



CHOICE HOTELS INTERNATIONAL

ELFA ROA Franchisee Associations

Summer 2009

President's Message to ELFA:

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Dear ELFA Members,
 It is a privilege to serve as your President, I promise to continue the purpose created over 34 years ago by dedicated members throughout the United States and Canada whose primary mission was to advance the value of property through the collaboration of diverse ideas brought forth by our members. Now that our convention is over, let's move forward together to create a better ELFA, superior membership and stronger working relationship with Choice Hotels International.

Over the past year, ELFA has been working hard on your behalf on issues that directly impact our Econo Lodge Franchisees such as ChoiceAdvantage

(now updates will not happen during the prime season), Room Condition (checklist and educational materials), Re-imaging and Marketing (TV commercial last summer and the Bill Board roll out this summer). We also have partnered with CHOC and ROA on issues that impact all of our brands such as Fall Regional's (this year there will be economy brand specific education), Co-op (working on stronger internet and brand impression as well as taking our marketing dollars to the next level), and CP (now the economy brands are part of the CP Program). We will continue to work in collaboration with Choice Hotels International and their Senior Team: Steve Joyce, Bruce Haase, Tim Shuy, Bruce Dincin, Sona Gupta and others on a long term plan that will allow us to create achievable and traceable goals.

As you know, ELFA is made up of Volunteers from all over the country- who dedicate their time to creating a stronger brand. I would like to take a moment to introduce to you our 2009-2010 directors. From Region 1- Bharat Patel, from Region 2- Manish Desai, from Region 3 -Pete Patel, from Region 4- Kal Master, from Region 5- Alka Patel, from Region 6- Mike Adams, from Region 7 – Dave Patel, from Region 8- Amrish Patel, from Region 9- Katen Patel, from Region 10- Gary Koster, from Region 11- Dilip Vekaria, from Region 12- Sila Patel and from Region 13- Hasu Patel, Immediate

Past President Mahendra Patel, Past President Leonard Richardson and our Executive Director Ross Almo. Each of our directors are here to serve you, and to work with you on issues that may arise. Please log onto ELFA.ORG for your directors contact information and allow them to work on your behalf. It is only through our members, that we can bring our issues to the forefront with Choice Hotels International. At the end of June, many members of ELFA journeyed to Silver Spring to meet with Choice's Senior Team to work on common issues that our franchisees are facing. We continued discussions on GIS, LRA, Room Condition and the Billboard Program, as well as entered into new discussions about HSIA, CHA/CHO Certification and the updated Ecommerce/ Rate Parody. In this economy there will be many challenges ahead of us- but with the vibrant and talented Board that we have, I believe we will become a superior ELFA. Just as we are committed to you, we need your commitment to us, so if you know someone that is not an ELFA member, please have them contact us- so we can demonstrate to them the benefit of membership. As our membership increases so does our Allied Member program (offering ELFA only exclusive discounted pricing) as well as our Voice with Choice.



Natu Patel
 President
 Econo Lodge Franchisee Association

Each of you are a vital part in the success of the Econo Lodges of America Franchisee Association, Inc. By working and achieving together for the better of the

brand we can create a strong brand presence. It is by your ideas and communication with those of us serving you that we can bring your voice to the forefront. Again, thank you for your support and I am looking for a strong year- serving as your President.

Sincerely,

Natu Patel
 President, Econo Lodges of America Franchisee Association, Inc.™

Message from the Rodeway President



Neil Bhakta
President

I am ecstatic about being elected as the president of the Rodeway Owner's Association. This year's Convention offered all franchisees enjoyment as well as a great deal of valuable tools and resources to be implemented at

their own hotels back home.

