HARRIS HOLDCO LLC
M&A Advisory | Brief Suite Services

THE OWNER'S BRIEF

90-Day Transition & Operations Playbook

SAMPLE REPORT — FOR ILLUSTRATIVE PURPOSES ONLY

All company names, financials, and deal details are fictional.

DEAL SUMMARY

Field	Detail
Company Acquired	Cornerstone Facility Services, LLC
Business Type	Commercial Janitorial & Facility Maintenance
Location	Indianapolis, IN Metro
Acquired From	David Tanner (Sole Owner, 18-year founder)
Purchase Price	$1,600,000 (closed)
Multiple Paid	3.66x Adjusted SDE of $437,000
FY2024 Revenue	$2,780,000
FY2024 EBITDA	$308,000
Transition Period	12 months (David Tanner consulting agreement)
Active Contracts	32 contracts | 87% renewal rate
Report Type	Owner's Brief — 90-Day Transition Playbook
Prepared By	Harris Holdco LLC — Brief Suite

EXECUTIVE SUMMARY — NEW OWNER ORIENTATION

TRANSITION STATUS

DEAL CLOSED — BEGIN TRANSITION PROTOCOL

Days 1-30 Focus	Days 31-60 Focus	Days 61-90 Focus
Relationships & team trust. Meet every client, every employee. Listen more than you speak. Change nothing yet.	Process documentation & operational clarity. Understand how things run before changing them.	Quick wins & infrastructure. Fleet decision, CRM setup, Sarah's retention agreement, first new client.

Welcome to Cornerstone Facility Services. You've acquired a fundamentally strong business with 18 years of operating history, a stable workforce, and genuine client relationships. But David Tanner built this business around himself — and that's the primary challenge and opportunity you're stepping into.

This Owner's Brief is your transition playbook. It maps the people risks, client retention priorities, operational gaps, and 90-day action items you need to address in the first quarter of ownership.

Your Biggest Risk in the First 90 Days

Your three biggest sources of transition risk at Cornerstone are: (1) the $1.02M in revenue managed personally by David, (2) the possibility that Sarah Chen — your most critical employee — seeks other opportunities if she feels undervalued, and (3) the 8 month-to-month clients who have no contractual obligation to stay. Everything in this report is designed to protect those three areas while you build your operational foundation.

SECTION 1 — PEOPLE RISK MAP

Your team is a genuine asset. The 28% annual turnover rate — versus a 65–80% industry norm — means David built a culture worth preserving. Your job in the first 30 days is to not break what's working.

Team Overview & Risk Assessment

Person	Role	Tenure	Risk	Priority Action
Sarah Chen	Operations Manager	8 yrs	CRITICAL	Retention agreement + bonus. Meet Week 1. Expand her authority.
Angela Ross	Admin / Billing	4 yrs	MEDIUM	Meet Week 1. She runs payroll and invoicing — do not disrupt.
Marcus Webb	Field Supervisor	6 yrs	LOW	Introduce yourself early. Recognize his tenure publicly.
James Okafor	Field Supervisor	3 yrs	MEDIUM	Growth-oriented. Clarify his career path within 60 days.
9 FT + 2 PT Cleaners	Field Crew	Various	LOW-MED	Group meeting Week 2. Reassure job security. Learn names.

Sarah Chen: Your Most Critical Retention Priority

Sarah Chen manages scheduling, quality control, field supervision, and roughly 15 mid-tier client relationships. Without her, the business operates at significantly reduced capacity. With her, transition risk drops dramatically.

Sarah Chen Retention Plan	Recommendation
Meet with Sarah in first 3 days of ownership	Priority #1 after client introductions with David
Acknowledge her contributions openly and specifically	Name specific clients she manages; show you know her value
Retention bonus	$15,000 paid at Month 6 if employment continues
Title consideration	Promote to Director of Operations. Cost: $0. Impact: significant.
Expanded authority	Give her authority over scheduling, QC, and mid-tier client communication

James Okafor: The Hidden Risk

At 3 years tenure, James Okafor is experienced enough to be recruited but not yet deeply rooted. Within 60 days, have a career conversation: is he interested in a lead supervisor role? A path to Operations Manager? Clarify his trajectory or he will create one elsewhere.

SECTION 2 — CLIENT RETENTION PLAN

Your $1,600,000 acquisition price assumes revenue continuity. The top three clients represent $1.02M of your $2.78M revenue — 36.8%. Losing even one would materially impair your investment. Client retention is the central operational challenge of your first 12 months.

Top Client Retention Protocol

Client	Revenue	Key Contact	Handoff Strategy
Meridian Office Holdings	$416,000	VP of Facilities	Joint visit with David in Week 2. Bring Sarah. Position as: 'David is transitioning management to our team — you'll have more oversight, not less.'
Parkview Logistics	$342,000	Operations Director	Site visit in Week 3. Tour the facility. Ask: 'What could we do better?' Listen without defending.
IndyMed Properties	$264,000	Facilities Manager	Multi-year contract — most secure. Still visit in Week 3. Healthcare clients need to trust the management chain.

