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Ernest Spiros Angelos, Esquire  
Email: [eangelos@randplaw.com](mailto:eangelos@randplaw.com)

March 2, 2015

Ms. Lisa Milletics  
Compliance Specialists  
Bureau of Technical Utility Services  
Pennsylvania Public Utility Commission  
P.O. Box 3265  
Harrisburg, PA 17105-3265

RECEIVED  
2015 MAR -5 AM 10:14  
PA P.U.C. BUREAU

**Re: Application of Fleetwood Mid-Atlantic Transportation, LLC  
Limousine Service  
PUC Application Docket No: A-2014-2447826**

Dear Ms. Milletics:

As you may recall, I represent Fleetwood Mi-Atlantic Transpiration, LLC and its sole member, Sharyn Redding, in connection with the above-referenced application to the Public Utility Commission. On February 3, 2015, I sent you, via first class regular mail, my client's Completed Business Plan for Motor Carrier Authority along with four (4) Verified Statements in support of my client's application. For some unknown reason, I received my package back today, unopened.

I am herein enclosing my February 3, 2015 correspondences to you, a copy of the envelope in which the materials were sent evidencing my February 3, 2015 mailing date along with my client's Business Plan and Verified Statements.

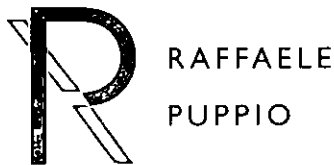
I hope, given this oddity, my client's Business Plan will not be denied as same was mailed and should have been received prior to the February 5, 2015 deadline.

Thank you again for your time and attention.

Very truly yours,

  
Ernest S. Angelos

ESA/aj  
Enclosure:  
cc: Sharyn Redding



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February 3, 2015

Ms. Lisa Milletics  
Compliance Specialists  
Bureau of Technical Utility Services  
Pennsylvania Public Utility Commission  
P.O. Box 3265, Harrisburg, PA 17105-3265

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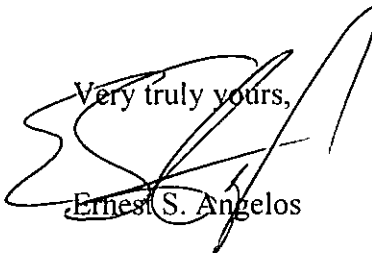
**Re: Application of Fleetwood Mid-Atlantic Transportation, LLC  
Limousine Service  
PUC Application Docket No: A-2014-2447826**

Dear Ms. Milletics:

As you may recall, I represent Fleetwood Mi-Atlantic Transpiration, LLC and its sole member, Sharyn Redding, in connection with the above-referenced application to the Public Utility Commission. As such, I am herewith forwarding you my client's completed Business Plan for Motor Carrier Authority along with four (4) Verified Statements in support of my client's application.

I trust the documents have been satisfactorily completed. Should you require any additional information or have any questions, please do not hesitate to contact me.

Thank you.

Very truly yours,  
  
Ernest S. Angelos

ESA/aj  
Enclosure:  
cc: Sharyn Redding

# BUSINESS PLAN OF APPLICANT FOR MOTOR CARRIER AUTHORITY

THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THE APPLICANT'S FITNESS TO OPERATE. STATEMENTS SHOULD BE TYPED OR PRINTED, ILLEGIBLE STATEMENTS WILL DELAY YOUR APPLICATION.

*A-2014-2447826*

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PUC Application Docket No.

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**Sharyn Redding**

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Legal Name of Applicant  
**Fleetwood Mid-Atlantic Transportation LLC**

---

Trade Name, if any  
**940 Eddystone Avenue, Eddystone, PA 19022**

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Street Address (principal place of business)	City or Municipality	State	Zip Code
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SECRETARY'S BUREAU

This document is a business plan, or your proposal for providing the transportation service for which are making application. Prior to deciding to make application for operating authority from the Public Utility Commission, you likely gave much consideration to the manner in which you would operate the business in order that you could provide satisfactory service to your customers and so that you could make a reasonable profit. As part of the application process, you must provide the Commission with your proposal to provide the transportation service.

You are encouraged to provide as much information as possible to fully explain your plan. If you fail to provide sufficient information about the subjects listed below, it may cause the review of your application to be delayed until you provide the necessary information. If you need more space to provide your explanation, please attach additional pages that list the appropriate item by number.

1. Identify the person providing the information by giving your name and indicate whether you are the owner, employee, officer, or attorney for the applicant.

