

## WEEKLY PROGRESS REVIEW (WPR)

The purpose of the Weekly Progress Review (**WPR**) is to engage key stakeholders in the process of improving the business. We will agree on the prioritization and scale of core issues, and the opportunities identified and realized. Finally, we will summarize this week's activities, findings, the tools built, and the changes implemented. We will discuss the training conducted, measure our results, and review the direction for next week.

The **WPR** builds on the Consulting Services Agreement and Project Plan between Cogent Analytics and Dunning Industries. This report covers the period from 2025-09-20 to 2025-10-03.

### Executive Summary:

#### **Cardinal Transportation Operational Excellence Initiative**

Cardinal has entered an execution-ready phase where strategic leadership development, comprehensive training infrastructure, and acquisition negotiations converge to create sustainable competitive advantage across three critical fronts.

#### **Strategic Leadership Framework**

James has implemented a structured proactive management system using Initiative Tracker methodology and disciplined Tuesday/Wednesday meeting cadences. Early results show measurable progress: Derek's 24-hour dispatch has defined milestones, Dennis's cultural stewardship shifted to outcome measurement, and Jess's training framework advanced to A, B, C pathway definition. This systematic approach projects \$1.5M-\$1.9M annual ROI through productivity gains and organizational discipline cascade.

#### **Cardinal Way Training Revolution**

Jess's evolution to training architect represents a paradigm shift from reactive compliance to strategic development. The 12-month rotating framework targets December 3rd completion with core competencies and elective specializations. Projects \$1.5M-\$2.4M annual impact through accident reduction, retention improvement, and premium pricing capability. Proposed second-floor training center creates physical manifestation of professional development commitment.

#### **Buckeye Acquisition Navigation**

Negotiations encountered challenges with seller's unexpected LOI conversion removing key protections from Cardinal's \$3.62M term sheet against Bill's \$5.2M counter-position. Elliott and Matthew aligned on deal process requiring client revenue analysis, Lima business complications resolution, and potential dual-location acquisition to simplify structure while maintaining acquisition discipline.

#### **Organizational Transformation**

These initiatives collectively transform Cardinal from founder-dependent operations to enterprise-grade systems supporting sustained growth, multi-location expansion, and premium market positioning through management discipline, training infrastructure, and strategic acquisition capability.

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## Reasoning:

Strengthening James's strategic leadership and direct report communication is the highest-leverage step for ensuring that Cardinal's tools, cultural work, and operational priorities convert into consistent execution. These components form the infrastructure of a modern operating environment. Yet without a visible cadence of leadership at the GM level, they risk being treated as static tools rather than active drivers of performance.

James is positioned at the center of this system. His responsibilities extend across finance, sales enablement, and operations, making him the natural point of integration for initiatives that otherwise risk being siloed. For that integration to occur, James must move beyond transactional oversight and establish himself as the standard-bearer of communication and accountability. Direct reports should experience consistent, proactive engagement from him: structured one-on-ones, timely performance reviews, and regular follow-up on key initiatives. This cadence not only ensures that issues are identified and closed but also signals to the broader organization that leadership discipline is real, repeatable, and expected.

The absence of such cadence has historically been one of the company's primary execution risks. Initiatives have stalled when communication loops were left open, when accountability was unclear, or when managers disengaged without consequence. These patterns create organizational drag that slows progress even when the right strategies are in place. By contrast, when James demonstrates presence, models best practices, and enforces follow-through, the impact cascades. Managers align around shared priorities, supervisors gain clarity, and employees see that leadership is accountable to the same standards being asked of them.

This initiative is therefore not simply about improving James's communication style or individual leadership effectiveness. It is about embedding a management rhythm at the GM level that converts strategy into consistent execution. The shift ensures that financial tools are used, cultural commitments are lived, and operational priorities advance without delay. With this cadence in place, Cardinal gains a visible operating standard that reinforces clarity, accountability, and performance discipline across Operations—providing the stability needed to sustain cultural change and the rigor required to scale operational success.

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## Methods:

The need to strengthen James's leadership cadence and direct report communication was identified through a progressive series of leadership, cultural, and operational interventions. Early in the engagement, leadership training sessions revealed that Cardinal's most pressing execution risks stemmed from communication breakdowns rather than lack of process. Managers frequently left issues unresolved, failed to close feedback loops, and approached problem-solving with long, emotionally framed narratives instead of concise, accountable messaging. These findings established that communication discipline had to become a central theme of leadership development.



