

# 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-2016-2524649  
PUC Application Docket No.

Reading City Cab, LLC  
Legal Name of Applicant

Trade Name, if any

<u>620 S. 13<sup>th</sup> Street</u>	<u>Harrisburg</u>	<u>PA</u>	<u>17104</u>
Street Address (principal place of business)	City or Municipality	State	Zip Code

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.

**Hibetallah Oussai, owner**  
**2304 Walnut Street Harrisburg, PA 17103**

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

**Applicant is owned by Hibetallah Oussai. She is also the owner of New Taxi, LLC which is currently applying for a transfer of rights at docket number A-2016-2529851.**

**Applicant is managed by Maher S. Ahmed. Mr. Ahmed owns Keystone Cab Service, Inc. PA PUC No. A-00118552 and EZ Taxi, LLC PA PUC No. A-00119741 and Express Taxi, LLC PA PUC No. A-6317546 Additionally he manages the day to day operations of the following certificated carriers: United Cab, LLC PA PUC No. A-6412947 Good Cab, LLC PA PUC No. A-00120846 Amigo Taxi, LLC PA PUC No. A-00122492 Diamond Taxi, LLC PA PUC No. A-00639925 Dollar Taxi, LLC PA PUC No. A-00639927**

3. Describe the applicant's 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.

**Applicant's president, Maher S. Ahmed, presently owns and operates Keystone Cab Service, Inc. Express Taxi, LLC, and EZ Taxi, LLC. Further he presently manages United Cab, Good Cab, Diamond Taxi, Dollar Taxi, and Amigo Taxi. He has operated a call or demand service in Harrisburg, PA since 2002 and in Berks and Lancaster County since 2016. Mr. Ahmed has substantial experience in all aspects of managing a taxi cab company in Central Pennsylvania. In addition to his management of the above referenced entities, Mr. Ahmed is also the President of the Greater PA Taxi Cab Association. In his position with the Association, Mr. Ahmed was asked to testify before the commission at the public meeting focused on issues surrounding transportation in the fall of 2014. A copy of Mr. Ahmed's resume is attached hereto and incorporated herein as Exhibit A.**

**Owner, Hibetallah Oussai, has worked with Maher Saber of Keystone Cab and EZ Taxi, LLC to learn the taxi cab business. Ms. Oussai assisted in the administrative responsibilities of the cab businesses including but not limited to driver management, and communication with the dispatch center. Ms. Oussai participated first hand in overseeing the vehicle maintenance program instituted by Mr. Saber. As a result of her training with Mr. Saber, Ms. Oussai has substantial experience in all aspects of managing a taxi cab company in Central Pennsylvania.**

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

**Reading City Cab will operate in both Berks and Lancaster County. In Berks County Reading City Cab will utilize 520 Willow Street as its physical address. This location has a small office area which includes a desk, a computer, and a fax machine/printer. Also in the office is a file cabinet to keep any necessary business documents. 520 Willow Street provides parking for approximately 20 vehicles in the private lot in front of the facility. Additionally 520 Willow Street has a drive in bay door to a portion of the facility that will be used to maintain the vehicles.**

**In Lancaster County Reading City Cab will utilize 1148 Elizabeth Avenue as its physical address. This location has a small office area which includes a desk, a computer, and a fax machine/printer. Also in the office is a file cabinet to keep any necessary business documents. 1148 Elizabeth Ave provides parking for approximately 5 vehicles in the shared lot in front of the facility. The vehicles to be used in Lancaster County will be stored at 1148 Elizabeth Avenue and in Harrisburg at 620 S. 13<sup>th</sup> Street.**

**Reading City Cab will share these locations with Express Taxi, LLC and Amigo Cab, LLC. Express Taxi, LLC is presently operating and Amigo Cab's certificate of public convenience is pending Commission approval. The result of sharing this location will be lower overhead as all three companies will share in the expenses of the locations.**

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 for service will be received via telephone at 2 different phone numbers. Incoming calls for Berks County customers will come to (610) 374-2222. Incoming calls for Lancaster County customers will come to (717) 394- 2222. Customers from either county can call either phone line as Reading City Cab will have drivers in both counties. The local extensions are provided as a convenience.

Reading City Cab, LLC has agreed in principle with Express Taxi, LLC, Amigo Cab, LLC, and to utilize a joint dispatch operations whereby the three companies can work together to dispatch from one location to provide the highest quality service at the lowest possible cost to the public at large.

After a request for service is received, the same will be dispatched to the driver closest to the call. If the caller requests a specific company the request will be honored. Initially dispatching will be accomplished by calling the driver's cellular telephone and providing the address for the trip. Once financially viable, a call center will be set up with 2 way radios to contact the drivers directly in their vehicles without the need for a phone call. At the present time all vehicles are wired for such radios, and once the call center is set up the radios will be put into each vehicle. A driver will be required to have a cellular telephone with them at all times to allow for continuous communication.

Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

6. Please explain:

- a. Your hiring standards for drivers;

Reading City Cab LLC intends to contract with drivers, with each driver paying Reading City Cab LLC a set fee per week (anticipated at \$350-\$500/week, with up to two drivers contracting each available car per week). Drivers will be considered independent contractors, with each driver entering an Independent Contractor Agreement with Reading City Cab LLC. Drivers will be solicited through referrals and networking as well as through ads placed with community carrier and Craigslist. Because our drivers will be the first and last impression of Reading City Cab LLC to our clientele, all necessary steps will be employed to ensure customers are treated in a kind, safe and friendly manner. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

- b. Your system to ensure prospective divers will be subject to a criminal background check;

**Criminal Background check** – to ensure the safety of our patrons, Reading City Cab LLC will review the criminal history of all drivers seeking to contract with the company. Potential drivers will be required to disclose all criminal convictions, regardless of the classification, when applying to drive for Reading City Cab LLC. All potential drivers must also submit to a criminal background check to ensure the driver disclosed all criminal offenses truthfully. This mechanism will both disclose the history of the driver and ensure drivers are honest with Reading City Cab LLC

from the start of the relationship. Any prior criminal offenses will be subject to the discretion of Reading City Cab LLC, as permitted under Pennsylvania law, with how the company moves forward with such driver. After contracting with Reading City Cab LLC, drivers will be required to report any criminal offenses or charges, regardless of classification (i.e. misdemeanor, felony, etc...) to Reading City Cab LLC, with subsequent offense or charges subject to termination at the discretion of Reading City Cab LLC depending on the severity of the offense or charge. Reading City Cab LLC will also annually conduct new criminal background checks on its drivers. Drivers will be required to provide to Reading City Cab with a copy of their criminal background check from the PA State police annually. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

c. Your driver training program;