**Sharyn Redding, Owner**

2. List the applicant's affiliation (owner, manager, controls) with any other carrier, with the description of affiliation.

**N/A**

3. Describe the applicant's business experience, particularly any experience relating to the operation of a transportation service. An explanation of education or training that you believe may be relevant may also be included.

**I am a Magna Cum Laude graduate of Widener University. I was awarded a Bachelor's Degree in Business Administration in 1986 (GPA of 3.6) and a Master's Degree in Human Resource Management in 2001 (GPA of 3.8). I am a recent retiree of the Defense Department with a career that spanned 41.5 years, with over 25 years in the management field. I supervised/directed the operations of teams ranging from 15-25 people on a daily basis with responsibility for over \$1,000,000 worth of defense hardware products. Work included all aspects of supply chain management such as writing technical requirements and cataloging hardware items, establishing supply plans, and purchasing products in order to assure that the service men/women received the "right part, right time, right place" every time. My teams consistently won awards for meeting and exceeding requirements/goals. From the human resource perspective, I wrote performance standards and established policies for the team. I evaluated/appraised personnel on a semi-annual basis, rewarding those that provided excellent work and training/correcting/disciplining those that failed to meet goals. I am well versed in EEO policies, hiring, and training.**

4. Describe the physical location, to include the office area, office machines that will be used, and where vehicles will be stored. Household goods in use carriers should include a description of their storage facilities, if applicable.

**Location of the business will be at 940 Eddystone Avenue, Eddystone, PA 19022. Adequate parking and office space exists at this location. Office equipment will include telephones, computers, printers, tablets, cell phones and fax/copier machines.**

5. In regard to your communication network, please explain how you will receive customer requests for transportation, how you will dispatch the vehicles to fulfill the request, and continuous communication with drivers.

**Customer requests will be received primarily via telephone and email. Once approved for this license, I plan on establishing a web page that will allow customers to click on a link that will create an email directly to the company. Vehicles will be dispatched primarily via phone/text/email with a requirement for immediate confirmation that the request has been received and driver acknowledges that he/she is able to perform the work request. To assure continuous communication,**

**all drivers will be required to own a cell phone with automobile charger and to have these items on his/her person for every job performed.**

6. Please explain:

a. Your hiring standards for drivers

**I plan on writing a policy handbook as well as performance standards for each driver so that there is a clear understanding of the requirements of the position. Hiring standards will include a requirement for a driver's license with no blemishes; no history of criminal activity; past driving experience with knowledge of streets/highways in the tri-state area; the ability to read maps and use a GPS; and a person who exhibits a good attitude and is courteous and pleasant, as well as displaying a good appearance in dress and hygiene.**

b. Your system to ensure prospective drivers will be subject to a criminal background check

**My company job application for the position will ask drivers if they have any arrests/convictions; furthermore, I will research the prospective employee's background prior to hiring them, using the PA State Police database to assure that prospective drivers have a clean background. I will also establish a semi-annual policy to check drivers' records (both driving and criminal) to assure that drivers on staff meet the company's requirements.**

c. Your driver training program

**All newly hired drivers will require a 30 day training period where they will accompany either myself or another driver on staff for the purposes of training them on specific locations that clients routinely use. The new hire will be seated in the passenger seat observing/learning for the first 2-3 weeks of training; after that point, the new hire will be expected to drive and will be observed/evaluated on their ability to find origins/destinations correctly; interact with customers in a professional manner; drive safely; show preparedness; and exhibit a clean, neat appearance.**

d. Your system for ensuring that your drivers are properly licensed at all times

**As mentioned above, I will use the PA State Police database to check an individual's license prior to hire of a driver; after driver is hired, I will**

**establish a policy to check all drivers' licenses every six months to assure that their licenses remain in good standing.**

- e. Your system to ensure that all drivers will be subject to a criminal background check every two years

**I intend to become a member of a web-based service that will research/provide this information to me. As a company policy, I would want to know this information every six months to assure that my clients are in good hands.**

- f. Your policies regarding alcohol and drug use by your drivers.

**Alcohol and drug use will NOT be tolerated and will be immediate grounds for dismissal. This will be included in the company's policy handbook as well as the driver's performance standards. Furthermore, company policy will state that any driver who drinks at a social affair will be required to refrain from working until at least 24 hours after the social engagement has ended.**

- 7. Please state the number of vehicles you plan to use in your business and why that number is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. If you have already obtained vehicles for your business, please list them in the chart below. Taxicabs and limousines may not be used if the vehicle's age is greater than eight model years.