We are now fully submerged into a rocky and violent economic storm. Survival is the KEY during this downturn. Being involved, vigilant and proactive with your property is imperative. Are your properties being represented online properly? Make sure that all of your information is updated, listing the most current amenities as well as photos of your property— this will help make sure competition is not stealing your business. And remember to pay attention to the details and issues that have been overlooked in the past and address them now. From details on your online Electronic Brochure to how your property displays on all web search engines needs to be constantly monitored. Contact ehel or property support immediately to correct any issues. Please remember that Rodeway franchisees have online and on call BPC's, also known as Operations

Resource Center. The email address is: rodewayorc@choicehotels.com I urge you not to get caught up with the rate war within your area. Deep discounting hurts us all and does not benefit. Stay in touch and communicate with your local hoteliers by establishing a good cooperative relationship.

Remember that Choice Central offers tremendous resources that are not being utilized by many of our franchisees. From sample letters and marketing materials to the manager's resource guide are available with just a few clicks. Choice University is also a very informative tool available to us. Take advantage of the interactive front desk training material available on Choice University.

Attending this year's Fall Regional Meetings is more important than ever. CHOC,

ELFA, ROA and Choice have worked hard in unity to organize this year's regional meetings to make them productive for all franchisees. This year many of the tactics and issues associated with the economy and survival in the tough times will be addressed. Please do not forget to take advantage of the educational sessions that will be offered at the regional meetings. There will be some educational sessions that specifically address the economy brands and its owners and operators.

Thus, being active with your business and taking advantage of the free resources available to our franchisees by Choice is the critical factor for being successful in this weak business cycle.

*Neil (Nilesh) Bhakta
ROA President*

Quality Assurance Reviews to include the 36 Elements of Great Room Condition By Choice Hotels International

Starting in November, the QAR form will be modified to include all 36 elements of great Room Condition. Although all aspects of the room will continue to be inspected, the QAR form will place more emphasis on the 36 elements of great Room Condition. Hotels that are deficient in any of the 36 elements will be asked to either clean, refresh or replace the item depending on the condition of the element. Additional information on the changes to the QAR process will be available during the Fall Regional meetings.

For more information on the Room Condition program, please talk to your Brand Performance Consultant (BPC) or refer to the Econo Lodge brand pages found on Choice Central. Here you will find a complete list of the 36 elements of Great Room Condition, the checklist, and Frequently Asked Questions (FAQs). Individual questions can also be emailed to roomconditionprogram@choicehotels.com.

ELFA ROA 2009-2010 Committees

Executive Committee/Joint Association Committee/Allied Vendor Committee: ELFA Chairman: Natu Patel, ELFA Co-Chairman: Mahendra Patel, ELFA Members: Katen Patel, Hasu Patel, Mike Adams, Manish Desai, Bharat Patel, ROA Chairman: Neil Bhakta, ROA Members: Kay Collier-Pittman

Fall Regional Task Force Committee: ELFA Chairman: Natu Patel, ELFA Co-Chairman: Mahendra Patel, ROA Chairman: Neil Bhakta, ROA Co-Chairman: Amit Patel

QAR Standards and Room Condition Committee: ELFA Chairman: Katen Patel, ELFA Co-Chairman: Manish Desai, ELFA Members: Natu Patel, Mike Adams, Hasu Patel, Bharat Patel, Kal Masters, Alka Patel, Amrish Patel, Dilip Vekaria, Sila Patel, ROA Chairman: Amit Patel, ROA Members: Neil Bhakta, Sam Patel

Technology and ELFA.org Committee: ELFA Chairman: Kal Masters, ELFA Co-Chairman: Dilip Vekaria, ELFA Members: Amrish Patel, Natu Patel, Gary Koester, Katen Patel, ROA Chairman: Sam Patel, ROA Members: Neil Bhakta, Amit Patel

Marketing and Reservations Committee: ELFA Chairman: Gary Koester, ELFA Co-Chairman: Bharat Patel, ELFA Members: Natu Patel, Mahendra Patel, Leonard Richardson, ROA Chairman: Neil Bhakta, ROA Members: Amit Patel, Kay Collier-Pittman

