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November 3, 2015

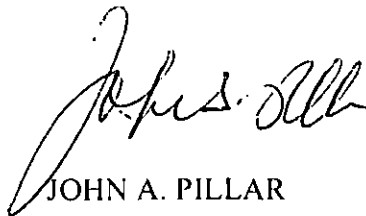
Re: Make Moves, LLC  
Docket A-2015-2500663  
File No. 3319

Rosemary Chiavetta, Secretary  
Pennsylvania Public Utility Commission  
P. O. Box 3265  
Harrisburg, PA 17105-3265

Dear Secretary Chiavetta:

Enclosed herewith is the original signed and verified statement on behalf of the applicant in the above docketed proceeding. This application has been assigned to Transportation Compliance Specialist, Joshua S. Kwiatkowski. The application has not been protested. We are submitting the testimony at this time and requesting the earliest possible disposition of this application.

Please acknowledge receipt of the enclosed verified statement on the duplicate of this transmittal letter and return it to me in the stamped, self-addressed envelope enclosed. A true and correct copy of the statement has been mailed on this date to Mr. Kwiatkowski. If any further information is required, please contact the undersigned as soon as possible. Thank you for your attention.

  
JOHN A. PILLAR

sw  
cc: Joshua S. Kwiatkowski, Compliance Specialist  
Make Moves, LLC

**RECEIVED**  
2015 NOV -5 AM 11:00  
PA. P.U.C.  
SECRETARY'S BUREAU

## VERIFIED STATEMENT OF APPLICANT

RECEIVED  
2015 NOV -5 AM 11:01  
PA.P.U.C.  
SECRETARY'S BUREAU

**PUC Application Docket Number:** A-2015-2500663

**Legal Name of Applicant:** Make Moves, LLC

**Trade Name, If Any:** N/A

**Street Address:** 525 East Main Street, Carnegie, PA 15106

**1. Identify the person making the Verified Statement on behalf of the applicant. If the applicant is a sole proprietor making the statement, this will be the same information as provided above. If an employee/officer of applicant is making the statement, give name, title, business address and telephone number, and indicate that the applicant's directors/owners/partners/etc. have authorized the witness to speak for the business.**

John Gillespie, 50% owner of Make Moves, LLC.  
525 East Main Street Suite. 1  
Carnegie, Pa 15106  
(412) 626-5990

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

Make Moves, LLC has no affiliations with any other carriers.

**3. Describe your business experience, particularly any experience relating to the operation of a transportation service. You may also include an explanation of education or training that you believe may be relevant.**

Mr. Gillespie has spent four years as co-owner and operator of a company offering primarily a "load/unload" service and, prior to that, worked for another "load/unload" company, "Neighborhood Movers" for two years. During that time, he provided laborers who were hired by customers to pack their household goods for moves and load/unload such goods into and out of vehicles or portable storage units supplied and/or driven by the customer. Overall, Mr. Gillespie has six years combined experience in moving company operations. His business partner has been with Make Moves, LLC since its inception and has four years experience. During this time, Mr. Gillespie, together with his business partner and cousin, Matthew Gillespie, have conducted most -- if not all -- aspects of a moving service, including:

- managing personnel ranging from movers to office staff
- managing an office space

- *setting up business systems such as: moving software, cloud-based storage, phone systems, and inventory management systems*
- *estimating moves*
- *scheduling both moves with clients, and employee schedules*
- *record/ bookkeeping*
- *marketing from a variety of platforms*
- *handling and resolving customer complaints and claims regarding damaged goods*
- *maintaining adequate insurance and workers' compensation coverage*
- *hiring and training personnel*
- *creating and implementing training material*
- *creating and implementing HR documents and incentive programs*
- *creating and implementing safety and proper moving form materials*

In addition, Make Moves has implemented and utilizes cloud based software which enables it to categorize, quote, schedule, and record information pertinent to each job. Because this software is cloud-based, it can be accessed anywhere at any time. Make Moves, LLC's clients also have access to their job information in real time. This proves beneficial if they were to have any questions or needed to make any changes to their quotes. Several of Make Moves' other systems also feed into this software, creating a more efficient system and focus on automation.