YEAR	MAKE	MODEL	SEATING CAPACITY	VEHICLE ID#
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**No vehicles have been purchased yet but my plan is to start with two late model sedans and two SUVs. My intentions will be to increase this number once the business begins to grow and it is financially viable to add vehicles to the fleet. I believe that this number is a conservative approach for a new business based on market research and budgetary constraints.**

- 8. Describe your vehicle safety program. Please include the following in your explanation:

- a. Your periodic vehicle maintenance plan;

**Vehicles will be inspected yearly in accordance with PA law; additionally, cars will be closely monitored by myself to ensure that they are in good working order. A database will be kept of each car's maintenance schedule (last oil change, tire rotation, etc.) Additionally, drivers' performance standards will require them to inform management**

**of any problems that they encounter while driving the vehicles to include anything they observe "out of the ordinary" that could lead to a potential problem.**

- b. Your system for ensuring your vehicles will continuously comply with Pennsylvania's inspection standards and the Commission's equipment standards

**Please see above response. The company database will be the preferred method to provide comprehensive information about the vehicles in the fleet. I intend to review the database weekly so that I can keep all vehicles in compliance with standards, as well as to be able to plan for future expenditures.**

- c. If applying for Taxi or Limousine Authority, explain how vehicles will be replaced once they are greater than eight model years in age;

**Please see paragraph b above. Once vehicles reach seven years of age, I will need to plan for a new expenditure within the next 365 days. I will begin to perform market research at that point to determine the best make/model of vehicle to purchase to replace the aged vehicle. Planning one year in advance will allow me to budget for a down payment on the new vehicle as well as plan for the new car payments.**

- d. If applying for Household Goods Authority, explain how it will be ensured that vehicles meet all USDOT equipment standards.

**N/A**

9. As proof that an effort has been made to determine that insurance is affordable, list the name and phone number of insurance agents you have contacted and the prices of premiums they have quoted.

**I contacted Mr. Michael Marroccoli, Regional Vice President of the Capacity Group, One International Boulevard, Mahway, New Jersey. 07495. Michael is an insurance broker and is well versed in the limousine industry. He has written articles for various limousine publications and speaks at conferences on the topic. Michael can be reached at 1-800-222-2425, X458 or via cell phone at 201-988-2003. I requested quotes for four late model (hypothetical) vehicles – two sedans and two SUVs. The following information was obtained:**

<u>Name of Insurance Company</u>	<u>AM Best Rating</u>	<u>Annual Premium</u>
----------------------------------	-----------------------	-----------------------

<b>Philadelphia Insurance Company</b>	<b>AA++ (Superior)</b>	<b>\$17,368</b>
<b>Lancer Insurance Company</b>	<b>A- (Excellent)</b>	<b>\$20,186</b>
<b>American Alternative Insurance Co.</b>	<b>A+ (Excellent)</b>	<b>\$20,613</b>
<b>Hanover Insurance Company</b>	<b>A (Excellent)</b>	<b>\$20,673</b>

10. Criminal Record. Has the applicant\* been convicted of a misdemeanor or felony for which applicant remains subject to supervision by a court or correctional institution?

YES \_\_\_\_\_ NO   X  

11. Financial Data. In addition to demonstrating your technical fitness, you must also demonstrate that you possess the financial fitness to provide the proposed transportation service. You may use the "Statement of Financial Position" which follows this page or supply a balance sheet prepared by an accountant. You need only provide the applicable information. Please feel free to also provide clarification information with your "Statement of Financial Position", which explains why you believe you have sufficient funds to ensure your transportation business can provide reliable service to the public in a safe manner.

NOTE: Commission regulations require that if the applicant is a partnership, limited partnership, limited liability partnership, limited liability company, or corporation, the question applies to all partners, members, shareholders and corporate officers. Each individual holding any of these positions should provide a separate page identifying the individual and a statement of his/her financial position.