All drivers that contract with Reading City Cab LLC will undergo initial training directly from Mr. Ahmed based on the knowledge he gained from 12 years in the industry. Such training will include how to politely interact with customers, assisting them with entrance/exiting the vehicle, answering questions of the area, and generally interacting in a positive manner. Such training will also include how to keep the vehicle in clean and orderly shape. The training will stress that following such tenants will only help to increase each driver's revenue, and thereby strengthen the reputation and business of Reading City Cab LLC. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

All drivers must have an active/valid Pennsylvania license and relatively clean driving record history, with any violations subject to the discretion of Reading City Cab LLC. Reading City Cab LLC will conduct initial driving record checks on all potential drivers prior to contracting with the drivers. Thereafter, drivers will be required to report any traffic-related violation to Reading City Cab LLC, with subsequent traffic violations subject to termination at the discretion of Reading City Cab LLC depending on the severity of the violation. Reading City Cab LLC will also semi-annually update and review its drivers' driving records to ensure all traffic related violations are truthfully disclosed. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

See 6b above. Drivers will be required to provide to Reading City Cab a copy of their criminal background check from the PA State police annually. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

All drivers must be drug free under Reading City Cab LLC's zero tolerance policy on drugs and alcohol, with potential drivers having to submit to random drug testing, with any unexplained detection of drug use disqualifying the driver from future association with Reading City Cab LLC. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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 may not be used if the vehicle's age is greater than ten model years or reaches 350,000 on the vehicles odometer, whichever comes first.

**Reading City Cab LLC intends to commence operation of its service with ten vehicles. The vehicles to be used are as follows:**

Unit #	Year	Make/Model	VIN
4	2011	Dodge Grand Caravan	2D4RN3DG3BR731793
5	2007	Chevrolet Aveo	KL1TD566X7B161231
6	2010	Dodge Journey	3D4PG4FB5AT269774
7	2007	Chevrolet Cobalt	1G1AK55F577174035
8	2007	2007 Ford Focus	1FAFP34N37W182531
9	2008	Chrysler Town and Country	2A8HR54P68R651608
10	2009	Dodge Grand Caravan	2D8HN44E09R582834
11	2007	FORD 500	1FAFP25177G108464
12	2008	Chevrolet Impala	2G1WT55K789172514
14	2008	Chevrolet Uplander	1GNDU23W28D138975

**Reading City Cab also owns the following vehicles:**

Unit #	Year	Make/Model	VIN
N/A	2008	Chevrolet Impala	2G1WT55K581248603
N/A	2010	Chevrolet HHR	3GNBABBDBXAS611734

**These two additional vehicles will be added to the fleet as demand increases.**

**Due to the increasing need of cab services in the Berks and Lancaster County area, Reading City Cab LLC believes such a fleet will be able to reasonably and efficiently serve the territory. Reading City Cab LLC will operate with its current fleet, however, as demand increases Reading City Cab will add vehicles as is necessary to serve the public need.**

**All vehicles in Reading City Cab LLC's fleet will be within ten (10) model years or newer of the then current date. Once a vehicle is outside of the then current ten (10) model years, the vehicle will be discarded in exchange for a new vehicle on a rotating basis. All vehicles will be fully insured to comply with all Pennsylvania standards, including, without limitations, the standards of the Pennsylvania Utilities Commission ("PUC).**

**Beyond the above, each vehicle will be visually inspected on a daily basis, with each driver completing a sanitation and safety checklist prior to using the vehicle for that day and/or shift. All driver shift changes will be required to be conducted at Reading City Cab LLC's office to ensure all protocols and procedures are being followed, and to permit for**

any mechanical issues to be immediately addressed by the in-house mechanics. Prior to each shift change or daily use, the inside of each vehicle will be cleaned for sanitary transportation conditions for passengers.

Additionally, all vehicles will be routinely serviced, strictly pursuant to each individual vehicle's maintenance recommendations, as well as being inspected twice a year by a third party fleet inspection garage. All recommended maintenance and repairs will be made.

Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

a. Your periodic vehicle maintenance plan;

Each vehicle will be visually inspected on a daily basis, with each driver completing a sanitation and safety checklist prior to using the vehicle for that day and/or shift. All driver shift changes will be required to be conducted at Reading City Cab LLC's office to ensure all protocols and procedures are being followed, and to permit for any mechanical issues to be immediately addressed by the in-house mechanics. Prior to each shift change or daily use, the inside of each vehicle will be cleaned for sanitary transportation conditions for passengers.

Additionally, all vehicles will be routinely serviced, strictly pursuant to each individual vehicle's maintenance recommendations, as well as being inspected twice a year by a third party fleet inspection garage. All recommended maintenance and repairs will be made.

All vehicles will undergo annual PA State Safety and Emissions inspections. Also all vehicles will have their suspensions checked monthly and their driving fluids checked daily.

Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

See answer to 7a. Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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

All vehicles in Reading City Cab LLC's fleet will be within ten (10) model years or newer of the then current date. Once a vehicle is outside of the then current ten (10) model years, the vehicle will be discarded in exchange for a new vehicle on a rotating basis. All vehicles will be fully insured to comply with all Pennsylvania standards, including, without limitations, the standards of the Pennsylvania Utilities Commission ("PUC). Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.

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.

**Jeffrey M. Schmidt**  
**Senior Vice President**  
**Research Underwriters**  
**Phone: 800-727-3732 ext. 301**  
**Cell: 215-498-7010**  
**Fax: 215-297-6798**

**Please see insurance quote from Research Underwriters attached hereto as Exhibit C.**

**Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit 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 \_\_\_\_\_  \_\_\_\_\_

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.

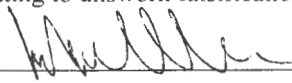
**Please see Reading City Cab balance sheet attached hereto as Exhibit D.**  
**Please see Reading City Cab pro forma attached hereto as Exhibit E.**  
**Please see Hibetallah Oussai's net worth statement attached hereto as Exhibit F.**  
**Additionally, please see Reading City Cab, LLC business plan attached hereto as Exhibit B.**

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

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 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.

  
\_\_\_\_\_  
(Signature)

12/07/16  
\_\_\_\_\_  
(Date)

**Hibetallah Oussai**  
\_\_\_\_\_  
(Name and Title, printed or typed)

*Reading City Cab LLC*  
*Exhibit A*

## SUMMARY

Over 17 years experience in Business Management, and transportation sector with excellent communication, technical, and project management skills.

## EXPERIENCE

07/02-Present

### **The Keystone Group**

#### **Owner/General Manager**

Owner/Primary Responsible party for several 24 hour full service taxi services

- Founded Taxi Service in Harrisburg Region
- Created Joint Dispatch center utilized by no less than 7 full service taxi services
- Created Joint Garage center utilized by no less than 7 full service taxi services
- Developed startup taxi service from a one car operation to more than 60 vehicles
- Continually managed no less than seven 24 hour taxi services

08/01-04/02

### **Services Sector**

#### **Siebel Project Manager**

Implementation of Siebel Help Desk

- Develop a business case to show the need of CRM system
- Prepare Project Management Plan (work breakdown structure).
- Prepare Risk Mitigation Plan
- Identify/Adapt tools, standards and guidelines.
- Obtain sign off and acceptance from the client for different miles stones.
- Project Status Report, Knowledge sharing, and Project documentation.
- Establish Project Communication Management Plan.
- Objective setting and work allocation.

