

# CRFP Spotlight

Gene Davis,Chris Johnson,Sir Junious Nathaniel (Nate) Lee,Dwayne Richardson

## Congratulations to Our Recent CRFPs

Get to know some of our recent CRFP designees!

We are excited that more of our members are joining this distinguished group. We credit their knowledge and experience, as well as their initiative for taking advantage of our online learning modules.

## Congratulations to Our CRFPs

What do you enjoy most about your job? Davis: On the construction and facilities side, I love watching projects unfold. On a construction kickoff day, you're looking at a dirt floor and four concrete walls, and 16 weeks later, it's a beautiful, functioning, shiny restaurant filled with life and excitement. What I really love the most, though, is interacting with our amazing department, our partners at the support center and our operations teams in the restaurants. They are all tremendous team players who make amazing concepts come to life! Johnson: The relationships I develop with vendors, reps and Operations teams. Lee: I enjoy learning about new products and applications. I also enjoy managing projects and creating Wikis that help Operations get things done quicker. Richardson: Supporting operations, coordinating and scheduling projects.

What other companies have you worked for prior to your current position? Davis: I was director of facilities with Groupe Le Duff (Bruegger's) for six years and spent 17 years with Ruby Tuesday as a managing partner and director of operations. I grew up in operations as a managing partner and regional director, but have really grown to love the construction and facilities side of the business. I was also a non-commissioned officer and member of the U.S. Marine Corps for six years. Johnson: I started as an operations manager for Jason's Deli and worked my way up. Lee: My first experience was with the restaurant business as a child. My family owned a small restaurant. My aunt also owns a catering business. So, I grew up around this industry. When I was 15, I worked at Wendy's until I left for college. Now, I work for RPM Pizza, the largest U.S. franchise of Domino's. Richardson: Ryland Homes, Eckberg Enterprises and Morrison Homes.

When you were new to the industry, what was the most surprising thing you learned about the restaurant world? Davis: I went into the restaurant industry right out of the Marines, and quickly learned success is all about leadership and developing great teams, which is the same leadership philosophy as the military. You can accomplish anything with the right attitude and right people! Also, I believe most people would be overwhelmed at the amount of details involved in the restaurant business. Johnson: I was surprised by how many moving parts there are to running a restaurant. Lee: Assuming the role of facilities coordinator and project manager, what surprised me the most was the training I could apply from my coursework in Industrial Engineering Technology (IET). IET aims to streamline processes while reducing cost. Through the use of Wikis and continued process refinement, we are moving the needle on many fronts. Richardson: That everything is an emergency.

What is your all-time favorite movie? Davis: I love all military movies. "Braveheart" has always been my favorite, but I just saw "Hacksaw Ridge," and it was amazing! Johnson: "The Sandlot." I'm just a big kid at heart. Lee: I like Marvel movies. "Guardians of the Galaxy" and "Ant-Man" are my current favorites. I must admit that my all-time favorite movie is "The Lion King." If it comes on TV, it has my full attention. Richardson: "Prisoners."

What is the most challenging situation you've ever faced in a facility or on the job? How did you handle it? Davis: We all face challenges every day, juggling many balls in the air. When I joined CPK just two years ago, and we were in an amazing year of growth with three new construction projects and 66 remodels. One Monday, I was filling our new hire paperwork at our RSC in Los Angeles and literally a week later, I was flying from city to city to walk and set up projects. I completed 12 remodels before I hit my six-month mark. It was challenging but an amazing and fun learning experience. Johnson: During the night, one of our stores had the main copper electrical lines stolen. They knocked off the ground at the transformer, cut the wire at the power pole and electrical panel, tied it to a wench on a dually truck and pulled 140 feet of wire out of the underground chase. Believe it or not, we were up and running a day later thanks to our awesome vendors working around the clock. Lee: The most challenging and successful situation was installing an oven and hood in three weeks' time. We were shut down due to CO2. The problem could not be identified, and we didn't want the situation to escalate. We set up a mobile store the next day. We were able to fill out all of the necessary paperwork with the city and code offices. Also, we were able to negotiate with the landlord for a spot right in front of our current store. While all of this was going on, we ordered the ovens, which took 2.5 weeks to manufacture. We expedited the shipping and installed the oven and hood on the same day. We also had to make modifications to the gas and electrical. For the new hood, duct had to be fabricated and welded. More paperwork and even more communication were needed to pull this off successfully. In the end, we installed the new ovens in record time! The store and our customers were very pleased with the outcome. It was exciting, and I'm glad I have great relationships with my vendors. Without them and Operations' support, we would not have been able to pull this off. Richardson: Retrofitting a facility without causing any downtime in operations. We handled it with planning and scheduling.