Currently Make Moves, LLC maintains an average of 4.7 out of 5 stars on four different online platforms (Movinghelp.com, yelp.com, hireahelper.com, and thumbtack.com)

Additionally Make Moves, LLC was named Best Of 2015 by Thumbtack, as well as monthly honor roll by Angie's List on multiple occasions

Lastly, Make Moves has sought guidance and expertise from the Pittsburgh chapter of the Small Business Development Center (SBDC). Our management consultant Joe Ciotti has helped advise us on overall business strategy, organization, and many other aspects which are relevant and affect today's businesses.

**4. Describe your facilities, record maintenance plan and your communication network. Please include a description of your physical location, to include the office area, office machines that will be utilized, and the facility to house vehicles. Household goods in use carriers should include a description of their storage facilities, if applicable. Please include an explanation of your plan to maintain records required by the PUC, as well as normal business records. 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 how you will maintain continuous communication with your drivers. Finally, please state your intended business hours.**

The office space is co-owned by both Matt and John Gillespie and is currently leased out to Make Moves, LLC. It has a storefront located on a busy main road in Carnegie, PA and also has a large cement and gravel parking area in the back able to accommodate parking and storage of company vehicles. In addition, there is another area which could be converted to vehicle parking when the need for space occurs. At this time Make Moves, LLC is unable to offer storage for household goods, but has long term goals of being able to do so.

The Make Moves, LLC office is currently equipped with multiple computers, office phones, filing cabinets, and a printer/scanner. The company utilizes a cloud-based system for most aspects of its business, which allows it instant access to all files, both current and past. These files can be printed directly from the cloud if hard copies need to be furnished. Make Moves plans on using this technology it currently possesses to help it collect and organize the records required by the PUC. Make Moves plans on utilizing tablets equipped with internet access to complete electronic invoices on-site. Also, because the moving software is cloud based, Make Moves can have all necessary forms and information for each job accessible in the cloud.

Make Moves, LLC receives customer requests through its PBX call-routing system, through referrals, its website -- where customers can fill out a custom quote -- and through online lead-generating platforms. The company maintains a virtual phone system which allows it to record and monitor phone calls in order to train its office staff and better serve its customers. Also, the phone system (412-626-5990) allows Make Moves to route calls to any phone number whether on site at the office or working remotely, including on job sites. The PBX system also allows the Make Moves staff to listen to any voicemails via its staff email account, allowing multiple staff members to access the same voicemail from anywhere. The office is currently staffed M-F 9AM-6PM and SAT 10AM-3 PM. If necessity dictates, Make Moves is able to have any incoming calls from its PBX system routed directly to cell phones after-hours or on days the office is closed.

Make Moves, LLC will dispatch vehicles directly from its office because its software is cloud-based and allows it the ability to assign trucks to individual jobs. This information is accessible and available to all of the staff in real time. Because the tablets will have internet access the office staff will be able to contact drivers directly through the tablets and also via the drivers' mobile phones, ensuring constant and continuous contact throughout the job.

**5. Please state the number of employees you intend to use, along with a description of their duties. Please explain why that number of employees is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. (Do not address drivers in your explanation about this item; drivers are addressed separately in item # 6).**

Make Moves, LLC currently has one full-time and two part-time administrative employees, as well as Matt Gillespie (Co-owner).

The Make Moves office staff handles all of the preliminary and concluding aspects of a move, including but not limited to: recordkeeping, handling new clients, client retention, billing, hiring and managing personnel, scheduling, on-site assessments, price quotations, logistics, administrative work, and marketing.

Make Moves, LLC believes that its administrative staff can handle the current and prospective customer volume, ensuring consistent, quality service within a tight and rapid time-frame, usually within twenty-four hours of contact. As Make Moves continues to grow it plans to have four full-time administrative employees.

The current set-up allows Make Moves the greatest amount of flexibility in regard to scheduling, ensuring that any and all clients that contact the company are handled in an efficient, courteous manner, regardless of when, how or where they contact Make Moves, LLC.