Co-op Committee: ELFA Chairman: Manish Desai, ELFA Co-Chairman: Bharat Patel, ELFA Members: Natu Patel, Alka Patel, Mike Adams, Sila Patel, Dave Patel, ROA Chairman: Sam Patel, ROA Members: Kay Collier-Pittman, Neil Bhakta

PR and Membership Committee: ELFA Chairman: Manish Desai, ELFA Co-Chairman: Bharat Patel, ELFA Members: Natu Patel, Alka Patel, Mike Adams, Sila Patel, Dave Patel, ROA Chairman: Dinu Patel, ROA Members: Sam Patel, Neil Bhakta

Education and Conference Committee: ELFA Chairman: Alka Patel, ELFA Co-Chairman: Bharat Patel, ELFA Members: Natu Patel, Dave Patel, Mahendra Patel, Sila Patel, Pete Patel, ROA Chairman: Kay Collier-Pittman, ROA Members: Dinu Patel, Neil Bhakta

ByLaws and Election Committee: ELFA Chairman: Hasu Patel, ELFA Co-Chairman: Mahendra Patel, ELFA Members: Natu Patel, Leonard Richardson, Manish Desai, Amrish Patel, ROA Chairman: Neil Bhakta, ROA Members: Amit Patel, Dinu Patel

Fair Franchising and Audit Committee: ELFA Chairman: Bharat Patel, ELFA Co-Chairman: Leonard Richardson, ELFA Members: Natu Patel, Mahendra Patel, Gary Koester, Manish Desai, Hasu Patel, Mike Adams, ROA Chairman: Neil Bhakta, ROA Members: Dinu Patel, Kay Collier-Pittman



2009-2010 New ELFA ROA Directors

Welcome New ROA Region 3 Director - Sam Bhakta

Sam Bhakta grew up in the hospitality industry helping manage his father's independent motel in Wichita, Kansas. He graduated from Wichita State University with a bachelors' degree in Finance with an emphasis on Economics and Accounting. He bought his first hotel 13 years ago and has since owned several other businesses including a home furnishing store. He is a current resident of Lawrence Kansas along with his wife, 5 year old daughter, and parents. Outside of work his interests include a range of outdoor sports and spending time with his daughter. His personal goal is to attend one home game at each of the NFL stadiums. The best part of his day is reading a bed time story to his daughter. "As an ROA Region 3 Director, I look forward to working with other ROA directors and its growing members in building a stronger Rodeway Inn brand."



Welcome New ELFA Region 3 Director - Ashok (Pete) Patel



Ashok was born in India and received a master's degree in agricultural science. He moved to the USA in 1983 and lived in Houston, Texas for 9 years. Then he moved to New Jersey and spent another 8 years there. He is currently residing in Charleston, South Carolina where he owns the Econo Lodge. Ashok has had various types of business experience throughout his career. He bought the Econo Lodge in 2001 (Goose Creek, SC 131), which has been an Econo Lodge since 1983 when it was built. He bought another hotel in 2005, the Best Western in Alabama. The Econo Lodge (Goose Creek) won the Gold Award in 2008.

Ashok is involved in various community works. He served as the treasurer of the Charleston Gujarati Samaj for 3 years, which consists of about 150 families. He is also a member of the Goose Creek Lion's Club and a Berkeley County accommodation tax advisory committee member. He is also an executive committee member of the STCC of Charleston. Ashok is the proud father of 2 sons, one of which attends Georgia Tech in Atlanta and the other is in 10th grade. Ashok believes that his involvement with the ELFA association is a great honor and the opportunities to work with other Directors, he encourages all Econo Lodge owners to participate with the ELFA association.

Welcome New ROA Region 1 Director - Dinu Patel

Dinu Patel or "D.D." was born on November 14, 1947 in Gujarat, India and holds a Master of Science (MS) degree in Organic Chemistry from the S.P. University in Gujarat, India awarded in 1973. After immigrating to the U.S. he earned a second MS degree in Biochemistry from the University of Scranton, Pennsylvania awarded in 1978. He later joined the Nebraska State Police as a Senior Criminologist during which time with the help of his wife, Leela, began his career as an entrepreneur by owning and operating a small hotel as well as cleaning service, among other assorted small enterprises. Dinu has a son, Kushal, age 30 who graduated from Dartmouth College in 2001, and a daughter, Shama, age 27 who graduated from Wheaton College in 2003.

