

TODD D. MADDOCKS

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PROFILE

Leads the Domestic and International Legal Affairs of National Franchise and Retail Companies

Corporate Transactions ▪ Franchise Law ▪ Intellectual Property ▪ Contract Negotiations ▪ Employment Law ▪ Real Estate Department Management ▪ Outside Counsel Oversight ▪ Strategic Legal & Business Planning ▪ Risk & Litigation Management

Business savvy general counsel with thirty years of experience in developing and implementing innovative and effective legal solutions for franchise and retail companies that promote business objectives, reduce costs, and protect against liabilities.

EXPERIENCE

HOMESTYLE DINING LLC

Plano, Texas

Executive Vice President, General Counsel & Secretary

April 2013 – January 2015

Homestyle Dining, LLC, doing business as Ponderosa Steak House, operates and franchises Ponderosa steakhouses in the United States, Canada, Puerto Rico, the United Arab Emirates, Qatar, Bahrain, Jordan, and Taiwan.

- **Responsibilities:** Manages and oversees the legal affairs of the Ponderosa® and Bonanza® family steakhouse brands, including matters related to litigation, human resources, regulatory compliance, franchising, intellectual property, real estate, and corporate governance.
- **Selected Accomplishments:** Negotiated all national grocery and electronic media contracts on behalf of the Company.

GOLDEN OPERATING CORPORATION/JTH HOLDINGS, LLC

Richardson, Texas

General Counsel

January 2007 – December 2012

Golden Operating Corporation runs a chain of about 100 quick-service chicken outlets that operate under the Golden Chick and Golden Fried Chicken banners.

- **Responsibilities:** Handled all legal matters pertaining to 100 unit QSR and 16 unit full service restaurant chains with a focus on commercial real estate transactions, divestitures, FTC compliance, and complex litigation management.
- **Selected Accomplishments:** Facilitated international expansion in Egypt and Jordan via master licensing.

MADDOCKS & ASSOCIATES

Irving, Texas

Founder

February 1994 – January 2007

Provided business and legal consulting services to a myriad of national and start-up franchise and retail entities including: Dresser Industries, The Dwyer Group, American Homestar, PawnMart, Sport Clips, Hudson's Grill International, Simply Fondue, Stroller Strides, LLC, Kids First Triage, Eco Box Franchise Corporation, Golden Chick, Jalapeno Tree Mexican Restaurants, and Creative Tutors 4 Kids, International.

- **Responsibilities:** Counseled CEO's and other members of senior management on matters related to distribution, restructuring, creation and protection of intellectual property, advertising and branding campaigns, sales materials and strategies, sales and compliance training, corporate communications, safety programs, and employee and franchise operations manuals.
- **Selected Accomplishments:** Served as interim CEO of Sandra Garrett Design – a women's fashion concern, and of Precision Devices, Inc. – an international importer and distributor of computer peripheral products. Served as the General Manager of Nor-Cal Mobility for one year – an adaptive mobility retailer, achieving 22% growth from prior annual revenues, increasing EBITDA by 24% with a new sales incentive program, and increasing Web traffic ranking by 400%.

WESTERN SIZZLIN, INC.

Dallas, Texas

Vice President, General Counsel & Secretary

November 1990 – February 1994

Western Sizzlin' is a 30 year-old chain of privately held and publicly held retail buffet restaurants and steakhouses with 565 franchise establishments located in 19 states.

- **Responsibilities:** Served as the first general counsel and handled all legal matters including UFOC registration, franchise sales compliance, corporate matters, employment law, real estate, litigation, and international development.
- **Selected Accomplishments:** Reduced outside legal fees from \$900K to \$380K in two years while developing the Market Street Buffet and Bakery franchise system. Negotiated and closed on master licenses in the United Arab Emirates, Japan, Chile, United Kingdom, Australia, Venezuela, and Canada.

EXPERIENCE (Continued)

TEXAS STATE OPTICAL, INC. Dallas, Texas
Vice President, General Counsel January 1990 – November 1990
Director, Administrative Services October 1989 – December 1989

TSO is a \$330M company comprised of optical chains located throughout Texas, Louisiana, Arkansas, and Oklahoma.

- **Responsibilities:** Served as second in command to the President and handled all legal matters pertaining to real estate and construction, human resources, and franchise administration.
- **Selected Accomplishments:** Redesigned retail outlets, achieving 110% sales growth in prototype.

PEARLE, INC. Dallas, Texas
Franchise Attorney June 1988 – October 1989

The world's largest retailer of optical products and services with locations in the US, Canada, Puerto Rico, and the Caribbean.

- **Responsibilities:** Supervised a staff of eleven para-professionals while supporting Franchise Sales.

SALTUS, MARTELLE & MADDOCKS, P.A. Boise, Idaho
Managing Partner September 1986 – June 1988

- **Responsibilities:** Served as managing partner for a five-attorney commercial practice law firm, and focused on real estate, secured transactions, bankruptcy, and complex litigation matters.

LOJEK PENLAND AND MUNTHERR CHTD. Boise, Idaho
Associate Attorney August 1984 – September 1986

- **Responsibilities:** Represented clients in real estate, commercial lending, litigation, workers compensation, and creditors rights matters for a boutique law firm.

PUBLICATIONS & SPEAKING ENGAGEMENTS

- Columnist, Entrepreneur Magazine (1998 – 2004)
- Columnist, Entrepreneur International Edition (1998 – 2000)
- Featured Columnist, Franchise Times (1995 – 1998)
- Author, "Full Steam Ahead," Featured Story, Entrepreneur Magazine (April 2004)
- Author, "Multi Unit Mania," Entrepreneur Magazine (May 2001)
- Author, "Biz Op or Biz Flop?" Lead Featured Story, Be Your Own Boss (2001)
- Author, "Write the Wrongs," Entrepreneur Magazine (January 2001)
- Author, "Manning the Outpost Office," ABA Law Practice Management Journal (December 2000)
- Author, "The Power of the Internet," Feature, Entrepreneurmag.com (2000)
- Author, "Androcles and the Franchising Industry: Pulling Out Thorns From The Franchise Relationship," ABA Annual Forum on Franchising (1993). Republished in hardback by the ABA as part of the Best of the Forum series (1995)
- Author, "Controls Over The Advertisement of Professional Services," ABA Forum on Franchising (1989)
- Speaker, American Express – Entrepreneur Small Business Expo (1998 and 1999)
- Guest Lecturer, University of Dallas MBA program (1988 – 1991)

EDUCATION

DRAKE UNIVERSITY LAW SCHOOL Des Moines, Iowa
Juris Doctor May 1984

- American Jurisprudence Awards for Commercial Transactions and Criminal Law

INDIANA UNIVERSITY Bloomington, Indiana
Bachelor of Science in Business Administration (Marketing & Management concentration) May 1981

- Mr. Indiana University 1980 for scholarship, leadership, poise, service to University
- Indiana University Varsity Track Letterman, hammer throw, shot put, and discus

BAR ADMISSION

- Admitted to practice law in Texas (1988)