03/01-7/02

### **Biotech Industry**

#### **Technical lead and EIM Specialist**

Implementation of Siebel sales/CRM 6.2.1

- Participate in the creation of siebel templates, design architecture.
- Migration of data from the legacy system into Siebel using EIM.
- Business Requierment Gathering.
- Build Transact sql procedures to move the legacy data into siebel.
- Perform DBA/Siebel Admin tasks such as back up and recovery, and set up of internal organization.
- Participate in the creation of an automated process to load data into siebel.
- Mentor Junior Developers.

Environment: SQL Server, DTS, & Siebel escript, window NT

08/00-3/01

### **Communications Sector**

#### **Technical Project Leader (Accenture)**

Implementation of Siebel 2000 Telecommunication, integration with Arbor/BP Billing System and 15 other interfaces. As a part of the project Management team performed the followings:

- Prepare Project Management Plan (work breakdown structure).
- Prepare Risk Mitigation Plan
- Identify/Adapt tools, standards and guidelines
- Obtain sign off and acceptance from the client for different miles stones.
- Project Status Report, Knowledge sharing, and Project documentation.
- Establish Project Communication Management Plan.

05/00-08/00

### **Insurance Sector**

#### **Technical Lead**

Implementation of Siebel 2000

- Objectives setting and Team Communication.
- Team development and work allocation.
- Project Documentation and status reporting
- Mentor junior developers and helped the client to understand Siebel Architecture.
- Setup the MSQL Server, Install Gateway Server, Client.

- Configure the Siebel Application Account (Broker Dealers), Contact (Agents) On Siebel 2000 tools
- Anticipated in the upgrade from Siebel 99.5 to Siebel 2000 on DB2, which is one of the few, Clients are using DB2 and upgrading to Siebel 2000.
- Involve in a major part of the project, which combin 17 different GoldMine databases in one Database (DB2/UBD6.00).
- As a Team Lead, I reported to the project manager about the status of the project on daily basis and where is everybody in the team standing, regular weekly meetings were held.

Environment: (DB2/UBD6.00, Win NT server)

01/00 \_ 05/00

### **Services Sector**

#### **Siebel Consultant (Configurator, Siebel Administrator)**

Siebel CRM (Siebel 99.5, Siebel Sales 2000)

- Installed Siebel Client, Tools, Server Enterprise.
- Configured Siebel Application (Contact, Account, Tips, MVG's, Picklist, Pick Applet--), Business Entities,
- Extended Base Tables, and Interface Tables, DDLSYNC, and XREP.
- Build Testing Procedure.
- Creation of Siebel Design Review Documentation.
- Perform Siebel Administration Duties such as adding new users to Siebel and SQL DB, Created Positions; assign Employees to that Position, and Views, Responsibilities. Also get and extract DB for new users.
- Perform all the DBA tasks such as Login for those Employees in SQL SERVER 7.00. Backup, Restore the Database. Set up default.ifb for EIM, and config files
- Mapping the Legacy System Fields to Siebel Interface Tables (EIM Tables) using a Staging table as an intermediate between the Legacy system and Siebel interface tables Helped users to understand the Siebel Business Module and the Data Module.

Environment: SQL Server, DTS, & Siebel VB

06/99-12/99

### **Financial Sector**

#### **Siebel Configurator**

- Setting the environment for Siebel (Server and Client).
- Installation of Siebel 99.5/2000 (Client&Server) Siebel Enterprise, Gateway Server
- Created Packages using DTS to transfer data from legacy to Siebel (MSQL Server-DTS)
- Siebel Analysis & Testing of Siebel Applications
- Siebel Review Documentation

Environment: SQL Server, DTS, DTP, Siebel eScript & Siebel VB

9/97 – 2/99

### **Services Sector**

#### **Technical Project Manager**

Worked on a major supply chain management project to implement MM, SD, PP, module of SAP R/3 in a major manufacturing facility.

- Managed the Sales and Distribution Team.
- Perform all different tasks of project Management such as Team Development, work allocation Business Plan, Risk Matigation Plan and Communication plan.

11/94 – 8/97

### **Services Sector**

#### **Programmer Analyst/Technical Lead**

Designed, installed and tested the Vision plus (Paysys) credit card system that manages all phases of credit card transaction. Was responsible for Credit Card Management (CMS), which is the heart of the Vision Plus system. Performed all tasks of project Managemet.

3/94 – 10/94

### **Government sector**

#### **Programmer Analyst**

Worked as part of a team, which evaluated and tested criminal and motor vehicle records to ensure data base system integrity for operational efficiency. This project required interaction with the Federal Bureau of Investigation and the State of Maryland's database to ensure integrity of both databases.

8/92 - 2/94

**Services Sector  
Business Analyst**

Participated in divisional and departmental re-engineering as well as process Improvement initiatives. Provided Accounting & IT System expertise and contributed to process redesign and performance efficiency.

**EDUCATION**

2002 **NVCC College**, Alexandria, Va  
Information Technology Management

1999 **IMIT Training Center**, MD  
Siebel Training (July99)

1998 **Towson State University**, Towson, MD  
BA in Economics

1995 **University of Baltimore**  
Systems Engineer

1991 **London Business Institute**  
Diploma in International Management

*Reading City Cab LLC*  
*Exhibit B*

# *Reading City Cab LLC*

## *Business Plan*

## **Introduction**

Hibetallah Oussai recently formed Reading City Cab LLC so as to provide a cab company servicing the Berks and Lancaster County with round the clock coverage. Cab services will be provided to Berks and Lancaster County residents and visitors with high quality accommodations and a newer fleet of vehicles.

Hibetallah Oussai, President of Reading City Cab, LLC has worked with Maher Saber of Keystone Cab and EZ Taxi, LLC to learn the taxi cab business. Ms. Oussai assisted in the administrative responsibilities of the cab businesses including but not limited to driver management, and communication with the dispatch center. Ms. Oussai participated first hand in overseeing the vehicle maintenance program instituted by Mr. Saber. As a result of her training with Mr. Saber, Ms. Oussai has substantial experience in all aspects of managing a taxi cab company in Central Pennsylvania.

The fleet in Berks and Lancaster County will be overseen by Mr. Ahmed as general manager.