What is your favorite work-related app? Davis: I use Google Maps and all of my travel-related apps, as I'm always booking flights and hotels. Any app that helps keep me organized is great! Johnson: Service Channel, Google Keep and Ever note. Lee: I use Corrigo a lot. I also use Zendesk, Ring Central, and Office apps and cloud. I store all of my documents on SharePoint, so I am able to work from virtually anywhere. Richardson: One Drive for Business.

What is the best advice you ever received? Davis: I've received much valuable advice from many inspirational leaders in my career. When I was an operator several years ago, my V.P. told me, "Never give up the opportunity to make a quality statement. You are better off to discard a few dollars and let your team know that you really care." He was talking about food quality, but it applies directly to construction and facilities as well. Since there are always so many moving pieces and details in any project, another favorite is, "Follow up, follow up, follow up, close the loop and follow up again." It's all about the details and excellence in all you do, so you can apply both of these to both your personal and professional lives. Johnson: "Don't talk about it; be about it." Lee: "Get a book." That advice was given to me by my dad. He would always tell me to get a book if I didn't know something. Now we have Google! Richardson: That everything is an emergency.

Who is the most impressive person you have ever met? Davis: I've met so many inspirational people and amazing leaders through my military experience, educational pursuits, operations experience, and construction and facilities career. It's very hard to pick one. I have always tried to emulate the best traits from the best people I've met. My boss and mentor at CPK, Scott Wagers, has left an impression on me by constantly sharing his tremendous detailed knowledge of construction and facilities. He also has the ability to put together an amazing team, who not only possess a construction knowledge far above the norm, but also complement each other—the 2015 CPK Palm Award Department of the Year! He constantly challenges our team to make us stronger. Johnson: My father. Lee: My wife is the most impressive person I've met. She left a lucrative career in Memphis, Tenn., to move to Gulf port, Miss., to start her own business. In addition, she left her family and friends to live in a new city. What's impressive is she was able to start from scratch and get her business back up and running. Richardson: I have met a few people who are self-made successes.

To what would you attribute your success in achieving your CRFP? Davis: I always have a desire to learn. I was hesitant to start, as I am always busy, but once I did I attacked it quickly and with a passion. The modules are great! I created a goal chart and highlighted each module once completed. Johnson: I would have to say Jason's Deli for giving me the resources to get it done and to my boss, Donald Newman, for pushing me to better myself. Lee: My direct report, Alan Lovelace. He really pushed me to join RFMA and study for my CRFP exam. There are so many aspects to facility management that it can be daunting. Also, the daily grind of a facility manager job is not conducive to studying subjects outside of your restaurant's brand and scope. But Alan was the one in my corner, encouraging me to pursue my CRFP. Richardson: Combining work experience with the study material.

Would you recommend attaining a CRFP to other colleagues? Why? Davis: Most definitely! Everyone in our field should have this goal, especially since RFMA makes it so easy. This is a great opportunity to grow both in your personal knowledge and in your industry. Knowledge is power, and achieving your CRFP is an impressive accomplishment. Johnson: Absolutely. It helps you gain comprehensive knowledge in the restaurant facility field. I benefited greatly from it when I was new to the position. Lee: I would definitely recommend studying and taking the CRFP exam. Being certified shows that you know your subject matter. As codes and regulations become stringent and the bar for brand images continues to rise, the need for CRFP will increase. Richardson: Definitely. The course is full of valuable information that can be referenced when needed.

What do you do for fun in your spare time? Davis: I love spending time with my family. I have five children and four, soon to be five, grandchildren. I enjoy working out, running and reading. I live at the beach and love to spend time around the water. I'm a big Philadelphia Eagles fan. Also, I love to learn anything new and finished my MBA while working in my field! Johnson: Hunt, fish, and anything and everything outdoors. Lee: I love hanging out with my son, Avion. Being outside or taking a drive down the coast and eating ice cream with the family is my idea of a great time. Richardson: Playing the guitar, exercising and enjoying the beautiful Florida weather.