Subsequent cultural initiatives reinforced this conclusion. When individual improvement projects stalled due to lack of follow-through, the work shifted toward defining a shared cultural foundation, culminating in the creation of Cardinal's Cultural Statement. This exercise made clear that even well-designed initiatives could not gain traction unless leaders at all levels actively demonstrated accountability and engagement. The absence of GM-level cadence meant there was no consistent model for others to follow, which allowed disengagement to persist.

Operationally, the development of formal role descriptions and a structured review framework further highlighted the gap. While the tools now exist for meaningful evaluations, their effectiveness depends on being driven from the top. As GM, James is uniquely positioned to institutionalize this process, but without intentional focus on his leadership cadence and communication style, those tools would risk sitting idle.

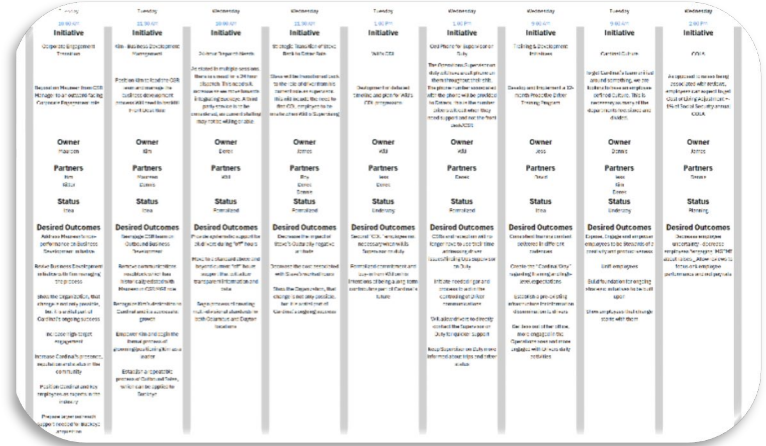
The agenda for this reporting period codified these observations into a clear initiative: a Proactive Management framework for James, centered on visibility, structured touchpoints, and direct communication with his reports. The convergence of findings across leadership training, cultural reset, and organizational design provided the methodical pathway for elevating this deliverable. In short, the identification of this initiative is the product of layered analysis—training results, cultural engagement failures, and structural design work—that consistently pointed back to the same solution: embedding GM-level cadence and communication discipline as the operating standard.

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## Status:

The first cycle of meetings under James's operating cadence has begun, anchored by the Initiative Tracker and a fixed schedule of Tuesday and Wednesday sessions. This structure ensures discussions follow a predictable rhythm that reinforces accountability and prevents initiatives from drifting. The tracker provides visibility into owners, partners, status, and outcomes, giving James a practical tool to tie each meeting directly to measurable progress.

Using this framework, meetings have been completed with Derek, Dennis, and Jess. With Derek, the focus was on accountability for implementing a 24-hour dispatch standard and managing Steve's transition back to a driver role. Current staffing limits were acknowledged, with third-party options discussed, and Derek was tasked with preparing a phased plan to ensure coverage ahead of Buckeye integration.



Initiative	Owner	Partners	Status	Desired Outcomes
Implement 24-hour dispatch standard	Derek	James	On Track	Dispatch standard implemented by end of Q3
Manage Steve's transition back to driver role	Derek	James	On Track	Steve back to driver role by end of Q3
Implement 24-hour dispatch standard	Dennis	James	On Track	Dispatch standard implemented by end of Q3
Manage Steve's transition back to driver role	Dennis	James	On Track	Steve back to driver role by end of Q3
Implement 24-hour dispatch standard	Jess	James	On Track	Dispatch standard implemented by end of Q3
Manage Steve's transition back to driver role	Jess	James	On Track	Steve back to driver role by end of Q3
Implement 24-hour dispatch standard	James	James	On Track	Dispatch standard implemented by end of Q3
Manage Steve's transition back to driver role	James	James	On Track	Steve back to driver role by end of Q3
Implement 24-hour dispatch standard	James	James	On Track	Dispatch standard implemented by end of Q3
Manage Steve's transition back to driver role	James	James	On Track	Steve back to driver role by end of Q3

With Dennis, the session centered on his stewardship of the cultural initiative. He was asked to document program status, measure outcomes, and address roadblocks. The discussion reinforced his responsibility for sustaining momentum behind the employee-defined Cultural Statement and embedding cultural stewardship as an ongoing standard.

