



**PARTNERSHIP THAT
BUILDS LEGACIES**

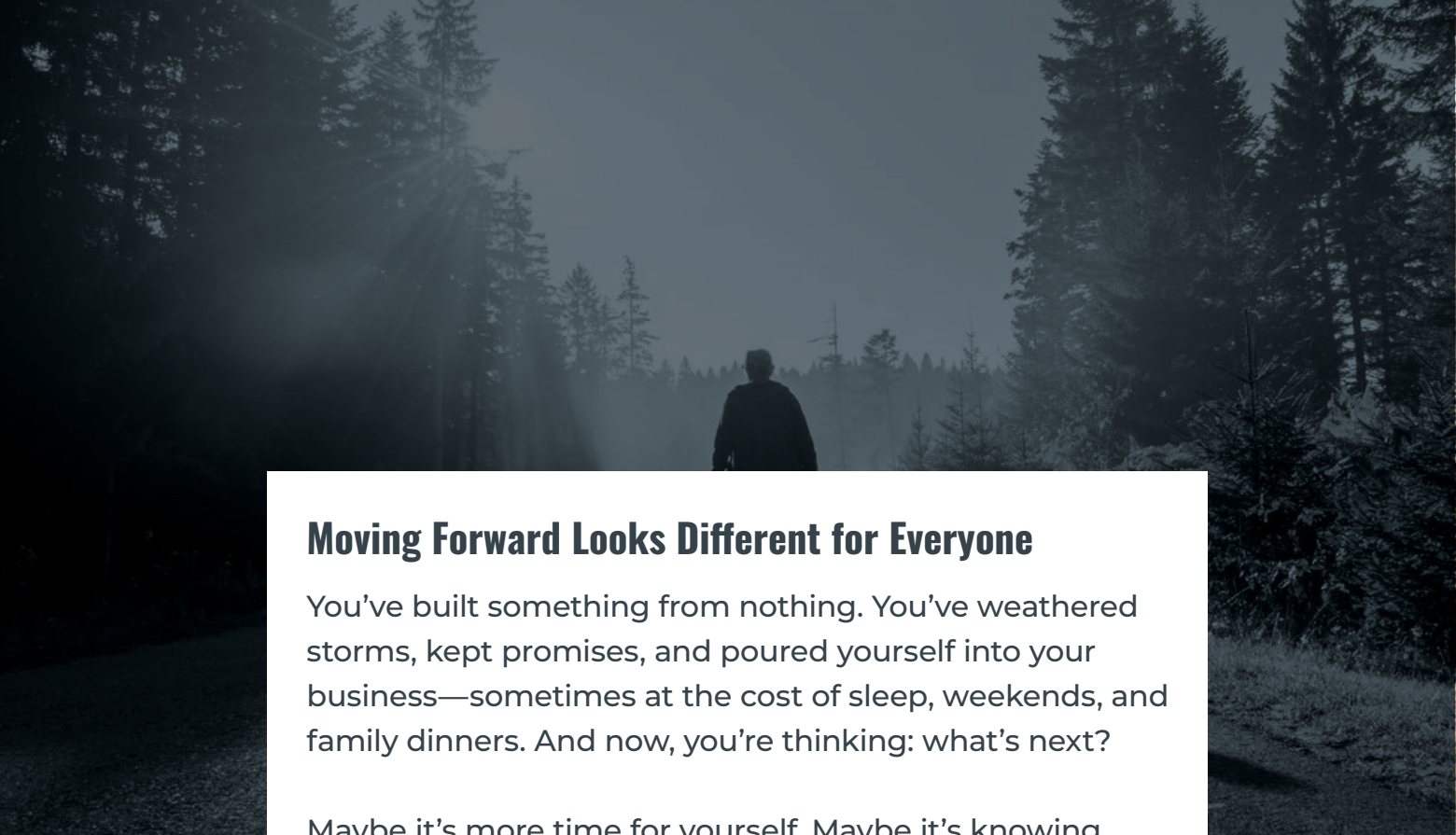
For Owners Who've Built Something Extraordinary and **Are Ready for What's Next**

Every great company starts with a story; a leader who believed in doing things the right way, a team who cared about their customers like family, and a community that came to rely on them. But even great stories reach a point where growth demands more.

