

THE BEST WAY TO SELL YOUR BOWLING CENTER



Thehansellgroup.com

(Insert Phone Number Here)


Thank you for asking us to help sell your bowling center. We have been deeply involved in that process for many years. We know how it works. We want to share with you our knowledge and experience. The process we describe here did not fall out of the sky. Rather, it grew from our experience in working with thousands of buyers and from being involved with over \$100 million in bowling center sales.

The purpose for this pamphlet is to prepare you for what lies ahead. We want you to know what to expect. You should know what we will do and what you will have to do. This memorandum describes in detail the following:

- When to sell your center
- Preliminary considerations before you move forward
- Setting the right price
- How the sales process works
- Steps to take when you sign the listing agreement
- How we find a buyer
- What you can do to help
- What to expect when negotiations get serious
- What happens at the closing.

This pamphlet is long and full of detail. We have made every effort to be complete yet concise as possible. Our hope is that by reading this, you will be better prepared for what is to come as the sales process gets ramped up.

Based upon our experience, we can promise you one thing: A selling process that is properly organized and skillfully managed combined with a seller who is thoroughly prepared is much more likely to achieve a profitable sale. That's why we wrote this pamphlet and why we hope you will read it carefully.



“BY FAILING TO PREPARE, YOU ARE
PREPARING TO FAIL.”

Benjamin Franklin

WHEN TO SELL YOUR CENTER

The best time to sell your center is when you don't have to. If your health is good, the center is in good condition and your business is trending up, that's when you can market your center properly and achieve the top price.

The worst time to sell is when you must, whether for reasons of health, financial pressures, declining business, divorce, etc. Forced sales rarely work out well – for the seller.

Traditionally, bowling proprietors tend to hang on to their centers much longer than owners of other types of businesses. Statistics show that there is considerably less turnover in the ownership of many bowling centers than in most other industries. But that may present a problem.

We find that most proprietors finally decide to sell only when they are ready to retire or because they have become burned out. In far too many cases, by the time the proprietor reaches that stage, the center has passed its peak, the facility may be tired and sale price and terms are much worse than if he had sold the center two, three or five years earlier.

PRELIMINARY CONSIDERATIONS

The entire process should be guided by two general principles:

First, for the result to be the best, you and we must operate as a team. We are partners in this project. That concept carries several implications. One is that you are a full-fledged participant in the process; we can't get the job done without your help. Another is that we must always have free and open communication between us. We are on the same team working towards the same objectives; the more we know about your desires and opinions, the better job we can do serving you. Similarly, the more you know about what we see and think, the better informed you will be.

By the way, we think that your lawyer and accountant also are important members of the team and should be fully involved at appropriate stages of the process.

Second, when it comes to the buyer, our experience has taught us that cooperative process, not an adversarial process, always works better. We prefer to see transactions in which both sides win. We believe that a deal which is good for the seller also must be good for the buyer. Thus, it is important to understand what the buyer wants and what his needs are; the more we can do to satisfy those needs, the better result we will achieve for you.

BEFORE YOU SIGN THE LISTING AGREEMENT

Before you commit yourself to selling your center, we suggest you carefully consider several factors:

1. Be clear on why you are selling the center. Will that solve your problem? Is there another solution?
2. If you are an owner-operator and this center is where you hang your hat every day, do you know where you will go and what you will do after the sale? The time to answer that question is now, not the day after closing.
3. Be sure that all partners, fellow stockholders, spouses and other family members are in full agreement with the decision to sell and the expected results and are fully committed to the process. Again, the time to resolve any differences of opinion is now rather than under the pressure when an offer is on the table with a short deadline.
4. Recognize that selling a bowling center is a sales process. Bowling centers are sold, not bought. Buyers do not stand in line to purchase a center; rather, sales are achieved only if the center is properly and aggressively marketed.
5. Selling a center normally takes six months to two years. Expect the process to eat up a lot of your own time which will be taken away from operating the business.
6. Don't expect smooth sailing; aggravating problems continually arise throughout.

HOW TO SET THE PRICE

In establishing the asking price, the objective is to ask the highest possible price without creating the impression that you are not serious about selling the center. If the initial asking price is "out of the ballpark," buyers turn off. Even if the price is lowered later, most buyers won't give the situation another look.