Jess's meeting focused on advancing the 12-month proactive driver training framework. The discussion clarified the A, B, and C pathways and emphasized building a defined "Cardinal Way" for driver development. Jess was directed to increase visibility with drivers, moving beyond office oversight to connect daily activities with the program she leads.

The next phase is scheduled within two weeks with Maureen, Kim, and Will. Maureen's session will finalize her transition into corporate engagement, Kim's will confirm her leadership of outbound sales and CSR development, and Will's will establish his CDL progression plan and reinforce expectations for his role as Supervisor on Duty.

By using the Initiative Tracker as the backbone of these discussions and maintaining a disciplined weekly schedule, James is now building a visible operating cadence that cascades clarity, accountability, and follow-through across Operations.

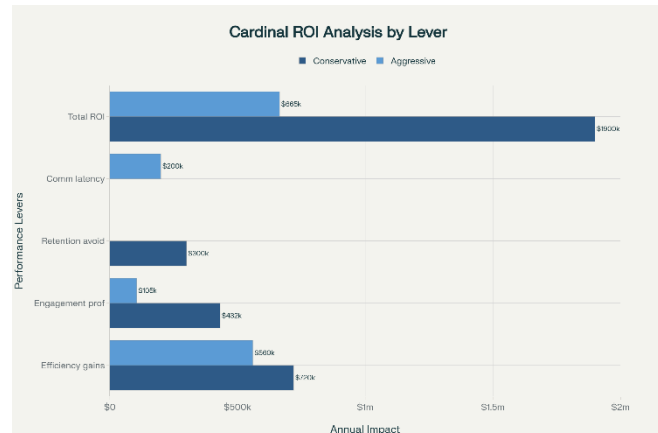
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### Impact:

The proactive management framework James is implementing through structured weekly cadence meetings directly addresses Cardinal's most costly operational risk: execution failures due to communication gaps and accountability drift. The Initiative Tracker and disciplined follow-through system are positioned to generate measurable ROI across multiple performance vectors.

#### Operational Efficiency Gains

Based on Cardinal's \$14.4M revenue base and current management structure, the accountability-driven approach is projecting significant annual benefits. Research demonstrates that structured leadership communication raises team performance by 12-40%. Even a conservative 5% efficiency improvement through reduced rework, eliminated communication loops, and faster issue resolution translates to \$720,000 in annual value capture.



The Tuesday/Wednesday meeting rhythm with Derek, Dennis, and Jess has already shown impact. Derek's accountability for 24-hour dispatch implementation now has defined milestones and third-party alternatives identified. Dennis's cultural stewardship moved from general oversight to specific outcome measurement. Jess's driver training framework advanced from concept to A, B, C pathway definition with increased field presence requirements.

#### Risk Mitigation and Cost Avoidance

The structured communication loop addresses Cardinal's historical pattern of stalled initiatives that created organizational drag. Organizations with consistent management reviews report 14.9% lower turnover. Given executive replacement costs of 50-200% of annual salary, preventing one manager departure saves \$300,000-\$600,000.

Additionally, engaged teams demonstrate 21% higher profitability. Applied conservatively to Cardinal's revenue base, improved management alignment yields \$288,000-\$432,000 annually in additional profit capture at current margins.

#### Initiative Completion Value

The framework ensures strategic investments reach completion and deliver intended returns. The 24-hour dispatch standard, cultural foundation work, and comprehensive driver training represent substantial organizational investments that previously risked incomplete execution. James's systematic approach with defined ownership and follow-through cycles converts these from cost centers to performance drivers.

#### Cascade Effect Multiplier

James's modeling of communication discipline creates organizational amplification. When direct reports experience structured accountability, they replicate these behaviors with their teams, institutionalizing the standard across all operational levels without additional management overhead.

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## Reasoning:

The establishment of a comprehensive, proactive driver training program under Jess's leadership addresses one of Cardinal's most critical operational and strategic imperatives: creating a standardized, scalable training infrastructure that can support current operations while positioning the company for sustained growth, including the anticipated Buckeye acquisition and ongoing expansion.