Redwood and their Partner companies help owners of respected home service companies protect what they've built and give it new life inside a larger organization with shared values. Through thoughtful planning and shared resources, legacies continue to thrive rather than fade.

Owners who join Redwood and their Partner companies see their employees thrive and their customers taken care of, without losing the heart that made them great.





Moving Forward Looks Different for Everyone

You've built something from nothing. You've weathered storms, kept promises, and poured yourself into your business—sometimes at the cost of sleep, weekends, and family dinners. And now, you're thinking: what's next?

Maybe it's more time for yourself. Maybe it's knowing your team will be taken care of when you're ready to slow down. Maybe it's realizing the business shouldn't depend on you forever.

Redwood and their Partner companies help owners like you find a way forward. We protect what you've built, reward your hard work, and guarantee your legacy keeps thriving long after you decide to take a step back.



We Connect With Exceptional Owners

We seek out respected local businesses led by people who have built something special. These are companies known for their integrity, quality, and care.



We Join Forces With Purpose

When a business becomes part of a Redwood Partner company, owners and their teams gain access to new resources, proven systems, and the kind of support that helps them reach new levels of growth and performance.



We Grow Legacies, Not Just Numbers

Our goal isn't to change what works. It's to make it last. Whether owners choose to stay involved or step away, we invest in people, systems, and expertise so the business they built continues to thrive for years to come.

Redwood's Strategic Integration Model: Strength in Joining Forces

For many owners, selling a business can feel like an ending. With Redwood and their Partner companies, it's the beginning of something bigger.

Redwood's tuck-in model brings smaller, successful businesses into larger, established Partner companies within our network. Each tuck-in strengthens the organization by adding experienced people, expanded service lines, and trusted local relationships.

For owners, this model offers flexibility. Some choose to stay involved, helping guide the next phase of growth. Others prefer a clean transition, knowing their business and team are supported within a larger, well-resourced organization.

For employees, joining Redwood and their Partner companies means access to better tools, expanded benefits, and new opportunities for long-term growth. For customers, it means continued service backed by greater scale and expertise.

The result is one unified company that's stronger because of the businesses that joined it, thriving together with the same dedication to quality and care that started it all.

The Right Path Depends on You

There's no single "right" way to move forward, only the path that best aligns with your goals, your timeline, and what matters most to you. Whether you choose to stay involved after the sale or step away fully, both options offer meaningful advantages.

If You Sell Outright to Redwood	If You Join Redwood
Your company transitions fully to new ownership.	Your business becomes part of a larger, established company that builds on what you've created.
Employees gain new opportunities, benefits, and long-term stability under new leadership.	Your team and culture become part of something larger, creating new opportunities for growth and leadership.
You are able to step away fully after closing.	You stay involved as much or as little as you want, guiding your team through a new chapter.
You gain closure quickly with a definitive end point that frees you emotionally, mentally, and financially.	What you built continues to thrive and expand through shared resources and a network of like-minded professionals.



Stories of Trust, Transition, and What Comes Next

Hear from the owners whose legacies continue to grow through Redwood and their Partner companies

Redwood's strategic integration model works because it's built on real people and real results. Behind many strategic partnerships are leaders who took a leap to secure their future, empower their teams, and continue their impact in a new way.

The owners and teams who join Partner companies bring decades of knowledge, relationships, and pride in their craft. The decision to join Redwood and their Partner companies doesn't close a story; it multiplies it.

These are the entrepreneurs who turned their life's work into lasting impact and discovered new possibilities along the way.

Finding Freedom Without Stepping Away

After 40 years leading 88-DRAIN, owner Hugh McLaughlin discovered what it truly means to keep growing and finally have time to live.

The Weight and Worth of Ownership

Hugh McLaughlin hadn't planned on a lifetime in the trades. He studied business and finance in college, but toward the end of his degree, something shifted. "Towards the end of finishing as I was applying for jobs, I realized I should just build my own business," he said. "I had been doing drain unclogging as a side hustle anyway."

