

Form 990

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2021 calendar year, or tax year beginning 11-01-2021, and ending 10-31-2022

- B Check if applicable: Address change, Name change, Initial return, Final return/terminated, Amended return, Application pending

C Name of organization: INTERNATIONAL FRANCHISE ASSOCIATION. Doing business as: 1900 K STREET NW STE700. City or town, state or province, country, and ZIP or foreign postal code: WASHINGTON, DC 20006

D Employer identification number: 36-6108621. E Telephone number: (202) 662-0778. G Gross receipts \$ 22,753,486

F Name and address of principal officer: MICHAEL WILLIAMS, 1900 K STREET NW STE700, WASHINGTON, DC 20006

H(a) Is this a group return for subordinates? No. H(b) Are all subordinates included? No. H(c) Group exemption number

I Tax-exempt status: 501(c)(3) [checked] 501(c)(6) (insert no.) 4947(a)(1) or 527

J Website: WWW.FRANCHISE.ORG

K Form of organization: Corporation [checked] Trust Association Other

L Year of formation: 1960 M State of legal domicile: IL

Part I Summary

Table with 4 main sections: Activities & Governance, Revenue, Expenses, and Net Assets or Fund Balances. Each section contains rows for various financial metrics and their values for Prior Year and Current Year.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer	2023-08-10 Date
MICHAEL WILLIAMS CHIEF FINANCIAL OFFICER Type or print name and title	

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date 2023-08-04	Check <input type="checkbox"/> if self-employed	PTIN P00397829
Firm's name ▶ RSM US LLP	Firm's EIN ▶ 42-0714325			
Firm's address ▶ 1250 H STREET SUITE 700 WASHINGTON, DC 20005	Phone no. (202) 293-2200			

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form **990** (2021)

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Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

IFA MISSION: TO PROTECT, ENHANCE AND PROMOTE FRANCHISING. IFA VISION: BE THE PREEMINENT VOICE AND ACKNOWLEDGED LEADER FOR FRANCHISING WORLDWIDE. IFA VALUES: INTEGRITY, RESPECT, TRUST, EXCELLENCE, DIVERSITY. IFA STRATEGIC PRIORITIES: GOVERNMENT RELATIONS, PUBLIC RELATIONS, EDUCATION AND PROFESSIONAL DEVELOPMENT.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ including grants of \$) (Revenue \$)
THE PROGRAM AND CONFERENCE DEPARTMENT IS REONSIBLE FOR PLANNING AND ORGANIZING TRAINING PROGRAMS AND THE ANNUAL CONVENTION.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)
THE PUBLICATION DEPARTMENT PROVIDES PUBLICATIONS PROMOTING FRANCHISING TO SERVICE MEMBERS.

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)
THE GOVERNMENT RELATIONS DEPARTMENT FUNCTIONS TO INFORM MEMBERS ON LEGAL AND LEGISLATIVE MATTERS WHICH WOULD IMPACT FRANCHISING AND CONDUCTS RESEARCH FOR MEMBERS.

4d Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶

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Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A		No
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions.		No
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	Yes	
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III		

	5	Yes	
6			No
7			No
8			No
9			No
10			No
11			
a	11a	Yes	
b	11b		No
c	11c		No
d	11d		No
e	11e	Yes	
f	11f	Yes	
12a	12a		No
b	12b	Yes	
13	13		No
14a	14a		No
b	14b		No
15	15		No
16	16		No
17	17		No
18	18		No
19	19		No
20a	20a		No
b	20b		
21	21		No

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Part IV Checklist of Required Schedules (continued)

		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No

d	Did the organization invest any proceeds or tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

		Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
1b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
1c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	Yes	

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Part V **Statements Regarding Other IRS Filings and Tax Compliance (continued)**

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	49		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b		Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		Yes	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>	3b		Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over a				

4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		NO
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		Yes
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		Yes
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	No
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17	

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Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (66); 1b Enter the number of voting members included in line 1a, above, who are independent (66); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (No); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? (Yes); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (No); 6 Did the organization have members or stockholders? (Yes); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (Yes); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (Yes); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (No).

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (No); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (No); 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (Yes); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (No); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (No); 13 Did the organization have a written whistleblower policy? (Yes); 14 Did the organization have a written document retention and destruction policy? (No); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official (No); 15b Other officers or key employees of the organization (No); 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (No); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 2 columns: Question, Answer. Rows include: 17 List the states with which a copy of this Form 990 is required to be filed; 18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. [] Own website [] Another's website [x] Upon request [] Other (explain in Schedule O); 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.; 20 State the name, address, and telephone number of the person who possesses the organization's books and records: MIKE WILLIAMS CFO 1900 K STREET NW STE700 WASHINGTON, DC 20006 (202) 662-0778