Month-to-Month Contract Risk

Eight of your 32 contracts are month-to-month with no formal notice requirement. Target converting 4–5 to annual agreements within 90 days.

Segment	Approach
3–4 clients: long-term, high satisfaction	Offer annual contract with 5% discount. Frame as locking in current rate.
2–3 clients: satisfied but passive	In-person QC review + contract offer. Sarah-led. New owner introduction.
1–2 clients: unknown satisfaction level	Priority outreach. Service audit. Fix issues before contract conversation.

Client Communication Protocol — First 30 Days

- **Weeks 1–2: Joint client visits with David for all top-3 accounts**
- Weeks 2–4: Sarah-led visits to all mid-tier accounts; you attend 3–5
- Month 1 End: Professional introduction letter to all 32 clients on company letterhead
- Month 2: Begin month-to-month contract conversion conversations
- Month 3: Follow-up satisfaction calls to top-10 clients; document responses

SECTION 3 — 90-DAY PRIORITY SCHEDULE

This schedule is sequenced to protect relationships first, stabilize operations second, and invest in infrastructure third. Do not skip ahead to systems or marketing until the people and clients are secure.

Days 1–30: Relationships First

Pri.	Action Item	Owner	Target
1	Sarah Chen: retention conversation, title promotion, bonus	New Owner	Day 3
2	Joint visit with David to Meridian Office Holdings	New Owner + David	Week 2
3	Joint visit with David to Parkview Logistics	New Owner + David	Week 2
4	Joint visit with David to IndyMed Properties	New Owner + David	Week 3
5	All-team meeting: introduce yourself, reassure job security	New Owner	Week 1

Days 31–60: Documentation & Understanding

Pri.	Action Item	Owner	Target
1	Document scheduling, QC checklist, and crew dispatch workflow	Sarah + New Owner	Month 2
2	Audit all 32 contract files: renewal dates, notice requirements, special terms	Angela + New Owner	Month 2
3	Begin month-to-month to annual contract conversions (Sarah-led)	Sarah	Month 2

Days 61–90: Infrastructure & Quick Wins

Pri.	Action Item	Owner	Target
1	Fleet: order van replacements — 2017/2018 Ford Transits (~$62K)	New Owner	Month 3
2	Implement CRM (HubSpot Free or Jobber) for client and contract tracking	New Owner + Angela	Month 3
3	First BD activity: ask David for 3 referral introductions	New Owner + David	Month 3

SECTION 4 — OPERATIONAL QUICK WINS

These are specific, lower-effort improvements that generate measurable business value within 90 days of ownership. Each is designed to protect existing revenue, reduce risk, or lay groundwork for growth.

Quick Win 1: Fleet Refresh (~$62,000)

The 2017 and 2018 Ford Transit vans (134K and 118K miles respectively) are your most immediate operational risk. A major breakdown during a medical facility service night could damage a key client relationship. Order replacements within 60 days — budget approximately $32,000 per van for low-mileage used 2020–2022 Ford Transits.

- Get 3 quotes from commercial van dealers in the Indianapolis metro area within 30 days
- Negotiate with seller to contribute to replacement cost if not already reflected in purchase price

Quick Win 2: CRM Implementation (Free → $100/month)

All client relationship data currently lives in David's head and Sarah's memory. Installing Jobber (field-service specific) or HubSpot within 60 days documents client contacts, enables contract renewal tracking, and creates a platform for future sales activity. Have Angela Ross own setup; Sarah provides client contact data. ROI: retaining even one client justifies years of subscription.

Quick Win 3: Sarah Chen Promotion to Director of Operations

This costs nothing but signals to the entire team — and to clients — that Cornerstone's leadership is intact and investing in its people. Promote her title, expand her formal authority, and introduce her as Director of Operations in all client communications. One of the highest-ROI actions available.

Quick Win 4: Client Introduction Letter Campaign

Within the first 30 days, send a professional letter on updated company letterhead to all 32 clients. Acknowledge David's legacy, introduce yourself, introduce Sarah as Director of Operations, and reaffirm service commitment.

Quick Win 5: Month-to-Month Contract Conversion

Target converting 4–5 of the 8 month-to-month contracts to annual agreements within 90 days. Offer: 'Lock in your current rate for 12 months with an annual service agreement.' Assign Sarah to lead these conversations with your support.

SECTION 5 — SYSTEMS & PROCESS GAPS

Every owner-operated business has systems that exist primarily in the owner's head. David built Cornerstone efficiently, but many operational processes are undocumented. This section identifies the gaps and provides a remediation roadmap.

