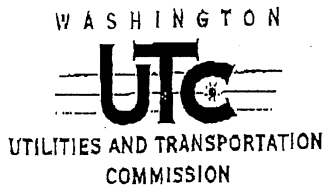


TV-150223



REDACTED PER RCW 42.56.230

1300 S. Evergreen Park D  
P.O. Box 47250  
Olympia, WA 98504-7250  
Phone: 360-664-1222  
Fax: 360-586-1181  
TTY: 360-586-8203  
or  
1-800-416-5289  
email: transportation@utc.wa.gov

### HOUSEHOLD GOODS MOVING COMPANY PERMIT APPLICATION

|                       |                 |            |                     |
|-----------------------|-----------------|------------|---------------------|
| FOR OFFICIAL USE ONLY |                 |            |                     |
| Date Filed: 2/10/15   | DOL/SOS: HAW    | ID: 16857  | Docket #: TV 150223 |
| Staff Assigned        | Insurance       | Inspection | Permit Issued THG-  |
| Reception #           | 111-0268-207-02 | Receipt ID | 111-0268-013-20     |

#### Type of Household Goods Authority Requested – check one

#### Fee Required

- Provisional and permanent authority. The fee for provisional, and then permanent authority is a one-time fee. – Complete pages 3-8 and Attachment A \$ 550
- Permanent authority to transfer resulting in a change in ownership or controlling interest (at least six months must be served on a temporary provisional basis) – Complete pages 3-8 and Attachment B \$ 550
- Permanent authority to transfer under the exceptions in WAC 480-15-187 – Complete pages 3-8 and Attachments B & C \$ 250
- Reinstatement of permit (must be filed within 30 days of cancellation, depending on criteria set forth in WAC 480-15-450) – Complete pages 3-4 and include a statement justifying the reinstatement \$ 250
- Name Change – Complete pages 3-4 and Attachment D \$ 35

#### BUSINESS INFORMATION

Legal Name: Five Stars Moving & Storage LLC  
(must be individual, partners of a partnership or corporation)

Trade Name, if applicable: Five Stars moving & Storage

Physical Address: 11712 8th AVE. S. Seattle, WA. 98168

Mailing Address: 11712 8th AVE. S. Seattle, WA. 98168

Telephone Number: (206) 380-6463 Fax Number: ( )

REDACTED PER RCW 42.56.230

3  
Posted  
JS

**BUSINESS INFORMATION - continued**

UBI #: 603 451 897 Email: Billy@FiveStarsMoving.com

USDOT #: 25660510 (If you currently don't have one, go online at [www.fmcsca.dot.gov/online-registration](http://www.fmcsca.dot.gov/online-registration) to apply or call 360-596-3812 for assistance.)

Department of Labor & Industries Worker's Comp Acct? Account # 359630-00

Employment Security Department registration number? ESD # 000068055003

Is your business registered with the Department of Revenue?  No  Yes

**TYPE OF BUSINESS STRUCTURE**

Individual  Partnership  Corporation  Other (LP, LLP, LLC) State of Incorporation WA

List the name, title and percentage of partner's share or stock distribution for major stockholders:

| Name                 | Title                 | Stock Distribution or % of Shares |
|----------------------|-----------------------|-----------------------------------|
| <u>TOM COOK</u>      | <u>vice president</u> | <u>50%</u>                        |
| <u>William Trick</u> | <u>President</u>      | <u>50%</u>                        |

\*Must provide a copy of a valid driver's license or government-issued photo identification card for each person named in the application.

Describe the services you wish to provide. Explain how your services will enhance customer choice, promote competition, or fill an unmet need for service: We will provide full service moving for residential & office moves, our competitive edge will create plenty of competition & at the same time fill the needs for many Washingtonians needing moving assistance.

Briefly describe your experience in the transportation/household goods moving industry: I have about 9 years of experience in the moving industry which includes both residential and office moving.

Do you currently hold, or have you ever held, a permit to operate as a motor carrier of property?  No  Yes If yes, please indicate your permit number \_\_\_\_\_

Have you ever applied for and been denied a permit to operate as a motor carrier of property in Washington?  No  Yes If yes, please explain \_\_\_\_\_

Do you currently operate interstate?  No  Yes If yes, please indicate your MC# \_\_\_\_\_

Do you operate interstate as an agent of another company?  No  Yes If yes, what is the name of the company? \_\_\_\_\_

Do you have, or have you ever had a business related legal proceeding against you in Washington, or in any other state?  No  Yes If yes, please explain: \_\_\_\_\_

Has any person named in this application, within the past five years, been convicted of any crime involving theft, burglary, sexual misconduct, identity theft, fraud, false statements, or the manufacture, sale, or distribution of a controlled substance?  No  Yes If yes, please explain: \_\_\_\_\_

Has any person named in this application, been cited for violation of state laws or Commission rules?  No  Yes If yes, please explain: \_\_\_\_\_

| FINANCIAL STATEMENT   |    |  |    |
|---|----|--|----|
| You must complete the following financial statement or attach a balance sheet, profit and loss statement, or business plan. <i>See attachment</i> |    |  |    |
| Assets  |    | Liabilities                              |    |
| Cash in Bank  | \$ | Salaries/Wages Payable                   | \$ |
| Notes Receivable  | \$ | Accounts Payable                         | \$ |
| Investments   | \$ | Notes Payable                            | \$ |
| Other Current Assets  | \$ | Mortgages Payable                        | \$ |
| Prepaid Expenses  | \$ | <b>TOTAL LIABILITIES</b>                 | \$ |
| Land and Buildings  | \$ | <b>NET WORTH</b>                         |    |
| Trucks and Trailers   | \$ | Preferred Stock                          | \$ |
| Office Furniture  | \$ | Common Stock                             | \$ |
| Other Equipment   | \$ | Retained Earnings                        | \$ |
| Other Assets  | \$ | Capital                                  | \$ |
| <b>TOTAL ASSETS</b>   | \$ | <b>TOTAL LIABILITIES &amp; NET WORTH</b> | \$ |

| EQUIPMENT LIST   |                    |                |                   |                      |
|--|--------------------|----------------|-------------------|----------------------|
| Describe the equipment you will own or lease to provide moving services (attach additional sheets if necessary). |                    |                |                   |                      |
| Year   | Make               | License Number | Vehicle ID Number | Gross Vehicle Weight |
| 2006   | International 4300 | 1552768A       | 1HTMMAAM96H159898 | 26,000 lbs           |
|  |                    |                |                   |                      |
|  |                    |                |                   |                      |

**SAFETY AND OPERATIONS**

**CONTROLLED SUBSTANCE AND ALCOHOL USE AND TESTING** (Title 49, Code of Federal Regulations Part 382 and Part 40). If you operate commercial motor vehicles, your drivers must be in a Controlled Substance and Alcohol Use and Testing program. You must have an alcohol and controlled substances testing program. **\*\*Please attach evidence of your enrollment in a drug and alcohol testing program.**

**SAFETY RESPONSIBILITIES**

List the person and position responsible for understanding and complying with the Federal Motor Carrier Safety Regulations (FMCSR) and Washington State Laws and commission rules (WAC) as described below. Please refer to the WAC rules, Fact Sheets and publication "Your Guide to Achieving a Satisfactory Safety Rating" for assistance with requirements that may apply to your specific operations

**COMMERCIAL DRIVER'S LICENSE (CDL) STANDARDS REQUIREMENT AND PENALTIES** (Title 49, Code of Federal Regulations Part 383). If you operate commercial motor vehicles, your drivers must have a valid CDL.