**6. Please state the number of drivers you intend to use or hire in your business and explain why that number of drivers is appropriate for the size of the geographical territory you will be serving. In addition, please explain:**

- a. Your hiring standards for drivers;**
- b. Your system to ensure prospective drivers will be subject to a criminal background check;**
- c. Your driver training program;**
- d. Your system for ensuring that your drivers are properly licensed at all times;**
- e. Your system to ensure that all drivers will be subject to a criminal background check every two years; f. Your policies regarding alcohol and drug use by your drivers.**

At Make Moves, LLC, labor is divided into two categories, general movers and crew leaders. General movers comprise the bulk of the moving crew, as they are the ones physically performing the majority of moves. All of the workers we will hire will undergo training to ensure they properly perform all functions of the job by working directly with the other experienced general movers and crew leaders themselves, with special focus on the safest and most correct methods to correctly lift, maneuver and carry household goods.

The Crew Leader's' main responsibility is facilitating the move to go as smoothly as possible. The main focus of our Crew Leaders is customer satisfaction, which is achieved in a variety of ways, from constant, clear communication with the customer to assisting the moving crew on difficult items, ensuring the household goods are securely and succinctly cared for on both ends of the move. Crew Leaders discuss every aspect of the job with the customer beforehand, on site, *making note of any special instructions or difficult items that may not have been brought to the attention of the administrative staff during the preliminary stages of a quote.* Also, Crew Leaders are tasked with maintaining safety and quality standards by directing the movers throughout the move, managing them and the overall job itself. Crew Leaders are also the only employees able to drive company vehicles, box trucks, or leased/rented vehicles.

Once the job is complete, the Crew Leader will convene with the customer to ensure the move was completed to the customer's utmost satisfaction. The Crew Leader will also review all of the items moved in order to inspect for any damage to items, utilizing the tablet provided to take all necessary photos in the event that an item is damaged. Once the job is completed and the customer's satisfaction is verified, the Crew Leader will electronically deliver the invoice to the *customer and secure payment.*

Make Moves, LLC plans on employing three full time crew leaders, not including Mr. Gillespie, although he will still be considered a Crew Leader for scheduling purposes. Also, Make Moves plans to employ eight General Movers, some full time while others may be part time depending on their personal schedule. Make Moves feels this number of overall moving staff will be sufficient to service the geographical areas it plans to serve. Once authority has been granted Make Moves feels that the number of Crew Leaders and General Movers will grow organically with the business itself and as more opportunities present themselves.

*Upon successfully completing an interview with Mr. Gillespie, in which they display their desire to learn and grow into the position and the competence to do so, prospective Crew Leaders will be subjected to a background check to ensure they meet PUC as well as make Moves, LLC's standards for employment. These criminal background checks will be kept on file for three years, per PUC compliance, and an electronic calendar reminder will be set in order to renew criminal background checks every two years.*

Potential Crew Leaders will be trained by working directly with an established Crew Leader. Additionally, prospective crew leaders will also be accompanied by Mr. Gillespie for several moving jobs. This is an added resource and helps to assess their fitness and competency to complete all of the necessary tasks required of our Crew Leaders. Once our prospective Crew Leaders *feel comfortable and show proficiency with the processes while also meeting the minimum number of completed jobs (20 jobs, unless they possess former household goods experience with a licensed company totaling one year),* Mr. Gillespie will shadow the prospective Crew Leader on several moves. This shadowing process will mark the final step in obtaining Crew Leader status. Depending on the competency of prospective Crew Leaders during this

assessment Mr. Gillespie will rate their ability and either designate them for further training or approve them for Crew Leader status.

Make Moves, LLC will require that all of its Crew Leaders possess valid Pennsylvania driver's licenses and remain in good and legal standing. Crew Leaders must report any traffic-related incidents, occurrences or offenses to the Administrative Staff, regardless of whether the incident occurred during or outside of work for Make Moves, LLC. Depending on the severity and context of the incident, Make Moves will take the necessary, corrective action in order to ensure that safety and compliance are always its top priority.

Make Moves, LLC has a Zero Tolerance Policy when it comes to drugs or alcohol during office hours, regardless of location, including: within the office premises, travelling to or from job sites, at a job site, or between jobs. Any employee found breaking this policy will be dealt with swiftly and severely.