That small decision turned into a four-decade journey leading 88-DRAIN, a name recognized across Pima County, AZ, for reliability and trust. The business became part of Hugh's identity and a constant source of responsibility.

Running the business came with sacrifices. Hugh spent many waking hours and sleepless nights thinking about every choice he made and the people those decisions would impact. "Every decision I made could potentially affect everyone we employed."

For years, Hugh carried the weight of ownership alone. As he began to think about the future, what concerned him most was financial security for his family.

The Right People, The Right Fit

When Hugh began speaking with Redwood and the Rite Way team, one thing stood out: their patience. The conversations weren't rushed or transactional—they were human. "The character and attitude of the people from Redwood and Rite Way was impressive," he said. The respect and professionalism he encountered set the tone for everything that followed.

Hugh wasn't worried about the future of his team, because security for his staff was part of the deal. When the transition began, the Rite Way integration team made 88-DRAIN's employees feel supported and secure.

"For us, it has been a huge upgrade with opportunity and support for our staff. Redwood delivered exactly what our team needed to transition confidently." As the integration moved forward, they continued to show up the same way. "Everyone from Redwood and Rite Way has always operated in a respectful manner," he said.

What would you tell someone who's worried about giving up control or losing what they've built?



Express your concerns verbally; these people understand and can listen."

Hugh McLaughlin
Rite Way Heating, Cooling & Plumbing





More Time. More Life. More Purpose.

Since the transition, Hugh has stayed active in leadership and growth. "I am growing every day, and am happily engaged with the progress of Rite Way Tucson and Sierra Vista." While he could retire at any moment, he doesn't want to. "I now have free time and mind space, yet I enjoy the mental stimulation and opportunities to help Rite Way double in size over the next few years."

The sale brought him peace of mind about the future. "It solidified my concerns that my wife would be financially secure without question. After all the conversation I had no concerns about the future of 88-DRAIN."

It also gave him something that had been missing for years: time. "I'm adjusting to what it feels like to be FREE. Self-employment at times consumes your life and you can fall into the trap of excuses. Being part of a team, having relieved me of many responsibilities, has allowed me to become who I once was."

Today, Hugh enjoys the freedom to focus on himself. "I actually don't take a work phone or computer and have been having ME TIME. My wife of 40 plus years and I have not had one argument since we sold our business. Our relationship has become more like it was when we first met."

Change That Creates Growth

For JP Schreiner, joining a Redwood Partner company wasn't about stepping away—it was about stepping forward into new challenges and a stronger future.

From Summer Job to Lifelong Calling

Some people discover the trades through family. For JP Schreiner, it started with a neighbor. "My neighbor growing up was the go-to mechanical contractor in our area," he said. "I worked occasionally with him during the summer in high school and as I was older, I ran into him at a hardware store and he asked if I could come help him out for a couple of weeks. A couple of weeks turned into a couple years and I haven't looked back."

Those years laid the foundation for a career—and eventually a company—built on hard work and self-reliance. "I knew I always wanted to work for myself and falling into the trades presented the perfect opportunity to do so." In 2013, JP launched JP Plumbery, a company that reflected his commitment to craftsmanship and community.

Running his own business meant being responsible for everything, and when he started to consider selling, he worried less about himself and more about his team. "I was concerned for my team and how they would transition and adapt to the changes," he said.



Seeing What Was Possible

When JP first connected with Redwood and Signature Heating, Cooling & Plumbing, it wasn't a pitch that changed his mind—it was people. "Every member that I met from Redwood and Signature before the tuck-in was what solidified my decision," he said. "You could feel their passion and that they truly cared about the success of the company and the people. If I hadn't met so many key people early, I may not have made the decision to move forward."

Those conversations helped him see the path ahead more clearly. Redwood and Signature showed him that his team's future could expand far beyond what his independent company could offer. "They showed me that the opportunities for growth and increased compensation for anyone who was willing to work hard and contribute would be much greater than anything I could offer."

The transition began with transparency and care. JP held a group meeting to tell his team about the change. Each employee also received immediate one-on-one time with him and their new GM on the same day of the announcement.

