, China, Japan and India; management of outside counsel; general oversight and management of all legal matters in APAC including dispute resolution and compliance; management of the regional Legal budget; protection of the company's commercial interests and risk management in the region; providing strategic advice and overseeing legal services to the corporate development function and individual hotel development transactions; and building and implementing Hilton's APAC franchising strategy.</p> <p>Ms. Satterlee is a current member of the International Franchise Association's Board of Directors. She is also a Past Chair of the American Bar Association's Forum on Franchising's Governing Committee. Ms. Satterlee is a former member of the Board of Trustees for the International Franchise Association's Educational Foundation and the Board of Governors for the Institute of Certified Franchise Executives. Ms. Satterlee is an Adjunct Professor of Law at American University's Washington College of Law and has authored numerous articles on franchise law and is a frequent speaker at legal and industry conferences.</p>
Allison	Scaduto	<p>Allison R. Scaduto concentrates her practice on corporate law, with a focus on mergers and acquisitions and general corporate representation. In her transactional practice, Allison has worked on the buy and sell sides of mergers and stock and asset acquisitions, representing both financial and strategic buyers and sellers. Allison's expertise includes counseling clients on general corporate matters such as business formation, corporate governance and structure, risk-mitigation strategies, and the negotiation and documentation of various contractual relationships.</p> <p>Prior to joining Marks & Klein, LLP, Allison was an associate at Silks Curmis & Gross P.C. in Newark and Pepper Hamilton, LLP in Princeton. Allison is admitted to practice in the State of New Jersey and the State of Pennsylvania.</p> <p>Allison graduated with honors from Seton Hall University School of Law and received her Bachelor of Arts degree from Bowdoin College.</p>
Brian	Schnell	<p>"Brian Schnell leads the Faegre Drinker Biddle & Reath franchise practice and has devoted more than 30 years to finding practical and creative solutions for clients. He counsels both emerging and mature franchisors in a variety of industries on all aspects of their franchise programs. He is well known for his passion and commitment to making a difference for clients.</p> <p>As the first male to receive the IFA Women's Franchise Committee Crystal Compass in 2009 based on his leadership in franchising, he is recognized nationally as a leading franchise lawyer and is a frequent speaker and author on franchising topics. His many professional accolades include: International Who's Who of Franchise Lawyers (including being named a Global Thought Leader in 2020), The Best Lawyers in America, Chambers USA, Chambers Global, and he has been recognized as a Franchise Times' Legal Eagle."</p>
Max	Schott	<p>Max J. Schott, II, is a shareholder at Larkin Hoffman and a Certified Franchise Executive (CFE). He represents franchisors, manufacturers, distributors, and suppliers in the areas of franchise and distribution law. His clients range from startups to nationally recognized companies with multiple brands. With a practice that has spanned over 25 years, Max has a unique understanding of the business challenges facing his clients. He assists and counsels them on issues of disclosure and registration, domestic and international program structuring, relationship matters, supply chain maintenance, advertising, licensing, and acquisitions. Max frequently writes and speaks on franchise-related topics. He is a co-author of the chapter on "Structuring the Franchise Relationship" in the ABA Forum's Fundamentals of Franchising, Fourth Edition, and a co-</p>
Jonny	Slemrod	<p>Jonathan Slemrod is a seasoned operative who helps clients navigate complex policy issues including budget/appropriations, energy, labor, tax, and financial services. He served as a top advisor at the Office of Management and Budget (OMB), for Senate Republican Leadership, House and Senate Republicans, and on a competitive presidential campaign. He was named as a "Top Lobbyist" by The Hill newspaper in 2019, 2020, and 2021. In addition to direct lobbying, Jonathan is an expert in coalition building/management and campaign-oriented advocacy efforts, helping companies and trade associations achieve policy victories through unconventional and effective means.</p> <p>From 2017-2018, Jonathan served as Associate Director for Legislative Affairs at the Office of Management and Budget (OMB). In this role, he was OMB's lead liaison to Congress during bipartisan negotiations on government funding and authorizing issues. He worked closely with Republican and Democratic Leadership, committees, members of Congress, numerous White House offices and agencies to craft and communicate OMB's official position on legislation and regulation.</p> <p>Concurrent with his role at OMB, Jonathan was Special Advisor to the Acting Director of the Consumer Financial Protection Bureau (CFPB), helping the Bureau's leadership navigate its committees of jurisdiction. Jonathan also managed the successful Senate confirmation of the permanent Director of the CFPB.</p> <p>Previously, Jonathan served on the Leadership staff of Majority Whip Senator John Cornyn (R-TX), advising the Whip Team on budget, tax, and trade policy and managing outreach with outside organizations, including successful coalition building efforts on key issues for the business community. He also worked on the Leadership staff of Minority Whip Senator Jon Kyl (R-AZ).</p> <p>Outside of Congress, Jonathan worked as Policy Director for the Marco Rubio for President campaign, acting as the candidate's top policy advisor and managing an extensive network of policy surrogates. Earlier in his career, Jonathan was Legislative Assistant to Senator Rubio, handling economic issues. He also worked for Congressman Paul Ryan (R-WI).</p> <p>Jonathan is a native of Ann Arbor, Michigan, and a graduate of the University of Michigan.</p>