In 1985 Dinu left Nebraska and relocated to Branford, Connecticut with his wife Leela and his children in order to pursue a full-time career in the hospitality industry and to be close to family. Since then Dinu has proven to be a caring, selfless, and focused leader dealing with issues and problems affecting his local business community and affecting hoteliers in general as well as Indians who reside both in America and his native India. Dinu has interests in several hotels and has diversified into other areas such as other small businesses and banking as well as providing start-up capital for a number of other enterprises. However, to this day he still owns and operates with the help of his wife his first small independent property in Connecticut.

In addition to his business concerns, Dinu is an active participant in many organizations ranging from those that affect his local community to those that deal with international issues, often in leadership positions. Dinu is a member of the Rotary Club International and the Connecticut Chamber of Commerce and is a Certified Hotel Administrator. He served both on the Board of Directors of the American Hotel Motel Association from 1997 to 2001 and the Board of Directors of the Connecticut Lodging Association from 1995 to 2001 and again from 2003 to 2004. Dinu is a current Board of Directors member of the Central Bank located in Tampa, FL. Dinu was also a Board of Director for the Indian Association of Greater Hartford (CT) in 2002. He also serves as an Advisory Board Member to the Niagara University School of Hospitality. He is member of the Gujarati Samaj of Connecticut (a local Indian organization) and served as its president in 1999 to 2000, helping to plan and organize community events and services for members and their families as well organizing and participating in various relief activities during the earthquake in Bhuj, Gujarat in 2001. Dinu also accompanied President Clinton to India as part of his entourage in 2000. Dinu has also used his position to lobby politicians and government officials to bring about franchise reform for hoteliers and to relax stringent visa and immigration laws as well as addressing the dual American and Indian citizenship issue with the U.S. State Department. Dinu has also helped to facilitate the Indian Caucus in both the U.S. Senate and House of Representatives. Dinu has also been an integral participant and leader in the Asian American Hotel Owners' Association (AAHOA) since the organization's inception. In fact Dinu was first lifetime member of that organization. He has served on AAHOA's executive committee as well as serving as AAHOA's Northeast Regional Director for the better part of the last ten years. Dinu chaired AAHOA's Independent Hoteliers' Committee from 2000-1.

Lastly, Dinu was recently profiled in USA Today in 2007 and appeared on the cover of that newspaper's "Money" section. This article can be found at: http://www.usatoday.com/money/smallbusiness/2007-04-17-indian-hotels-usat_N.htm.



Welcome ELFA Region 7 Director - Dave Patel

Dave Patel migrated to the United States in 1995 and joined his parents in Pulaski, TN. Until 2000 he operated an independent property and then purchased his Econo Lodge in Cornersville, TN in 2000. Dave has found it to be a great and rewarding experience working with the Econo Lodge brand. He currently has multiple properties, the Econo Lodge is his favorite. "I am proud to serve as the director for Region 7 and I hope that I can make a difference."

New Econo Lodge Billboard Program Underway

By Choice Hotels International



As announced at the Choice Convention, the new Econo Lodge Billboard Program launched on June 1. This exciting new program is one of the many initiatives underway that is designed to highlight the new brand signage, drive more traffic to Econo Lodge hotels and increase the brand awareness for all Econo Lodge properties. Research shows that nine out of ten long-distance trips are made by personal car (with 91% of summer trips made by personal vehicle)*, making billboards an effective way to reach consumers while they are driving. Drive-up travelers represent a significant source of business for Econo Lodge brand hotels and are a cost-effective way to direct traffic to your hotel. By increasing the number of billboards across the country with new, fresh designs that highlight the brand's new logo and guest amenities, this program will help drive consumer recognition for the entire brand.