**DRIVER QUALIFICATION REQUIREMENTS:** (Title 49, Code of Federal Regulations Part 391). Each of your drivers must meet minimum qualification requirements. You must maintain driver qualification files for each driver.

**DRIVERS HOURS OF SERVICE** (Title 49, Code of Federal Regulations Part 395). Each of your drivers must maintain hours of service logs. You must maintain true and accurate hours of service records for each driver.

**INSPECTION, REPAIR AND MAINTENANCE** (Title 49, Code of Federal Regulations Part 396). You must systematically inspect, repair, and maintain all motor vehicles.

**PARTS AND ACCESSORIES NECESSARY FOR SAFE OPERATION** (Title 49, Code of Federal Regulations Part 393). You must maintain parts and accessories in a safe condition.

**LIABILITY INSURANCE REQUIREMENTS** (WAC 480-15-530). You must file and maintain proof of public liability and proper damage insurance (\$300,000 minimum coverage for vehicles under 10,000 pounds GVWR and \$750,000 minimum coverage for vehicles 10,000 pounds GVWR or more)

**CARGO INSURANCE REQUIREMENTS** (WAC 480-15-550). You must maintain cargo insurance coverage (\$10,000 for household goods transported in motor vehicles under 10,000 pounds GVWR and \$20,000 for vehicles 10,000 pounds GVWR or more).

Name:

William Trick

Position:

President

**OPERATIONAL RESPONSIBILITIES**

Annual Reports and Regulatory Fees (WAC 480-15-480). You must annually file a report of your financial operations and pay regulatory fees.

|                            |                            |
|----------------------------|----------------------------|
| Name: <u>William Trick</u> | Position: <u>President</u> |
|----------------------------|----------------------------|

STATE OF WASHINGTON – general laws, rules and regulations: Individuals and companies doing business in the State of Washington must comply with the regulations of local, state, and federal agencies. Please state the name and position of the person in your organization who will be responsible for ensuring compliance with the laws of the State of Washington, such as, but not limited to the Department of Labor and Industries (industrial insurance, safety, prevailing wage); Department of Licensing (vehicle and drivers licenses, business licensing, Unified Business Identifier (UBI number), fuel permits, fuel tax; Secretary of State (corporate registrations); Department of Transportation (over-size or over-weight permits); Department of Revenue, Internal Revenue Service (taxes); and Employment Security.

|                            |                            |
|----------------------------|----------------------------|
| Name: <u>William Trick</u> | Position: <u>President</u> |
|----------------------------|----------------------------|

**DECLARATION OF APPLICANT**

I understand that filing this application does not in itself constitute authority to operate as a household goods mover.

As the applicant for a household goods permit, I understand the responsibilities of a motor carrier and I am in compliance with all local, state and federal regulations governing businesses, including household goods movers, in the state of Washington.

I understand that if the commission grants my application as a new entrant I will receive temporary authority to provide service as a household goods carrier on a provisional basis for at least six months. During this time, the commission will evaluate whether I have met the criteria in WAC 480-15-330 to obtain permanent authority. I also understand that I must comply with all conditions placed on my temporary permit and that failure to do so will result in cancellation of my permit.

My employees are sufficiently trained to comply with commission rules regarding estimates, bills of lading, rates and charges and terms and conditions of household goods moves. In addition, my employees are sufficiently trained to comply with commission rules regarding vehicle operation, maintenance, and all other safety requirements. My company will provide a copy of the customer survey to each customer for whom we provide transportation service.

I certify or declare under penalty of perjury under the laws of the State of Washington that the information contained in this application is true and correct.

|  |                        |                   |
|--|------------------------|-------------------|
| <u>Five Stars Moving &amp; Storage</u> | <u>William Trick</u>   | <u>1-6-15</u>     |
| Print name of applicant                | Signature of Applicant | Date and Location |



**ATTACHMENT A**

**HOUSEHOLD GOODS STATEMENT OF SUPPORT**

Your application must include at least three shipper or public statements supporting the proposed household goods moving service. Shipper statements may come from persons or organizations with a need for household goods moving services, or who support your request for a permit to provide those services. These forms may be copied by you as needed.

**Applicant Name:** *Five Stars Moving & Storage*

**The following must be completed by the Supporter of the applicant**

**Name, Title, and Business Name:**  
*Kim Gripp, Mrs.*

**Address (include street address, mailing address, city, state, zip, and county):**  
*6410 73rd Ave NE  
Marysville WA 98270*

**Phone Number:** *425-418-5439*

**Do you currently need the services of a residential household goods moving company?**  
 No  Yes If yes, please describe your current moving needs:

**Do you anticipate a future need for the services of a residential household goods moving company?**  
 No  Yes If yes, please describe your future moving needs:  
*When my husband and I retire, we will be moving into a smaller place*

**Briefly describe how granting this company a permit to provide household goods moving services in Washington State will benefit you, your business, and/or your community:** *They offer competitive pricing, they are hard working and trustworthy and that is something our community definitely needs.*

**Is there anything else the Commission should consider when making a determination about this company's application for a household goods permit?** *I would recommend this company to anyone looking to move in western Washington or anywhere in Washington State.*

**I certify (or declare) under penalty of perjury under the laws of the state of Washington that the foregoing is true and correct.**

*Kim Gripp*  
Signature of Person Completing Form

*1-5-2015 Marysville, WA*  
Date and Location



ATTACHMENT A

HOUSEHOLD GOODS STATEMENT OF SUPPORT

Your application must include at least three shipper or public statements supporting the proposed household goods moving service. Shipper statements may come from persons or organizations with a need for household goods moving services, or who support your request for a permit to provide those services. These forms may be copied by you as needed.

Applicant Name:

The following must be completed by the Supporter of the applicant

Name, Title, and Business Name:

Kevin Crocker

Address (Include street address, mailing address, city, state, zip, and county):

11569 26th St NE LAKE STEVENS WA 98258

Phone Number:

Do you currently need the services of a residential household goods moving company?

X No [ ] Yes If yes, please describe your current moving needs:

Do you anticipate a future need for the services of a residential household goods moving company?

[ ] No [X] Yes If yes, please describe your future moving needs:

I will be selling my house and buying another in about 6 months

Briefly describe how granting this company a permit to provide household goods moving services in Washington State will benefit you, your business, and/or your community:

It will benefit me by having a mover that's trustworthy, reliable and safe; this will also create more jobs in Washington which will in turn stimulate our economy.

Is there anything else the Commission should consider when making a determination about this company's application for a household goods permit? NO

I certify (or declare) under penalty of perjury under the laws of the state of Washington that the foregoing is true and correct.

Handwritten signature of Kevin Crocker

Signature of Person Completing Form

12-17-14 LAKE STEVENS WA

Date and Location



ATTACHMENT A

HOUSEHOLD GOODS STATEMENT OF SUPPORT

Your application must include at least three shipper or public statements supporting the proposed household goods moving service. Shipper statements may come from persons or organizations with a need for household goods moving services, or who support your request for a permit to provide those services. These forms may be copied by you as needed.

