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David Whisenhunt

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Accomplished senior-level retail, restaurant, and medical clinic business leader with the powerful ability to conceive, develop, and implement projects. Simultaneously managing major programs, projects, and businesses in multiple states across the US. Fortune 100 corporation operations executive with P&L responsibility for 640 retail locations generating revenue of \$654 Million per annum. Extensive experience in building businesses to be scalable with strong construction, branding, licensing, and purchasing experience. Recognized by colleagues for innovative team leadership and development, strong work ethic, seasoned financial prowess, solid business acumen and the ability to consistently exceed corporate objectives.

Areas of Expertise:

Fortune 100 Operations Management • Senior-Level P&L Management • Profit Improvement Expert
Executive Development • National Multiple Site, Multiple State Business Management
Architectural Standards Teams • Branding & Brand Development • Franchising
Sales & Marketing Management • Team Leadership & Development
Purchasing & Negotiating Expertise • Retail Operations
Medical Facilities and Security Leadership

PROFESSIONAL EXPERIENCE

Family Health Centers of San Diego, CA • (Jul 2015-April 2026)

Vice President Physical Facilities

Executive-level responsibility reporting to the CEO and managing and motivating a team 89 direct reports and employees. Overseeing Real Estate Acquisition, Facilities, Facilities Supports Services, Design, Construction, Transportation and Security for an all-in-house services program. This team supports 100+ properties, over 1,600,000SF and roughly 3500 employees in the medical field.

- Added nearly 1,300,000 Sf of clinic and office space in 10 years.
- Managed between 15 to 25 projects per year ranging from \$20K to \$57MM.
- Implemented, with our facilities team, a warehouse controls system to manage material inventories and decrease shrinkage.
- Created a buyout program for construction saving potentially hundreds of thousands of dollars.
- Standardizing design for clinics to expedite projects and reduce errors as well as cost.
- Defining processes to improve the support to the clinics and raise our feedback scores.
- Created a security deployment process to meet the needs of the clinics and create a safer environment.
- Rolled out a Transportation department.
- Improved service efficiency and nearly doubled the technician productivity from 9800 work tickets in FY 2015 to over 36,000 work tickets.
- Worked with our in-house team to developed new concept design for a PACE program and built out the first site in record time of 4.5 months.

ELKINS-WHISENHUNT, INC., San Diego, CA • 2009-December 2014

President

Established a business to develop restaurant concepts and real estate acquisition.

Managing Member, SoCal Eats LLC. Db a "Smashburger" • (August 2009 - Dec. 2014)

Acquired franchise rights to build and operate Smashburger restaurants in San Diego and Riverside counties. Built the largest system franchisee with 11 units in two and a half years. Opened 3 units in 2010, 5 in 2011 and 3 in 2012. Won the Founders Award for brand stewards, and the Developer of the Year Award for our pace of development. Managed the design and construction process for all locations.

- Personally, did all the purchasing and Construction management for 12 units that were built out in 2 years.
- Oversaw all Accounting functions as CFO.
- Oversaw all Marketing functions.

- Oversaw all Human Resource functions.
- Oversaw and managed all Operational functions.

The business was sold back to the Franchisor.

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STARBUCKS COFFEE COMPANY, Denver, CO • 2006-2009

The leading retailer, roaster, and brand of specialty coffee in the world

Regional Vice President (Store Operations) • (Mar 2008-Feb 2009)

Senior-level P&L responsibility for leading and managing a \$654 Million business unit with 640 store operations spread across eight states with seven Regional Directors, 65 District Managers and 12,000 total employees. Direct sales, finance, store operations, local marketing and approve all decisions for new store development.

Assumed responsibility for the region shortly after a national decline in sales. Immediately created a strategic plan to return the region to previous sales and earnings levels, consistent with newly established corporate objectives. Met with Regional and District Managers to plan and implement headcount reductions to dramatically reduce expenses and to identify the most opportunistic stores to develop a quick recovery plan for immediate implementation. Led the region's management team in developing a business case to turn around declining sales in 45 stores. Utilizing best practices, mentored and coached the team to recognize what a successful store looks like and how to develop the specific tactics to accelerate business to a rapid rate and raise the 45 worst performing stores to best practices level.

- Drove a seven percent sales increase and led the country in sales improvement within 90 days.
- Created business cases for implementation in all of the remaining stores within 12 months.
- Simultaneously implemented the introduction of a variety of new products, and a grass roots method of sales to further increase sales and profitability.
- Substantially raised the regional management team's business acumen and instilled courage, self-confidence, and accountability for improving results.
- Created platforms for connection and sharing of ideas and business disciplines throughout the region.

Vice President Global Design & Architecture • (Jan 2008-Mar 2008)

Appointed by the then current President and COO to manage the division. Controlled store design and specification process for the global company.

- Reorganized the department to improve communication and process flow. Moved the architectural standards team into the division.
- Promoted to Regional Vice President, (Store Operations)

Vice President, Existing Stores Portfolio East • (Jul 2006-Jan 2008)

Executive-level responsibility for managing and motivating a team of nine direct reports and 240 employees in eight regions that maintain, repair and remodel over 3,000 stores throughout the Eastern half of the US within a capital, R&M and G&A budgets of \$150 Million. Created an organization focused on employee development. Championed the mentoring and development of internal leaders, resulting in two directors being promoted to vice president and one becoming recognized at the ready now level.