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Part VII **Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) CHARLIE CHASE CHAIR	0.30	X		X			0	0	0	
(2) CATHERINE MONSON CFE IMMEDIATE PAST CHAIR	0.30	X		X			0	0	0	
(3) EDITH WISEMAN CHAIR, SUPPLIER FORUM ADVISORY BOARD	0.30	X		X			0	0	0	
(4) ADAM CONTOS BOARD MEMBER	0.30	X					0	0	0	
(5) AL RODRIGUEZ BOARD MEMBER	0.30	X					0	0	0	
(6) ASLAM KHAN BOARD MEMBER	0.30	X					0	0	0	
(7) BARBARA MORAN-GOODRICH CFE BOARD MEMBER	0.30	X					0	0	0	
(8) CAROLINE OYLER BOARD MEMBER	0.30	X					0	0	0	
(9) CAROLYN THURSTON BOARD MEMBER	0.30	X					0	0	0	
(10) CHARLES WATSON CFE BOARD MEMBER	0.30	X					0	0	0	
(11) CHERYL STANTON BOARD MEMBER	0.30	X					0	0	0	
(12) CHRIS RONDEAU BOARD MEMBER	0.30	X					0	0	0	
(13) CLAUDIA SAN PEDRO BOARD MEMBER	0.30	X					0	0	0	
(14) CLINT EHLERS	0.30									

BOARD MEMBER		X							0	0	0
(15) DAN MONAGHAN CFE FOUNDATION BOARD CHAIR	0.30	X		X					0	0	0
(16) DANIEL HALPERN BOARD MEMBER (AS OF 1/21)	0.30	X							0	0	0
(17) DAVE MORTENSEN BOARD MEMBER	0.30	X							0	0	0

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DAVID HUMPHREY VICE CHAIR	0.30	X		X				0	0	0
(19) DAVID PEPPER BOARD MEMBER	0.30	X						0	0	0
(20) DENNIS MAPLE BOARD MEMBER	0.30	X						0	0	0
(21) DUSTIN HANSEN BOARD MEMBER	0.30	X						0	0	0
(22) EARSA JACKSON CFE BOARD MEMBER	0.30	X						0	0	0
(23) ERICKA GARZA BOARD MEMBER	0.30	X						0	0	0
(24) ERIN MARTIN BOARD MEMBER	0.30	X						0	0	0
(25) GARY ROBINS BOARD MEMBER	0.30	X						0	0	0
(26) GENNA GENT BOARD MEMBER	0.30	X						0	0	0
(27) GEOFF SEIBER VICE CHAIR, SUPPLIER FORUM	0.30	X						0	0	0
(28) GRAHAM WEIHMILLER CHAIR, FRANCHISOR FORUM	0.30	X		X				0	0	0
(29) GREG FLYNN BOARD MEMBER	0.30	X						0	0	0
(30) HARVEY HOMSEY BOARD MEMBER	0.30	X						0	0	0
(31) JAY DUKE BOARD MEMBER	0.30	X						0	0	0
(32) JAY JOHNS BOARD MEMBER	0.30	X						0	0	0
(33) JEFFREY SOPP BOARD MEMBER	0.30	X						0	0	0

(34) JEFFREY TEWS

BOARD MEMBER	0.30	X									0	0	0
(35) JERRY AKERS	0.30	X									0	0	0
BOARD MEMBER													
(36) JIM HOLTHOUSE	0.30	X									0	0	0
BOARD MEMBER													
(37) JOE LINDENMAYER	0.30	X									0	0	0
BOARD MEMBER													
(38) JYOTI SAROLIA	0.30	X									0	0	0
BOARD MEMBER													
(39) KAREN SATTERLEE CFE	0.30	X									0	0	0
BOARD MEMBER	0.30												
(40) KEVIN MORRIS	0.30	X									0	0	0
BOARD MEMBER													
(41) KIMBERLY CROWELL	0.30	X									0	0	0
BOARD MEMBER													
(42) LANE FISHER CFE	0.30	X									0	0	0
BOARD MEMBER													
(43) LUIS SAN MIGUEL	0.30	X									0	0	0
BOARD MEMBER													
(44) MARCUS BANKS	0.30	X									0	0	0
BOARD MEMBER													
(45) MARY KENNEDY THOMPSON	0.30	X									0	0	0
2ND VICE CHAIR, IFA BOARD													
(46) MATTHEW PATINKIN	0.30	X									0	0	0
BOARD MEMBER													
(47) MEG ROBERTS	0.30	X									0	0	0
BOARD MEMBER													
(48) MICHAEL BROWNING JR	0.30	X									0	0	0
BOARD MEMBER													
(49) MITCH COHEN	0.30	X									0	0	0
BOARD MEMBER													
(50) NED LYERLY	0.30	X									0	0	0
BOARD MEMBER													
(51) RANDY CROSS	0.30	X									0	0	0
BOARD MEMBER													
(52) RONALD FELDMAN CFE	0.30	X									0	0	0
BOARD MEMBER	0.30												
(53) SAM BALLAS CFE	0.30	X									0	0	0
BOARD MEMBER													
(54) SEAN FALK CFE	0.30	X									0	0	0
BOARD MEMBER													
(55) STEPHEN PIACENTINI	0.30	X									0	0	0
VICE CHAIR, FRANCHISE FORUM													
(56) STEPHEN SHIELDS	0.30	X									0	0	0
BOARD MEMBER													
(57) STEVE DANON	0.30	X									0	0	0
BOARD MEMBER													
(58) STEVE HOCKETT	0.30	X									0	0	0
BOARD MEMBER													
(59) STEVE WHITE	0.30	X									0	0	0
BOARD MEMBER													
(60) TAMRA KENNEDY	0.30	X									0	0	0
BOARD MEMBER	0.30												
(61) TIM WILLIAMS	0.30	X									0	0	0
BOARD MEMBER													
(62) TODD LEFF	0.30	X									0	0	0
BOARD MEMBER													
(63) TODD RECKNAGEL CFE	0.30												