Applicant Name: Five Stars Moving & Storage

The following must be completed by the Supporter of the applicant

Name, Title, and Business Name: Mrs. Rachael Hibbs, Operations Manager, HSDE

Address (include street address, mailing address, city, state, zip, and county): 10019 1/2 Des Moines Memorial Drive Burien, WA 98168

Phone Number: (775) 770-4509

Do you currently need the services of a residential household goods moving company? [X] No [ ] Yes If yes, please describe your current moving needs:

Do you anticipate a future need for the services of a residential household goods moving company? [ ] No [X] Yes If yes, please describe your future moving needs: we move every 6-8 months and typically utilize moving services

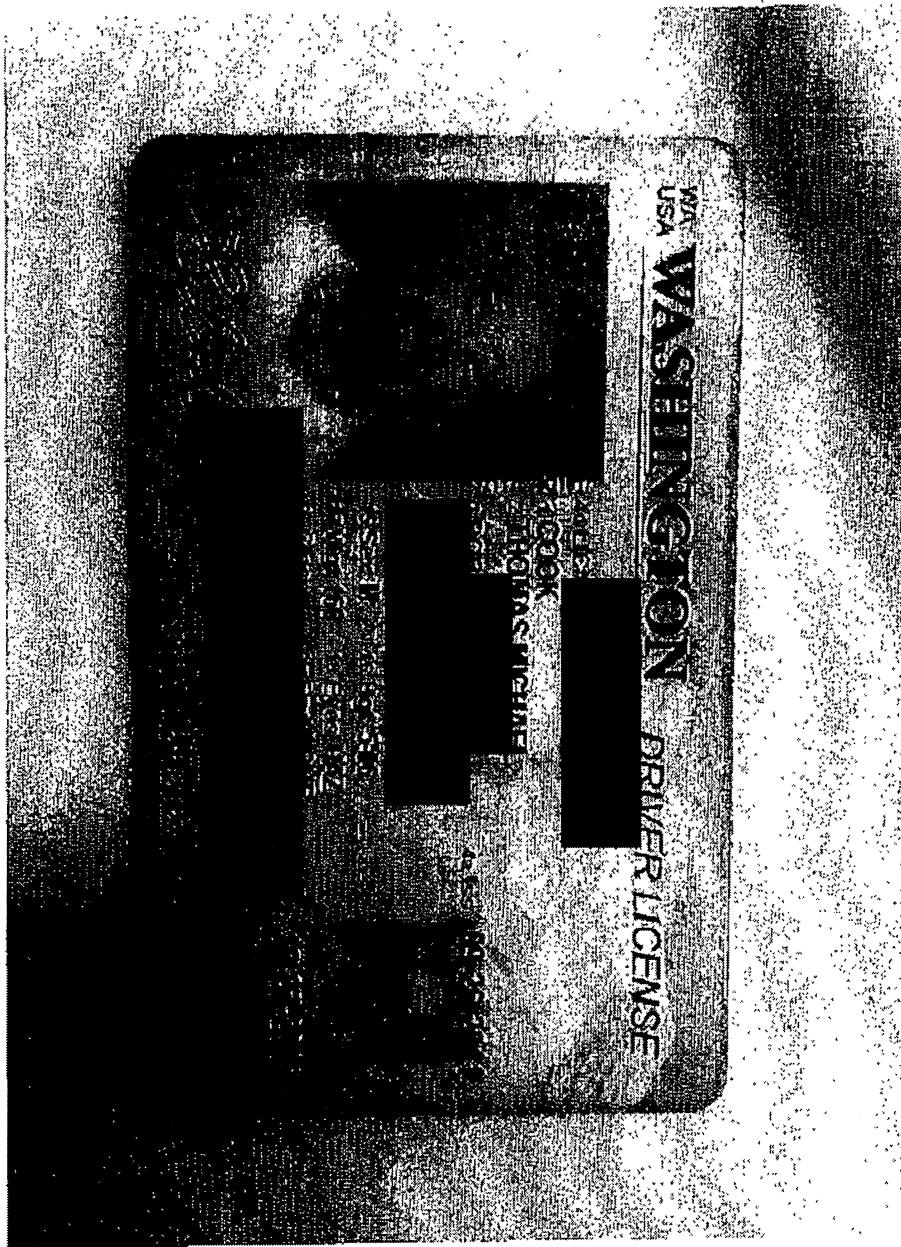
Briefly describe how granting this company a permit to provide household goods moving services in Washington State will benefit you, your business, and/or your community: Billy Trick has been a reputable and upstanding citizen with a strong belief in customer service. He will benefit the industry and bring a level of unrivaled commitment.

Is there anything else the Commission should consider when making a determination about this company's application for a household goods permit? I have gone through many moving companies, had my items lost, damaged or had the company not bother to show up. The industry needs someone with his work ethic.

I certify (or declare) under penalty of perjury under the laws of the state of Washington that the foregoing is true and correct.

Signature of Person Completing Form: Rachael Hibbs Date and Location: 1/5/2015





Feb. 9. 2015 4:03PM

WA USA WASHINGTON No. 2479 P. 16 DRIVER LICENSE

4a LIC# [REDACTED] DONOR

1 TRICK III  
2 WILLIAM ANTHONY

3 DOB [REDACTED] 4a Iss 08-30-2012

5 Sex M 6 Hgt 5-10  
7 Wgt 175 8 Eyes GRN  
9 Class 10 End NONE  
11 Restrictions CP 4b Exp 08-09-2018

*William Anthony Trick III*

12 [REDACTED] 13 [REDACTED]

Received Time Feb. 9. 2015 3:55PM No. 7815

**CONFIDENTIAL**

# **Five Stars Moving & Storage LLC**

**BUSINESS PLAN**

**SUPERIOR MOVING SOLUTIONS... FOR RESIDENTIAL, COMMERCIAL, WAREHOUSE AND INDUSTRIAL!!!**

**PREPARED JANUARY 2015**

**Contact Information**

William Trick

Billy @ Five Stars moving. com

Seattle, Wa

206-380-6463

**Five Stars Moving & Storage LLC**

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# Five Stars Moving & Storage LLC

Profit and Loss Statement .....33

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## Five Stars Moving & Storage LLC

# Executive Summary

## Who We Are

Five Stars Moving & Storage is a service provider that caters to all of Washington state, to include residential and commercial customers by offering full service moving. Five Stars Moving & Storage is known for putting our "customer's first", being reasonably priced, reliable, environmentally sensitive, and easy to communicate with.

Five Stars Moving & Storage is comprised of multiple types of moving services including residential, and commercial moving solutions, which are designed to meet potential customer needs. This allows for product offerings that are wide enough to capture a broad residential and commercial market.

Five Stars Moving & Storage has identified three keys of success that are instrumental in any moving company to be successful. The first is to provide a market-needed service by offering reasonably priced moving services. The second is to ensure that the moving services are easily accessible by customers. Due to these first two keys of success, many customers become long-term repeat customers. The last key of success is the adherence to strict financial and operational business controls.