JP has seen firsthand how joining Redwood and their Partner companies can open new doors for teams and leaders alike. For owners considering a sale and thinking about how to have that conversation with their team, he offers this advice: "It is going to be a difficult conversation to have, but focus on the future and the opportunity it will provide for them and their families in a way your business may not have been able to."

A Bigger Stage for What Comes Next

Today, JP is still in leadership, serving as HVAC Operations Manager for Signature Heating, Cooling & Plumbing, which is based in Albuquerque, NM. Since joining Redwood and Signature, he's found himself constantly challenged—and that's exactly how he likes it. "I've been stretched daily. I love feeling like I'm growing and learning as well as taking on new challenges daily."

The change has also given him a new perspective on what's possible for his team and the industry as a whole. "It opened my eyes to the true potential of working in the trades and the future available for all involved," he said.

With the support of a larger team behind him, he's been able to find something most business owners struggle to achieve: balance. "It is so nice to have a team behind you, which allows you to actually take some time every now and then to disconnect."



Don't be afraid to make changes and decisions to move yourself and your family forward."

JP Schreiner
Signature Heating, Cooling & Plumbing





A Stronger Company and a Fuller Life

For Jason McCormack, joining a Redwood Partner company meant finding the structure, support, and confidence to take his business and his life to the next level.

Turning a Trade Into a Calling

Jason McCormack grew up surrounded by the trades. His father was a custom home builder, and the skills, work ethic, and pride in craftsmanship stayed with him long after childhood.

After college, Jason managed a commercial landscaping company in Northern California before returning home to New York. Eleven years ago, he bought a small HVAC business called Simons Heating and Cooling in Glen Falls, NY, and grew the company from three technicians to 20 technicians.

Running the company was rewarding, but it was also all-consuming. He spent all day, every day pouring his energy into the business. As he began to think about the future, one concern rose above all the others: “Making sure my staff was going to be treated the same way I managed them or better.” If he decided to sell his company, he wanted to make sure they’d stay on board.

Shared Values, Shared Vision

When Jason met Redwood and the leadership of Crisafulli Bros., what stood out wasn’t just the resources—it was the alignment. “They held the same values that I do for both their staff and customers,” he said. That sense of shared purpose made the decision clear. Redwood and Crisafulli Bros. didn’t want to change what Jason had built; they wanted to amplify it.

Who was on the other side of the conversation mattered just as much as the terms. The local company that reached out already understood the market, the customer base, and the day-to-day realities of operating in the area.

Instead of feeling like he was fielding interest from outsiders looking to enter a new market, Jason felt he was speaking with people who knew the landscape and respected the business he had built within it.

When the sale was finalized, Jason gathered his team to share the news. “I didn’t tell them until the day we sold, but assured them we’re the same people doing the same job and that I wouldn’t be going anywhere.”

His presence, combined with support from both his managers and the Crisafulli Bros. leadership team, meant the transition felt deliberate and thought out.



You will become more successful with the strength of a company that knows what they’re doing.”

Jason McCormack
Crisafulli Bros.



Less Stress = More Quality of Life

Today, Jason serves as Operations Manager at Crisafulli Bros., and the integration provided what he'd always wanted. "I love the structure and the goals," he said. "Redwood and Crisafulli Bros. provide everything that I was aiming for in the growth of my business."

Because his business has become a part of Crisafulli Bros., his customers benefit with access to additional services from the same team they trust. "Our customers can count on us rather than referring out to another company."

With Redwood's systems in place, Jason has found freedom to focus on growth. "I've found that I can put more focus on growing the location now that I have less on my plate," he said. "I love the training and mentoring that I get through Redwood and Crisafulli Bros."

The results speak for themselves. "We are stronger than ever and more recognized in the area," Jason said. "My team is in excellent hands. Redwood and Crisafulli Bros. know what they're doing and they're driven for success."

And beyond the business? Life feels different now. "I can now spend more time with my family. My mind isn't consumed with the day to day operations of my business outside of work so I can focus on them more and be present."



When summing up his experience, Jason doesn't hesitate: "Best decision I ever made."

When the Right Choice Is a Clean Next Chapter

See what it looks like when selling outright is the right fit, and how Redwood and their Partner companies support that decision every step of the way.