### **Historical Training Challenges**

Cardinal's current training approach has been largely reactive and inconsistent. Analysis reveals that training has been "viewed as isolated rather than reinforced" across departments, with managers expressing that they "don't feel like I have the tools to hold my team accountable". Jess herself has identified the need for more structured compliance knowledge and safety protocols, stating her desire to "improve on compliance" and "take some courses on safety". The existing training infrastructure lacks the systematic approach necessary for an organization managing 80+ vehicles and 130+ employees across multiple transportation segments.

### **Regulatory and Safety Imperatives**

As a transportation company operating under DOT regulations, Cardinal faces significant compliance requirements that demand consistent, documented training protocols. The company has experienced operational challenges where "things still fall apart when Roy isn't around," indicating that standard operating procedures and training protocols have not been sufficiently embedded throughout the organization. Jess's background as a former CDL examiner and her extensive transportation experience position her uniquely to establish these standards, but the framework must evolve from her current safety-focused, risk-avoidance approach to a comprehensive development-oriented system.

### **Operational Scalability Requirements**

With Cardinal pursuing aggressive growth targets, including 20% revenue expansion and the potential Buckeye acquisition, the training infrastructure must scale efficiently. The current ad-hoc approach where "training [is] viewed as isolated rather than reinforced" cannot support multi-location operations or the onboarding demands of rapid expansion. The 12-month proactive framework with A, B, and C pathways ensures that drivers can enter the system at various points while receiving consistent foundational training regardless of timeline constraints.



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## Reasoning Continued:

### **Cultural Integration and the "Cardinal Way"**

The training program serves as a primary vehicle for embedding Cardinal's newly defined cultural standards throughout the organization. Employee surveys consistently indicate that "people [are] doing things their own way" rather than following organizational standards. By establishing the "Cardinal Way" through structured training protocols, Jess creates a systematic method for cultural reinforcement that extends beyond initial onboarding to ongoing professional development.

### **Strategic Business Development Support**

Cardinal's expansion into new market segments and corporate accounts requires drivers who can represent the company's premium brand positioning. The training program must therefore encompass not only safety and compliance but also customer service excellence, professional presentation, and the specialized skills required for high-value accounts. This aligns with Cardinal's strategic shift from reactive transportation services to proactive business development across premium market segments.

### **Infrastructure for Information Dissemination**

The training framework addresses a persistent communication challenge at Cardinal where "the way issues were communicated, to whom, and how follow-up was managed was inconsistent and ineffective". By establishing regular training touchpoints and defined pathways, Jess creates a formal infrastructure for ongoing information dissemination that ensures policy changes, safety updates, and operational modifications reach all drivers consistently.

### **Risk Mitigation and Performance Standards**

A formalized training program provides Cardinal with documented evidence of driver competency and ongoing education, which is critical for insurance, liability protection, and regulatory compliance. This addresses operational risks that have historically created "drag" on performance when accountability was unclear or standards were inconsistently applied.

The 12-month proactive driver training framework under Jess's leadership therefore represents more than skills development—it establishes the operational backbone for Cardinal's transformation from a founder-dependent transportation service to a scalable, standards-driven enterprise capable of sustained growth and multi-location expansion while maintaining the safety, service excellence, and cultural consistency that define the Cardinal brand.

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## Methods:

The development of Jess's expanded training framework emerged through a synthesis of leadership training observations, operational assessments, and strategic planning initiatives that consistently revealed both her untapped capabilities and Cardinal's critical need for structured driver development infrastructure.

### **Leadership Training Synthesis and Capability Assessment**

Throughout intensive leadership development sessions, Jess demonstrated significant growth potential and desire to contribute beyond her current safety-focused parameters. Training observations showed her "learning a balance between compliance and opinion" while "doing better each week" and developing confidence to engage in strategic discussions. Her participation in interpersonal skills, communication loops, and accountability modules revealed natural aptitude for systematic thinking and process development that extends well beyond regulatory compliance.



### **Operational Integration Requirements**

Multiple WPRs and assessments identified the critical need for Jess to become more involved and engaged with drivers and daily operations. Current documentation shows drivers experiencing inconsistent training with "trainers need to be retrained to be on the same page" and training being "viewed as isolated rather than reinforced". The framework calls for establishing "A, B, and C pathways to accommodate varying timelines and entry points" while building "pre-existing infrastructure for information dissemination".