## What We Sell

Five Stars Moving & Storage offers full service moving & storage solutions. Our moving services range from offering the customer a "Do it yourself" approach (labor only) to "full service pack and move services" (which includes labor, equipment and the truck.) This serves two very important functions, the first is the ability of the customers to select the level of services to fit their needs. Secondly, it also serves a business philosophy/marketing edge to maintain sustainable day-to-day operations.

- Moving services are provided by multiple 16ft to 26 ft moving trucks. Each truck is equipped with all of the supplies needed to perform the moving activities. We also offer custom storage solutions for what ever you need to store, from your boat, car, motor home, motorcycle to needing heated, or cooled storage units. We have the solution for you!!!

## Who We Sell To

Five Stars Moving & Storage provides service to residential customers...(small houses, big houses, apartments, studios, and storage Units).

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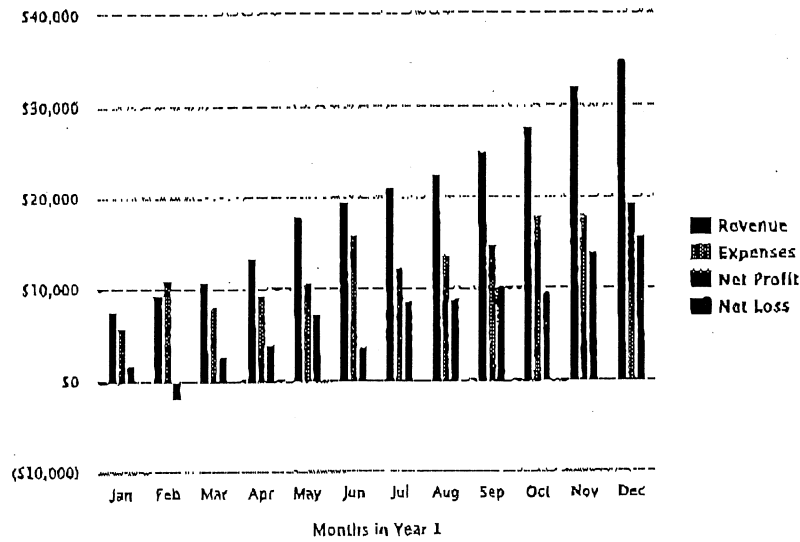
# Five Stars Moving & Storage LLC

Five Stars Moving & Storage provides service to commercial customers... (office units, floors and entire buildings, equipment and supply's for contractors, and industrial/warehouse moving).

## Financial Summary

### Financial Highlights

#### Financial Highlights by Month



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## Five Stars Moving & Storage LLC

# Company

## Company Overview

Hello and welcome to Five Stars Moving & Storage LLC. We are a full service moving company that is comprised of an amazing management team as well as the best movers in the industry. We started moving people on weekends as a side job nearly 10 years ago. We got the opportunity to learn and understand the moving industry. We appreciated the fact that we got to work in a different environment every day. There was never a dull moment. Now, 10 years later, we are ready to launch Five Stars Moving & Storage where one of our main goals will be to take the stress out of moving. We are dedicated to building a business with a great reputation in this community, and strive to make every customer the most important customer that we have ever had. Our goal everyday is to never forget the core principals that will make this moving company successful. These include good customer service, timely communication, and competent, careful movers. We want this to be a business that customers recommend to their friends and family.

This company will be run by our amazing management team which consists of President/CEO, Billy Trick and VP/Strategic Planning, Tom Cook as well as our Director of Operations, Kevin Crocker. This will be run from our home office in Burien, WA.

## Management Team

Billy Trick... President/CEO

### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plan, develop, organize, implement, direct and evaluate the organization's fiscal function and performance.
- Participate in the development of the corporation's plans and programs as a strategic partner.
- Evaluate and advise on the impact of long range planning, introduction of new programs/strategies, and regulatory action.
- Develop credibility for the finance group by providing timely and accurate analysis of budgets, financial reports and financial trends in order to assist the Board and senior executives in performing their responsibilities.
- Enhance and/or develop, implement and enforce policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the corporation.

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### Five Stars Moving & Storage LLC

- Establish credibility throughout the organization and with the Board as an effective developer of solutions to business challenges.
- Provide technical financial advice and knowledge to others within the financial discipline.
- Continual improvement of the budgeting process through education of department managers on financial issues impacting their budgets.
- Provide strategic financial input and leadership on decision making issues affecting the organization; i.e., evaluation of potential alliances acquisitions and/or mergers and pension funds and investments.
- Optimize the handling of bank and deposit relationships and initiate appropriate strategies to enhance cash position.
- Develop a reliable cash flow projection process and reporting mechanism, which includes minimum cash threshold to meet operating needs.
- Be an adviser from the financial perspective on any contracts into which the Corporation may enter.
- Evaluation of the finance division structure and team plan for continual improvement of the efficiency and effectiveness of the group as well as providing individuals with professional and personal growth with emphasis on opportunities (where possible) of individuals.

Tom Cook...VP/Strategic Planning

DEPARTMENT: Administration/Support

#### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plan, develop, organize, implement, direct and evaluate the organizations fiscal function.
- Participate in the development of the organizations plans and programs.
- Evaluate and advise on the impact of long range planning, introduction of new programs/strategies, and regulatory interaction.
- Develop and advise on cost and reimbursement strategies.

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## Five Stars Moving & Storage LLC

- Develop credibility for the finance group by providing timely and accurate analysis of budgets and financial reports that will assist the President, Board and other senior managers in managing their responsibilities.
- Enhance and/or develop, implement and enforce policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the agency.
- Establish credibility throughout the organization and with the Board as an effective problem solver; be viewed as approachable and as a mentor to people in financial issues.
- Continual improvement of the budgeting process through education of department managers on financial issues impacting their budgets.
- Provide strategic financial input and leadership on decision making issues affecting the organization; i.e., evaluation of potential alliances acquisitions and/or mergers and pension funds and investments.
- Optimize the handling of bank and deposit relationships and initiate appropriate strategies to enhance cash position.
- Develop a reliable cash flow projection process and reporting mechanism which includes minimum cash threshold to meet operating needs of the agency.
- Participate in the negotiation of managed care contracts.
- Continual improvement of the timeliness and accuracy of the agency's cash flow and management of the billing process (A/R)
- Evaluation of the finance division structure and team plan for continual improvement of the efficiency and effectiveness of the group as well as providing individuals with professional and personal growth with emphasis on opportunities (where possible) of individuals.
- Competence in billing, general ledger software, Lotus/Access/Excel type spreadsheets and overall general knowledge of system databases and master files.
- May be asked to be responsible for management of the Agency in the absence of the President/CEO.