Occasionally, we are misunderstood by some clients. Although our job is to obtain the highest possible price, we also believe that our responsibility includes sharing our experience in and knowledge of the bowling industry and offering our most informed and well-considered judgement about pricing and value. We will share data about comparable sales. If a seller wants a price which in our opinion is beyond what the current market will support, we believe it is our duty to say so, even though that may create an impression that we are not trying to maximize the seller's benefit. We will never pressure you to lower the price. Our job is to procure the best offer we can and give you the benefit of our knowledge, experience and judgement; your job is to consider all the factors and then make the final decision.

First, a caveat: It never pays to take the approach, "I'll sell if I get my price" and then place an unrealistically high price for the center. We have never seen that work. There is no "Santa Claus" in the bowling business, only hard-headed, hard-working businesspeople who want to make an honest buck buying and operating a bowling center. If you are truly serious about selling, price the center realistically and, when you get a qualified buyer, make the deal.

The basic principles of proper pricing include:

- 1) The ultimate sales price must bear a reasonable relationship to the current operating results of the center. All buyers insist that the current cash flow of the business, as clearly shown on the books, must cover debt service, provide a cushion for needed capital expenditures and create a return on investment. Except in rare situations involving turn-around situations, a buyer will not dig into his own pocket to pay debt service to make an acquisition work.
- 2) The buyer cannot pay you the entire cash flow of the business. He must make a profit too, or otherwise, why would he buy the center? What that means to you is that you cannot expect to receive the same income after you sell the center that you get now. In other words, after the sale, your income from payments made by the buyer and/or returns from investing the net after-tax proceeds will be less than the income you currently earn by owning and working at the center. But the good news is that in return for the reduced income, you are relieved from the stress and work of operating the center and the risks of owning it (including those pesky personal guarantees of bank loans).
- 3) Buyers will not pay for "potential" nor for revenues which are not included in the financial statements.
- 4) Real estate values in your neighborhood normally mean very little unless the buyer is planning to convert your facility to another use. Bowling center buyers are purchasing an operating business, not a building and a piece of land. As long as the facility is used to house a bowling center, buyers don't care about values of nearby properties used for other purposes.
- 5) Reproduction costs (your insurance appraisal, for example) are totally irrelevant.
- 6) You have a right to expect a sale based on reasonable business considerations, but not a bail-out. If your roof leaks, your lanes are worn down to the nails, the masking units and seating date back to 1985 and your second-shift leagues have disappeared, those factors will be reflected in the sales price. Don't expect someone to pay a fortune for the privilege of taking on your problems. Buyers today will not stretch to acquire a center which requires a considerable infusion of capital and energy to make it fully competitive for the next 10 to 15 years.
- 7) If your center is well maintained and modern in appearance, your revenue and cash flows are strong, your league schedule is active, your league and open-play prices are strong, your financial reports are accurate and in comprehensible form, your staff is trained and capable, and your location is solid and stable for the foreseeable future, you

will achieve an equitable price on favorable terms. Indeed, buyers often pay a premium for centers like that.

HOW THE SALES PROCESS WORKS

Included in the base price will be all the assets necessary to operate the center, including enough land for parking, the building (or leasehold interest), bowling equipment, liquor license, kitchen and bar equipment, owned vending machines, spare parts, POS systems, lane machines, supplies on hand, pro shop equipment, pool tables, trade names, pins, house balls, rental shoes, tools, vacuum cleaners, etc. You keep all cash on hand, automobiles and any personal items specifically excluded from the sale.

- A. Any extra land not needed for the operation can be retained or sold separately.
- B. You will be responsible for all bills you incur up to the date of closing.
- C. You will be paid separately at closing for the wholesale cost of all items held in inventory for resale (liquor and beer, food, vending products, pro shop items, etc.). Everything else, including spare parts is included in the base price.
- D. At closing, there will be normal pro-rations of real and personal property taxes and insurance premiums, plus pro-rations of such minor items as pre-paid league fees, prize funds, BPA dues, sponsor fees, vacation pay, etc.

We encourage you to be flexible in thinking about how a transaction may be structured. The more opportunities you provide a buyer to a deal together, the greater will be the likelihood that we will conclude a transaction that will meet your needs.