Jim	Smith	<p>Jim Smith has practiced corporate governance and securities law for more than two decades, first with two large law firms and then with two public companies. He has been with Hilton since 2011, during which time the company completed an initial public offering and spun off its timeshare business and real estate ownership. Jim lives with his family near Annapolis, MD and is a National Park Certified Guide at Antietam National Battlefield.</p>
Cheryl	Stanton	<p>Cheryl serves as Chief Legal and Government Affairs Officer for BrightStar. This includes assisting with legal, compliance and risk management, as well as federal and state advocacy for the brand. In this role, she assists the brand to mitigate risk while achieving business objectives. She also supports the brand in its efforts to educate federal and state government and thought leaders on the impact various regulations and laws have on the home care industry.</p>
Michael	Sturm	<p>Michael Sturm is a Partner in Lathrop GPM's Franchise & Litigation group and has nearly three decades of experience litigating on behalf of franchisors in federal and state courts across the country and in arbitration proceedings. His experience includes virtually every type of substantive claim that arises in the course of the franchise relationship, including alleged violations of statutory disclosure and relationship obligations, claims of physical and internet encroachment of exclusive territories, claims of fraud and nondisclosure, claims with respect to supplier payments, alleged violations of antitrust laws, contractual disputes, and claims under the implied covenant of good faith and fair dealing. Michael also has extensive experience with the jurisdictional and procedural issues that arise frequently in franchise litigation, including litigation with franchisee associations and multi-party litigation. Outside of the courtroom, Michael is a Franchise Times "Legal Eagle," has published in the Franchise Law Journal and Franchise Lawyer, and has spoken at IFA's Legal Symposium and at the annual ABA Forum on Franchising.</p>
Peter	Snell	<p>Peter Snell is a partner in the Franchise Group at Cassels, assisting clients to expand their franchise businesses in Canada and around the world. With a unique blend of business law and intellectual property law experience, Peter is well positioned to address key intellectual property issues and incorporate them into successful strategic planning. Getting to know his clients and their business is fundamental to Peter's approach, and his understanding of a client's business risks and opportunities is a critical component of his effective expansion strategies.</p> <p>Peter is highly regarded as a recognized leader in franchise and distribution law in Canada. Peter enjoys assisting businesses focused on domestic and international franchising, licensing, product distribution, business law, and intellectual property/trademark law. Beyond the "pure franchise" work that Peter does, Peter is also sought out to assist with corporate reorganizations, corporate governance issues, mergers and acquisitions, joint ventures, and negotiating and drafting commercial agreements.</p> <p>As an experienced franchise lawyer, Peter is active in editing and authoring many franchise publications in Canada and abroad. He is also in demand to speak at franchise and business conferences and seminars. Peter is highly rated by the world's leading franchise directories including Chambers, Lexpert, Who's Who Legal, and Best Lawyers in Canada.</p> <p>Peter's leadership extends to his involvement with grassroots community organizations. Peter's love of the outdoors and family has led to his being very active with the Gambier Island Conservancy, the Future of Howe Sound Society, Ronald McDonald House British Columbia, Scouts Canada, The BC Lions Waterboys, and Vancouver Whitecaps Starting 11.</p> <p>Prior to joining Cassels, Peter served as a franchise law partner based in the Vancouver and Calgary offices of a global firm.</p>

James	Susag	James M. Susag is a seasoned trial attorney with a focus on franchise and dealer disputes, and complex commercial matters. He has been the lead attorney in over 100 trials and arbitrations in state and federal courts across the country and in domestic and international arbitration forums. Jim represents franchise and dealer clients across various industries including food and beverage, retail, leisure and fitness, health care, hospitality and commercial and consumer services. His experience spans disputes relating to claims of violation of state franchise or dealership laws, trademark infringement, breach of contract, system- standards enforcement, consumer class actions, post-termination rights, disclosure and registration issues, fraud claims, vicarious liability, independent contractor misclassification and joint employment issues.