Kevin Crocker.... Director of Operations

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**Five Stars Moving & Storage LLC****Responsibilities:**

- Manage and increase the effectiveness and efficiency of Support Services (HR, IT and Finance), through improvements to each function as well as coordination and communication between support and business functions.
- Play a significant role in long-term planning, including an initiative geared toward operational excellence.
- Oversee overall financial management, planning, systems and controls.
- Management of agency budget in coordination with the President & VP.
- Development of individual program budgets
- Invoicing to funding sources, including calculation of completed units of service.
- Payroll management, including tabulation of accrued employee benefits.
- Disbursement of checks for agency expenses.
- Organization of fiscal documents.
- Regular meetings with management around fiscal planning.
- Supervise and coach office manager on a weekly basis.
- **Responsibilities by Function**
- **Financial Management**
- Direct annual budgeting and planning process for the organization's annual budget with management
- Develop and manage annual budget
- Oversee monthly and quarterly assessments and forecasts of organization's financial performance against budget, financial and operational goals. Oversee short and long-term financial and managerial reporting.
- Managing day to day processing of accounts receivable and payable using QuickBooks, producing reports as requested.
- Reconciling monthly activity, generating year-end reports, and fulfilling tax related requirements.
- Assisting management in creating annual organizational budget and monitoring cash flow.
- Managing grantor contracts and reimbursement requests.
- Maintaining Intersection's archival and administrative files.

### Five Stars Moving & Storage LLC

- Administering payroll and employee benefits and organizational insurance.
- Ensure that Accounting Department requests are resolved and communicated in a timely manner to internal and external parties.
- Develop long-range forecasts and maintain long-range financial plans.
- Develop, maintain and monitor all fundraising and accounting systems and procedures capturing all pledges, billings and receipts and for the recording of all revenue transactions, recommend and implement improvements to systems.
- Prepare annual audit and be a liaison with all outside vendor.
- **Organizational Effectiveness**
- Manage functions.
- Increase the effectiveness and efficiency of Support Services through improvements to each function (HR, IT, Finance) as well as coordination and communication between functions.
- Drive initiatives in the management team and organizationally that contribute to long-term operational excellence.
- Providing consulting services on matters related to fundraising, tax and insurance questions, and business structure and growth.
- **Organizational Leadership**
- Contribute to short and long-term organizational planning and strategy as a member of the management team
- **Risk Management**
- Serve as primary liaison to legal counsel in addressing legal issues e.g. copyright, antitrust, governing instruments, partnerships, licensing etc.
- Oversee organizational insurance policies.

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## Five Stars Moving & Storage LLC

# Products and Services

## Products and Services

### Residential Moving

Five Stars Moving & Storage will be offering residential moving services to individuals who are moving to or from a new home in Seattle and the surrounding regions of western Washington state.

At Five Stars Moving & Storage we take pride in our conscientious and careful approach to moving. We understand that your belongings are more than just a box or a piece of furniture; each item is a memory, a part of your life, an element of your home. Therefore we take extra care to ensure that each and every item is handled with extreme care. We protect and secure all furniture items and other large objects with thick double quilted furniture pads and straps. Our moving team will also use caution to avoid damaging your home during the move. After all, there are few things more disappointing than discovering that your brand-new home's walls or doors have been damaged by the movers!

In addition, our company is fully licensed and insured, so you can rest easy knowing that your belongings are in good hands! Contact Five Stars Moving & Storage to schedule your upcoming residential move in the Seattle and western Washington state region.

### Commercial Moving

Five Stars Moving & Storage offers comprehensive commercial moving services for businesses and organizations located throughout Seattle and the greater western Washington area. We provide commercial moving services for an array of clients, including corporate and office moves, retail shops, service-based businesses, non-profit groups and other non-residential moves. Additionally, we're licensed and insured to provide our clients with optimal security and peace of mind.

At Five Stars Moving & Storage we understand that time is money, so we work hard to ensure that each commercial move is performed in a timely, expedient manner. This enables our clients to minimize downtime. With our help, you'll be up and running in your new location in no time at all!

The Five Stars Moving & Storage team uses extreme caution and care for each and every move. We understand that it's so much more than a bunch of boxes, equipment and office furniture; it's your business, your livelihood. We also use great care to avoid any damage to the premises, in addition to using moving blankets, tie-down straps and other measures to ensure your belongings get from point A to point B in perfect condition.

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# Five Stars Moving & Storage LLC

## Competitors

Understanding the competition is a very key and important role in ensuring our success as a moving company. There is a lot of competition in the moving industry some of our top competitors are companies such as:

- 1.) Adams moving and delivery service
- 2.) A-rays moving solutions
- 3.) Cant stop moving
- 4.) Eco movers
- 5.) Seattle movers

These companies have managed to fight off some of their competition...They all have decent websites, their trucks are professionally detailed, they all have enough fairly decent reviews on line, and they are easy to find.

However, after researching these companies, I found a lot of flaws, places where they are missing. For instance their websites are not easy to navigate and in some places very confusing. There is a very large communication barrier between start to finish in the booking process, a lot of customers will be waiting for confirmation calls, and or emails to verify that the company even got all of their information. In some cases their are not clear expectations as to what the customer can expect from the moving company. Pricing and fees are not clear either...

With Five Stars Moving & Storage we will eliminate these flaws by having very clear communication and expectations. Its our job to make sure that every customer knows exactly what their getting for their money, and what they can expect from their movers. While Five Stars Moving & Storage understands that confirmation emails are important, we also believe that every customer should get to talk to a person during the booking process! Moving is stressful enough, customers should not have to go through additional hassles just to book a move!

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# Five Stars Moving & Storage LLC

## Target Market

### Market Overview

At Five Stars Moving & Storage we will cater to everyone's needs, whether its a college student, a senior citizen, a first time home owner, a single family home, that first apartment, your business, a storage unit or something as simple as picking up the new couch you just bought and delivering it to you, Five Stars Moving & Storage will be there! We will take the stress and headache out of moving! It is our goal to provide a stress free moving experience.. there is no move that is too big or too small for us to handle!

We will make it easy for our customers to find us whether it is on our website, yelp, Angie's list, word of mouth, our paper flyers, yellow pages, Facebook, manta, our business cards, or a sales rep that might be at your apartment complex!

### Market Needs

One of the greatest assets of Five Stars Moving & Storage is our ability to take the headache and stress out of moving! This is a problem for a lot of moving companies do to a lack of structure and team participation. Lots of moving companies are more interested in immediate revenue as opposed to the personal relationship that they should have with each customer. This is why Five Stars Moving & Storage has a flawless, move specific plan of execution for every move, with the best communication in the industry. We train and mentor every mover to make sure that customer service is of the utmost importance. We understand whether it's a residential, commercial, warehouse/industrial, or something as small as a simple furniture delivery, these key aspects of business are vital to getting the job done efficiently and professionally, with little or no stress to you! We like to keep in mind that we are offering a service, not a product.

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**Five Stars Moving & Storage LLC**

# Strategy and Implementation

## Marketing Plan

### Overview

Our marketing strategy is a simple one: satisfied customers are our best marketing tool. When a customer leaves our business happy, our name and service will stand on its own. We have talked with many friends, and associates who are excited about our plans and are anxious to use our services.

In addition, we will distribute advertising brochures to large businesses for bulletin boards, (Beoing, Microsoft, Amazon, Fred Meyer, Walmart, Home Depot, Lowes, etc.) offering a 10% discount for a limited time to build a client base.

Local TV/Radio news shows (King 5, Komo 4 (Seattle) will be contacted to feature our business as a new service to the community. Direct mail will be sent to home owners and renters in the Seattle Metro area. Brochures will be distributed to hotels, restaurants, condominiums, apartments, office parks & industrial complexes, warehouses, and storage facilities. Create Online advertisements (Facebook, Yelp, Manta, Yellow Pages, Angies List, Craigslist, ect.)