Statement of Financial Position (Balance Sheet)

As of (date) 1-30-15

ASSETS

Current Assets

Cash	<u>\$15,000</u>
Other Current Assets (specify)	<u>N/A</u>

Other Assets

Motor Vehicle Equipment	<u>N/A</u>
Building and Structures	<u>\$500,000</u>
Office Equipment	<u>\$2,000</u>
Investments and Funds (specify)	<u>\$133,000*</u>

\*(American Stock – Energy Transfer Partners  
AXA Equitable Equi-Vest Variable Annuity  
Federal Retirement Thrift Savings Plan)

TOTAL ASSETS \$650,000

Current Liabilities (Due within one year of date)	<u>N/A</u>
Long Term Liabilities (Due after one year of date)	<u>\$165,000</u>

TOTAL LIABILITIES \$165,000

NET WORTH/OWNER'S EQUITY (Subtract total liabilities from total assets)

\$485,000

Disclaimer: Applications are public records and can be accessed on the PUC's website. DO NOT provide social security numbers, credit card numbers, bank account numbers, tax information, or any other confidential information on your application, business plan, or verified statement forms.

### Verification of Statement

The undersigned deposes and says that he/she is authorized to and does make this verification and that the facts set forth there in are true and correct to the best of his/her knowledge, information, and belief. The undersigned understands that false statements herein are made subject to penalties of 18 Pa. C.S. Section 4904 relating to unsworn falsification to authorities.

Sharyn Redding  
(Signature)

1-30-15  
(Date)

**Sharyn Redding, Owner, Fleetwood Mid-Atlantic Transportation LLC**  
(Name and Title, printed or typed)

VERIFIED STATEMENT IN SUPPORT OF THE APPLICATION

THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THAT THERE IS A NEED FOR THE APPLICANT'S SERVICES. STATEMENT SHOULD BE TYPED OR PRINTED.

RECEIVED  
2015 MAR -5 AM 10:14  
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SECRETARY'S BUREAU

Name of Supporter : Dale Petrovitch

Street Address, City, State, Zip Code: 309 Commerce Drive, Suite 100, Exton, PA 19341

Name of Applicant: Sharyn Redding

\* Describe the type of transportation service needed: As the owner of Metropolitan Communications, Incorporated, 309 Commerce Drive, Suite 100, Exton, PA 19341, I need car service to include sedans and SUVs and occasionally limousines. Transportation is needed to make trips to various destinations, including but not limited to the airport, the train station, restaurants, sports arenas, private residences, business establishments, etc. Transportation is required for both business and pleasure outings. As the owner of two communication companies, these services are required for both myself and staff members.

- What will be the usual origin and destination? Please give specific locations, such as names of cities, boroughs, or townships: Destinations would include the following: (1) Airports such as Philadelphia International Airport, Philadelphia, PA; and Northeast Philadelphia Airport; (2) Train stations such as 30th Street Train Station, Philadelphia, PA, or local Amtrak train stations; (3) Sports stadiums such as Lincoln Financial Center, Philadelphia, PA, Citizens Bank Park, Philadelphia, PA, etc.; (4) Business meetings held in the five county (Delaware/Chester/Montgomery/Bucks and Philadelphia, PA) area; (5) Private residences in the five county area for entertainment and business purposes as required. Origins will include my private residence in Delaware County; staff members' private residences in the 5 county Philadelphia area, and/or my communication company located in Chester County (Exton, PA).

\* How frequently is this service needed? Example: Is it on a daily, weekly, or monthly basis? Transportation services will vary – sometimes multiple times in one week; sometimes only 2-3 times per month.

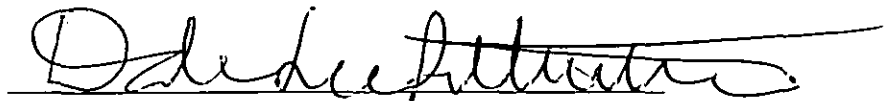
- Have you tried to use other providers of service in this area, and if so, why do you prefer not to use them? I have used other providers and am generally dissatisfied with services received. I have encountered late arrivals and sometimes "no show" by drivers. Other problems include vehicle interiors/exterior that are not adequate; i.e., visually presentable. I have known this applicant for many years and she has an excellent reputation as a responsible and dependable person. I know that Sharyn retired from the U. S. Defense Department two years ago with over 40 years of service, with most of that service as a manager. She is well educated (both Bachelors and Masters degrees), is a "no nonsense" person and has a great attitude. I am confident that she will do well in any new career that she immerses herself in and I will be happy to become a new client of her car service.

\* Have you supported similar applications in the past? If so, please supply name and docket number: No, I have not.

#### VERIFICATION OF STATEMENT

The undersigned deposes and says that he/she is the person who signed the Statement for the above-captioned applicant/application and that he/she is authorized to and does make this verification and that the facts set forth therein are true and correct to the best of his/her knowledge, information, and belief.

