

I'm Phil Erickson, Vice President of N&C Service Inc., a local janitorial company. My partner, Mark Chapin and I first retained Ray Hanson to analyze our purchase of N&C Service from the founder, Paul Nagel. Paul founded N&C Service in 1964 and built it into a well respected business. We had both been working for Paul for some time and he felt comfortable enough with our working philosophies to consider a sale to us. Ray helped us determine the value of the company and prepare us for what to expect and what we could do to continue growth.

We started to grow quickly and Ray acted as an advocate for N&C Service in negotiating with Ben Sferle to become our Operations Manager. The agreement is an on-going growth plan that not only helps the company, but gives Ben the added incentive and stability he was looking for. We came to agreement as to what was fair and equitable for all of us.

Consulting with Ray regularly has helped us keep our focus on our goals and direction of our original business plan. We now have what we consider to be the best customer service and building maintenance program available in our industry.

We continue to look to Ray for advice on hiring decisions, valuation of our company, growth strategies and general business questions. With Ray's background in buying and selling businesses, We know we can always get honest feedback to make the right moves at the right time.

Phil Erickson, Vice President  
N&C Service, Inc.  
201 SE 3<sup>rd</sup> Avenue  
Portland, OR