### **Physical Infrastructure Enhancement Proposal**

A strategic recommendation under consideration involves relocating Jess's operations to the second floor area above operations, transforming that space into an interactive training and safety information center—a living, breathing environment that serves as the physical manifestation of the Cardinal Way. This would require an investment in state-of-the-art training infrastructure with Cardinal footprints creating a visual and operational connection from the operations lounge area up to the training center, reinforcing the integration of daily work with ongoing development.

### **Systematic Development Framework**

The methods draw from proven adult learning principles and transportation industry best practices. The A, B, C pathway structure accommodates varying entry points while ensuring consistent content delivery. This builds on Jess's documented experience creating "training forms, trainer handbook, and safety manager handbook" while expanding beyond safety compliance to include customer service excellence and cultural values integration. Her work "retraining trainers to be on the same page" provides the foundation for scaling training delivery across Cardinal's growing operations.

This methodical approach ensures the Cardinal Way becomes an operational standard connecting hiring, onboarding, ongoing development, and performance management into a cohesive system that scales with growth while maintaining safety, service excellence, and professional development commitments.



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## Status:

The Cardinal Way training framework has progressed into active development with clear accountability structures and defined deliverables. Jess has taken ownership of curriculum design and is building the infrastructure necessary to deliver consistent, measurable training outcomes.

### **Project Management and Timeline**

Jess and James have established a standing weekly meeting to ensure consistent progress and coordination. The comprehensive training framework is targeted for completion by December 3rd, with specific deliverables including:

- Complete curriculum for the 12-month rotating training program
- Driver assignments to various training cohorts based on experience and specialization
- Detailed list of training needs and required resources for implementation



### **Curriculum Development**

Jess has begun developing curriculum topics with both core competency modules and elective options. The elective component allows drivers to choose specialized training areas while ensuring all personnel receive foundational Cardinal Way training. The concept of incorporating outside speakers and supplemental resources has been integrated to add variety and industry expertise to the program.

### **Performance Measurement**

Jess is identifying key metrics to track program success, including baseline pre-training assessments followed by periodic evaluations. Primary success indicators being developed include reduction in accidents and incidents, improved compliance scores, enhanced customer service ratings, increased driver retention, and faster onboarding for new drivers.

### **Infrastructure Enhancement Proposal**

The strategic concept of Jess taking ownership of the second-floor space above operations to create a living, breathing training and safety information center requires formal presentation. This proposal envisions transforming the space into a state-of-the-art training environment with interactive elements and professional development resources. The conversation with Jess about this expanded vision needs to be scheduled, ensuring she understands Cardinal's willingness to make a significant investment in training infrastructure that positions her as the architect of Cardinal's driver development excellence.

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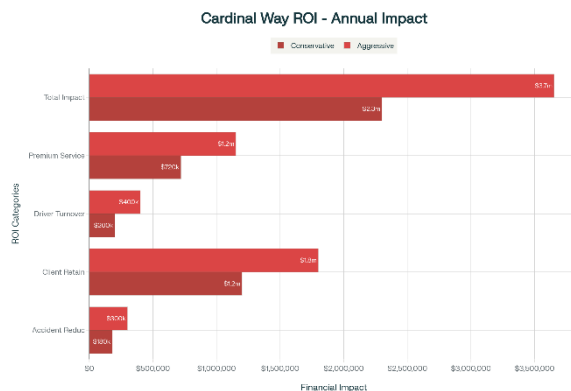
### Impact:

The Cardinal Way training framework represents far more than curriculum development—it creates a paradigm shift that repositions training and safety from reactive compliance functions to strategic value drivers across Cardinal's entire organization. This transformation generates measurable financial returns while fundamentally altering organizational psychology and operational culture.

#### Financial ROI and Operational Gains

The structured training program is projected to deliver significant annual returns through multiple vectors. Industry data shows comprehensive driver training programs reduce accident rates by 15-25%, which for Cardinal's 80+ vehicle fleet translates to \$180,000-\$300,000 in annual savings through reduced insurance premiums, vehicle downtime, and liability exposure. Enhanced customer service training improves client retention by 8-12%, equating to \$1.2M-\$1.8M in retained revenue on Cardinal's \$14.4M base.