All Crew Leaders are required to pass a drug screen before they are able to operate company owned, leased or rented vehicles. Make Moves, LLC reserves the right to randomly screen employees for drugs or alcohol, regardless if any use/abuse is suspected, and regardless if an accident or incident on the job dictates such testing. All of this information is discussed and defined in detail in our employee handbook, which all employees -- whether Crew Leaders, General Movers, or Office Staff -- must read and sign before beginning their employment with Make Moves, LLC.

Since Make Moves, LLC will not be using trucks over 26,000 pounds or trucks that utilize an air braking system, its employees and/or Crew leaders will not be required to possess and maintain commercial driver's licenses.

**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.**

Make Moves, LLC currently owns one straight sixteen-foot box truck. Make Moves has begun the process of obtaining financing to purchase (two) vehicles with which to help transport personnel

and equipment. In addition, Make Moves, LLC plans to purchase a second straight box truck between twenty and twenty-six feet.

Make Moves, LLC currently owns one company vehicle, listed below:

2005 Chevrolet Savannah- seats 2, VIN:1GDJG31V851906986

Make Moves plans to use short-term rental trucks as needed. These rental trucks will be affixed with the company logo via magnets, as well as Make Moves' PUC license number, for advertising as well as compliance purposes.

The use of these rental trucks is beneficial to both potential customers as well as Make Moves, LLC. By renting trucks of a specific size for each individual job, Make Moves can ensure that it will have the cargo capacity to accommodate the listed inventory of the customer. Conversely, Make Moves can also rent trucks that are the appropriate size for the move, in the sense that they are not too large to fit through some of the narrow streets and alleyways of Pittsburgh. Smaller trucks are also more fuel-efficient, thus the customer would also save money by using an appropriately-sized truck. Renting trucks also allows Make Moves to facilitate larger moves that require multiple trucks in order to accommodate the listed inventory. By utilizing short-term rentals, Make Moves can facilitate the full spectrum of moves, as needed by its customers.

Furthermore, by renting trucks for a short-term duration, Make Moves has more options as to what vendors it uses and where those vendors are located. By renting trucks that are as close to the customer's location as possible, Make Moves saves money on fuel and maintenance costs (which are calculated by mileage accrued on the vehicle); savings which can then be passed on to its customers.

Although Make Moves plans on purchasing a used box truck between twenty and twenty-six feet long, its current business model is best suited by utilizing truck rentals for the reasons mentioned above, and also as a way to reduce company expenses by utilizing trucks on an as-needed basis. Renting trucks allows Make Moves to provide services to its customers year-round, without incurring added expenses by paying for trucks to remain idle during the slow season of the cyclical moving industry. The less expenses the company has, the more competitive its rates for customers.

After several months of operating as outlined above, Make Moves, LLC will have gathered enough data and financial figures to give a more accurate financial forecast in regard to its business model. The data gathered during this time will help Make Moves to make a more informed decision as to what actions are best for the company as an organization and what is in the best interest for the company going forward, especially in regard to the allocation of its funds.



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

- a. Your periodic vehicle maintenance plan;**
- b. Your system for ensuring your vehicles will continuously comply with Pennsylvania's equipment standards (67 Pa. Code, Chapter 175) that are applicable to the type of vehicles used in your business;**
- C. Your system for ensuring your vehicles will maintain compliance with the PUC's requirements for passenger service at 52 Pa. Code, Section 29.403 (applicable to passenger applicants only);**
- d. Your system for replacing vehicles once they are greater than eight model years in age in compliance with 52 Pa. Code, Section 29.314(d) (applicable to taxicabs) or 52 Pa. Code, Section 29.333(e) (applicable to limousines);**
- e. Your system for ensuring the filing of an annual vehicle list (taxicabs and limousines);**
- f. Your system for ensuring your vehicles will comply with the requirements of 49 CFR Parts 393 and 396, as adopted by the PUC at 52 Pa. Code, Chapter 37 (applicable to HHG applicants)**

One of the primary responsibilities of the Crew Leader is driving moving trucks, including those vehicles owned, leased, or rented by the company. Besides their responsibilities on the job and in regard to customer service and satisfaction, Crew Leaders are also responsible for ensuring all vehicles owned, rented or leased by the company are compliant with motor safety standards per Federal Motor Carrier Safety Administration standards, especially as dictated by 49 CFR Parts 393 and 396, which pertain to safety standards for motor carrier vehicles.