CHAIR, FRANCHISEE FORUM		X		X					0	0	0
(64) TOM BABER	0.30	X							0	0	0
BOARD MEMBER											
(65) TROY DAHL	0.30	X							0	0	0
BOARD MEMBER											
(66) WANDA WILLIAMS	0.30	X							0	0	0
BOARD MEMBER											
(67) WILLIAM HALL CFE	0.30			X					0	0	0
TREASURER	0.30										
(68) STUART HERSHMAN	0.30			X					0	0	0
SECRETARY											
(69) ROBIN GAGNON	0.30			X					0	0	0
CHAIR, WOMEN'S FRANCHISE COMMITTEE											
(70) MATTHEW HALLER	40.00			X					604,672	0	61,423
CHIEF EXECUTIVE OFFICER											
(71) MICHAEL WILLIAMS	40.00			X					364,000	0	0
CHIEF FINANCIAL OFFICER											
(72) JENNIFER BRANDEEN	40.00				X				376,566	0	65,499
CHIEF REVENUE OFFICER											
(73) RIKKI AMOS	40.00				X				203,788	0	24,302
EXECUTIVE DIRECTOR, IFA FOUNDATION											
(74) ERICA FITZSIMMONS	40.00				X				222,779	0	10,180
VP, POLITICAL AFFAIRS AND GRASSROOTS ADVOCACY											
(75) MICHAEL HANSCOM	40.00				X				237,690	0	21,798
VP, STATE GOV'T RELATIONS AND PUBLIC POLICY											
(76) MICHAEL LAYMAN	40.00				X				258,927	0	36,281
SVP, GOV'T RELATIONS AND PUBLIC AFFAIRS											
(77) PAUL ROCCHIO	40.00				X				183,530	0	54,396
VP, DEVELOPMENT AND MEMBER SERVICES											
(78) CARLY WOOLEY	40.00					X			271,988	0	0
SENIOR DIRECTOR, ADVERTISING											
(79) LYNETTE JAMES	40.00					X			143,939	0	0
SR DIRECTOR, CONFERENCES & MEETINGS											
(80) JEANINE LITTREL	40.00					X			134,430	0	0
SR DIRECTOR, CONFERENCES & MEETINGS											
(81) SARA WILLIAMSON	40.00					X			128,333	0	0
DIRECTOR, TECHNOLOGY & OPERATIONS											
(82) ALAN CATLETT	40.00					X			130,029	0	0
VP, REVENUE GROWTH & OPS											
(83) ROBERT CRESANTI	40.00						X		255,082	0	30,784
FORMER CEO (THRU 4/21)											
(84) SUZANNE BEALL	40.00						X		176,173	0	0
FORMER VP PUBLIC POLICY (THRU 10/21)											
1b Sub-Total											
c Total from continuation sheets to Part VII, Section A											
d Total (add lines 1b and 1c)									3,691,926	0	304,663

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶ 18

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3 Yes	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4 Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
LOCUST STREET GROUP 2008 HILLYER PL NW WASHINGTON, DC 20009	PUBLIC RELATIONS	735,858
MICHAEL WILLIAMS, 5307 WAPAKONETA RD BETHESDA, MD 20816	CONSULTING, MANAGEMENT	364,000
CARLY WOOLEY, 428 LEE RD APT 2128 VALLEY, AL 36854	TELEMARKETING	271,988
CONDOR COMMUNICATIONS 17521 RIDGE ROAD ROCKVILLE, MD 20853	EVENT PRODUCTION	206,264
HARBINGER STRATEGIES LLC 801 PENNSYLVANIA AVENUE NW STE 430 WASHINGTON, DC 20004	CONSULTING	195,000
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶ 16		

Form **990** (2021)

Form 990 (2021)