Marisa Rauchway	Sverdllov	Marisa Rauchway is the Managing Member of Rauchway Law and has a wealth of experience as both a litigator and corporate attorney for her franchise clients. She was selected for inclusion in the 2021 and 2022 Super Lawyers lists for New Jersey Super Lawyers in the area of Franchise and Dealership law. She was also selected for inclusion in the New Jersey Law Journal's "New Leaders of the Bar" list for 2019, as well as the 2017 and 2018 editions of New Jersey Super Lawyers - Rising Stars. In her corporate practice, Marisa acts as a strategic legal advisor and partner to franchisees throughout the purchase process, as well as to franchisors at each stage of the franchise development life cycle. As a litigator, Marisa routinely represents her franchise clients in a broad spectrum of pre-litigation and litigation matters. She also handles disputes among distributors, retailers, suppliers and manufacturers, often where a business' very survival may be at stake, and advises businesses on the extent to which their business relationships may be "accidental franchisees". Marisa has achieved the designation of Certified Franchise Executive, a designation granted by the Institute of Certified Franchise Executives, an academic branch of the International Franchise Association's Educational Foundation. Marisa is also a graduate of the Georgetown University Franchise Management Program and served as the Co-Chair of the New Jersey/New York Chapter of the Women's Franchise Network sponsored by the International Franchise Association from December 2016 to March 2021. Marisa graduated from Princeton University with honors and received a J.D. from Boston University Law School. Marisa is admitted to practice in the state of New Jersey, state of New York, and before the United States District Court of New Jersey and the Southern and Eastern Districts
Eleanor	Vaida Gerhards, CFE	Eleanor Vaida Gerhards, CFE, is a partner at the national law firm of Fox Rothschild LLP. As Co-Chair of the firm's Franchising and Distribution Practice Group, she concentrates her practice on commercial transactions and regulatory compliance matters representing primarily franchisors, area developers and master franchisees. Eleanor serves as Co-Chair of the IFA Philadelphia Women's Franchise Network and is a member of the ABA Forum on Franchising Women's Caucus. She is a former member of the IFA Legal Symposium Task Force and ABA Forum on Franchising Program Committee. Eleanor frequently writes and speaks on legal issues in the franchise industry and is a past presenter at the ABA Forum on Franchising and IFA Legal Symposium. She authored chapters in the ABA book Exemptions and Exclusions under Federal and State Franchise Registration and Disclosure Laws and the ABA Franchise Deskbook Selected State Laws, Commentary and Annotations, Third Edition. Her articles have appeared in the ABA Forum's Franchise Lawyer newsletter, the Franchise Law Journal, Marijuana Venture Magazine, Law360 and Property Casualty 360. Eleanor has been named a "Legal Eagle" by Franchise Times for the last 7 years, a "Rising Star" by Superlawyers, a Pennsylvania "Lawyer on the Fast Track" by the Legal Intelligencer as well as recognized by Who's Who Legal Franchising and named among Philadelphia's Business Journal's 40 under 40.
Erik	Wulff	From 2013-2018, Cheryl was the Executive Director of the South Carolina Department of Employment and Workforce, a cabinet agency for both Governors Nikki R. Haley and Henry McMaster. During her tenure at SCDEW, the South Carolina unemployment rate dropped close to 5 points, nearly one-half million South Carolinians were put to work, the state paid off the \$1 billion federal unemployment debt, the agency built a reserve of nearly \$1 Billion for benefits an economic downturn, and the state cut business taxes six times over six years.
Stuart	Youngs	Stuart Youngs is a vice president in the legal department of Wyndham Hotels & Resorts, Inc. where he is responsible for providing legal support to the company's franchise sales, relicensing and operations teams across the United States and Canada. In that role, he assists in the preparation and registration of franchise disclosure documents in both countries for WH&R's growing portfolio of 20+ hotel brands and provides legal support to WH&R's on-going franchise development efforts, within NAMER and outside, via traditional franchise sales, master development agreements, strategic alliance agreements, or the internal development and launch of new brands. Prior to joining WH&R, Stuart was an associate in the litigation departments of Riker Danzig in Morristown, NJ and Proskauer in New York, NY where his practice focused on commercial litigation and first amendment litigation.