Crew Leaders will ensure that all vehicles are compliant with these standards by performing a thorough vehicle inspection before any and all vehicles are taken out on a job. This inspection will follow a detailed vehicle inspection checklist to ensure that all aspects of the vehicle are safe for transit use, and will include, among other aspects, checking, assessing, and aligning mirrors, checking all fluid levels in the vehicle, checking tire pressure, ensuring the lights and turn signals are working properly, and ensuring there are no issues that would inhibit the safe operation of the vehicle.

If a vehicle is not able to be safely operated, a Make Moves, LLC staff member will remove the vehicle from service and schedule the necessary maintenance.

In order to ensure the vehicles utilized are compliant with 67 PA Code, Chapter 175, 52 PA Code, Chapter 37, as well as all other applicable law, quarterly service and preventative maintenance will be performed on all company vehicles. Detailed service records will be kept on

the company premises (and/or in its cloud-based software storage system) to ensure that regular and safe maintenance of the vehicle is sustained, and that all vehicles being operated by Make Moves, LLC adhere to the standards of motor vehicle safety.

**9. Please explain what steps you have taken to determine if you can obtain and pay the premiums to maintain insurance coverage for the proposed number of vehicles for your business.**

Make Moves, LLC currently holds both commercial automobile and general liability insurance that meets or exceeds the PUC's requirements for household goods in use carriers. Make Moves plans to switch its insurance and operate with a carrier more familiar with the moving industry and its practices once authority has been granted. Make Moves has already given all of its information and been in contact with Rogers Insurance Group. This brokerage has several carriers which are specifically tailored to household goods in use carriers. This insurance brokerage already serves and caters to other household goods carriers in and around Western Pennsylvania. Make Moves, LLC has been informed that as soon as authority is granted, it will be an easy transition over to their agency and subsequent carriers. Rogers Insurance Group has also assured Make Moves that it can tailor its services according to the growing needs of Make Moves, LLC.

**10. Please describe your customer service standards. Within your description, please explain:**

- a. Your plan to inform customers of the procedures for filing complaints with the PUC;
- b. Your intended customer complaint resolution procedure.

a. Make Moves, LLC will include links to both the PUC Complaints Procedure Booklet as well as the Consumer Complaints Brochure in every quote that is emailed to our customers. Make Moves, LLC will remind customers of their ability to file both informal and formal complaints with the PUC

and will once again have links to do so with each invoice issued. However, we will attempt to resolve any issues with the customer in a more rapid and streamlined manner, to the customer's utmost satisfaction, before a complaint is filed.

b. The customer complaint resolution procedure Make Moves, LLC plans to implement begins before any household goods are moved, as its movers check to ensure that there is no previous damage to an item that could compromise its structural integrity during the move, especially while in transit.

Once the move has been completed, the Crew Leader will lead the inspection of the goods with his team to ensure no items have been damaged. Before the Crew Leader finalizes payment, they will reexamine the moved household goods with the customer to ensure that nothing is remiss and that the customer is completely satisfied.

In the event that an item is damaged, there are several options, with our Crew Leaders trained to help facilitate what is in the best interest of the customer. These options vary, from offering a discount on the move, to opening a claim to be resolved with our office staff. Our Crew Leader will take all necessary photos of any damaged items with the tablets provided by the company.

If our Crew Leader is not able to satisfactorily resolve the issue with the customer, they will contact the office, where a administrative staff member will have the necessary resources to handle the situation, from offering a more significant discount, offering monetary compensation, to filing an insurance claim, to offering to resolve the issue by replacing or professionally repairing the damaged item, usually outside the auspices of the insurance company, as Make Moves can typically resolve the issue in a much more rapid, succinct, and satisfactory manner than the insurance company. However, Make Moves, LLC will ensure that the customer is continually aware of their ability to submit the claim directly to Make Moves' insurance company.