Page **9**

Part VIII **Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
1a Federated campaigns				
1b Contributions, Gifts, Grants, and Membership dues				
1c Other similar fundraising events				
1d Related organizations				
1e Government grants (contributions)				
1f All other contributions, gifts, grants, and similar amounts not included above				
1g Noncash contributions included in lines 1a - 1f: \$				
h Total. Add lines 1a-1f				

	Business Code	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
2a MEMBERSHIP DUES	900099	8,005,478	8,005,478		
	900099	6,246,644	6,246,644		
	900099	5,183,931	5,183,931		
	541800	1,123,291	2,193	1,121,098	
	900099	1,084,288			1,084,288
			792,647		792,647
g Total. Add lines 2a-2f		22,436,279			
3 Investment income (including dividends, interest, and other similar amounts)		317,207			317,207
4 Income from investment of tax-exempt bond proceeds					

Income from investment or tax-exempt bond proceeds					
5	Royalties				
		(i) Real	(ii) Personal		
6a	Gross rents				
b	Less: rental expenses				
6c	Rental income or (loss)				
d	Net rental income or (loss)				
		(i) Securities	(ii) Other		
7a	Gross amount from sales of assets other than inventory				
b	Less: cost or other basis and sales expenses				
7c	Gain or (loss)				
d	Net gain or (loss)				
8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18				
8b	Less: direct expenses				
c	Net income or (loss) from fundraising events				
9a	Gross income from gaming activities. See Part IV, line 19				
9b	Less: direct expenses				
c	Net income or (loss) from gaming activities				
10a	Gross sales of inventory, less returns and allowances				
b	Less: cost of goods sold				
c	Net income or (loss) from sales of inventory				
11a	Miscellaneous Revenue	Business Code			
b					
c					
d	All other revenue				
e	Total. Add lines 11a-11d				
12	Total revenue. See instructions				
			22,753,486	19,438,246	1,913,745
					1,401,495

Form 990 (2021)

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign				

3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.			
4 Benefits paid to or for members			
5 Compensation of current officers, directors, trustees, and key employees	3,050,385		
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)			
7 Other salaries and wages	2,489,844		
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)			
9 Other employee benefits	215,073		
10 Payroll taxes	284,951		
11 Fees for services (non-employees):			
a Management			
b Legal	1,045,122		
c Accounting	195,900		
d Lobbying	331,116		
e Professional fundraising services. See Part IV, line 17			
f Investment management fees			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	7,215,558		
12 Advertising and promotion			
13 Office expenses	256,976		
14 Information technology	9,627		
15 Royalties			
16 Occupancy	994,647		
17 Travel	286,445		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials			
19 Conferences, conventions, and meetings	3,997,327		
20 Interest			
21 Payments to affiliates			
22 Depreciation, depletion, and amortization	319,718		
23 Insurance			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)			
a UBIT	-3,200		
b PUBLICATIONS COMMISSION	274,829		
c DUES AND SUBSCRIPTIONS	200,131		
d EXEMPT FUNCTION EXPENDI	140,000		
e All other expenses	262,479		
25 Total functional expenses. Add lines 1 through 24e	21,566,928		
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).			

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

	(A) Beginning of year		(B) End of year
1 Cash-non-interest-bearing	490	1	490

Assets	2	Savings and temporary cash investments		2,469,196	2	5,152,758
	3	Pledges and grants receivable, net			3	
	4	Accounts receivable, net		320,548	4	442,707
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		643,046	9	925,181
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	2,925,731		
	b	Less: accumulated depreciation	10b	1,986,851	10c	938,880
	11	Investments—publicly traded securities		16,182,453	11	13,727,895
	12	Investments—other securities. See Part IV, line 11			12	
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		545,746	15	651,527
	16	Total assets. Add lines 1 through 15 (must equal line 33)		21,218,208	16	21,839,438
Liabilities	17	Accounts payable and accrued expenses		2,035,649	17	2,005,624
	18	Grants payable			18	
	19	Deferred revenue		4,976,360	19	7,218,506
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		171,762	25	165,078
	26	Total liabilities. Add lines 17 through 25		7,183,771	26	9,389,208
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.					
	27	Net assets without donor restrictions		14,034,437	27	12,450,230
	28	Net assets with donor restrictions			28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.					
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		14,034,437	32	12,450,230
33	Total liabilities and net assets/fund balances		21,218,208	33	21,839,438	

Form 990 (2021)

Part XI **Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	22,753,486
2	Total expenses (must equal Part IX, column (A), line 25)	2	21,566,928
3	Revenue less expenses. Subtract line 2 from line 1	3	1,186,558
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	14,034,437
5	Net unrealized gains (losses) on investments	5	-2,770,765
6	Donated services and use of facilities	6	
7	Investment expenses	7	

8 Prior period adjustments	8	
9 Other changes in net assets or fund balances (explain in Schedule O)	9	0
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	12,450,230

Part XII **Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

1 Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.

2a Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis

b Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis

c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.