### Positioning

The purpose of Five Stars Moving & Storage is to provide a full service, stress free move to every customer and not forgetting why we are here! We are here for the moving needs of every customer big or small. We treat every move as though it is the only move of the day. Every customer should feel like they are getting your 100% attention! Its our job to make every customer feel comfortable with complete strangers moving their memories!

### Pricing

#### Cost Breakdown for Five Stars Moving & Storage-

Labor cost- Leads will make \$17.50 per hour to start and can max out at \$23.50 per hour.

General laborers will start at \$15 per hour and can max out at \$21 per hour.

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# Five Stars Moving & Storage LLC

Trucking expenses for the first year include, routine oil changes, breaks, tune ups, cargo and commercial insurance. Yearly expense is \$9800. break down for every hour the truck is ran its \$0.54. in operating expense.

Trucking expenses for the second year include, routine oil changes, breaks, tune ups, cargo and commercial insurance, for 2 trucks \$19,600.00 break down for every hour the trucks are ran its \$1.08 in operating expense.

Trucking expenses for the third year include, routine oil changes, breaks, tune ups, cargo and commercial insurance, for 3 trucks \$29,400.00 break down for every hour the trucks are ran its \$1.62 in operating expense.

### Retail pricing:

Labor only moves-1 man \$45 per hour( cost-\$17.50 per hour and income is \$27.50 per hour).

2 men \$70 per hour ( cost \$32.50 per hour and income is \$37.50. per hour).

3 men \$105 per hour ( cost \$48 per hour and income is \$57 per hour).

4 men \$140 per hour ( cost \$63 per hour and income is \$77 per hour).

Men and a truck- 2 men and a truck \$90 per hour ( cost \$33.04 per hour and Income is \$56.96 per hour).

3 men and a truck \$125 per hour ( cost \$48.04 per hour and income is \$76.96 per hour).

4 men and a truck \$160 per hour ( cost \$63.04 per hour and income is \$96.96 per hour).

4 men and 2 trucks \$180 per hour ( cost \$65.54 per hour and Income is \$114.46 per hour).

### Promotions and discounts-

Promotions we will give \$5 off per hour for 2 men and a truck and up. (Select ads).

We will also give travel time discounts based on circumstance.

For repeat customers or affiliates we will offer 5-15% off final bill depending on the size of the move, or scope of work.

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# Five Stars Moving & Storage LLC

After researching other moving companies you will see that our pricing and overhead is very competitive, which will place us nicely in the moving market and give us ample opportunity at maximum profits.

## Promotion

Any and all advertising will be on a structured timeline based on cost. The more the company grows the more advertising we will do. We will start with all of the free and low cost advertising and progressively advance to more expensive forms of advertising.

The first line of advertising that will reach out to this particular market is going to be online advertising. This will include:

- 1.) Social media ads.
- 2.) Online ads (Yelp, Manta, Angie's list, Yellow pages, Craigslist, etc...)

The second line of advertising that will reach out to out to our customers will be print ads that include:

- 1.) Business cards
- 2.) Flyers
- 3.) Signs/banners
- 4.) Vehicle Graphics

The third line of advertising that will reach out to our customers is:

- 1.) Radio ads
- 2.) TV commercials
- 3.) Industry related events/trade shows

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# Five Stars Moving & Storage LLC

4.) Personal sales team. They will go to establishments and market our company!!!

5.) Sponsorships (sports and entertainment)

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**Five Stars Moving & Storage LLC**

**Milestones**

| Milestone                                      | Due Date          | Who's Responsible   | Details   |
|--|-------------------|---------------------|---|
| All new sites live                             | December 01, 2014 | Billy, & Kevin      | To include full website, yelp, angle's list, manta, yellow pages, google, facebook, etc.  |
| Company Functional Today                       | December 31, 2014 | Billy, Kevin, & Tom | Have company functional by today, Have all needed equipment, Insurance, Licensing, permits, Trucks, tools, Crew Etc...  |
| Business startup begins                        | January 01, 2015  | Kevin & Billy       | We should have everything in place to begin moving operations.  |
| 1st quarter advertising                        | January 01, 2015  | Kevin Crocker       | Release first advertisements for the company. We will begin advertising on Craigslist, and all media pages. We will also be distributing flyers, business cards, and run radio ads on local radio stations. |
| 2nd quarter advertising                        | May 01, 2015      | Billy, Kevin, & Tom | Start focusing on commercial client base by launching a campaign that is specific to Industrial and commercial clients.   |
| 3rd quarter advertising                        | August 28, 2015   | Kevin, Billy, & Tom | launch plan to market to outside of King county to Snohomish and Perice county.   |
| Gear up to implement plan to grow the company. | October 26, 2015  | Billy, Kevin & Tom  | Start plan of attack proses to grow company at a 100% growth rate.  |
| Implment plant to grow company                 | December 07, 2015 | Billy, Kevin, & Tom | Purchase tools, equipment, trucks, and hire crew, start Implementation of marketing plan to sustain growth.   |

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# Five Stars Moving & Storage LLC

|                                       |                    |                     |  |
|---------------------------------------|--------------------|---------------------|--|
| Purchase second truck.                | January 01, 2016   | Billy               | At this point we are ready to double the size of our company and are planning on selling up a second crew and getting another 24' truck. |
| 1st quarter advertising               | March 07, 2016     | Billy, Kevin, & Tom | Release ad campaign focusing on Skaget, and Watcom county.   |
| 2nd quarter advertising               | June 13, 2016      | Billy, Kevin, & Tom | Release ad campaign focusing on Lewis, and Cowlitz county.   |
| Crossing state lines                  | July 30, 2016      | Kevin, Billy, & Tom | Able to cross state lines; Implement plans to move in, and out of state.   |
| 3rd quarter advertising               | September 19, 2016 | Billy, Kevin, & Tom | Release ad campaign focusing on crossing state lines to Oregon, & Idaho.   |
| Purchase 3rd Truck & hire 2 more Guys | January 01, 2017   | Billy               |  |

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**Five Stars Moving & Storage LLC**