In the pilot billboard program, Choice will provide up to 100 Econo Lodge franchisees with a \$2,500 (\$1,250 for billboards that are shared with another Choice brand hotel or another type of business such as a restaurant or gas station) credit to help defray the cost of installing a new billboard. In order to be as fair and equitable as possible, the funds will be allocated on a regional basis, based on the

number of properties in that particular region. The application process remains open until September 1, 2009.

The first 100 properties that meet the program guidelines, including regional allocation, will be eligible to receive the reimbursement credit for their billboard.

The billboard, using approved Choice Hotels billboard guidelines, must be installed by November 1, 2009 and in the marketplace, under contract for no less than 12 months.

The program features updated billboard designs that further highlight the brand's new logo and guest amenities, and increase overall consumer awareness for the brand. Franchisees can download these billboard designs and standards from the Econo Lodge brand page on ChoiceCentral.com by clicking on the Identity Standards tab.

Complete program informa-

tion, application and frequently asked questions are also available on the Econo Lodge brand page on ChoiceCentral.com. Don't miss out on this exciting opportunity to increase your hotel's exposure in your market.

Important Dates to Remember:

September 1, 2009 – Applications must be received to be considered
 November 1, 2009 – Billboard must be installed and under contract for no less than 12 months
 December 1, 2009 – Deadline to submit required documentation to receive billboard credit

In Memory of Mathai Kolath George

Mathai Kolath George, owner of Econo Lodge NY049 in Fultonville, NY, passed away suddenly in a small plane crash on June 14th in Glennville, NY. His 11 year old son and a family friend, Krishnan Raghavan also died in the crash. Mathai Kolath George came to the United States from Kerala, in southern India, about 20 years ago.

Mathai, the older brother of actor, producer and director including "Gandhi Park" and "Summer in America", Tom George Kolath, was a successful businessman who owned hotels in several cities. His brother-in-law Anil Paulose and Tom George operated the Kolath Hospitality Group, an Albany, NY based hotel management and development company, where Mathai was founder and CEO.

Mr. George is survived by his wife, Annie Kolath and five children. Our condolences go out to his family and friends.

User Feedback Drives ChoiceADVANTAGE Enhancements



In October of 2008, Choice’s Property Systems group began using a new idea-management tool called Spigit to solicit suggestions and ideas to further enhance the choiceADVANTAGE property management system.

The site lets users post ideas on future enhancements and allows them to vote those ideas “up” or “down.” For example, if a user really wants choiceADVANTAGE had a direct interface with Quickbooks, he could post that idea on the site. Any user who agrees with that idea could vote it up, while other users (who wouldn’t utilize such an interface) could vote it down. The Spigit site will then rank the idea as more users vote it up or down. The real value in this method is that it helps Property Systems determine which enhancements are most important to the majority of choiceADVANTAGE users.

Since launching the site, Choice has seen a tremendous response from users. Hundreds of ideas have been submitted and voted on, and some clear favorites soon rose to the top. The following ideas were among the top ones listed:

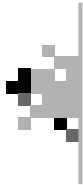
- Ability to email folios to guests
- Display all credit cards associated with a stay
- Arrival and departure date on the In-House list

The Property Systems team took that feedback and put it to good use... all three of the above requests were included in version 3.3, which was released to hotels in early June.

As Choice continues to further develop choice-ADVANTAGE, they will use the Spigit site as a valuable resource to help prioritize future enhancements. All users are therefore encouraged to use this site to provide input and ideas that will shape the future of the system.

To access the Spigit site, simply click the link from the main page of choiceADVANTAGE.





Message from the Rodeway Past President Kay Collier-Pittman



Kay Collier-Pittman
Past President
Rodeway Owners Association

It has been an unusual summer. With the changing economy there have been many ups and downs. Unfortunately, the downs have had a negative impact on our fellow citizens. I am excited Rodeway Owners Association is supporting Rebuilding Together.