Mr. Ahmed has been in the taxicab industry since 2002. He started Keystone Cab as a single vehicle operation, and since that time has added multiple vehicles, opened a garage facility that services seven certificated entities, added a 24/7 dispatch facility, and was invited by the PUC to speak at its recent Transportation hearings. Additionally he is President of the Greater Pennsylvania Taxi Cab Association. He has experience in all aspects of operating a call or demand service.

Mr. Ahmed will draw on such experience, along with his management experience, to provide the highest level of customer satisfaction to his passengers and to specifically address delay related issues, which are the top complaints with area cab companies.

## **Mission Statement**

Reading City Cab LLC seeks to provide the highest quality taxi-cab service and experience to Berks and Lancaster County passengers by providing skilled, friendly, and trustworthy drivers, clean and maintained vehicles, and reducing wait time for customers by providing highly responsive service from a company committed to offer friendly and reliable transportation.

## **Vision Statement**

Reading City Cab LLC strives to become the number one cab choice for customers in the Berks and Lancaster County area.

## **Main Office Administration and Coordination**

Reading City Cab LLC will operate out of two locations: one in Berks and one in Lancaster County. The locations will house all vehicles to be used in the respective county as well as a maintenance and repair facility. All dispatcher operations and coordination will be conducted from the locations and communicated with the drivers to service the Berks and Lancaster County area.

Reading City Cab LLC's locations will each initially include two computers, internet connection, a multifunction printer/scanner/fax/copier machine, two telephone hard lines, four filing cabinets and two external hard drives for additional storage and back-up of computer hard drives. Records to be maintained and stored include, without limitation, all license and permits, personnel information and files, daily transportation logs detailing the daily activity of drivers, and all maintenance, inspection, repairs, and related issues concerning the vehicle fleet.

The location of Reading City Cab LLC will be the center for communication and coordination of drivers, as stated above. All customer requests for transportation will be received by phone and the same will be communicated to one of the drivers in the field. The office will be in periodic contact with the drivers to know what routes they are taking and their approximate location in an effort to maximize their utility and efficiency, and to provide better service to customers.

### **Reading Location:**

520 Willow Street  
Reading, PA 19602

### **Lancaster Location:**

1148 Elizabeth Avenue  
Lancaster, PA 17601

## **Current Market Condition**

The Berks County territory, mainly focused on Reading City and surrounding urban areas, is currently serviced by four taxi-cab companies. Due to the demands of the growing population, a void currently exists for cab services in the area. This void is evidenced by longer wait times for passengers to the point that some simply give up on waiting for a cab despite scheduling the service well in advance.

The Lancaster County territory, mainly focused on Lancaster City and surrounding urban areas, is currently serviced by three taxi-cab companies. Due to the demands of the growing population, a void currently exists for cab services in the area. This void is evidenced by longer wait times for passengers to the point that some simply give up on waiting for a cab despite scheduling the service well in advance.

A similar market analysis was submitted by Mr. Ahmed in support of his application for authority under the name Express Taxi, LLC and Amigo Cab, LLC. Express Taxi, LLC, Amigo Cab, LLC, and Reading City Cab, LLC will align in a strategic partnership to provide cost effective transportation to the citizens of Berks and Lancaster County. The strategic partnership will allow the individual companies the budget flexibility to service the community at a lower cost than current carriers. Through resource pooling arrangements, the two companies can avoid the necessity of “reinventing the wheel” thus keeping operating costs lower. Those savings will be passed directly on to the traveling public.

Reading City Cab, LLC has agreed in principle with Express Taxi, LLC, and Amigo Cab, LLC, and to utilize a joint dispatch operations whereby the three companies can work together to dispatch from one location to provide the highest quality service at the lowest possible cost to the public at large.

**Anticipated Benefits**

The benefits anticipated by Reading City Cab LLC’s operation in the Berks and Lancaster County area include:

- Providing a new alternative choice to passengers.
- Improving the overall taxicab service performance.
- Provide jobs to Berks and Lancaster County area individuals.
- Provide a reliable cab service to certain individuals for reliable transportation to and from their respective places of work.
- Provide a lower cost transportation alternative through its strategic alliance with Express Taxi, LLC

**Financial Position**

Reading City Cab LLC will be entirely self-funded by Ms. Oussai. The initial investment by the owner over the first twelve months is estimated to be as follows:

Vehicles	\$63,600.00 <sup>1</sup>
Furniture & Equipment	\$2,400.00
Start-up Costs	\$5,000.00
Operating Costs (2 Months)	\$23,250.00
Reserve	\$69,350.00
<b>Total</b>	<b>\$100,000.00<sup>2</sup></b>

<sup>1</sup> The 12 vehicles to be used are already owned by Reading City Cab and so the cost is not included in the total initial investment. The assets are listed on the balance sheet.

Reading City Cab LLC will generate revenue through weekly rentals of its vehicles to contract drivers. All drivers will be independent contractors. The drivers will rent the vehicles from Reading City Cab LLC for the rate of \$350 per week. All fees collected by the drivers will be the driver's compensation. Reading City Cab LLC will pay the costs to insure and maintain the vehicles. Attached as Exhibits D and E to Reading City Cab's Business Plan submission to the PUC are the balance sheet and proforma Profit and Loss statement, respectively.

It is noted that the projected profit and loss statement indicates that Reading City Cab will generate enough revenue from the first year to support its operations. Any additional funds needed to operate the company will be provided by Ms. Oussai. A copy of her net worth statement is attached as Exhibit F to Reading City Cab's Business Plan submission to the PUC. Her net worth statement indicates an additional \$40,000.00 of available cash above and beyond her initial investment.

### **Employees**

Reading City Cab LLC will employ three people, one for the Berks County office and one for the Lancaster County office. Additionally the company will employ Mr. Ahmed as its general manager. The two office employees will be administrative employees conducting a wide array of functions, including, without limitation, office work, paper work and routine maintenance and cleaning of office and vehicles. Both of the administrative employees have already been selected and have detailed backgrounds with vehicle maintenance and repair. The employees will be shared among Express Taxi, Amigo Cab, and Reading City Cab thus allowing overhead to remain low.

### **Cab Drivers**

Reading City Cab LLC intends to contract with drivers, with each driver paying Reading City Cab LLC a set fee per week (anticipated at \$350-\$500/week, with up to two drivers contracting each available car per week). Drivers will be considered independent contractors, with each driver entering an Independent Contractor Agreement with Reading City Cab LLC. Drivers will be solicited through referrals and networking as well as through ads placed with community carrier and Craigslist. Because our drivers will be the first and last impression of Reading City Cab LLC to our clientele, all necessary steps will be employed to ensure customers are treated in a kind, safe and friendly manner. Reading City Cab LLC intends to employ the following driver screening policy on its drivers to ensure the highest quality of services:

---

<sup>2</sup> The initial investment of \$100,000.00 has been derived from an open line of credit provided to Hibetallah Oussai by Maher S. Ahmed. The open line of credit shall be a no interest loan to be repaid periodically, and shall remain available to Ms. Oussai for a period of five (5) years.