For example, if you own the real estate, it may make sense to sell the center's equipment and business and give the buyer a long-term lease on the real estate. This approach works particularly well when the real estate may have some underlying value for conversion to other uses. This approach also greatly increases the total proceeds generated by the sale over the long haul. It also reduces the income taxes which otherwise might be due if the real estate were sold.

"The joy of the creative process, minute by minute, hour after hour, day by day is the sublime path to true happiness."

GEORGE LOIS

TAXES, TAXES, TAXES

Don't forget Uncle Sam. Virtually every sale of a bowling center triggers significant Federal income taxes. Particularly if you have owned the center for a long period of time, the tax bite will almost certainly be painful.

Over the years, your friends at the Internal Revenue Service have been relatively good to you because of the concept of "*depreciation*" allowed you to defer, not eliminate, a lot of income taxes. When you sell, you will probably have to pay back much of what you saved over the years.

Obviously, this is a highly complex area. The tax laws which apply to the sale of a bowling center are very complicated. However, many steps can be taken to reduce taxes and a sale can be structured in many ways, each one of which carries different tax results.

Often, local bookkeepers and accountants just don't have the necessary expertise. On the other hand, professionals who are experts in the sale of bowling centers such as us and knowledgeable tax lawyers and CPAs understand the complexities of the Internal Revenue Code and know how to structure a sale to keep tax liabilities to a minimum.

STEPS TO TAKE WHEN SIGNING A LISTING AGREEMENT

As this point in the process, it pays to attend to some details. Although the temptation is strong not to bother with these items now, it is easier and beneficial to the overall process to deal with these items u-front and at your leisure. It also can save, not to mention 50 pints in your blood pressure, to avoid running around getting signatures or looking for papers the night before closing.

Here's what you should do now:

1. Assemble profit and loss statements for the last three years, plus an interim statement for this year. If your statements are complex with many categories, it is worthwhile to have your CPA prepare a simplified form.
 - A. Prepare a schedule of "personal items" or one-shot non-recurring charges included in expenses which properly can be added back to present an accurate picture of your center's true cash flow.
 - B. We can not emphasize enough the importance of being able to present to a prospective purchaser complete and easily understandable financial statements. That single step creates more comfort in his mind than almost anything else you or we can do.

2. Prepare a current league schedule complete with number of bowlers per team, prices, and length of season.
3. Review all loans, mortgages, and leases. Are they assumable? Is there a "Due on Sale" clause? Whose consent is needed. Generally, it is best to talk to the banker and landlord up-front so you and the buyer will be prepared to handle any problems in these areas.
 - A. If your real estate is leased and the lease has less than 10 years remaining, obtain an extension or an option to renew now. A short-term real estate lease is a major negative in the sales process.
4. List all contracts that may involve a new owner, such as equipment leases, service contracts, etc. If a pension plan is in effect covering your employees, determine the impact of the sale of the business on that program.
5. Prepare a list of all assets to be included in the sale. Make the list as complete as possible, within reason; don't bother writing down every spare part or counting every knife and fork but do list any item worth more than a set minimum, say \$50 or \$100.
 - A. If you have personal items in the center which will not be included in the sale, now is the time to remove them. This will prevent an argument later with the buyer who saw the personal item at the center and insists on including it.
6. Order a commitment for title insurance or a search of the legal title of the real estate. The title search may highlight old mortgages which have never been discharged, discrepancies in the chain of title or other problems which can take time to correct. We have seen closings delayed (and tempers flare) when title work ordered at the last minute was delayed.
7. Locate and update your records. Is the minute book current? Are there minutes authorizing the signing of the listing agreement? Are the stock certificate records accurate?
8. Be prepared to disclose the existence of any outstanding lawsuits or claims which would involve a new owner.
9. If you have ever listed the center with another broker, please share the details with us. Perhaps we can profit from that experience.
10. Be sure to tell us who all the partners/stockholders are and how they feel about the sale. Will any of them object to the sale?
11. A critical point: In this litigious era, the cardinal rule is "disclose, disclose, disclose." We hear of more lawsuits every day about a seller's failure to disclose a defect or other critical information. Never lie about anything. The harder question is when to keep mum about unpleasant facts, defects, or potential problems. When in doubt, ask us. Tell us all the problems (real or potential), the defects, negative trends, future events you know about, anything that could influence a buyer. Let us decide what must be disclosed. We don't want to be sued later and neither do you.