If no damage to items is noticed by the movers or the customer while the movers are still on-site, the customer has two weeks from the day after their move to notify Make Moves, LLC of the damage. The Make Moves staff will then decide the necessary steps required to determine the scope of the damage to the item(s), either through photos submitted by the client or by a staff member performing an on-site evaluation, complete with photographic evidence.

Make Moves main priority is to negotiate a solution that is to the customer's utmost satisfaction.

11. Criminal Record. Have you been convicted of a misdemeanor or felony for which you remain subject to supervision by a court or correctional institution?

       YES       X   NO

12. 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. Therefore you must complete both parts of the "Statement of Financial Position", which follows this page. The first part is the Balance Sheet. *You need only provide the applicable information. The second part of the Statement of Financial Position is the Projected Income Statement. The projection is your estimation of expected revenues and specific expenses for one year. You should use the projected information, along with the financial data reported on your balance sheet to help you determine if proposed business can be feasible. 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.*

### 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 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 penalties of 18 Pa. C. S. Section 4904 relating to unsworn falsification to authorities.

John Gilligan  
(Signature)

10/23/15  
(Date)

Co-owner  
(Name and Title, printed or typed)

Attached are the following financial documents:

- An explanation of our 2016 projections
- A projected income statement for the 2016 calendar year
  - Our projected income statement is based on our historical data from 2014 and the midpoint of 2015.
- 2015 Profit and Loss statement (through 7/31/15)
  - We included this to show a current picture of where we stand for the current fiscal year.
- 2014 Profit and Loss statement
  - This shows our financial data through the entirety of 2014's fiscal year.
  
- 2015 balance sheet (through 7/31/15)
  - We included this to show a current picture of where we stand in our current business for the current fiscal year.
- 2014 calendar year balance sheet
  - This is to provide historical data for our current business in the 2014 fiscal year.

## Explanation of projections:

Our proposed 2016 financial position is based on a culmination of historic financial data we possess, and the growth strategy we plan to implement once authority has been granted. Our projected revenue of \$378,550 is based on our ability to market to a larger customer base as well as increased profitability per job. We anticipate this increased profitability per job based on increased labor rates, travel charges, more billable hours, and additional revenue streams such as trucks, insurance, and supply sales. In addition, we plan to employ a more targeted marketing campaign to help increase the amount of qualified leads we receive, while also increasing the amount of revenue generated per advertising dollar spent. We expect to see a direct correlation between this increased operating revenue and our Cost of Goods Sold(COGS). Our COGS include: personnel salaries and subsequent payroll expenses, purchased transportation and leases, jobsite materials, and fuel. We project that our largest single expense increase will be in purchased/leased transportation.

This expense coincides with our current plan to purchase company vehicles as well as leasing short term straight trucks on an as-needed basis. Naturally both labor and payroll expenses will show a significant increase as well. We also anticipate a slight increase in office expenses and losses. We attribute the increases in both office expenses and losses to be a result of an increased volume of jobs. Our rather large increase in legal expenditures is forecasted to help mitigate our exposure and for consultation purposes. Compliance-related expenses such as operating taxes and licenses are an additional cost of doing business that we have already accounted for.. Another key component of our growth strategy revolves around lowering the cost of certain expenses, or getting more out of each dollar spent in others.

As an organization approaching our 5th year in business, and with our clean record in regard to loss runs, we have been advised we will be able to shop for cheaper workers' compensation carriers for 2016. In addition, we have begun to shop and compare rates with various insurance carriers and have found, again, that we are eligible for cheaper insurance rates based on our loss runs and the number of years in business. As mentioned earlier, we plan on getting more out of advertising dollars in 2016 by utilizing a more targeted approach with advertising dollars. Telephone, rent, and accounting expenses are all more fixed costs and as such we have a very concrete idea of what our projected expenses will be.