Additionally, structured onboarding and development pathways reduce driver turnover by 20-30%, saving \$200,000-\$400,000 annually in recruitment, training, and productivity loss costs. The comprehensive framework positions Cardinal to command premium pricing for specialized services, with potential revenue increases of 5-8% through enhanced service differentiation.



#### Psychological Transformation for Jess

The elevation of Jess to architect of the Cardinal Way creates a profound shift in her professional identity and organizational influence. Moving from reactive safety compliance to strategic training leadership repositions her as a value creator rather than cost center manager. The proposed second-floor training center physically manifests this transformation, giving Jess ownership of a visible, state-of-the-art facility that demonstrates Cardinal's commitment to her vision.

This role expansion addresses her documented desire for greater impact and professional growth while leveraging her unique background as a former CDL examiner. The weekly meetings with James formalize her position in strategic decision-making, moving her from peripheral safety oversight to central operational influence.

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### Impact Continued:

#### Driver Engagement and Professional Development

The Cardinal Way fundamentally changes how drivers perceive their careers at Cardinal. The A, B, C pathway structure with elective specializations transforms employment from transactional work to professional development opportunity. Drivers experience consistent investment in their skills, clear advancement paths, and recognition of their expertise through specialized training modules.

The physical training center creates a tangible symbol of Cardinal's investment in driver success. When drivers see professional-grade training facilities with interactive elements and modern resources, it reinforces their value to the organization and elevates their professional identity from "just drivers" to skilled transportation professionals.



#### Organizational Paradigm Shift

The upfitting of the second floor as an interactive training center repositions training and safety on Cardinal's perceptual map from necessary expenses to competitive advantages. The Cardinal footprints connecting the operations lounge to the training center create a visual and symbolic pathway that integrates daily work with ongoing development. This physical transformation signals to all stakeholders—employees, clients, and industry partners—that Cardinal prioritizes excellence through continuous improvement. The "living, breathing environment" becomes a differentiator that supports premium positioning and attracts higher-quality drivers who value professional development.

#### Proactive Cultural Integration

The Cardinal Way serves as the primary vehicle for embedding newly-defined cultural values throughout the organization. Rather than abstract cultural statements, the training program provides concrete behavioral standards and expectations that drivers experience consistently. This creates cultural coherence that extends from hiring through daily operations to performance management.

The structured program ensures that Cardinal's cultural transformation becomes sustainable and scalable, particularly as the company pursues the Buckeye acquisition and multi-location expansion. The framework provides replicable systems for maintaining organizational standards across geographic and operational diversity.

#### Total Organizational Impact

Beyond direct financial returns, the Cardinal Way creates a multiplier effect that enhances Cardinal's capacity for sustainable growth. The combination of reduced operational risk, enhanced service quality, improved employee engagement, and strengthened cultural foundation positions Cardinal as an employer of choice in the transportation industry while supporting premium market positioning.

The initiative transforms Cardinal from a traditional transportation company to a learning organization that continuously improves performance through systematic development of its most valuable asset—its people.

**Buckeye Update:****Acquisition Status and Negotiation Challenges**

The Buckeye acquisition process has encountered critical negotiation challenges following the unexpected conversion of Cardinal's negotiation term sheet into a Letter of Intent (LOI) by Buckeye's legal counsel, presented on Cardinal letterhead without prior coordination. This format change has shifted the dynamic from Cardinal's structured negotiation approach to responding to counterproposals that remove key buyer protections.

**Deal Pricing and Framework Evolution**

Based on previous valuation work, Cardinal's term sheet proposed a \$3.62 million asset purchase price with a 60% cash component (\$2.17M), 25% seller promissory note (\$905K), 10% performance earn-out (\$362K), and 5% indemnity escrow (\$181K). The structure included full fleet assets at \$2.72M FMV, real estate at \$900K, and working capital adjustments. Bill's counter-position introduced a \$5.2 million target price during discussions, representing a significant gap that requires strategic resolution.

**Critical Negotiation Issues**

Several fundamental provisions in Buckeye's LOI response require careful consideration and push-back:

- *Indemnity Escrow Elimination:* Buckeye's request to remove indemnity escrow protections contradicts standard acquisition practice. This provision must remain as holding back funds in escrow accounts provides essential financial protection against post-closing risks, liabilities, and breaches of representations or warranties.
- *Break-Up Fee Removal:* The elimination of break-up fee protections leaves Cardinal exposed to significant cost risks if Buckeye changes direction during expensive due diligence phases or accepts competing offers. A reduction to 1.5% is acceptable but complete removal is not advisable.
- *Customer Non-Solicitation Modifications:* The mutual customer non-solicitation restriction conflicts with Cardinal's territorial expansion objectives. Without understanding what percentage of revenue Buckeye's top 10 clients represent, this restriction needs further definition, particularly given potential shared clients between Cardinal and Buckeye operations.