For some owners, the best decision is to step away completely, closing one chapter with confidence and opening the door to what comes next. Selling outright can offer clarity, simplicity, and the freedom to move forward without looking back.

The stories that follow come from owners who chose a full exit with Redwood and their Partner companies. They knew what they wanted: a smooth transition for their teams, stability for their customers, and the ability to step into retirement, family time, or a new pursuit with peace of mind.

Their paths are different from those who stayed on but the intention behind the decision is the same. Each owner made a thoughtful choice rooted in their goals, their timeline, and what mattered most to them.

Making the Call You Didn't Plan For

For Mike and Dana, selling outright wasn't about walking away. It was about choosing the right people to carry things forward.

When the Right People Reach Out

Mike and Dana DeZiel had no plans to sell DeZiel Heating & AC, Inc. Their children were already running the day-to-day, and the business they had built together was continuing to thrive. When interest from outside buyers surfaced over the years, the answer was always the same: not now.

What changed wasn't pressure from the market; it was who reached out. The conversation didn't start with a cold call or a pitch deck. It started with people they already knew and trusted.

Their business was just a few towns over, so they had longstanding relationships with the team at Dean's Home Services, as well as connections within Redwood. That familiarity mattered. Instead of feeling like outsiders looking in, Redwood and Dean's understood the local market, the customers, and the kind of business Mike and Dana had built.

That trust made it easier to slow down and consider a decision they hadn't planned on making.



Trust Made the Difference

Like many owners, Mike and Dana had been approached by other buyers over the years, including private equity groups. They never pursued those conversations. This time felt different.

They knew Dean's. They knew Redwood. And they felt confident their customers and employees would be treated well. "There was a level of trust there that made sense. If they're folks you already know, you know they're going to take care of the business. It makes it a lot easier to say yes," said Mike and Dana.

That confidence carried through the entire process. From early conversations to closing, the experience felt straightforward and respectful. There were details to work through, of course, but the tone never changed. Redwood and Dean's were accommodating, honest, and receptive.

Whenever Mike and Dana needed to pause, adjust plans, or advocate for their team, those concerns were heard. Decisions weren't forced. They were made together.



We really felt respected and that they were honest the whole time."

Taking Care of the People Who Matter Most

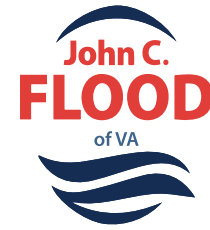
Mike and Dana cared about what would happen to their employees. They wanted to be sure the team they had built would land in a stable, supportive environment.

Their employees transitioned into a larger organization with more structure, resources, and opportunity. While change is never simple and not every role or path looks the same for every individual, Mike and Dana felt confident their people were treated fairly and with respect.

Knowing Dean's was a local company, just a few towns away, also brought peace of mind. Their customers would continue to be served by people who understood the area and the expectations that came with it.

Looking back, Mike and Dana describe the experience as positive and accommodating from start to finish. The process was thorough and sometimes demanding, Redwood and Dean's worked around their schedules, respected their pace, and stayed transparent throughout.

Today, they're enjoying retirement and the freedom that comes with a clean transition, confident they made the right choice for themselves, their employees, and their customers.



Certainty Comes From the Right People

For Dariush Jamasb, the decision to sell outright came down to trust, timing, and confidence in the people who would take his business forward.

When the Right Buyer Shows Up

Dar Jamasb had no shortage of interest in Air One Tech. For nearly two years, offers from buyers arrived steadily, each promising opportunity and value. When Dar and his wife—who also served as the company's CFO—decided it was time to sell, they approached the decision with focus.

What ultimately set Redwood and John C. Flood apart wasn't the highest number on the table. It was how the conversation felt.

Dar had grown frustrated with buyers who asked the wrong questions or failed to demonstrate a real understanding of his business. When he connected with the team at John C. Flood and Redwood, that changed.

The dialogue was straightforward, professional, and grounded in respect. “Being friendly brought peace of mind,” Dar said. At a moment when stress is unavoidable, that tone made a meaningful difference.

The offer was fair, competitive, and aligned with his goals. More importantly, Dar felt confident in the people behind it.

