

# Facility Manager Project Profile

Brian Davies

## STRATEGIC SPENDING

Exploring how a Taco Bell franchisee handles capital planning, emergency projects and more

What is your official title? How long have you been in restaurant facilities and with Border Foods? I'm senior manager of facilities. I've been with Taco Bell for 33 years, and 22 of those have been with Border Foods.

How is Border Foods' facilities department structured? We have our VP of Development, Barbara Schneider, who oversees the department, and myself as senior manager of facilities. Zach Zinter is our Maintenance Supervisor and oversees daily store needs. Chris Brown is our Facility Coordinator who oversees our CMMS system, utility rebates and other needs. We also have Elmer Riddle, who is our sole internal technician.

What are the different restaurant concepts for Border Foods? How many stores are there for each? Taco Bell: 180; KFC: one; Au Bon Pain: two; Shell Gas: one.

For store capital planning, do you budget by fiscal or calendar year? Fiscal year.

How is store capital planning completed? How many times per year are the stores visited? We put together the budget using information from annual inspections, age of equipment, ops requests and remodel schedules. We visit once a year at a minimum.

Why are some stores not officially visited? If a store isn't visited, it's due to an upcoming action on that facility, such as a permanent closure or a remodel.

How many items are reviewed at each location in the restaurant audit? How long does an audit usually take? We review 276 items. We are onsite for about five hours, then spend another three hours recapping and dispersing the data.

Does operations have any input on the audit or yearly plan? Yes, they provide info on what they are seeing in the restaurants and recurring issues. On the yearly plan, they provide requests for projects or equipment.

How do you arrive at a final budget? Once all requests are compiled, they are reviewed for approval by our leadership team. Then, they determine if the recommended spend is within budget from planned sales.

Do you utilize a CMMS for supplying details on asset book values, repair histories, etc.? Yes, we use ServiceChannel.

How many capital "buckets" does Border Foods utilize? What are they used for? We largely propose specific projects and equipment site by site, but we also plan a "bucket" by age of facility that is used for unplanned needs. Each location has a bucket that rolls up into a total that can be utilized by any store if that store doesn't have a need surface.

For the emergency, or “slush” budget, how are store amounts determined? There is no “slush” budget, but the “bucket” referenced above is used in that manner as needed.

For the remodel bucket, what is the process to determine which restaurants are chosen to reimage? Our franchise agreement dictates when a location needs to be remodeled in order to renew our franchise agreement or maintain an existing agreement.

How are the scopes of work developed along with budgeting the projects? Operations will request a project, and then the facility department puts together the scope and often incorporates our vendor partners in the details of how it will get done.

Once the final corporate capital budget is approved, are there any other internal approvals necessary to originate the projects and begin the work? Prior to starting projects over \$30,000, we review everything with our leadership team to ensure sales are strong and capital is still available.

What department “owns” the store capital budget? Our facility department owns the capture of what’s in the budget, but our finance team owns the approval process.

For emergency capital projects, what is the approval process? If it is needed, it gets done. The facility department will notify the leadership team as it is moving forward.

How is the store repair and maintenance budget initiated and approved? Our finance department puts together a budget based on the prior year’s spend and sales plan. The leadership team then makes the final approval.

Does facilities have any input and/or control in the restaurant’s R&M budget or spend? Typically, with anything over \$1,500, the facility department makes the call on when and how to proceed.

Does store R&M spending affect managers’ bonuses? It does not affect their bonuses but is a part of their monthly P&L review, business meetings and performance reviews.

Brian Davies is Manager of Facilities for Border Foods. He began his career 33 years ago with Taco Bell and moved through the ranks in operations to settle into a facilities role 19 years ago. He now leads the facilities department at Border Foods (a Taco Bell franchisee) and is responsible for 182 restaurants spread over six states. He joined RFMA in 2011 and has served on the Board of Directors, participated in RFMA committees, is a former member of the RFMA Editorial Board and currently on the Advisory Council.