# Financial Plan

## Revenue Forecast

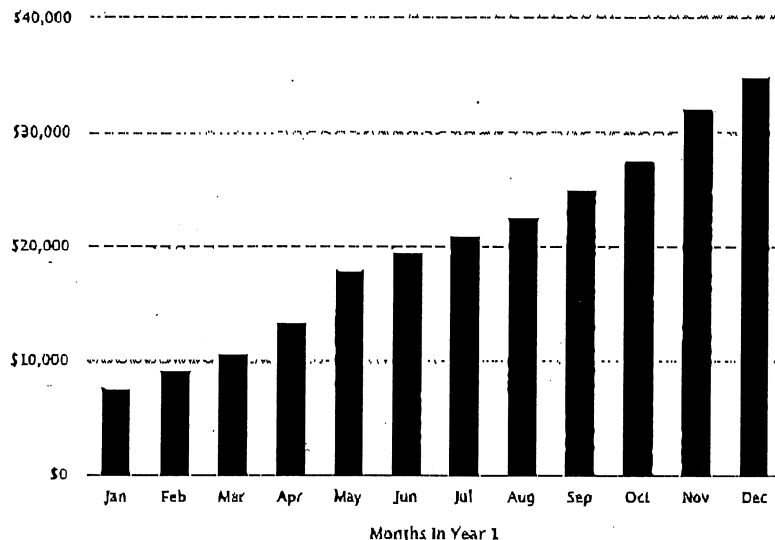
Revenue Forecast

|                                | FY2015           | FY2016           | FY2017             |
|--------------------------------|------------------|------------------|--------------------|
| <b>Revenue</b>                 |                  |                  |                    |
| Residential Moving             | \$185,500        | \$340,000        | \$700,000          |
| Commercial / Industrial Moving | \$75,900         | \$300,000        | \$600,000          |
| <b>Total Revenue</b>           | <b>\$241,400</b> | <b>\$640,000</b> | <b>\$1,300,000</b> |
| <b>Direct Cost</b>             |                  |                  |                    |
| Residential Moving             | \$13,831         | \$28,000         | \$52,000           |
| Commercial / Industrial Moving | \$3,795          | \$15,000         | \$30,000           |
| <b>Total Direct Cost</b>       | <b>\$17,626</b>  | <b>\$43,000</b>  | <b>\$82,000</b>    |
| <b>Gross Margin</b>            | <b>\$223,774</b> | <b>\$597,000</b> | <b>\$1,218,000</b> |
| <b>Gross Margin %</b>          | <b>93%</b>       | <b>93%</b>       | <b>94%</b>         |

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# Five Stars Moving & Storage LLC

## Revenue by Month



### About the Revenue Forecast

The revenue forecast represents the business scaling up sales quickly in the first year as the community recognizes the high quality of its services, and as in-roads are made with the dozens of area complexes and industrial parks.

Sales will be the greatest driver of growth and represents the best margins for the business, with a 100% growth margin over the next 3 years. The direct cost to the company in the plan include the estimated fuel cost to run the truck for each year, Insurance and licensing has also been included in this section.

The first year will start off fast with our residential side due to the first advertising focusing on residential. the first quarter advertising will focus more on the commercial side. the second and third year we estimate that commercial will be closer to the same revenue as the residential side.

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# Five Stars Moving & Storage LLC

## Personnel Plan

### Personnel Table

|                                 | FY2015          | FY2016           | FY2017           |
|---------------------------------|-----------------|------------------|------------------|
| Billy Trick                     | \$23,750        | \$40,000         | \$50,000         |
| Kevin Crocker                   | \$17,400        | \$30,000         | \$40,000         |
| New Employee (Driver / Lead)    | \$22,350        | \$33,600         | \$35,600         |
| New Employee (Apprentice Labor) | \$17,000        | \$28,800         | \$30,800         |
| <b>Total</b>                    | <b>\$80,500</b> | <b>\$132,400</b> | <b>\$156,400</b> |

### About the Personnel Plan

The personnel plan will be as follows:

#### The First Year...

The President will take on the role of planning and implementation, coordinating sales tactics, overseeing the finances, HR, and will fill in for any and all roles in the company when needed.

The base salary for the first year will be as laid out in the plan. (A 20% Tax will be applied to the earnings and is included in the plan as the Employee Related Expenses)

The Director of Operations will handle day to day operations such as estimating, booking, billing, scheduling, public/employee relations, and will also fill in any other positions as needed.

The base salary for the first year will also be as laid out in the plan. (A 20% Tax will be applied to the earnings and is included in the plan as the Employee Related Expenses)

In addition, we will hire two employees: a Driver/Lead Labor, and a Apprentice Labor.

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# Five Stars Moving & Storage LLC

Driver/ Lead @ \$17.50 per hour, Apprentice Labor @ \$15.00 per hour. (After the probationary period is over the will both become official employees to the company. (A 20% Tax will be applied to the earnings and is Included in the plan as the **Employee Related Expense**) also all raises will be performance based.

## The Second and Third Years....

As laid out in the financial section of the plan we are planning on growing the company at a growth rate of 100% per year for the first three years. This will make employee cost go up, and the base salary's of the President & Director of Operations at the same growth rate. We plan to hire another Driver/Lead Labor, and a Apprentice Labor to run the second truck in the second year, and another Driver/Lead Labor, and a Apprentice Labor to run the third truck in the third year. Pay and procedures will be the same as the first year.

## Budget

### Budget Table

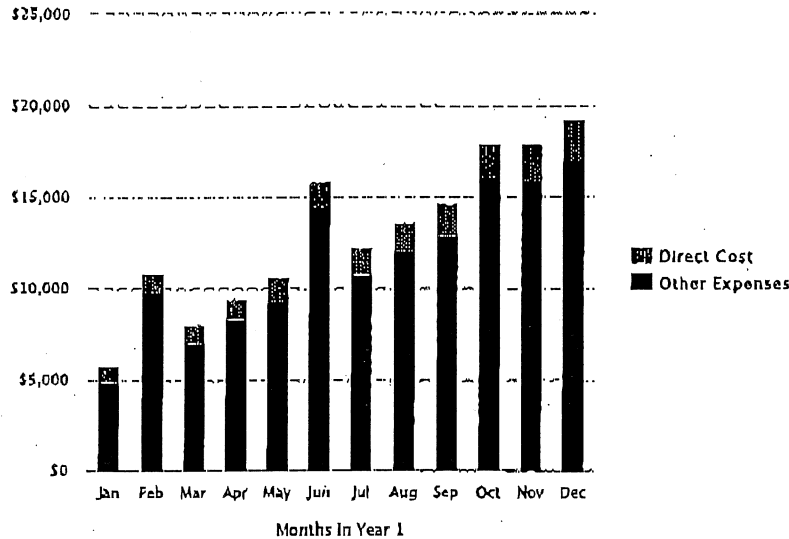
|                                 | FY2015           | FY2016           | FY2017           |
|---------------------------------|------------------|------------------|------------------|
| <b>Operating Expenses</b>       |                  |                  |                  |
| Salary                          | \$80,500         | \$132,400        | \$156,400        |
| Employee Related Expenses       | \$4,750          | \$8,000          | \$10,000         |
| Marketing & Promotions          | \$13,000         | \$26,000         | \$40,000         |
| Rent                            | \$6,200          | \$12,000         | \$21,600         |
| Utilities                       | \$6,840          | \$1,020          | \$1,200          |
| Office Supplies                 | \$500            | \$1,000          | \$1,500          |
| Insurance                       | \$6,000          | \$10,000         | \$13,000         |
| <b>Total Operating Expenses</b> | <b>\$117,790</b> | <b>\$190,420</b> | <b>\$243,700</b> |

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# Five Stars Moving & Storage LLC

## Expenses by Month



### About the Budget

#### Employee related expenses...

Includes a 20% income tax on payroll as a cost to the company.

#### Marketing & Promotions...

For year one there will be quarterly advertising this will be one of our largest expenses to start, and in the second year will reflect the company growth but will be a smaller expense due to the foundation of the company already being set but will follow in the forecast at a 100% growth. The third year will also follow in the same pattern as the second year following the 100% growth.