A Process Built on Professionalism and Trust

Throughout the process, Dar and his wife found the Redwood and John C. Flood teams honest, accommodating, and easy to work with. While the mechanics of selling a business are always demanding, the human side of the experience felt steady and respectful.

Timelines were discussed openly. Decisions about how and when to communicate with employees were handled collaboratively. When adjustments were needed, the team listened.

That consistency gave Dar confidence that he was making the right decision, even under pressure. The professionalism of the process and the people leading it made that certainty possible.

Confidence That Lasts Beyond the Sale

After the sale, Dar experienced what most owners do: a shift. Letting go brings relief from daily stress, along with the adjustment of stepping back from something deeply personal. While no transition is without challenges, Dar remained clear on one thing: he was happy with his decision.

So confident, in fact, that he continues to advocate for Redwood and their Partner companies among peers in the industry. When other owners reach out, looking for advice on selling their businesses, his answer is consistent. He doesn't push details or numbers. He speaks from experience.

Redwood and their Partner companies, he tells them, are worth the conversation.

Dar has even gone a step further, helping smaller business owners think through how to grow and prepare so they may one day be ready for a sale themselves. That willingness to recommend, introduce, and support others speaks volumes.

For Dar, selling outright wasn't about disappearing. He was able to close one chapter cleanly and confidently, knowing he chose a buyer who treated the process, the people, and the business with care.

Where Great Companies Grow Together

The Redwood Partners who lead, mentor, and carry the legacy forward

Redwood's Partner companies are proof that joining forces works. They were once independent businesses just like yours, built on reputation, relationships, and a commitment to doing things the right way.

Now, as Redwood Partners, they help other owners take that same leap—building on shared values, guiding new teams, and making sure each strategic partnership becomes a key piece of something lasting.

They're living proof that your story doesn't end when you sell. It simply grows roots somewhere even stronger.

Connection Is Everything

At Environment Masters, growth isn't about absorbing companies. It's about what becomes possible when the right businesses come together.

Why Strategic Partnerships Thrive Here

For businesses and employees joining Environment Masters through a tuck-in, the impact is immediate and tangible. Successful growth starts with respect for what a business has already built. "If you have a purposeful 'why' and communicate it effectively, people generally will appreciate or understand the change," said Ben Nalty, General Manager of Environment Masters.

"When a new tuck-in joins, I focus on who the people are and what makes that place go." Ben leads integrations by leading with the good. "Raises, new vehicles, tools, and spend the time teaching and training," he said. "Most people actually want to get better at their job."

Since adding strategic partnerships, the company has evolved into a more people-first organization. "We've evolved from a business focused solely on helping our customers to one that also prioritizes supporting our employees and driving overall business success," Ben said. "The day-to-day work now feels much more purposeful. Everyone here has clear goals and objectives they're working toward each day."

More Capability. More Opportunity. More Value.

What makes the strategic partnership model work at Environment Masters is expanded services and momentum. “Redwood’s integration of tuck-ins has added valuable capabilities that have expanded our service offerings and helped us grow our market territory,” Ben said. Value that, in his words, “would have been difficult to achieve independently.”

One strategic partnership brought an electrical license, and with it, a new chapter of growth for everyone involved. “It’s been an awesome growth opportunity for the business,” Ben said. “We’re now a full home service provider, which adds tremendous value to our customers’ memberships.”

For teams, this meant less subcontracting and smoother jobs. “Not having to subcontract electrical services has made jobs faster and easier,” Ben explained. For the business, it meant entering new markets and learning how to reach new customers more effectively.

Customers noticed the difference, too. “I believe our customers really appreciate having a convenient one-stop shop for all their needs.”

The result is a company that’s stronger because of the businesses that joined it, and a place where they don’t disappear, but become part of something bigger, together.



If you feel that partnering up might stifle your entrepreneurial spirit, then it’s probably not the right fit. But if you’re looking for more exposure and opportunities to learn, we’d love to have you join the team.”

From Building a Business to Building Leaders

At John C. Flood, strategic partnerships have strengthened culture, creating new paths for people, customers, and long-term growth.