3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?

b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a		No
3b		

Form **990** (2021)

Form 990 (2021)

Additional Data

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Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE C (Form 990)

Department of the Treasury Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ. Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Table with 2 columns: Name of the organization (INTERNATIONAL FRANCHISE ASSOCIATION) and Employer identification number (36-6108621)

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."
2 Political campaign activity expenditures. See instructions \$ 140,000
3 Volunteer hours for political campaign activities. See instructions

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 \$
2 Enter the amount of any excise tax incurred by organization managers under section 4955 \$
3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
4a Was a correction made? Yes No
b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities \$
2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities \$ 140,000
3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b. \$ 140,000
4 Did the filing organization file Form 1120-POL for this year? Yes No
5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's funds, (e) Amount of political contributions received. Row 1: (1) FRANPAC, 1900 K STREET NW 700 WASHINGTON, DC 20006, 54-2060982, 0, 631,169

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b Total lobbying expenditures to influence a legislative body (direct lobbying)														
c Total lobbying expenditures (add lines 1a and 1b)														
d Other exempt purpose expenditures														
e Total exempt purpose expenditures (add lines 1c and 1d)														
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%; text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>	If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:													
Not over \$500,000	20% of the amount on line 1e.													
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.													
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.													
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.													
Over \$17,000,000	\$1,000,000.													
g Grassroots nontaxable amount (enter 25% of line 1f)														
h Subtract line 1g from line 1a. If zero or less, enter -0-														
i Subtract line 1f from line 1c. If zero or less, enter -0-														
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No												

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Schedule C (Form 990) 2021

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			

f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	No
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	No
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	Yes

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	8,005,478
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	857,556
b	Carryover from last year	2b	5,028,603
c	Total	2c	5,886,159
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	3	2,001,370
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	3,884,789
5	Taxable amount of lobbying and political expenditures. See Instructions	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
PART I-A, LINE 1:	EXCEPT FOR DONATIONS TO CERTAIN POLITICAL ORGANIZATIONS REPORTED ON FORM 1120-POL, THE INTERNATIONAL FRANCHISE ASSOCIATION CONDUCTED ALL OF ITS POLITICAL ACTIVITY THROUGH FRANPAC, A SECTION 527 POLITICAL ACTION COMMITTEE.

Schedule C (Form 990) 2021

Additional Data

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Software ID:
Software Version:

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Table with 2 columns: Name of the organization (INTERNATIONAL FRANCHISE ASSOCIATION) and Employer identification number (36-6108621)

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question number, (a) Donor advised funds, (b) Funds and other accounts. Includes questions 1-6 regarding donor advised funds and charitable purposes.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Question number, description, and Yes/No response. Includes questions 1-9 regarding conservation easements, including a sub-table for 'Held at the End of the Year'.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Question number and description. Includes questions 1a, 1b, 2a, 2b regarding collections of art and historical treasures.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
a Public exhibition
b Scholarly research
c Preservation for future generations
d Loan or exchange programs
e Other
4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

Table with 2 columns: Description (1c Beginning balance, 1d Additions during the year, 1e Distributions during the year, 1f Ending balance) and Amount.

- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

Table with 6 columns: (a) Current year, (b) Prior year, (c) Two years back, (d) Three years back, (e) Four years back. Rows include 1a-1g: Beginning of year balance, Contributions, Net investment earnings, gains, and losses, Grants or scholarships, Other expenditures for facilities and programs, Administrative expenses, End of year balance.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment
b Permanent endowment
c Term endowment
The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

Table with 3 columns: Description (3a(i) Unrelated organizations, 3a(ii) Related organizations, 3b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?), Yes, No.

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Table with 5 columns: Description of property, (a) Cost or other basis (investment), (b) Cost or other basis (other), (c) Accumulated depreciation, (d) Book value. Rows include 1a Land, 1b Buildings, 1c Leasehold improvements, 1d Equipment, 1e Other, and Total.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include (1) Financial derivatives, (2) Closely-held equity interests, (3) Other, and Total.

Part VIII Investments - Program Related.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows numbered (1) through (9) and Total.

Part IX Other Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows numbered (1) through (9) and Total.

Part X Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Row 1: Federal income taxes.

DEFERRED COMPENSATION LIABILITY	165,078
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	165,078

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Schedule D (Form 990) 2021

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	20,532,508
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	-2,770,765
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	549,787
e	Add lines 2a through 2d	2e	-2,220,978
3	Subtract line 2e from line 1	3	22,753,486
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	22,753,486

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	22,116,715
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	549,787
e	Add lines 2a through 2d	2e	549,787
3	Subtract line 2e from line 1	3	21,566,928
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	21,566,928