EARLY STAGES: WHAT WE WILL DO

1. We will search our computerized files of qualified purchasers, review our lists of contacts within and out of the bowling industry and search other sources to assemble a list of persons who are qualified to purchase your center and might have an interest in doing so. We will screen the list and then either telephone or send the prospects a brief letter generally describing your center but not specifically identifying it.
2. We will advertise your center in trade magazines, on our website and perhaps in major newspapers in your area. These advertisements will be general in nature and will not specifically identify your center.
3. Those who respond favorably will receive from us a “profile.” This is a carefully prepared presentation describing your facility and operation, emphasizing its positive attributes, and stressing those areas in which a new owner perhaps can make improvements. This profile will contain summary financial data, perhaps some pictures, demographic data, our analysis of the competitive situation and other pertinent information which will enable a buyer to make an intelligent decision.
4. We will evaluate all prospective purchasers. We will ask each prospect about his background, his experience in the bowling industry, his financial resources, and personal goals. We understand that if the center is not right for the buyer, the deal is not right for the seller. We will not bring you a buyer whom we believe will not succeed. Unless he is known to us, as many of our buyers are, we have no way to independently verify what he tells us, but we will share with you all we know and learn about him or her.
5. We will keep you informed of what we are doing and, most important, what we are learning. If you are serious about selling your center and it is priced realistically, it is our responsibility to make every effort to sell it. We will register with you every person to whom we present your center. If any prospective purchaser has a reaction to your center, we will tell you what it is, positive or negative, because this feedback will educate both you and us about how your center is being perceived in the marketplace.

WHAT YOU CAN DO TO HELP

The market value of a bowling center is not cast in stone. Obviously, there is range. More importantly, there is much that you can do to make your center more attractive to a prospective buyer and to boost what he will pay for it. Here is what you can do to help:

1. Increase your bottom line. Make the extra effort to attract more business and cut expenses.
2. If all your income is not appearing on your financial statements, begin now to record more. Remember, a buyer will pay for what he sees, not for what is not there.
3. Put your facility in tip—top shape. You know what happens if you try and sell a used car that needs a tune-up, sports dents in the fender and shows chocolate stains on the

upholstery. Remember, first impressions are important: If a prospect sees grass growing through cracks in the parking lot, duct tape on the carpet or missing doors on toilet partitions, he then begins to wonder what else has been ignored which might be more significant and expensive. Some fresh paint, some patchwork, and a hearty application of elbow grease on your part can work wonders.

- A. To create a favorable impression, install something new or make some noticeable improvement while the center is listed for sale. For example, this is a great time to upgrade the restrooms.
 - B. One suggestion: Videotape the center so you can see what a stranger would see.
4. Put together a list of major capital expenditures and repairs made over the past five years. Purchasers are reassured if they believe they will not be hit with large repair bills on the first day.
 5. Build a solid staff. Most buyers do not bring with them experienced league coordinators, mechanics, bar managers, etc. A well-trained staff in place is an attraction.
 6. Improve the quality of your operation. Make extra efforts to keep the center clean and to enhance the level of customer service. A sharp operation coupled with a clean, bright center always impresses a prospect.
 7. Keep an eye open for new developments in your community that might impress a buyer. Look for evidence of new construction, new companies coming to town or new highways being built. Clip out favorable articles from newspapers.
 8. Bid for future tournaments. It helps to tell a purchaser that you have booked a major tournament for which he will benefit.
 9. When you get negative feedback from a prospective purchaser, take steps to correct the problem. The sales process is on-going, not static.

HOW THE PROCESS WORKS

1. When we find a prospective buyer who appears qualified and shows sincere interest based on the paperwork, we suggest that he visit the center on a confidential basis. We carefully instruct him to pose as a customer and to speak to no one in the center while he is there. We stress the importance of utilizing absolute discretion and confidentiality, and we explain in detail the reasons why such behavior is critical.
2. If he likes what he sees, we then will schedule a second visit with you (we may be there, too). The purpose of the visit is to allow the purchaser to inspect the center in more detail, normally including the pinspotters and lanes, storerooms, roof, HVAC equipment, etc. This meeting is informational only; you should answer his questions about the facility and the business honestly and openly, good, and bad. However, do not discuss the price or terms or any other financial considerations at this time; that's our job.