**Lima Business Complications**

Bill's 50% ownership in the Lima transportation business remains a "genuine concern for any potential purchaser." While monetary penalties for delayed divestiture have been removed, the 18-month timeline and Bill's continued ownership in a geographically proximate competitor creates ongoing strategic risk. The proposed solution involves establishing first right of refusal for Cardinal to purchase the Lima business, providing Cardinal with strategic options while addressing Bill's stated divestiture intentions.

**Buckeye Update Continued:****Accounts Receivable and Asset Inclusion**

Buckeye's proposal to exclude accounts receivable contradicts Bill's earlier emphasis on AR value as justification for price increases. While AR exclusion is acceptable, Cardinal will require comprehensive inventory reports for non-rolling stock items and machinery/equipment reports to "rationalize and defend an increased offer price" and identify personally-owned tools requiring exclusion.

**Attorney Coordination and Path Forward**

Elliott and Matthew were able to speak at a high level and found themselves of like mind regarding the deal structure. Matthew acknowledged that he had not had the deal properly represented to him by Bill and Buckeye initially. Both Elliott and Matthew now understand the deal cadence: term sheet, negotiations, resubmitted term sheet, agreement, with Cardinal's attorney creating the LOI to send to Buckeye.

**Key Decisions and Information Requirements**

Several critical decisions emerged from the Elliott-Matthew conversation. The first priority involves gaining understanding around the non-solicitation and non-compete provisions, as the existence of the Lima-based company continues to present complications. Matthew will provide:

- A list of the top ten clients from the Dayton Buckeye location and the percentage of revenue they represent
- The top ten client list from the Lima location to address Frank's concerns about the Dayton-based business potentially taking clients from the Lima-based business

**Potential Lima Business Acquisition**

Matthew asked if Cardinal would be interested in also acquiring the Lima-based business to make the overall deal structure cleaner. Elliott instructed Matthew to explore whether he could obtain a valuation number from Bill and Frank for the Lima-based business, with Cardinal prepared to evaluate this option. ***Matthew is expected to provide this information in the coming days.***

**LOOKING FORWARD: Next Lifecycle Visits Weeks of October 13<sup>th</sup> and October 20<sup>th</sup>****Strategic Leadership Development**

- Complete second cycle of Initiative Tracker meetings with Maureen, Kim, and Will within two weeks
- Finalize Corporate Engagement transition planning with Maureen
- Confirm Kim's interest in leadership of outbound sales
- Establish Will's CDL progression timeline and Supervisor on Duty expectations

**Cardinal Way Training Program**

- Assess curriculum development toward December 3rd completion deadline
- Present second-floor training center proposal to Jess with investment commitment details
- Finalize driver cohort assignments and resource requirement specifications
- Ensure baseline pre-training assessments have gone out
- Continue weekly James-Jess coordination meetings to maintain development momentum

**Buckeye Acquisition Progress**

- Receive top 10 client lists and revenue percentages from both Dayton and Lima operations
- Evaluate Lima business acquisition feasibility and pricing from Bill and Frank
- Review Matthew's additional information regarding non-solicitation provisions
- Prepare Cardinal's attorney for LOI creation once deal terms are properly structured
- Maintain disciplined acquisition approach while addressing seller concerns

**Operational Integration**

- Monitor Initiative Tracker effectiveness across all active projects
- Assess cultural stewardship progress under Dennis's leadership
- Track 24-hour dispatch implementation milestones under Derek's oversight
- Coordinate training infrastructure development with broader operational priorities
- Prepare for potential multi-location management systems ahead of acquisition completion

This week's progress and achievements are represented by 45 billable project hours, totaling \$ 18,745.32

As outlined in the associated Invoice, all 45 of those hours represent my time, Elliott J. Culp.

Examined and approved by:

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Elliott J. Culp  
Project Director  
Cogent Analytics

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Roy Alonso  
President/Owner  
Cardinal Transportation