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
PART X, LINE 2:	IFA IS EXEMPT FROM INCOME TAXES ON ITS EXEMPT ACTIVITIES UNDER THE PROVISIONS OF SECTION 501(C)(6) OF THE INTERNAL REVENUE CODE. ADVERTISING REVENUE EARNED FROM THE ASSOCIATION'S PUBLICATIONS AND WEBSITE IS SUBJECT TO UNRELATED BUSINESS INCOME TAXES. ESTIMATED FEDERAL AND DISTRICT OF COLUMBIA INCOME TAX WAS APPROXIMATELY \$0 AND \$1,000 FOR THE YEARS ENDED OCTOBER 31, 2022 AND 2021. IN ADDITION, MANAGEMENT HAS DETERMINED THAT A FULL ALLOWANCE SHOULD BE RECORDED AGAINST ITS EXISTING NET OPERATING LOSS AS OF OCTOBER 31, 2022 AND 2021, AS MANAGEMENT DOES NOT BELIEVE THERE WILL BE A FUTURE BENEFIT TO IFA. IFA IS ALSO SUBJECT TO TAXATION ON ITS POLITICAL

EXPENDITURES. ESTIMATED FEDERAL TAX ON POLITICAL EXPENDITURES TOTALED APPROXIMATELY \$40,921 AND \$11,500 FOR THE YEARS ENDED OCTOBER 31, 2022 AND 2021, RESPECTIVELY.

PART XI, LINE 2D - OTHER ADJUSTMENTS:	PAC EXPENSES 549,787.
PART XII, LINE 2D - OTHER ADJUSTMENTS:	PAC EXPENSES 549,787.

Schedule D (Form 990) 2021

Additional Data

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Schedule J (Form 990)

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Complete if the organization answered "Yes" on Form 990, Part IV, line 23. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Table with 2 columns: Name of the organization (INTERNATIONAL FRANCHISE ASSOCIATION) and Employer identification number (36-6108621)

Part I Questions Regarding Compensation

Main table for Part I with columns for questions (1a-9) and Yes/No responses. Includes checkboxes for various compensation items and their reporting methods.

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50053T Schedule J (Form 990) 2021

Schedule J (Form 990) 2021

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

Table with 8 columns: (A) Name and Title, (B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC (i) Base, (ii) Bonus & incentive, (iii) Other reportable, (C) Retirement and other deferred, (D) Nontaxable benefits, (E) Total of columns (B)(i)-(D), (F) Compensation in column (B) reported as deferred on prior Form 990. Lists individuals like Matthew Haller, Jennifer Brandeen, Michael Williams, and Michael Layman.

5 ROBERT CRESANII
FORMER CEO (THRU 4/21)

(i)	255,082	0	0	0	30,784	285,866	0
(ii)	0	0	0	0	0	0	0

6 CARLY WOOLEY
SENIOR DIRECTOR, ADVERTISING

(i)	271,988	0	0	0	0	271,988	0
(ii)	0	0	0	0	0	0	0

7 MICHAEL HANSCOM
VP, STATE GOV'T RELATIONS AND PUBLIC

(i)	207,690	30,000	0	0	21,798	259,488	0
(ii)	0	0	0	0	0	0	0

8 PAUL ROCCHIO
VP, DEVELOPMENT AND MEMBER SERVICES

(i)	153,530	30,000	0	0	54,396	237,926	0
(ii)	0	0	0	0	0	0	0

9 ERICA FITZSIMMONS
VP, POLITICAL AFFAIRS AND GRASSROOTS

(i)	194,135	28,644	0	0	10,180	232,959	0
(ii)	0	0	0	0	0	0	0

10 RIKKI AMOS
EXECUTIVE DIRECTOR, IFA FOUNDATION

(i)	158,788	45,000	0	0	24,302	228,090	0
(ii)	0	0	0	0	0	0	0

11 SUZANNE BEALL
FORMER VP PUBLIC POLICY (THRU 10/21)

(i)	176,173	0	0	0	0	176,173	0
(ii)	0	0	0	0	0	0	0

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
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Additional Data

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Software ID:
Software Version:

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ObjectID: 202322269349300922 - Submission: 2023-08-14

TIN: 36-6108621

SCHEDULE O
(Form 990)Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021Open to Public
InspectionName of the organization
INTERNATIONAL FRANCHISE ASSOCIATION