Current Systems Inventory

System / Process	Current State	Risk	Action Required
Accounting / Invoicing	QuickBooks — managed by Angela Ross	LOW	Confirm access; review chart of accounts
Client Scheduling	Manual — Sarah's spreadsheet + memory	HIGH	Migrate to Jobber within 60 days
Crew Communication	Text messaging (informal)	MEDIUM	Implement Jobber mobile app for crew dispatch
Quality Control	Sarah's personal visits — undocumented	MEDIUM	Create QC checklist; document site inspection cadence
Client Relationship Tracking	David's knowledge only	CRITICAL	CRM implementation; knowledge transfer with David
HR / Payroll	ADP via Angela Ross	LOW	Confirm payroll administrator access transition
Sales / New Business	David only — all referrals	HIGH	Activate referral network; BD hire by Month 6
Fleet Maintenance	No formal maintenance log	MEDIUM	Create vehicle maintenance tracker for all 6 vans

Documentation Priority Order

Work with Sarah Chen over Month 2 to create one-page SOPs for the following processes:

- **New client onboarding — from contract signing to first service night**
- Weekly scheduling workflow — crew assignment, route optimization, substitution handling
- Quality control protocol — frequency, checklist, complaint escalation
- New employee onboarding and safety orientation
- Incident/complaint escalation — who gets called, how resolved, how documented

SECTION 6 — STRATEGIC CONTEXT & GROWTH ROADMAP

Once the first 90 days are complete and the business is stable, you can begin to think about growth. Cornerstone has genuine competitive advantages in the Indianapolis market that create a strong foundation for expansion.

Organic Growth Opportunities (Months 6–18)

Growth Lever	Potential Revenue Impact	Required Investment
Healthcare niche expansion (GBAC STAR certification)	+$200K–$400K/year potential	~$5,000 certification + 40 hours training
Hire business development representative	+$300K–$500K/year in 24 months	$65–85K salary + commission
Expand warehouse/logistics niche (Parkview model)	+$150K–$250K/year	Minimal; leverage existing capabilities
Post-construction cleaning add-on service	+$75K–$150K/year	Specialized training + 1 additional crew

Year 2 Financial Targets (Illustrative)

Metric	At Acquisition (FY2024)	Year 2 Target
Revenue	$2,780,000	$3,200,000–$3,500,000
EBITDA	$308,000	$360,000–$420,000
Active Contracts	32	36–40
Healthcare Revenue %	~25%	30–35%

Key Risks to Monitor in Year 1

- **Meridian Office Holdings renewal — begin conversation by Month 6**
- David Tanner transition quality — if he disengages before Month 6, accelerate knowledge transfer
- Sarah Chen retention — if bonus agreement not in place by Day 75, she becomes a flight risk
- Labor market: 28% turnover is excellent; monitor quarterly and raise wages if it trends up

David Tanner Transition Agreement

Your 12-month consulting agreement with David is one of your most valuable tools. Use it deliberately: extract relationship capital (client introductions) and operational knowledge in Months 1–6, then position yourself as the clear operator by Month 7 onward.

- Months 1–3: David leads client introductions with you as "the new partner"
- Months 4–6: You lead client conversations with David as backstop
- Months 7–12: David transitions to advisory; available for escalation only

SECTION 7 — MATERIALS REFERENCED

The following materials were reviewed in preparation of this Owner's Brief. All information was provided by the seller and has not been independently verified by Harris Holdco LLC.

Transaction Documents

- Purchase & Sale Agreement — Cornerstone Facility Services, LLC
- 12-month consulting agreement — David Tanner
- Seller disclosure schedules
- Post-close transition checklist (seller-prepared)

Financial Documents

- FY2022–FY2024 Federal Business Tax Returns (Form 1120-S)
- FY2022–FY2024 Profit & Loss Statements (QuickBooks export)
- FY2024 Balance Sheet
- Owner Add-Back Schedule and QoE analysis

Operational Documents

- Client list — 32 accounts with revenue, contract type, and key contacts
- Sample service contracts (Meridian, Parkview, IndyMed)
- Employee roster with titles, tenure, and compensation
- Fleet inventory with vehicle year, mileage, and maintenance notes
- Vendor and supplier list

Industry References

- IBISWorld Commercial Cleaning Services Industry Report (2024)
- ISSA — Worldwide Cleaning Industry Association: Benchmarks 2024
- Jobber Field Service Software: Small Business Adoption Study (2024)

Disclaimer

ABOUT HARRIS HOLDCO — BRIEF SUITE

Harris Holdco LLC provides independent deal analysis services to small business buyers, sellers, and advisors through its Brief Suite product line. Best ordered after LOI, before close — so your transition plan is ready on day one, not built under pressure after the fact.

Our Services

Report	Who It's For	What It Covers
Buyer's Brief	Prospective buyers (pre-close)	Operational risk assessment, earnings review, valuation context, key-person risk, due diligence checklist
Seller's Brief	Business owners (pre-listing)	Value drivers, buyer risk flags, add-back analysis, pricing positioning, pre-sale action plan
Owner's Brief	New owners (post-LOI)	People risk map, client retention plan, 90-day priorities, systems gaps, operational quick wins

Buyer's Brief: 48–72 hours. Seller's Brief & Owner's Brief: 5 business days. Turnaround times assume timely receipt of all requested documents from the client.

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