**STATEMENT OF FINANCIAL POSITION**  
**One Year Projected Income Statement**

REVENUE and GAINS

Operating Revenue	<u>378,550</u>
Net Revenue from non-carrier operations	<u>          </u>
Dividend and interest revenues	<u>          </u>
Other non-operating revenue	<u>          </u>
Gains	<u>          </u>
Total Revenue and Gains	<u>378,550</u>

EXPENSES

Equipment Maintenance and Garage Expense	<u>13,870</u>
Insurance Expense	<u>14,840</u>
Employee Salaries	<u>120,430</u>
<del>Supervisory Salaries</del> Commission	<u>6,021</u>
Officer Salaries	<u>73,000</u>
Fuel Expense	<u>15,721</u>
Purchased Transportation (Lease Expense)	<u>45,441</u>
Materials and Supplies Expense	<u>4,670</u>
General Office Expense	<u>8,123</u>
Advertising Expense	<u>6,800</u>
Telephone Expense	<u>3,840</u>
Accounting Expense	<u>3,500</u>
Legal Expense	<u>9,150</u>
<del>Uncollectible Revenue</del> Travel expense	<u>4,470</u>
Depreciation Expense	<u>5,158</u>
<del>Amortization</del> MEALS & Entertainment	<u>2,560</u>
Operating Taxes and Licenses	<u>9,463</u>
Rent Expense	<u>5,264</u>
Loss	<u>10,120</u>
Total Operating Expenses and Losses	<u>361,841</u>
<u>Net Income Before Taxes</u>	<u>16,709</u>
Provision for Income Taxes	<u>          </u>
<u>Net Income (Loss)</u>	<u>          </u>

MAKE MOVES LLL

STATEMENT OF FINANCIAL POSITION  
Income Statement  
January 1, 2015 - July 31, 2015

REVENUE and GAINS

Operating Revenue  
Net Revenue from non-carrier operations  
Dividend and interest revenues  
Other non-operating revenue  
Gains  
Total Revenue and Gains

\$ 167,854<sup>00</sup>

EXPENSES

Equipment Maintenance and Garage Expense  
Insurance Expense  
Employee Salaries  
Supervisory Salaries  
Officer Salaries  
Fuel Expense  
Purchased Transportation (Lease Expense)  
Materials and Supplies Expense  
General Office Expense  
Advertising Expense  
Telephone Expense  
Accounting Expense  
Legal Expense  
██████████ Travel expenses  
Depreciation Expense  
██████████ Meals & Entertainment  
Operating Taxes and Licenses  
Rent Expense  
Loss / Damages  
Total Operating Expenses and Losses

14328<sup>-</sup>  
10893<sup>-</sup>  
74002<sup>-</sup>  
37,773<sup>-</sup>  
4,764<sup>-</sup>  
5,645<sup>-</sup>  
2,342<sup>-</sup>  
5,661<sup>-</sup>  
2,022<sup>-</sup>  
5180<sup>-</sup>  
2,467<sup>-</sup>  
51380<sup>-</sup>  
5263<sup>-</sup>  
9226<sup>-</sup>  
81,588<sup>-</sup>  
\$165,553<sup>-</sup>  
62,301<sup>-</sup>

Net Income Before Taxes

Provision for Income Taxes

Net Income (Loss)



STATEMENT OF FINANCIAL POSITION

**[REDACTED]** Income Statement

January 1, 2014 - December 31, 2014

REVENUE and GAINS

Operating Revenue	239,615.95
Net Revenue from non-carrier operations	<u>                    </u>
Dividend and interest revenues	<u>                    </u>
Other non-operating revenue	<u>                    </u>
Gains	<u>                    </u>
Total Revenue and Gains	<u>                    </u>

EXPENSES

Equipment Maintenance and Garage Expense	21,000
Insurance Expense	13,506.50
Employee Salaries	76,864.19
Supervisory Salaries	<u>                    </u>
Officer Salaries	62,836.88
Fuel Expense	10,704.00
Purchased Transportation (Lease Expense)	<u>                    </u>
Materials and Supplies Expense	4,259.00
General Office Expense	16,442.45
Advertising Expense	5,323.85
Telephone Expense	<u>                    </u>
Accounting Expense	1,240.00
Legal Expense	<u>                    </u>
<b>[REDACTED] Travel Expenses</b>	4,902.64
Depreciation Expense	5,158.00
<b>[REDACTED] Meals &amp; Entertainment</b>	4,986.44
Operating Taxes and Licenses	2,149.00
Rent Expense	<u>                    </u>
Loss	1,770.20
Total Operating Expenses and Losses	230,643.15