The undersigned understands that false statements herein are made subject to the penalties of 18 Pa. C. S. Section 4904 relating to unsworn falsification to authorities.

A handwritten signature in black ink, appearing to read "D. DeLuca", written over a horizontal line.

Signature/Date

VERIFIED STATEMENT IN SUPPORT OF THE APPLICATION

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THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THAT THERE IS A NEED FOR THE APPLICANT'S SERVICES. STATEMENT SHOULD BE TYPED OR PRINTED.

Name of Supporter : Jason Pantano

Street Address, City, State, Zip Code: 316 W. Poplar Street, Norristown, PA 19401

Name of Applicant: Sharyn Redding

\* Describe the type of transportation service needed: As the owner of Pantano & Sons, Incorporated, 316 W. Poplar Street, Norristown, PA 19401 (Montgomery County), I use car service to include sedans and SUVs and occasionally limousines. Transportation is needed to make trips to various destinations, such as the airport, the train station, restaurants, sports arenas, private residences, business establishments, etc. Transportation is required for both business and pleasure. As the owner of a demolition company, these services are required for both myself and company partners.

- What will be the usual origin and destination? Please give specific locations, such as names of cities, boroughs, or townships: Destinations would include the following: (1) Airports such as Philadelphia International Airport, Philadelphia, PA; and Northeast Philadelphia Airport; (2) Train stations such as 30th Street Train Station, Philadelphia, PA, or local Amtrak train stations; (3) Sports stadiums such as Lincoln Financial Center, Philadelphia, PA, Citizens Bank Park, Philadelphia, PA, etc.; (4) Business meetings held in the five county (Delaware/Chester/Montgomery/Bucks and Philadelphia, PA) area; (5) Private residences in the five county area for entertainment and business purposes as required. Origins will include my private residence in Montgomery County; partners' residences in the 5 county Philadelphia area, and/or my demolition company located in Montgomery County (Norristown, PA).

\* How frequently is this service needed? Example: Is it on a daily, weekly, or monthly basis? Transportation services will vary depending on business/private needs.

- Have you tried to use other providers of service in this area, and if so, why do you prefer not to use them? I have used other providers and would be quite happy to use a new service owned by Ms. Redding. I have known her for quite some time and she was a very successful Defense Department executive. I know her to be smart, courteous and confident. The car services that I have used in the past have not always been good due to untimeliness and drivers who were not aware of correct routes to get me to my destinations. Based on what I know about Ms. Redding, I anticipate that this new business venture will be operated in the same manner as her previous career reputation – reliably and respectably with a high level of professionalism.

\* Have you supported similar applications in the past? If so, please supply name and docket number: No, I have not.

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J. Pantan 2/1/15  
Signature/Date

VERIFIED STATEMENT IN SUPPORT OF THE APPLICATION

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SECRETARY'S BUREAU

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Name of Supporter : Eugene Feiner

Street Address, City, State, Zip Code: 210 West Rittenhouse Square, Suite 3305, Philadelphia, PA 19103

Name of Applicant: Sharyn Redding

\* Describe the type of transportation service needed: I am the previous owner of Acme Manufacturing located at State Road in Northeast Philadelphia. I am now retired but maintain many of my previous business contacts and will use transportation for meetings/consultations with these former contacts as well as for personal use. Types of vehicles required would be sedans (most often) and occasionally SUVs and limousines. In addition to business meetings, transportation would be needed to make trips to destinations, such as the airport, the train station, restaurants, sports arenas, private residences, etc.

- What will be the usual origin and destination? Please give specific locations, such as names of cities, boroughs, or townships: Destinations would include the following: (1) Airports such as Philadelphia International Airport, Philadelphia, PA; and Northeast Philadelphia Airport; (2) Train stations such as 30th Street Train Station, Philadelphia, PA, or local Amtrak train stations; (3) Sports stadiums such as Lincoln Financial Center, Philadelphia, PA, Citizens Bank Park, Philadelphia, PA, etc.; (4) Business meetings held in the five county (Delaware/Chester/Montgomery/Bucks and Philadelphia, PA) area; (5) Private residences in the five county area for entertainment and business purposes as required. Origins will include my private residence in Philadelphia, PA.

\* How frequently is this service needed? Example: Is it on a daily, weekly, or monthly basis? Transportation services will vary. I am generally in need of a car service at least once per week.

