

# Congratulations To Our CRFPs

Wayne Brayton, Shane Brock, Joshua Coates, Dale Moore

What do you enjoy most about your job? Brayton: The great people I get to work with around the country, and as odd as it may sound, I like to fix stuff. Brock: Helping our internal guests to make their job easier. Also, we get free biscuits (just kidding)! Coates: I like that every project involves different tasks and obstacles to overcome. Moore: I am passionate about being involved with a facilities team that works together with a sense of purpose, competency, accountability and empowerment. Being able to remove obstacles for our restaurant team members and ensuring they can provide an excellent guest experience at all times is of utmost importance in my position.

What other companies have you worked for prior to your current position? Brayton: Hardee's for 10 years and Carl's Jr. for three years. I've been with Sonic for 16 years now. Brock: Cracker Barrel is the only real job I have ever had. Coates: I have been in the construction field since I was 18. Moore: I worked for 11 years with Hope Builders, which is also a RFMA vendor member. I began my career as a helper, working nights in restaurants throughout the East Coast and progressed to becoming a project/ account manager. My career at Chipotle started five years ago, and I have become the lead facility manager for the East Coast.

When you were new to the industry, what was the most surprising thing you learned about the restaurant world? Brayton: How massive it actually is! One of my first experiences was to attend the NRA show in Chicago. It was overwhelming with the number of exhibitors and attendees! Brock: Every day is different with its own set of challenges. Expect the unexpected. I learned early on not to spend a lot of time on a daily to-do list, as the train was normally off the tracks 10 minutes into the day. Coates: I was surprised by how much one equipment failure can impact the operations of a restaurant. Moore: The amount of work that the teams go through daily to provide a consistent and amazing experience for every customer who walks through the door. With the effort they put forth, my team and I are eager to do anything we can to assist in keeping the restaurants operating at 100 percent at all times.

What is your all-time favorite movie? Brayton: "Tin Cup." There are some classic lines in the movie, and I have Kevin Costner's explanation of the golf swing mounted on my wall. Plus, I have a huge crush on Rene Russo. Brock: "An Officer and a Gentleman." Coates: "Dumb and Dumber" and "The Sandlot." Moore: "Lone Survivor."

What is the most challenging situation you've ever faced in a facility or on the job? Brayton: We had 90 drive-ins affected by a hurricane in Houston a few years ago. The logistics was a huge challenge. We worked with our vendor partners and our operations folks to get the drive-ins reopened ASAP. We had several that reopened with generators and served a reduced menu, which really helped our customers since there were very few restaurants open. Brock: Closing a store for a remodel is always challenging. Those darn hidden conditions are always scary! Surrounding yourself with experienced contractors is the way to go. Always prepare for the worst and pray for the best. Moore: Any restaurant shutdown can be a challenge. From a car crashing through the store front to a grease fire or major equipment failure, you need to think outside of the box. Having vendors who are partners and truly vested in your company is a huge asset in these types of situations.

My favorite work-related app is? Brayton: My cell phone. I do 75 percent of my job with it. It is indispensable. Moore: The Service Channel App. Its ability to allow me to track and monitor all aspects of the work orders is invaluable.

What is the best advice you ever received? Brayton: My dad used to say, "Anything worth doing is worth doing well." It drove me crazy growing up, but I've learned to appreciate it. My own motto is, "Work hard, play hard. In that order." I think it's very important to enjoy life away from work. Brock: "Bad news doesn't get better with time." Coatos: Never give up! Moore: Be a servant leader!

Who is the most impressive person you have ever met? Brock: My dad, Nathaniel Brock. He worked hard to support his family and instilled a great work ethic in me. I am the man I am today because of his influence. Coatos: My wife. She is intelligent, empathetic and very compassionate. Moore: My wife's grandfather, Ralph Picarella, Sr., a Korean War Veteran—a simple family man who served his country, an innovator in aviation controls and a mentor for all his children, grandchildren and great grandchildren.

To what would you attribute your success in achieving your CRFP? Brayton: Getting the CRFP certification has been a goal of mine for several years, but once I joined the Board of Directors, I knew I had to achieve the certification to prove how important it was to me. I am so proud to be a RFMA member and brag about our organization every chance I get. Brock: Obtaining my CRFP certification was a personal development goal for this year, and I must say I was procrastinating. I was able to set aside a few hours a day for several weeks to study. I haven't studied for an exam in more than 20 years, but the online study courses were awesome! Coates: The online learning modules. They definitely prepare you for the exam. Moore: My years in the field with Hope Builders, being exposed to and working in different brands. Also, working with other facility managers, such as the Maag brothers, Dave and George, who educated me on restaurant facilities. And my Chipotle team and how much we work together to improve each other and our department daily.

Would you recommend attaining a CRFP to other colleagues? Why? Brayton: Absolutely! It's our industry certification. The test was tougher than I expected, but I'm very proud to have completed it. Brock: Yes. In studying for the exam, you will see what your strengths and weaknesses are. This can make you a much more effective manager. Also, it is a good excuse to get new business cards with "CRFP" printed after your name. Coates: Absolutely. I am new to this position, and this course gave me a lot of knowledge about the restaurant industry. Moore: I highly recommend it to all facility managers. The course covers the entire spectrum of the restaurant facilities world and is a great way to further your education in a fast-growing field.

What do you do for fun in your spare time? Brayton: Being outdoors (water and snow ski, golf, lake time, etc.), and spend time with my family and friends. I have an amazing wife, three great kids and five grandkids who we spoil every chance we get. Brock: I'm a facility manager, so the concept of fun and spare time does not compute! I like to spend quality time with my beautiful bride, Katie, and our daughters, Aidan, Janea and Glenna. Since I have three beautiful daughters, I have started collecting guns, and I take a lot of Prozac. Coates: I love to spend time with my family and friends and go fishing. Moore: I love spending time with our family and our dogs and doing Crossfit. We enjoy going to the beach, Moto GP and relaxing with family and friends while cooking outside on the deck. That's what life is all about!