Employer identification number

36-6108621

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 1A	IFA HAS AN EXECUTIVE COMMITTEE THAT MEETS THREE TIMES A YEAR: FEBRUARY, JUNE, AND SEPTEMBER. THE COMMITTEE CONSISTS OF THE BOARD CHAIR (WHO ALSO CHAIRS THE COMMITTEE), THE TWO MOST RECENT PAST CHAIRS ELIGIBLE TO SERVE, THE VICE CHAIR, THE TREASURER, THE SECRETARY, THE CHAIR OF THE FRANCHISOR FORUM, THE CHAIR OF THE FRANCHISEE FORUM, AND THE CHAIR OF THE SUPPLIER FORUM. THE COMMITTEE HAS THE AUTHORITY OF THE FULL BOARD IN THE MANAGEMENT OF THE ASSOCIATION DURING THE PERIODS BETWEEN FULL BOARD MEETINGS; EXCEPT THAT THE EXECUTIVE COMMITTEE HAS NO AUTHORITY REGARDING ACTS OR POWERS SPECIFICALLY RESERVED FOR THE BOARD BY OPERATION OF THE ILLINOIS NOT-FOR-PROFIT CORPORATION ACT, NOR BY BOARD RESOLUTION. ADDITIONALLY, THE EXECUTIVE COMMITTEE MAY NOT CONTRAVENE A SPECIFIC POLICY OR RESOLUTION PREVIOUSLY ADOPTED BY THE FULL BOARD.
FORM 990, PART VI, SECTION A, LINE 3	THE ORGANIZATION UTILIZED MIKE WILLIAMS AND ASSOCIATES, A THIRD PARTY, TO PERFORM THE DUTIES OF THE CHIEF FINANCIAL OFFICER FOR THE TAX YEAR.
FORM 990, PART VI, SECTION A, LINE 6	THERE ARE 4 CATEGORIES OF MEMBERSHIP: FRANCHISOR MEMBER: ANY COMPANY ENGAGED IN FRANCHISING AS A FRANCHISOR OR SUB-FRANCHISOR IN THE UNITED STATES OF AMERICA OR ONE OR MORE OTHER COUNTRIES, OR THAT SATISFACTORILY DEMONSTRATES AN INTENTION TO ENGAGE IN FRANCHISING AS A FRANCHISOR, SUBJECT TO THE CONTINUING SATISFACTION OF THIS CATEGORY'S REQUIREMENTS. FRANCHISEE MEMBER: THERE ARE 2 TYPES OF FRANCHISEE MEMBERS. (1) A FRANCHISEE ORGANIZATION MEMBER IS ANY BONA FIDE ASSOCIATION OR ADVISORY COUNCIL COMPOSED PRIMARILY OF FRANCHISEES AND RECOGNIZED OR DESIGNATED BY A FRANCHISOR IS ELIGIBLE TO BE A FRANCHISEE ORGANIZATION MEMBER. A FRANCHISEE ORGANIZATION MEMBER MAY BE A NATIONAL OR REGIONAL ASSOCIATION OR ADVISORY COUNCIL OF FRANCHISEES. (2) A FRANCHISEE MEMBER IS ANY SINGLE OR MULTIUNIT FRANCHISEE OPERATING HIS OR HER BUSINESS PURSUANT TO A FRANCHISE OR SIMILAR AGREEMENT IN EFFECT WITH A FRANCHISOR (INCLUDING AREA DEVELOPERS, DEVELOPMENT AGENTS AND AREA REPRESENTATIVES). SUPPLIER MEMBER: ANY FIRM, PARTNERSHIP OR COMPANY THAT SUPPLIES GOODS OR SERVICES TO MEMBERS OF THE ASSOCIATION IS ELIGIBLE TO BE A SUPPLIER MEMBER, SUBJECT TO THE CONTINUING SATISFACTION OF THE REQUIREMENTS SET FORTH IN THE BYLAWS. EMPLOYEE AFFINITY MEMBER: ANY EMPLOYEE OF A FRANCHISOR MEMBER, FRANCHISEE MEMBER, OR SUPPLIER MEMBER IS ELIGIBLE TO BE AN EMPLOYEE AFFINITY MEMBER.
FORM 990, PART VI, SECTION A, LINE 7A	THE ASSOCIATION'S BOARD OF DIRECTORS IS SELECTED WITH THE ASSISTANCE OF THE NOMINATING COMMITTEE, WHICH CONSISTS OF THE TWO MOST RECENT PAST CHAIRS OF THE BOARD OF DIRECTORS ELIGIBLE AND WILLING TO SERVE AS A MEMBER OF THE NOMINATING COMMITTEE, THE CURRENT CHAIR OF THE BOARD OF DIRECTORS, THE CURRENT CHAIR OF THE DIVERSITY INSTITUTE, THE CURRENT CHAIR OF THE WOMEN'S FRANCHISE COMMITTEE, AND THE MOST RECENT PAST CHAIRS OF THE FRANCHISOR FORUM AND THE FRANCHISEE FORUM ELIGIBLE AND WILLING TO SERVE AS A MEMBER OF THE NOMINATING COMMITTEE. THE MOST RECENT PAST CHAIR OF THE BOARD OF DIRECTORS SHALL SERVE AS CHAIR, AND THE CHAIR OF THE BOARD OF DIRECTORS SHALL SERVE AS VICE CHAIR, OF THE NOMINATING COMMITTEE. IT IS THE DUTY OF THE NOMINATING COMMITTEE TO PROPOSE TO THE BOARD OF DIRECTORS: (I) CANDIDATES FOR THE OFFICE OF DIRECTOR TO BE ELECTED BY THE BOARD OF DIRECTORS AT ITS REGULAR FALL MEETING AND (II) CANDIDATES FOR THE FOLLOWING OFFICERS OF THE ASSOCIATION TO BE ELECTED BY THE BOARD OF DIRECTORS AT ITS REGULAR FALL MEETING: CHAIR, FIRST VICE CHAIR, SECOND VICE CHAIR, SECRETARY, TREASURER AND ASSISTANT TREASURER, IF THE BOARD OF DIRECTORS HAS NOTIFIED THE NOMINATING COMMITTEE TO SLATE A CANDIDATE FOR THE OFFICE OF ASSISTANT TREASURER. THE NOMINATING COMMITTEE SHALL NOMINATE A NUMBER OF CANDIDATES FOR THE BOARD OF DIRECTORS SUFFICIENT TO FILL ALL THEN AND EXISTING VACANCIES ON THE BOARD OF DIRECTORS AND ALL VACANCIES THAT ARE PROJECTED TO OCCUR BY THE NEXT ANNUAL MEETING OF THE ASSOCIATION.
FORM 990, PART VI, SECTION B, LINE 11B	THE CHIEF FINANCIAL OFFICER REVIEWED THE FORM 990 BEFORE IT WAS FILED.
FORM 990, PART VI, SECTION B, LINE 15	THE COMPENSATION OF THE PRESIDENT/CEO IS REVIEWED BY THE ORGANIZATION'S EXECUTIVE COMPENSATION COMMITTEE. THE COMPENSATION OF OTHER OFFICERS AND KEY EMPLOYEES IS REVIEWED BY THE PRESIDENT/CEO.
FORM 990, PART VI, SECTION C, LINE 19	COPIES OF ALL GOVERNING DOCUMENTS AND FINANCIAL STATEMENTS ARE PROVIDED UPON REQUEST.
FORM 990, PART IX, LINE 14C	OTHER IFA OUTSIDE SERVICES 7,215,558.