- A. If you fear that taking someone on a tour of the center might create problems, have him pose as an insurance agent or as a real estate appraiser.
3. Sometimes, despite our best efforts, word of the possible sale of the center leaks out. Even though we issue strong warnings, a prospective purchaser may say the wrong thing, or some smart aleck may figure something out from an advertisement. Over the years, we have found that the best way to deal with this situation is to make light of it. Remarks like “Everything I have is for sale at the right price (including/except my wife)” or “If somebody wants to make me an offer, I will always listen” or “Those damn brokers are always trying to hustle a deal,” etc. generally calm the atmosphere.
4. Don’t be discouraged if this takes some time. Selling a bowling center is a complex process and there is no way to predict how long it will take to do the job right.
5. As time goes on, please keep us informed about new developments at the center, changes in your situation, variations in the level of revenues, repairs/improvements made, trends in the area, anything that would impact the sale or influence a buyer.

WHAT TO EXPECT WHEN NEGOTIATIONS GET SERIOUS

1. Once we have located a purchaser who is both qualified and sincerely interested in your center (but not before), he will be entitled to see, and you should be prepared to provide, the following: complete profit and loss statements, tax returns, payroll records, league schedules, building and pinspotter leases, and full access to inspect any part of the building and equipment.
 - A. We encourage a buyer to do all his inspections before submitting an offer, and many do. Others, however, prefer to submit an offer “contingent upon” review of the financial records and inspection of the physical condition of the facility, and only undergo that effort and expense if the parties agree on a price and terms. Either method is acceptable and both work.
2. We strongly urge that you permit us to handle all negotiations. We can say things that you cannot, we can call the buyer and push him which you can’t without appearing anxious, and we can take positions which you are free to modify if you wish. When we think the time is right, we will call for a face-to face meeting to resolve some points.
3. When we feel the parties are close, we will prepare an offer which sets forth what the parties have been talking about and which contains all the significant terms of the sale. We find that once this document is on the table, negotiations move rapidly to a conclusion. Once any necessary changes are made and everyone has signed it, this document becomes the basic agreement of sale.
4. Don’t be surprised if you get some low opening offers. That’s not an insult, but rather a normal part of the bargaining process. We do our best to discourage low-ball offers, but many can’t resist the impulse which seems part of human nature. Please understand that if a purchaser directs us to write up and present to you an offer, no matter how ridiculous, we are required by law to do so.

5. If the final agreement calls for the purchaser to obtain new financing or assume existing loans, we always help to offer the purchaser prepare his loan application and even go with him to the bank if necessary. We do whatever it takes to get the job done.
6. Now a word—a very important word—about terms. Like everything else in life these days, structuring the sale of a bowling center has become much more complex. To reduce taxes, we may use such devices as covenants, employment contracts, leases, and management agreements. Understand that many of these items appear not to be a part of the “price.” Achieving a high “price” may give you bragging rights with your friends, but what you really care about is the number of dollars left in your pocket after taxes. That is what we concentrate on and where we play a particularly vital role in the selling process. We know from our experience that often the structure of a deal can be more important than the “price.”
7. As the process moves along, frequently the relationship between the buyer and the seller sours. Typically, a buyer persistently asks questions and pokes his nose into all parts of the operation, a development many sellers come to resent. The lawyers and CPAs clash. Hard bargaining, egos, and personalities often create tensions. Try to keep cool; this is normal, and it all generally passes by closing—and is forgotten afterward.

WHAT TO EXPECT AT CLOSING

We have found that closings are of two types: A pleasant, upbeat experience in which the seller joyfully receives his reward for many years of hard work while the buyer happily anticipates owning a successful business, or a tense, antagonistic, nerve-racking experience which leaves everyone angry and drained. The difference: Proper preparation for the closing, anticipating, and resolving all the problems, and a good rapport among buyer, seller, broker, and the lawyers involved.

Here's what happens in preparation for and at the closing:

1. Before closing, each side will retain a lawyer. One lawyer (we recommend it be yours although it is more expensive) prepares a complete set of formal legal agreements including contracts, bills of sale, chattel mortgages, security agreements and so on. This process takes some time, the pile of documents can get quite high, and the lawyers usually end up bickering over several points.
2. Quite often, at the eleventh hour, one or two issues come up that in other contexts would seem minor but which at this junction take on immense proportions. In fact, what often happens is that one lawyer will seize upon an issue to flex his (or her) muscles, or one party will find an issue to which to attach all his general anxieties. At least twice during this period, it may look like the entire deal will fall apart over some point. Somehow, it never seems to help, when we point out, as we always do, that in our experience these earth-shaking issues which seem so important at the time

generally cannot even be remembered by anyone 30 days later. The best advice we can give somebody entering the final phases of closing a sale is, as our kids would say, “keep cool.”