## **READING CITY CAB LLC DRIVER SCREENING POLICY**

All drivers seeking to contract with Reading City Cab LLC must submit to and comply with the following initial and periodic testing to ensure the best quality drivers and the best service possible for clientele. Failure to comply with such testing and policy may result in immediate termination of a driver's contract with Reading City Cab LLC, as more fully set forth below:

- Drug testing –all drivers must be drug free under Reading City Cab LLC's zero tolerance policy on drugs and alcohol, with potential drivers having to submit to random drug testing, with any unexplained detection of drug use disqualifying the driver from future association with Reading City Cab LLC.
- License and Driving Records – all drivers must have an active/valid Pennsylvania license and relatively clean driving record history, with any violations subject to the discretion of Reading City Cab LLC. Reading City Cab LLC will conduct initial driving record checks on all potential drivers prior to contracting with the drivers. Thereafter, drivers will be required to report any traffic-related violation to Reading City Cab LLC, with subsequent traffic violations subject to termination at the discretion of Reading City Cab LLC depending on the severity of the violation. Reading City Cab LLC will also semi-annually update and review its drivers' driving records to ensure all traffic related violations are truthfully disclosed.
- Criminal Background check – to ensure the safety of our patrons, Reading City Cab LLC will review the criminal history of all drivers seeking to contract with the company. Potential drivers will be required to disclose all criminal convictions, regardless of the classification, when applying to drive for Reading City Cab LLC. All potential drivers must also submit to a criminal background check to ensure the driver disclosed all criminal offenses truthfully. This mechanism will both disclose the history of the driver and ensure drivers are honest with Reading City Cab LLC from the start of the relationship. Any prior criminal offenses will be subject to the discretion of Reading City Cab LLC, as permitted under Pennsylvania law, with how the company moves forward with such driver. After contracting with Reading City Cab LLC, drivers will be required to report any criminal offenses or charges, regardless of classification (i.e. misdemeanor, felony, etc...) to Reading City Cab LLC, with subsequent offense or charges subject to termination at the discretion of Reading City Cab LLC depending on the severity of the offense or charge. Reading City Cab LLC will also annually conduct new criminal background checks on its drivers.

### **Driver Training**

All drivers that contract with Reading City Cab LLC will undergo initial training directly from Mr. Ahmed based on the knowledge he gained from 12 years in the

industry. Such training will include how to politely interact with customers, assisting them with entrance/exiting the vehicle, answering questions of the area, and generally interacting in a positive manner. Such training will also include how to keep the vehicle in clean and orderly shape. The training will stress that following such tenants will only help to increase each driver's revenue, and thereby strengthen the reputation and business of Reading City Cab LLC.

### **Service Complaints**

Each vehicle will have a PUC approved sticker, which will provide the customer with a PUC complaint hotline. Additionally, Reading City Cab LLC will encourage our customers to call the general manager, Mr. Ahmed, directly if there is any issue or complaint, making management accessible to the customers as well as giving Reading City Cab LLC an immediate opportunity to learn about and address any issues that arise with our service.

### **Vehicle Fleet**

Reading City Cab LLC intends to commence operation of its service with ten vehicles. The vehicles to be used are as follows:

<b>Unit #</b>	<b>Year</b>	<b>Make/Model</b>	<b>VIN</b>
<b>4</b>	<b>2011</b>	<b>Dodge Grand Caravan</b>	<b>2D4RN3DG3BR731793</b>
<b>5</b>	<b>2007</b>	<b>Chevrolet Aveo</b>	<b>KL1TD566X7B161231</b>
<b>6</b>	<b>2010</b>	<b>Dodge Journey</b>	<b>3D4PG4FB5AT269774</b>
<b>7</b>	<b>2007</b>	<b>Chevrolet Cobalt</b>	<b>1G1AK55F577174035</b>
<b>8</b>	<b>2007</b>	<b>2007 Ford Focus</b>	<b>1FAFP34N37W182531</b>
<b>9</b>	<b>2008</b>	<b>Chrysler Town and Country</b>	<b>2A8HR54P68R651608</b>
<b>10</b>	<b>2009</b>	<b>Dodge Grand Caravan</b>	<b>2D8HN44E09R582834</b>
<b>11</b>	<b>2007</b>	<b>FORD 500</b>	<b>1FAFP25177G108464</b>
<b>12</b>	<b>2008</b>	<b>Chevrolet Impala</b>	<b>2G1WT55K789172514</b>
<b>14</b>	<b>2008</b>	<b>Chevrolet Uplander</b>	<b>1GN DU23W28D138975</b>

**Reading City Cab also owns the following vehicles:**

<b>Unit #</b>	<b>Year</b>	<b>Make/Model</b>	<b>VIN</b>
<b>N/A</b>	<b>2008</b>	<b>Chevrolet Impala</b>	<b>2G1WT55K581248603</b>
<b>N/A</b>	<b>2010</b>	<b>Chevrolet HHR</b>	<b>3GNBABDBXAS611734</b>

These two additional vehicles will be added to the fleet as demand increases.

Due to the increasing need of cab services in the Berks and Lancaster County area, Reading City Cab LLC believes such a fleet will be able to reasonably and efficiently serve the territory. Reading City Cab LLC will operate with its current fleet, however, as demand increases Reading City Cab will add vehicles as is necessary to serve the public need. As is indicated in the proforma (Exhibit E), Reading City Cab, LLC intends to grow its fleet gradually year after year such that in year five the fleet will consist of 30 vehicles.

**Vehicle Safety and Maintenance Policy**

All vehicles in Reading City Cab LLC’s fleet will be within ten (10) model years or newer of the then current date. Once a vehicle is outside of the then current ten (10) model years, the vehicle will be discarded in exchange for a new vehicle on a rotating basis. All vehicles will be fully insured to comply with all Pennsylvania standards, including, without limitations, the standards of the Pennsylvania Utilities Commission (“PUC”).

Beyond the above, each vehicle will be visually inspected on a daily basis, with each driver completing a sanitation and safety checklist prior to using the vehicle for that day and/or shift. All driver shift changes will be required to be conducted at Reading City Cab LLC’s office to ensure all protocols and procedures are being followed, and to permit for any mechanical issues to be immediately addressed by the in-house mechanics. Prior to each shift change or daily use, the inside of each vehicle will be cleaned for sanitary transportation conditions for passengers.

Additionally, all vehicles will be routinely serviced, strictly pursuant to each individual vehicle’s maintenance recommendations, as well as being inspected twice a year by a third party fleet inspection garage. All recommended maintenance and repairs will be made.