Implemented a Market Planning process to evaluate real estate markets and develop a holistic approach for building out those markets that involved the new store real estate team and operations partners.

- Active in creating and implementing improved development processes, saving money and improving quality.
- Achieved all annual fiscal goals for capital spending, R&M and G&A
- Created a technician test to support an improved business process for maintaining equipment.
- Created a communication network with the operations team to promote a collaborative environment.
- Offered a Regional VP of Operations position (unable to accept due to personal commitments)

Simultaneously assumed leadership and management responsibility for a rotational assignment as **VP of Global Design & Architecture**. Instituted a design firm mentality, reorganized the department, and created business systems for effectively screening and tracking projects. Worked with partners to instill and manage a comprehensive understanding of, and support for, the mission of the department.

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SOURCE ONE ARCHITECTURAL & DEVELOPMENT SERVICES, Denver, CO • 2005-2006

Startup architectural & development firm created under Source One Distribution and vertically integrated within Quiznos to manage all the Quiznos projects and to also grow outside of the Quiznos projects by serving other retail customers.

Vice President, Architectural and Development Services

Senior executive responsibility for creating, managing, and growing a startup architectural company as a subsidiary of Source One to manage all the Quiznos projects and add new growth opportunities by serving other retail and restaurant organizations outside of Quiznos.

- Completed over 480 Quiznos projects in six months.
- Created a brand and point of difference within the industry to sell the services outside of Quiznos.
- Won three outside accounts in the first six months.

THE QUIZNOS MASTER LLC, Denver, CO • 2002-2005

Operates sub sandwich chain with more than 5,000 franchised quick service restaurants

Vice President, Design and Construction

Chartered with responsibility to direct the design, development, and construction of Quiznos retail locations. Recruited, hired, motivated, and managed a staff of 14 employees and managed a G&A budget of \$1.2 Million. Responsible for maintaining the physical brand standards. Managed and created the entire construction and design process for standard store and future non-traditional environments through area directors. Championed the branding and design development process to create the brand image for two new concepts. Authored a design and construction manual and implemented an exterior signage program.

- Designed and implemented a development process to be efficient and fast. The system was integrated with other departments for full transparency.
- Directed the development and approvals for up to 100 new stores per month, averaging \$210 Thousand in development costs per unit.
- Dramatically reduced costs by renegotiating construction materials, implementing a three-bid process and selecting new general contractors to perform work at lower cost standards.
- Developed a modular Kiosk design that enabled Quiznos to penetrate the non-traditional markets and deliver the brand image with a subtle flair and point of difference.
- Conceived, created and developed an upscale Quiznos for high-end malls and airports to elevate the brand image and support the growth into these more exclusive areas of development.
- Spearheaded lower costs of the new prototype store through aggressive vendor negotiations.
- Improved timeliness of the design team deliveries through the implementation and use of design tracking systems and judicious management.

JAMBA JUICE, San Francisco, CA • 1998-2002

Market-leading retailer of smoothies, juices and other specialty food items with 350 stores in 24 states

Director of Construction, Design and Facilities

Key member of executive team with management responsibility for construction, design, facilities, and maintenance of physical brand standards. Built and directed a team of nine employees that supported the design and construction of up to seven new stores per month. Implemented an integrated development process to control costs, deliver accurate budgets to achieve plan. Designed project turnover process to enable Real Estate, Design and Construction to complete projects as a team. Created a budget approval system to assist in moving real estate deals through the approval process. Managed bidding, purchasing, developed budgets and ROI analyses. Conceived and directed the development and roll-out of a preventative maintenance program for 150 existing stores.

- Reduced the average cost of building stores by 33%, from \$330 Thousand to \$220 Thousand by implementing a direct volume purchasing system that eliminated interim mark-ups.

- Cut average soft costs from over \$30 Thousand to under \$20 Thousand, achieved high level of accuracy in drawings and virtually eliminated change-orders.
- Led company through complete store redesign to deliver the Jamba personality and experience while meeting marketing and operational objectives.

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BLOCKBUSTER ENTERTAINMENT, INC., South San Francisco, CA • 1995-1997

Leading global provider of in-home movies and games with over 8,000 stores throughout five continents

Construction Engineer

Led and managed construction of tenant improvements and freestanding buildings, ranging from \$50 Thousand to \$600 Thousand during period that company was experiencing extremely rapid growth. Spearheaded all projects in Northern California, Washington, Oregon, and Idaho. Hired and supervised architects, general contractors and vendors and coordinated with landlords. Managed all site inspections, follow-up on warranty items, approvals of contracts and payment.

- Successfully opened 92 stores in three years.
- Led the nation in achieving budget and schedule targets.

MCDONALD'S CORPORATION, San Jose, CA • 1992-1994

World's largest fast-food franchisor with tens of thousands of restaurants serving millions of people daily

Project Manager

Directed and managed new and remodel construction projects while maintaining 58 restaurants and provided consultation to 12 owner-operators in the region. Responsible for management of contractors, site design, development of architectural drawings, purchasing orders, permits, all site inspection and budgets. Managed many projects through City review process and worked very closely with the real estate representative.

- Honored for outstanding performance with McDonald's Development Team - Super Star Award, 1993

EDUCATION

BS, Construction Management
Concentrations in Engineering, Mathematics, Physics and Business
California State University, Chico, CA