3. When is the best time to tell your employees that center is being sold? There is no easy answer to that question. It is part of the larger process of managing the transition in an intelligent fashion to benefit both buyer and seller. Overall, we recommend telling absolutely no one who doesn't need to know at least until a definitive purchase agreement is signed and all contingencies are satisfied. Once word begins to get around, that's the time to act. You might get by for awhile by taking a few employees into your confidence. Ultimately, we recommend calling a staff meeting and bringing the buyer into the room; introduce him and let him talk about his plans, etc. Hopefully the buyer will reassure everybody that their jobs are safe. Similarly, we recommend that you introduce the buyer to the key league officers. The operative psychology is this: An unknown buyer creates fear of loss of jobs or changes in the operation that people find unsettling; a flesh-and-blood buyer is just another human being who is not nearly as scary.
4. The steps necessary to transfer the liquor license are taken at this time.
5. Any necessary environmental inspections, tax clearances and building and health department approvals are completed.
6. Details which occupy a lot of time in preparation for the closing include:
 - A. Ordering final title work and a UCC search.
 - B. Obtaining payoff or assumption letters from banks and other lenders.
 - C. Assignments of leases and obtaining landlord consents.
 - D. Transferring insurance policies or obtaining new ones.
 - E. Computing pro-rations of taxes, payroll, rents, and other items.
 - F. Calling for meter readings and transferring utility accounts.
 - G. Paying off all existing creditors and complying with the Bulk Sales Act.
 - H. Taking inventories of resale merchandise the night before the closing.

ABOUT OUR FEE

Out of the proceeds at closing, you will pay our fee. As stated in our Listing Agreement, the fee is based on the total consideration paid to you, including all the elements of the sale.

To those who are not aware of the time, effort, money, knowledge, and skill required to bring about the successful sale of a bowling center, the commission we receive may seem high. Indeed, people often ask us why our fees are as high as they are.

One reason is that our fees are contingent; if we don't produce, we don't get paid, and thus our risks are great. We don't get paid just for putting in time, but rather we are paid for the results

– completing a successful sale. Whether we find the right buyer on our first call or our 975th call, our fee is the same.

Secondly, we bring to the process a considerable amount of specialized knowledge and skills available nowhere else in the world. Nobody else has computerized files of hundreds of qualified bowling center purchasers, in-depth knowledge of the bowling industry, experience in negotiating bowling center sales, market data of comparable sales, familiarity with the fine points unique to the sale of a bowling center, comprehensive knowledge of the tac ramifications of the sale of a bowling center, and what we believe is a well-deserved reputation for integrity and fair dealing.

Indeed, we have rarely completed a sale when both the buyer and seller have not told us that we earned our fee. We believe that in the long run our services make, not cost, you money, and will give you the peace of mind of knowing your sale brought the best price, was handled right and met your objectives.

A FINAL THOUGHT

We have saved one of the most important points to the end to emphasize it. We call it the “Oh My God What Am I Doing?” syndrome. Others call it “Sellers Remorse” or just plain old “getting cold feet.” Whatever it is, it’s a natural part of this process.

For many proprietors, the center becomes almost his home, and the employees and customers become part of his family. Some develop a fear of what will the new owner do to “my” center, “my” employees, “my” customers. Everyone wakes up at night worrying about “Am I doing the right thing? Did I get the right price? Is this the right buyer?”

If you didn’t have these fears and these concerns somewhere in the process, you wouldn’t be normal. Everyone who goes through the experience of selling a bowling center suffers dark periods. You probably will too. Of course, there are some cures for this disease.

One is to remember that while there are risks and uncertainties in selling your center, there are rewards – financial, emotional, and psychological. Another cure is to follow the steps outlined in this guide which will reduce those risks and help you feel confident that what you are doing is the right thing for you and that you have done the job right.

Of course, the best cure of all is to leave the closing, cash the check, jump on a plane and bury your toes in the sand in Maui!