## **Marketing**

Reading City Cab LLC will work with local businesses, particularly in the hospitality and entertainment industries, including, without limitations, local hotels, wedding venues, restaurants, nightclubs, supermarkets, medical facilities, community organizations etc., to encourage their patrons to take advantage of Reading City Cab LLC's superior services. Additionally, Reading City Cab LLC will use alternative media opportunities to publicize its name and message, including partnering with non-profit organizations that relate to our mission in providing a safe and friendly cab service for the local community.

## **Strategic Partnership with Express Taxi, LLC and Amigo Cab, LLC**

Mr. Ahmed recently applied for authority to operate a call or demand service in Berks and Lancaster Counties under the name of Express Taxi, LLC. Express Taxi has been granted its certificate of authority and has commenced operations in Berks and Lancaster Counties. As anticipated by Mr. Ahmed, the response to a new lower cost carrier has been overwhelmingly positive. In the short time since its certificate was granted, Express Taxi has experienced significant growth.

Amigo Cab, LLC submitted its application to the PUC for call or demand authority in Berks and Lancaster Counties in 2015. Presently the application is being reviewed by the Commission.

Assuming this application is ultimately approved, Express Taxi, LLC, Amigo Cab, LLC, and Reading City Cab, LLC have agreed in principle to form a strategic partnership whereby the three companies can work together to provide the highest quality service at the lowest possible cost to the public at large.

*Reading City Cab LLC*  
*Exhibit C*

QUOTE DETAILS

Name: Reading City Cab, LLC  
 Proposed Policy Term: TBD  
 Insurance Carrier: American Service Insurance Company (A.M. Best B" Rated)  
 Premium Basis: 10 Units. Symbol 7 Coverage.

POLICY COVERAGES, PREMIUMS, AND FEES

Type	Limit	Price Per Unit	Premium
Liability	\$15,000/30,000/5,000	\$3,650	\$28,180
Uninsured Motorist Bodily Injury	\$15,000/30,000		\$170
Underinsured Motorist	\$15,000/30,000		\$110
PIP	\$25,000 MedExpense \$10,000 Work Loss		\$8,040
<b>Total Premium</b>			<b>\$36,500</b>

PAYMENT TERMS

Your policy premium is direct bill. Please make the initial down payment check payable to American Service. All monthly installments will be billed and paid directly to American Service. Each include a \$5.00 installment fee.

Down Payment Amount	\$7,305.00
Monthly Installments (10)	\$2,925.00

SUBJECT TO

- Need more current loss runs for management along with any missing loss runs.
- Quote based on favorable MVRs.
- This quote premium is subject to change if: vehicles, drivers, or limits are amended.
- Completed/Signed Atlas Public Auto App. & Signed Acord 125, 127, 137, 60, 61, 62.
- Signed "No Loss" Statement.
- Vehicle registration/lease agreements for all vehicles used by the name insured.
- All drivers must be approved by ACIC and must be disclosed at time of application/binding. All potential new hires must be submitted to the company for approval.
- All drivers must qualify under the Safe Driver Program. ACIC reserves the right to exclude / reject any operator for any reason who may otherwise qualify under the criteria.
- On/off same vehicle endorsement activity is not acceptable.
- A fee of \$25 will be charged to reinstate any policy canceled for non payment of premium
- There is a charge of \$50 for each additional insured/lessor added to the policy, unless it is a state entity.
- Failure to provide requested information may result in cancellation of the policy.
- Minimum Premium of \$250

Quotation Valid Until January 4, 2017.

Only Coverages Shown Are Provided

Insured Signature

Date



*Reading City Cab LLC*  
*Exhibit D*

**READING CITY CAB, LLC**

**Current Balance Sheet**

<b>Assets</b>		
<b>Current assets:</b>	<b>2015</b>	<b>Dec-16</b>
Line of Credit (Hibatallah) (100% available)	-	100,000.00
Cash	-	10,000.00
Checking Account	-	15,000.00
	-	-
	-	-
	-	-
<b>Total current assets</b>	-	<b>125,000.00</b>
<b>Fixed assets:</b>	<b>2015</b>	<b>Dec-16</b>
Cost of Vehicles - Taxi Cabs (12)	-	63,600.00
Furniture and Equipment	-	2,400.00
	-	-
	-	-
<b>Total fixed assets</b>	-	<b>66,000.00</b>
<b>Other assets:</b>	<b>2015</b>	<b>Dec-16</b>
	-	-
<b>Total other assets</b>	-	-
<b>Total assets</b>	-	<b>191,000.00</b>
<b>Liabilities and owner's equity</b>		
<b>Current liabilities:</b>	<b>2015</b>	<b>Dec-16</b>
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
<b>Total current liabilities</b>	-	-
<b>Long-term liabilities:</b>	<b>2015</b>	<b>Dec-16</b>
	-	-
<b>Total long-term liabilities</b>	-	-
<b>Owner's equity:</b>	<b>2015</b>	<b>Dec-16</b>
Member's Equity	-	191,000.00
Accumulated retained earnings	-	-
<b>Total owner's equity</b>	-	<b>191,000.00</b>
<b>Total liabilities and owner's equity</b>	-	<b>191,000.00</b>

**Balance**

-

-

*Reading City Cab LLC*  
*Exhibit E*

READING CITY CAB, LLC  
PRO FORMA

<b><u>PROJECTED INCOME</u></b>	<b>10 CABS Year 1</b>	<b>15 CABS Year 2</b>	<b>20 CABS Year 3</b>	<b>25 CABS Year 4</b>	<b>30 CABS Year 5</b>
<b>GROSS INCOME *</b>	\$ 156,000.00	\$ 234,000.00	\$ 312,000.00	\$ 390,000.00	\$ 468,000.00
<b><u>PROJECTED EXPENSES</u></b>					
<b>ADVERTISING &amp; MARKETING</b>	\$ 5,000.00	\$ 8,000.00	\$ 10,000.00	\$ 12,500.00	\$ 9,600.00
<b>INSURANCE EXPENSE **</b>	\$ 36,500.00	\$ 54,750.00	\$ 73,000.00	\$ 91,250.00	\$ 109,500.00
<b>LEGAL &amp; PROFESSIONAL SERVICES</b>	\$ 3,500.00	\$ 5,000.00	\$ 7,500.00	\$ 8,500.00	\$ 10,000.00
<b>MISC LICENSING &amp; TAX</b>	\$ 3,000.00	\$ 5,000.00	\$ 7,500.00	\$ 9,000.00	\$ 10,000.00
<b>OFFICE EXPENSE</b>	\$ 1,500.00	\$ 2,000.00	\$ 2,400.00	\$ 3,000.00	\$ 3,600.00
<b>REPAIRS/MAINTENANCE</b>	\$ 30,000.00	\$ 45,000.00	\$ 60,000.00	\$ 75,000.00	\$ 90,000.00
<b>RENT EXPENSE</b>	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
<b>SALARIES/WAGES</b>	\$ 50,000.00	\$ 80,000.00	\$ 100,000.00	\$ 100,000.00	\$ 150,000.00
<b>TELEPHONE &amp; COMMUNICATIONS</b>	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 6,500.00	\$ 7,000.00
<b>UTILITIES</b>	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00
<b>TOTAL EXPENSES</b>	\$ 139,500.00	\$ 209,750.00	\$ 270,400.00	\$ 313,750.00	\$ 397,700.00
<b><u>NET INCOME</u></b>	\$ 16,500.00	\$ 24,250.00	\$ 41,600.00	\$ 76,250.00	\$ 70,300.00

\* Gross Income based on average \$300.00 per cab per week.