Rebuilding Together and Rodeway Owners Association will be helping four families, one family in each of our four Regions. The dates and locations are:

Region 1	Hartford, Connecticut	September 19 th
Region 3	Shawnee, Kansas	September 26 th
Region 2	Tampa Bay, Florida	October 2 nd
Region 4	Orange County, California	October 10 th

Rebuilding Together is such an amazing operation because it recognizes the need to provide shelter, it rebuilds or remodels existing homes for families, as well as the elderly and disabled. Rebuilding Together's main focus is affordable housing. Affordable housing is the basic quality of shelter, living in warmth, security and independence as well as providing a safe and healthy home for every person. In 2008 Rebuilding Together rehabilitated more than 10,000 houses and nonprofit facilities throughout the nation using 200,000 volunteers with over 3 million hours.

It is amazing what a few volunteers can do!

I am excited about Rodeways connection with Rebuild Together and the upswing I know the economy and Rodeway is going to experience in the coming year.

GO RODEWAY!



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The Rodeway Inn brand regional Room to Rebuild Projects are set! The projects will be:

- September 19th in Hartford, Connecticut
- September 26th in Shawnee, Kansas
- October 2nd in Tampa Bay, Florida
- October 10th in Orange County, California

Room to Rebuild

In each of the four ROA regions, a Rebuilding Together affiliate will host a home repair project for a local family in need. A conference call held on Wednesday July 15th outlined the roles and responsibilities of the Regional Directors and the local Rebuilding Together affiliate. Projects will begin most likely around 9am and finish at 3pm with an hour break for lunch. Choice Hotels volunteers will participate on tasks such as painting, landscaping, cleaning, removing debris, installing grab bars and new light bulbs, replacing windows and doors etc. If you would like to participate in the Rodeway Inn brand regional Room to Rebuild project in your region contact your Regional Director or ROA/ELFA Offices today. We are ready to give back to the communities in which we live and work!

Fall Regionals 2009

Fall Regional Dates and Locations:

Regions 4,5 and 6	August 30-September 1, 2009	Crowne Plaza Providence– Warwick, RI
Regions 9,11 and 12	September 28-30, 2009	Grand Sierra Resort– Reno, NV
Regions 1,2, and 3	October 5-7, 2009	Embassy Suites Charlotte– Concord, NC
Regions 10 and 13	October 11-13, 2009	Hyatt Regency Crown Center– Kansas City, MO
Regions 7 and 8	October 19-21, 2009	Crowne Plaza Louisville– Louisville, KY

For any questions about the Fall Regional Meetings or Registration please call (239) 566-7592

Fall Regional Agenda at a Glance:

Pre- Day:

- 4:00-7:00pm Registration
- 6:00-8:00pm Opening Reception

Day One

- 7:30am-1:00pm Registration
- 7:30am-4:00pm Vendor Tradeshow
- 9:00-10:15am Educational Sessions
- 10:30-11:45am ELFA ROA Association Meeting
- 12noon-2:00pm Lunch
- 2:00-4:45pm Educational Sessions
- 5:30-6:30pm Gold and Platinum Awards Reception
- 6:30-9:30pm Awards Dinner

Day Two

- 8:00-9:00am Continental Breakfast
- 8:30-9:15am Corporate Presentation
- 9:30-1:45pm Progress Sessions





Message from ELFA Past President Mahendra Patel

It has been an honor and a great privilege to have served on the ELFA Board of Directors as Vice President, President and now of course as Past President. As President, I was fortunate to have the support of great peers such as the Past President Leonard Richardson, the past Vice President Gary Koester, Hasu Patel, Natu Patel and Ross Almo. They have taught me that being president means working with my fellow ELFA members and incorporating everyone's ideas in order to improve and change the organization for the better.