Net Income Before Taxes

Provision for Income Taxes	<u>                    </u>
<u>Net Income (Loss)</u>	89,835.57

Statement of Financial Position (Balance Sheet)

As of (date) July 31, 2015

ASSETS

Current Assets			
Cash		<u>10,197.30</u>	
Accounts Receivable		_____	
Notes Receivable		_____	
Other Current Assets (specify)		_____	
Total Current Assets			<u>10,197.30</u>
Tangible Assets			
Motor Vehicle Equipment		<u>8437.13</u>	
Less: Accumulated Depreciation		<u>- 2065.13</u>	<u>= 1375.00</u>
Building and Structures		_____	
Less: Accumulated Depreciation		_____	= _____
Office Equipment		_____	
Less: Accumulated Depreciation		_____	= _____
Land		_____	
Investments and Funds (specify)		_____	
Intangible Assets		_____	
Other Assets (advances and idle equipment - specify)		_____	
TOTAL ASSETS			<u>\$11,522.30</u>

LIABILITIES

Current Liabilities (Due within one year of date)			
Accounts Payable		_____	
Notes Payable		_____	
Equipment Obligations		_____	
Other Liabilities (Attach schedule)		<u>3067.32</u>	
Total Current Liabilities			<u>3067.32</u>
Long Term Liabilities (Due after one year of date)			
Accounts Payable		_____	
Notes Payable		_____	
Equipment Obligations		_____	
Other Liabilities (Attach Schedule)		_____	
Total Long Term Liabilities			<u>3067.32</u>
TOTAL LIABILITIES			<u>3067.32</u>

NET WORTH (Partnerships and individuals, only)

OWNER'S EQUITY (Corporations only)

Capital Stock		_____	
Additional Paid-in Capital		_____	
Retained Earnings		_____	
Less: Treasury Stock		_____	= _____
Total Owner's Equity			<u>_____</u>

TOTAL LIABILITIES & OWNER'S EQUITY

\$8504.98

As of (date) December 31, 2014

ASSETS

Current Assets		
Cash	<u>4,613.76</u>	
Accounts Receivable	_____	
Notes Receivable	_____	
Other Current Assets (specify)	_____	
Total Current Assets		<u>8,613.76</u>
Tangible Assets		
Motor Vehicle Equipment	<u>8,595.13</u>	
Less: Accumulated Depreciation	<u>- 5,158.00</u>	<u>= 3,437.13</u>
Building and Structures	_____	
Less: Accumulated Depreciation	_____	= _____
Office Equipment	_____	
Less: Accumulated Depreciation	_____	= _____
Land	_____	
Investments and Funds (specify)	_____	
Intangible Assets	_____	
Other Assets (advances and idle equipment - specify)	_____	
TOTAL ASSETS		<u>12,050.89</u>

LIABILITIES

Current Liabilities (Due within one year of date)		
Accounts Payable	_____	
Notes Payable	_____	
Equipment Obligations	_____	
Other Liabilities (Attach schedule) <small>LOAN PAYABLE</small>	<u>3,067.32</u>	
Total Current Liabilities <small>OFFICER</small>		<u>3,067.32</u>
Long Term Liabilities (Due after one year of date)		
Accounts Payable	_____	
Notes Payable	_____	
Equipment Obligations	_____	
Other Liabilities (Attach Schedule)	_____	
Total Long Term Liabilities		<u>3,067.32</u>
TOTAL LIABILITIES		<u>3,067.32</u>

NET WORTH (Partnerships and individuals, only)

OWNER'S EQUITY (Corporations only)

Capital Stock	_____	
Additional Paid-in Capital	_____	
Retained Earnings	_____	
Less: Treasury Stock	<u>- _____</u>	<u>=</u>
Total Owner's Equity		<u>8,983.57</u>

TOTAL LIABILITIES & OWNER'S EQUITY

12,050.89



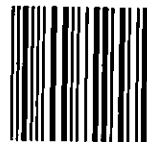
**JOHN A. PILLAR**

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Rosemary Chiavetta, Secretary  
Pennsylvania Public Utility Commission  
P. O. Box 3265  
Harrisburg, PA 17105-3265