What Strategic Integration Add for Everyone Involved

Jim Seltzer, owner of John C. Flood, built the company around reliability, craftsmanship, and care for people. Today, as President and a Redwood Partner, his focus is on helping new teams join the organization in a way that preserves what makes them strong while unlocking new opportunities for everyone.

“My role is to serve as a bridge between the new team and our existing operations,” he said. “I help ensure a smooth transition by sharing our culture, values, and best practices.”

The priority, he says, is understanding what already works. “When working with a new team, the first thing I focus on is understanding the company’s culture, people, and processes.” That approach creates trust early—and pays off over time.

That approach is supported by Redwood’s M&A team, which Jim says makes strategic integration feel seamless. New companies join the Redwood Partner company while keeping their culture and strengths intact. The result is growth that feels intentional, not disruptive.

Within six months to a year, the benefits become clear. “Teams are more confident, communication flows more smoothly, and the best parts of each company’s culture are blending together.”

Growth Without Losing What Matters

Rather than forcing change, integrating companies with the Redwood Partner company through the strategic partnership model brings momentum. The combined organization becomes stronger not by replacing what existed, but by building on it.

“Tuck-ins have really opened up opportunities for our employees,” he said. “They’ve been able to learn new skills, get specialized training, and take on more advanced projects.”

A business like Mid Atlantic Trenchless illustrates that impact. The addition brought trenchless water and sewer technology, expanding service offerings and opportunities for employees while strengthening customer trust. “It allowed us to offer new services and give our customers innovative solutions,” Jim said. “They loved the convenience and expertise, and it really strengthened trust.”

He credits Redwood’s structure for creating stability and forward motion. “The right partner brings resources, expertise, and opportunities that help the business grow, strengthen operations, and support your team,” he said. “When they share your values and respect your culture, you can step back knowing the legacy you’ve built is in good hands.”



The key is finding the right partner who shares your values, respects your people, and wants to build on what you’ve created, not erase it.”

What Happens Next Is Up to You

You’ve heard from the people who’ve lived it. Now, it’s your turn to explore what a future with Redwood and their Partner companies could look like for you, your team, and your legacy.

Every business owner’s story begins differently, but they all reach a point of decision. A moment to look at what you’ve built, what matters most, and what comes next.

The stories you’ve just read aren’t really about deals or exits. They’re about people who found a way to protect their values, empower their teams, and keep their life’s work growing with support from a partner who understood what mattered most.

Redwood’s strategic partnership model works because it was built by people who’ve been where you are: owners who care about their employees, their customers, and their communities. Together, they’ve shown what’s possible when experience, culture, and opportunity come together under one shared purpose: opportunities that benefit everyone involved.

You've seen what's possible when great businesses join forces. Now, it's time to think about what *your* next chapter will be.

Maybe your story is still being written.

Maybe you're beginning to think about what the next few years could look like, for your business, your family, and your people.

The following workbook will help you explore those questions and start that conversation with yourself, your family, and even your team. You'll walk through the same questions other owners have asked when exploring possible opportunities with Redwood and their Partner companies.

Start thinking about your options, understanding your goals, and mapping out what a future of continued impact might look like—on your terms.

Discover what the right future might look like and whether Redwood and their Partner companies can help you get there.

Building Your Legacy: A Planning Tool for Business Owners

You've built something worth protecting, and now it's time to think about what comes next. Not out of pressure, but out of purpose.

Selling a business isn't one big leap; it's a series of small, thoughtful steps. These pages are meant to help you take those steps with structure and confidence. Clarify your goals, organize your thoughts, and create a plan that reflects what matters most to you.

Use it however you need; start exploring the possibilities or actively prepare for a transition. The goal isn't to rush the process. It's to make sure you have a plan that reflects your goals, your values, and the future you want to build.

2. Balancing Heart and Logic

Working Through the What-Ifs

Selling a business is both a financial and an emotional decision, and it takes time to process. Take space to work through the questions that matter most before you take any next step. Weigh what's holding you back, what gives you confidence, and what kind of future feels right for you and your team.

What's holding me back from selling now versus waiting 5–10 years?

What would make me confident to move forward?