LINE 11G	
FORM 990, PART XII, LINE 2C:	THE AUDIT OVERSIGHT PROCESS HAS REMAINED UNCHANGED FROM THE PREVIOUS YEAR.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 51056K

Schedule O (Form 990) 2021

Additional Data

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SCHEDULE R (Form 990)

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization INTERNATIONAL FRANCHISE ASSOCIATION

Employer identification number 36-6108621

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

Table with 6 columns: (a) Name, address, and EIN of disregarded entity; (b) Primary activity; (c) Legal domicile; (d) Total income; (e) End-of-year assets; (f) Direct controlling entity.

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

Table with 8 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Exempt Code section; (e) Public charity status; (f) Direct controlling entity; (g) Section 512(b)(13) controlled entity? (Yes/No).

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

Table with 11 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Direct controlling entity; (e) Predominant income; (f) Share of total income; (g) Share of end-of-year assets; (h) Disproportionate allocations? (Yes/No); (i) Code V-UBI amount; (j) General or managing partner? (Yes/No); (k) Percentage ownership.

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

Table with 9 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Direct controlling entity; (e) Type of entity; (f) Share of total income; (g) Share of end-of-year assets; (h) Percentage ownership; (i) Section 512(b)(13) controlled entity?

		Location	IFA	C	611,484	116,703	100.000 %	Yes	No
(1) INSTITUTE OF CERTIFIED EXECUTIVES INC 1900 K STREET NW 700 WASHINGTON, DC 20006 03-0407010	CERTIFICATION PROGRAM	DC	IFA	C	611,484	116,703	100.000 %	Yes	No

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	Yes	
b Gift, grant, or capital contribution to related organization(s)		No
c Gift, grant, or capital contribution from related organization(s)		No
d Loans or loan guarantees to or for related organization(s)	Yes	
e Loans or loan guarantees by related organization(s)		No
f Dividends from related organization(s)		No
g Sale of assets to related organization(s)		No
h Purchase of assets from related organization(s)		No
i Exchange of assets with related organization(s)		No
j Lease of facilities, equipment, or other assets to related organization(s)		No
k Lease of facilities, equipment, or other assets from related organization(s)		No
l Performance of services or membership or fundraising solicitations for related organization(s)	Yes	
m Performance of services or membership or fundraising solicitations by related organization(s)		No
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	Yes	
o Sharing of paid employees with related organization(s)		No
p Reimbursement paid to related organization(s) for expenses		No
q Reimbursement paid by related organization(s) for expenses		No
r Other transfer of cash or property to related organization(s)		No
s Other transfer of cash or property from related organization(s)		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) IFA FOUNDATION	D	486,449	BASED ON AMOUNTS INCURRED
(2) FRANPAC	L	631,169	FUNDS TRANSFERRED UNDER FEC RULES
(3) IFA FOUNDATION	N	29,120	BASED ON USAGE
(4) IFA FOUNDATION	O	364,338	SERVICES PERFORMED

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	