During my presidency, ELFA has achieved many great things. The new and improved image has undoubtedly changed the face of ELFA. It brings me great pride to see how the members worked together on something that has truly been beneficial to our cause. The Econo Lodge Reimaging advertisements on television were a complete success; we received many great reviews from our members and viewers. Many members contacted me directly to compliment our new version of the sign. I can confidently say that all of the hard work that we put into the reimagining advertising campaign was truly worthwhile.

Another thing that has been accomplished during my term as the ELFA president was the reduction in the requirement of US Today Newspapers from 15 to 10 which benefited our members by reducing expenses. Our Chief Marketing Officer Chris Malone, Bruce Dincin and Bill Carlson worked to get 100 billboards all around the United States in order to advertise Econo Lodge to a larger range of individuals. The first 100 members who put a billboard up received \$2500 from ChoiceHotels. We are currently working on beginning our Room Condition Program. Committee Chair Manish Desai and Mike Adams are putting in a lot of time and effort into initiating the program where our customers will receive clean rooms in working condition.

I would like to give special thanks to the board and our members for all their hard work and continued support throughout my term. I appreciate the hard work of all the individuals in ELFA, the Board of Directors and I could have not done the work without you. I would like to personally thank the directors and chairpersons of the various committees; your commitment to ELFA has been impressive. I will be supporting the new President in his endeavors and I know that he will be a great leader. We are continually creating new ways to improve the Econo Lodge chain, we have already done great things, and I cannot wait to see what is in store for the future. This term has been a great experience personally and professionally, thank you once again for the opportunity.

Mahendra Patel CHA
ELFA Past President

Stephen Bath is back.... For this years Fall Regional Meetings.....

Do you ever feel like you are operating like an 8-Track Tape Player in a world of I-Pods???

Things are moving fast and it is hard to keep up.

This is especially true in the legal, safety and security realms...bed bugs, closed circuit television systems, swimming pool drains, food allergies, over service of alcohol...what kind of insurance do I need and how do we react if an accident does happen on my property. At the Fall Regional Meeting, please plan on joining Stephen Barth, author of Hospitality Law and the founder of HospitalityLawyer.com as he reviews a checklist of legal and operational topics that will assist managers of all levels operate more effectively. Be ready to discuss the current issues and trends which operators are facing as well as the management of the talent pool that serves the property. Be prepared to walk into this fictitious courtroom and see what could happen IF as operators we don't manage properties in a safe and secure way.

ELFA ROA 2009 ALLIED MEMBERS

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Franchisee Associations

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Executive Director

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ELFA Regional Directors

President: Natu Patel (803) 328-2000

Vice President and Region 9 Director: Katen Patel (503) 504-5566

Treasurer and Region 13 Director: Hasu Patel: (816) 464-5082

Secretary and Region 6 Director: Mike Adams (716) 825-1400

Immediate Past President- Mahendra Patel (732) 329-4555

Past President: Leonard Richardson (757) 491-3195

Region 1 Director: Bharat Patel (941) 962-3882

Region 2 Director: Manish Desai (334) 745-3115

Region 3 Director: Pete Patel (843) 797-8200

Region 4 Director: Kal Masters (757) 855-3116

Region 5 Director: Alka Patel (609) 927-3220

Region 6 Director: Mike Adams (716) 825-1400

Region 7 Director: Dave Patel (931) 293-2111

Region 8 Director: Amrish Patel (618) 664-3030

Region 9 Director: Katen Patel (503) 504-5566

Region 10 Director: Gary Koester: (901) 684-1234

Region 11 Director: Dilip Vekaria (928) 774-7001

Region 12 Director: Sila Patel (310) 398-1651

Region 13 Director: Haso Patel (816) 464-5082

ROA Regional Directors

President: Neil Bhakta (760) 746-0441

Past President Kay Collier-Pittman (865) 453-2526

Region 1 Director: Dinu Patel (203) 481-4528

Region 2 Director: Amit Patel (386) 453-8959

Region 3 Director: Sam Bhakta (785) 841-8410

Region 4 Director: OPEN