:

- Have you tried to use other providers of service in this area, and if so, why do you prefer not to use them? I have used other car services and was delighted to hear that Ms. Redding is planning on entering this field since I use car services so often. I have known Sharyn for many years and she has an outstanding reputation. In her previous career as a Defense Department manager, she was the recipient of many awards for her excellent service. I know Sharyn to be intelligent, personable, well prepared, hard working, and trust worthy. I am confident that any business venture that she gets involved in will be successful for the above reasons. The car services that I have previously used have not always met my expectations because drivers arrived late (or not at all) and vehicles were not always in the condition that I expected.

\* Have you supported similar applications in the past? If so, please supply name and docket number: No, I have not.

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\_\_\_\_\_  
Signature/Date

VERIFIED STATEMENT IN SUPPORT OF THE APPLICATION

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THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THAT THERE IS A NEED FOR THE APPLICANT'S SERVICES. STATEMENT SHOULD BE TYPED OR PRINTED.

Name of Supporter : Dale Petrovitch

Street Address, City, State, Zip Code: 940 Eddystone Ave, Eddystone, PA 19022

Name of Applicant: Sharyn Redding

\* Describe the type of transportation service needed: As the owner of Radio Communications Service, Incorporated, 940 Eddystone Avenue, Eddystone, PA 19022, I need car service to include sedans and SUVs and occasionally limousines. Transportation is needed to make trips to various destinations, including but not limited to the airport, the train station, restaurants, sports arenas, private residences, business establishments, etc. Transportation is required for both business and pleasure outings. As the owner of two communication companies, these services are required for both myself and staff members.

- What will be the usual origin and destination? Please give specific locations, such as names of cities, boroughs, or townships: Destinations would include the following: (1) Airports such as Philadelphia International Airport, Philadelphia, PA; and Northeast Philadelphia Airport; (2) Train stations such as 30th Street Train Station, Philadelphia, PA, or local Amtrak train stations; (3) Sports stadiums such as Lincoln Financial Center, Philadelphia, PA, Citizens Bank Park, Philadelphia, PA, etc.; (4) Business meetings held in the five county (Delaware/Chester/Montgomery/Bucks and Philadelphia, PA) area; (5) Private residences in the five county area for entertainment and business purposes as required. Origins will include my private residence in Delaware County; staff members' private residences in the 5 county Philadelphia area, and/or my communication company located in Delaware County (Eddystone, PA).

\* How frequently is this service needed? Example: Is it on a daily, weekly, or monthly basis? Transportation services will vary – sometimes multiple times in one week; sometimes only 2-3 times per month.

- Have you tried to use other providers of service in this area, and if so, why do you prefer not to use them? I have used other providers and am generally dissatisfied with services received. I have encountered late arrivals and sometimes "no show" by drivers. Other problems include vehicle interiors/exterior that are not adequate; i.e., not always visually presentable. I have known this applicant for many years and she is well educated (Bachelors Degree in Business Management and Masters Degree in Human Resource Management) and she had a stellar career as a Defense Department manager, retiring after 40+ years of service. I am confident that she will do well in any new career field that she immerses herself in based on her past experience and education, and I will be happy to support her in this new endeavor.

\* Have you supported similar applications in the past? If so, please supply name and docket number: No, I have not.

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Signature/Date

FIRST CLASS

FIRST CLASS

FIRST CLASS

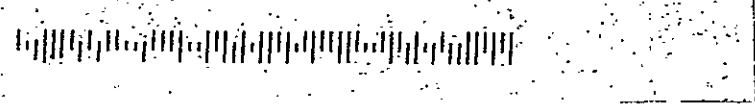
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# First Class Mail



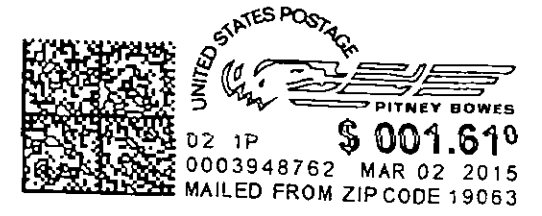
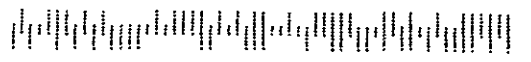
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[www.raffaeleandpuppio.com](http://www.raffaeleandpuppio.com)

Ms. Lisa Milletics  
Compliance Specialists  
Bureau of Technical Utility Services  
Pennsylvania Public Utility Commission  
P.O. Box 3265, Harrisburg, PA 17105-3265

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Pennsylvania Public Utility Commission  
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Harrisburg, PA 17105-3265