What role do I want after the sale (if any)?

How will selling impact my family, my team, and my customers?

What steps could I take to preserve my company's culture?

Take a step back and look at the full picture. Map out the potential benefits and drawbacks of selling—seeing it side by side can help bring perspective and reveal where your priorities truly lie.

Pros:

Cons:

3. Business Readiness Checklist

Set the Stage for a Smooth Transition

Before any major transition, it's important to know exactly where your business stands. Get organized, identify strengths, and spot the areas that may need attention before any transition begins.

Operations & Systems

- Document key processes and service procedures
- Confirm licenses, insurance, and compliance are current
- Review vendor and supplier contracts
- Verify software and customer databases are accurate

Financial Clarity

- Gather 3–5 years of financial statements and tax returns
- Make sure financials and reporting are clean and in good order
- Identify one-time or discretionary expenses
- Verify recurring revenue and service contract percentages
- Review debt, leases, and cash flow stability

People & Leadership

- Evaluate leadership depth and key roles
- Reduce dependency on the owner in daily operations
- Confirm compensation, benefits, and training plans

Customers & Reputation

- Review customer mix and retention
- Identify major accounts and recurring relationships
- Evaluate brand perception and online reputation

Personal Readiness

- Define your ideal role after a sale (advisor, retiree, partial exit)
- Outline goals for your team, family, and legacy
- Identify trusted advisors for financial and legal guidance



The idea is scary at first. Change is scary for everyone, but without change, often there is no growth.”

-JP Schreiner, Signature Heating, Cooling & Plumbing

4. Quarterly Milestone Tracker

See Progress, One Quarter at a Time

Big transitions don't happen all at once; they happen one quarter at a time. This section helps you break your goals into clear, manageable milestones so progress feels steady and measurable. Use it to track key projects, assign responsibility, and note what's been accomplished each quarter.

Quarter	Priority Projects

Even small progress creates momentum.
The goal isn't perfection—it's movement.

Who's Responsible	Status	Notes

5. Valuation Prep Worksheet

Understanding the Value You've Built

Understanding what drives your company's value is a key step in preparing for the future. Gather the basic information that influences how your business will be evaluated and use it as a working document to jot down key numbers, note questions for your advisors, and identify areas that may strengthen your valuation over time.

- *Annual Revenue:* _____
- *Gross Margin:* _____
- *EBITDA:* _____
- *Customer Base Breakdown (Residential vs. Commercial):* _____

- *Number of Customers:* _____
- *Number of Service Contracts:* _____
- *% of Revenue from Service Contracts:* _____
- *Key Growth Opportunities:* _____
- *Questions to Ask a Valuation Expert:* _____

You don't need every detail to start getting familiar with the factors that define your company's worth.

6. Contacts & Conversations

Keep Track of Ongoing Discussions

Selling a business involves trusted voices like advisors, accountants, attorneys, and peers who can help you make informed decisions. Keep track of who you've spoken with, what was discussed, and any next steps to follow up on.

Contact	Role	Date	Notes	Next Steps

Every conversation moves you another step closer to clarity.

7. Action Plan & Next Steps

Commit to What Comes Next

This is where reflection turns into action. Capture the immediate steps you're ready to take; the calls to make, information to gather, and goals to move forward. Writing down your commitments helps turn ideas into progress and gives you a clear starting point for the path ahead.

Three things I will do this month to prepare for a sale:

1. _____
2. _____
3. _____

Three things I need more information on:

1. _____
2. _____
3. _____

Who I'll talk to next:

1. _____
2. _____
3. _____

When You're Ready to Talk, We're Ready to Listen

You've taken time to reflect, plan, and prepare—and that already puts you ahead of most. If you're ready to start conversations now or simply want to learn more, Redwood and their Partner companies are here to help you take the next step with clarity and confidence.

We've worked with owners who were just beginning to explore options and others who were ready to move forward. No matter where you are in that process, our goal is the same: to listen, to understand your priorities, and to help you find the right path for you, your people, and your legacy.

When you're ready, we'd be glad to share more experiences from owners who've been in your shoes. We'll meet you where you are and help you move forward with purpose.