\*\* Insurance Expense based on \$3,640 per cab per year.

*Reading City Cab LLC*  
*Exhibit F*

# Estimated Net Worth

Name: Hbetallah Oussai

As of: Dec-16

## Assets

### Cash

Checking accounts (Business and Personal)	30,000
Line of Credit (all available)	100,000
Line of Credit (BBT)	1,500
Other cash	12,500
<i>Total Cash</i>	<b>144,000</b>

### Other Current Assets

Various Real Properties	400,000
<i>Total Other Current Assets</i>	<b>400,000</b>

### Fixed Assets

Personal Assets	35,000
<i>Total Fixed Assets</i>	<b>35,000</b>

## Total Assets

**579,000**

## Liabilities

Mortgages and Loans Payable	94,000
Line of Credit	100,000

## Total Liabilities

**194,000**

## Net Worth

**385,000**

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Ann Housee

b. Your current address: 219 Birchland Ave  
Mount Joy PA 17552

2. Is your statement given as an **individual** or as a **representative of a group or business**? individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_  
\_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) **Reading** / **Lancaster**? (Yes / No)

a. If so, please state which company: \_\_\_\_\_

b. How often? \_\_\_\_\_

c. Were you satisfied with the service? (Yes / No)

d. If not, why not? \_\_\_\_\_

\_\_\_\_\_

5. How often would you plan to use the proposed service? not sure

6. From where would your trips originate? mt say

7. What would be the destination of your trips? Lanc

a. In what county is that destination located? Lanc

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

8. What means of transportation have you used in the past? Taxi SNYC

9. Have you had any problems obtaining similar service in the past? (Yes / No)

a. If so, please state the name of the company and explain the problem

10. Have you supported any other similiar applications? (Yes / No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) New business is always

a good idea in Lanc county

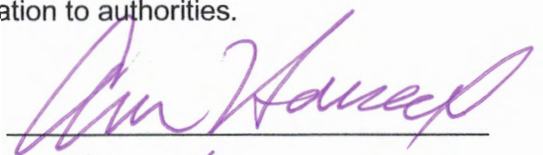
I, Ann Houseal (state your name), do hereby swear that the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7-7-16

Signed: 

Print Name: Ann Houseal

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name:

McClure Taxi

b. Your current address:

43 Westway Cir. MT 1217752

2. Is your statement given as an **individual** or as a **representative of a group or business**? individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business:

a. Your position with the group or business:

b. The number of members, employees, or customers you represent:

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading Lancaster (Yes) No

a. If so, please state which company:

Lancaster cab

b. How often?

monthly

c. Were you satisfied with the service? (Yes / No)

d. If not, why not?

late / not / expensive

---

5. How often would you plan to use the proposed service? Monthly

6. From where would your trips originate? home

---

7. What would be the destination of your trips? local city

a. In what county is that destination located? Lincoln

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

pleasure

8. What means of transportation have you used in the past? bus, train, taxi

9. Have you had any problems obtaining similar service in the past? (Yes) / No

a. If so, please state the name of the company and explain the problem

expensive / unreliable

10. Have you supported any other similar applications? (Yes / No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) We need taxis on Mt Joy

1. Michelle Foster

(state your name), do hereby swear that

the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7/6/14

Signed: Michelle Foster  
Print Name: Michelle Foster

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State: Larry Sohn Jr.
- a. Your legal name: ~~Larry Sohn Jr.~~ 13 Pine Dr.
- b. Your current address: 1351 Perkiomen Ave + Reinholds PA. 175  
Reading PA. 19602
2. Is your statement given as an **individual** or as a **representative of a group or business**? individual
3. If you are representing a group or a business (all references to the word "you" on this form will mean the group you are representing), please state:
- a. The name of the group or business: N/A
- a. Your position with the group or business: \_\_\_\_\_
- b. The number of members, employees, or customers you represent: \_\_\_\_\_
4. Have you tried to use another company for taxi service from any place in (circle one) Reading / Lancaster? (Yes / No)
- a. If so, please state which company: Lancaster City
- b. How often? 4x week
- c. Were you satisfied with the service? (Yes / No)
- d. If not, why not? Always rude and  
late to calls.

5. How often would you plan to use the proposed service? Always

6. From where would your trips originate? Home

7. What would be the destination of your trips? Drs. Offices

a. In what county is that destination located? Lancaster

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

Drs. offices and stores

8. What means of transportation have you used in the past? BUS / TAXI

9. Have you had any problems obtaining similar service in the past? (Yes / No)

a. If so, please state the name of the company and explain the problem

Red Rose Transit  
to early pickup, long ride,  
no experiance

10. Have you supported any other similiar applications? (Yes / No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) BECAUSE NEVER SUPPORTED  
before,

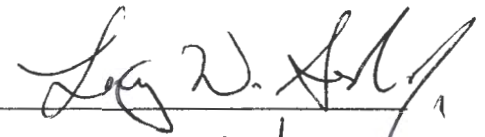
I, Larry Sohn Jr. (state your name), do hereby swear that the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7/7/16

Signed:   
Print Name: Larry W. Sohn Jr.

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: MICHAEL BAKER

b. Your current address: 620 E KING ST  
LANCASTER PA 17602

2. Is your statement given as an individual or as a **representative of a group or business?** \_\_\_\_\_

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading / Lancaster? (Yes / No)

a. If so, please state which company: LANCASTER CITY

b. How often? DAILY

c. Were you satisfied with the service? (Yes / No)

d. If not, why not? RUDE DRIVERS, NEVER ON  
TIME AND OR DAILY

5. How often would you plan to use the proposed service? DAILY

6. From where would your trips originate? LANDASTER CITY

7. What would be the destination of your trips? KUNZLER

a. In what county is that destination located? LANDASTER

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)  
TO GET WORK

8. What means of transportation have you used in the past? BUS

9. Have you had any problems obtaining similar service in the past? (Yes / No)

a. If so, please state the name of the company and explain the problem  
BUS SCHEDULE DON'T WORK WITH WORK SCHEDULE

10. Have you supported any other similiar applications? (Yes / No)

11. Please explain why you support this application for a new service in the area: (Why do think there is a need for this service?) I NEED TRANSPORTATION TO WORK



**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Edna Haddad

b. Your current address: 980 Stone Hill Rd PO Box 153  
Conestoga PA 17516

2. Is your statement given as an **individual** or as a **representative of a group or business**? individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) **Reading / Lancaster?**  **Yes** /  **No**

a. If so, please state which company: Lanc city

b. How often? daily

c. Were you satisfied with the service?  **Yes** /  **No**

d. If not, why not? rode drivers,  
unsafe, late

5. How often would you plan to use the proposed service? daily

6. From where would your trips originate? Lancaster

7. What would be the destination of your trips? work

a. In what county is that destination located? Lancaster

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

work

8. What means of transportation have you used in the past? bus

9. Have you had any problems obtaining similar service in the past? ( Yes) ( No)

a. If so, please state the name of the company and explain the problem

Bus schedule does not  
work with my work  
schedule

10. Have you supported any other similar applications? ( Yes) ( No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) need transportation  
to work

I, Edna Haddad (state your name), do hereby swear that

the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7-6-16

Signed: Edna Haddad

Print Name: Edna Haddad

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Tiffany Peters

b. Your current address: 216 Franklin Street apt 4  
Reading Pa 19602

2. Is your statement given as an **individual** or as a **representative of a group or business**? Individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading / Lancaster? (Yes / No)

a. If so, please state which company: Grab a Cab Bunks

b. How often? D+ monthly

c. Were you satisfied with the service? (Yes No)

d. If not, why not? always late, need drivers, no small

Bunny

5. How often would you plan to use the proposed service? at least once a week

6. From where would your trips originate? my house and my friends

7. What would be the destination of your trips? mall, doctors, hospital, friends

a. In what county is that destination located? Berks county

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)  
pleasure, business

8. What means of transportation have you used in the past? Bus taxi train

9. Have you had any problems obtaining similar service in the past? (Yes /  No)

a. If so, please state the name of the company and explain the problem  
missed schedules, late, on front page, too

10. Have you supported any other similar applications? (Yes /  No)

11. Please explain why you support this application for a new service in the area: (Why do think there is a need for this service?) we need a clean, on time taxi that is nice

I, Tiffany Peters

(state your name), do hereby swear that

the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7/4/14

Signed: Tiffany Peters  
Print Name: Tiffany Peters

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Torianne M. Foreman

b. Your current address: 716 Franklinst Apt 1  
Reading PA 19602

2. Is your statement given as an **individual** or as a **representative of a group or business**? individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading / Lancaster? Yes / No

a. If so, please state which company: Grab a Cab

b. How often? Lost Count (100+)

c. Were you satisfied with the service? (Yes / No)

d. If not, why not? Always late, no shows

---

5. How often would you plan to use the proposed service? 1-2 times a week

6. From where would your trips originate? Reading City

---

7. What would be the destination of your trips? doctor

---

a. In what county is that destination located? Berks

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

Personal

---

8. What means of transportation have you used in the past? Taxi Bus

---

9. Have you had any problems obtaining similar service in the past? ( Yes /  No)

a. If so, please state the name of the company and explain the problem

Gab-a-Cab No shows

City Bus Schedules

---

10. Have you supported any other similiar applications? ( Yes /  No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) N/A - need rides

---

I, Torianne M Foreman (state your name), do hereby swear that

the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7/6/16

Signed: Torianne M. Foreman

Print Name: Torianne M. Foreman

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Ashley Witman

b. Your current address: 330 Linder st  
Reading Pa 19604

2. Is your statement given as an **individual** or as a **representative of a group or business**? individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_  
\_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading / Lancaster? (Yes / No)

a. If so, please state which company: Metro + Grab - Cab

b. How often? Daily

c. Were you satisfied with the service? (Yes / ~~No~~)

d. If not, why not? Metro made me late for work. Grab had nasty, filthy drivers

5. How often would you plan to use the proposed service? Daily

6. From where would your trips originate? Reading city

7. What would be the destination of your trips? Work

a. In what county is that destination located? Berks

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

Business

8. What means of transportation have you used in the past? City Bus

9. Have you had any problems obtaining similar service in the past? ( Yes) / ( No)

a. If so, please state the name of the company and explain the problem

Buses are slow at times

Barta

10. Have you supported any other similar applications? ( Yes) / ( No)

11. Please explain why you support this application for a new service in the area: (Why do think there is a need for this service?) I need reliable

transportation

I, Ashley Witman (state your name), do hereby swear that the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7/6/16

Signed: ashley w

Print Name: Ashley witman

**READING CITY CAB, LLC**  
**SUPPORTING WITNESS STATEMENT/WRITTEN SERVICE REQUEST**  
**CALL AND DEMAND TAXI SERVICE**

1. Please State:

a. Your legal name: Michael N. Caliente

b. Your current address: 543 S 10<sup>th</sup> St.

Reading, PA 19602

2. Is your statement given as an **individual** or as a **representative of a group or business**? Individual

3. If you are representing a group or a business (*all references to the word "you" on this form will mean the group you are representing*), please state:

a. The name of the group or business: \_\_\_\_\_

a. Your position with the group or business: \_\_\_\_\_

b. The number of members, employees, or customers you represent: \_\_\_\_\_

4. Have you tried to use another company for taxi service from any place in

(circle one) Reading / Lancaster? (Yes / No)

a. If so, please state which company: Pending Metro

b. How often? 4 times a week

c. Were you satisfied with the service? (Yes / No)

d. If not, why not? Always late with pick up time.

waiting time always longer than my say

---

5. How often would you plan to use the proposed service? Always

6. From where would your trips originate? my house or work

---

7. What would be the destination of your trips? work or home

---

a. In what county is that destination located? Bucks

b. What would be the purpose of the trip? (i.e., business, pleasure, weddings, etc.)

Business

---

8. What means of transportation have you used in the past? Bus

---

9. Have you had any problems obtaining similar service in the past? (Yes / No)

a. If so, please state the name of the company and explain the problem

Barton Hub. Always takes forever and constantly

late for work

---

10. Have you supported any other similar applications? (Yes / No)

11. Please explain why you support this application for a new service in the area: (Why do

think there is a need for this service?) Need better service and on

time.

---

I, Michael A. Culiente (state your name), do hereby swear that the above statements and answers are true and correct and indicate a need for the service to be offered by Reading City Cab, LLC.

**VERIFICATION**

The undersigned deposes and says that he/she is the person who signed the Supporting Witness Statement for the above captioned applicant 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 C.S. Section 4904 relating to unsworn falsification to authorities.

Date: 7-7-16

Signed: Michael A. Culiente

Print Name: Michael A. Culiente