#### Rent...

We plan to run the first few months out of home offices, and have the truck placed at a secured location with great location for free advertising. This location will be in view of a freeway and has proven to have a great advertising value. This location will cost \$100.00 per month. At the point that a office is needed we will be looking for a low cost office space around \$500 per month, till the second year then we will be looking for another location and have allotted a \$1000.00 per month budget, The third year we plan to get an office, and yard to store all the trucks, tools, etc, we have budgeted \$1800.00 per month for this.

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# Five Stars Moving & Storage LLC

## Utility's...

Utilities cover power, phone, cable, internet, trash, sewer, and water...

| 1st Year      | 2nd Year       | 3rd Year       |
|---------------|----------------|----------------|
| Power \$200   | Power \$400    | Power \$500    |
| Phone \$150   | Phone \$300    | Phone \$300    |
| Cable \$30    | Cable \$30     | Cable \$60     |
| Internet \$70 | Internet \$150 | Internet \$200 |
| Trash \$40    | Trash \$60     | Trash \$60     |
| Sewer \$40    | Sewer \$40     | Sewer \$40     |
| Water \$40    | Water \$40     | Water \$40     |
| Total \$570   | Total \$1020   | Total \$1200   |

## Office Supplies...

Includes...

Paper \$100 per year

Pens \$100 per year

Inks/Toners \$150 per year

Paper clips/Staples \$40 per year

Note pads \$100 per year

Envelopes \$400 per year

Files/Folders \$50 per year

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# Five Stars Moving & Storage LLC

Invoices \$300 per year

The 2nd year we project our cost to go up another 80%

The 3rd year we project cost to rise another 60%

## Insurance...

1st year will be for the two trucks, the 2nd year will be for the two box trucks and one crew truck. The 3rd year will include three box trucks and 2 crew trucks. This cost will also cover the company's liability coverage.

## Startup Costs

The start-up costs for T&C Moving Co will consist of the following...

Trucks...\$24,000.00, Tools&Supplies...\$3500.00, Licensing...\$1000.00, Insurance...\$6000.00 Office Supplies... \$2000.00, Advertising...\$6000.00, Rent/Yard (First 2 Months)...\$1500.00, And \$5000.00 in operating capital.

## Trucks

24' Box Truck \$24,000.00

## Tools&Supplies

3 Hand trucks \$60.00ea total \$180.00, 4. Four 4 wheeled dollies \$25.00ea total \$100.00, 2 shoulder dollies, \$60.00ea total \$120.00 complete ratchet set, set of screwdrivers, complete set of alan wrenches, needle nose pliers, & hammer. total set cost \$300.00, 2 dewalt power drills, \$175.00ea total \$350.00 shrink wrap, \$25.00 per role 30 roles needed for first year \$750.00 bungees & ratchet straps, total cost for first year \$250.00. Moving Blanket/Furniture Pads \$1200 for 100 blankets. Cargo Nets 4 at \$25.00ea total \$100.00, Quilted Furniture Protectors 4 at \$50.00 total \$200.00

Total \$3550.00

## Licensing & Permits...

Will include the business license cost to set the company up as an LLC and permit cost with UTC Total \$1000.00

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# Five Stars Moving & Storage LLC

## Insurance...

This will cover the cost to set up the company & trucks with Progressive for 6 months \$7000.00

## Office Supplies...

We need three company computers one office/admin, one for Billy, and one for Kevin. The computers will need to have all the programs able to run the company such as, excell, word, quickbooks, a scheduling system and any other programs needed for efficient operation. Total \$1200.00

Printer for the office \$400

The rest will be dived up on clip boards, pens, paper, note pads, envelopes, files, and invoices. Total \$2000.00

## Advertising...

Brand Development/Design \$200.00

Web Site \$1200.00

Business Cards \$400.00

Flyers \$600.00

Online Ads \$300.00

Truck Graphics \$1750.00

Sales Team (distribution of printed ads) \$400.00

Video Ads \$400.00

Radlo Ads \$600.00

Crew Branding (Apparel) Hats ,Shirts, Jackets \$400.00

Total \$6000.00

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# Five Stars Moving & Storage LLC

## Rent/Yard...

This will include the cost of the yard we park the truck at the cost is \$100.00 per month, and as soon as we can find a small office in our budget this will cover the cost @ \$650.00 per month. The \$1500.00 will cover both costs for two months.

## Operating Capital...

The \$5000.00 will stay in the account to cover any cost to the company that is unforeseen or is needed to keep the company in operation during periods where we have money out, and are waiting for money to come in.

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**Five Stars Moving & Storage LLC****Profit and Loss Statement**

## Profit and Loss Statement

|                           | FY2015    | FY2016    | FY2017      |
|---------------------------|-----------|-----------|-------------|
| Revenue                   | \$241,400 | \$640,000 | \$1,300,000 |
| Direct Cost               | \$17,626  | \$43,000  | \$82,000    |
| Gross Margin              | \$223,774 | \$597,000 | \$1,218,000 |
| Gross Margin %            | 93%       | 93%       | 94%         |
| Operating Expenses        |           |           |             |
| Salary                    | \$80,500  | \$132,400 | \$156,400   |
| Employee Related Expenses | \$4,750   | \$8,000   | \$10,000    |
| Marketing & Promotions    | \$13,000  | \$26,000  | \$40,000    |
| Rent                      | \$6,200   | \$12,000  | \$21,600    |
| Utilities                 | \$6,840   | \$1,020   | \$1,200     |
| Office Supplies           | \$500     | \$1,000   | \$1,500     |
| Insurance                 | \$6,000   | \$10,000  | \$13,000    |
| Total Operating Expenses  | \$117,790 | \$190,420 | \$243,700   |
| Operating Income          | \$105,984 | \$406,580 | \$974,300   |
| Income Taxes              | \$21,187  | \$81,316  | \$184,860   |
| Total Expenses            | \$156,613 | \$314,736 | \$520,560   |
| Net Profit                | \$64,787  | \$325,264 | \$779,440   |
| Net Profit / Sales        | 35%       | 51%       | 60%         |

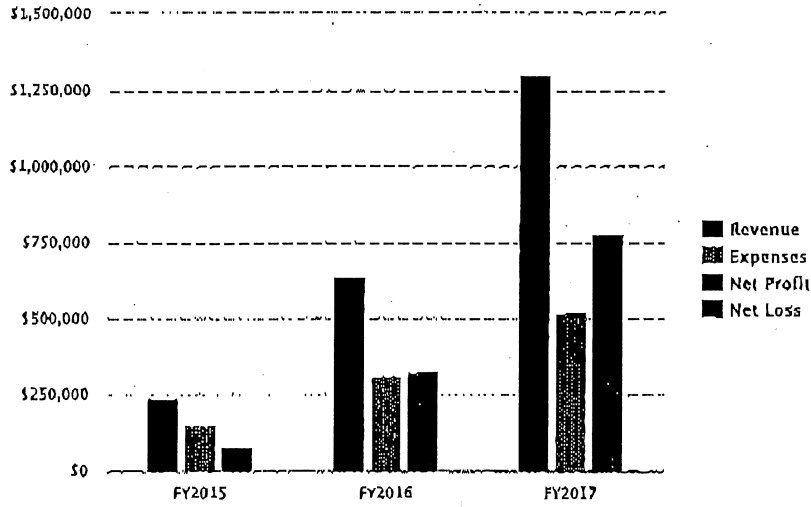
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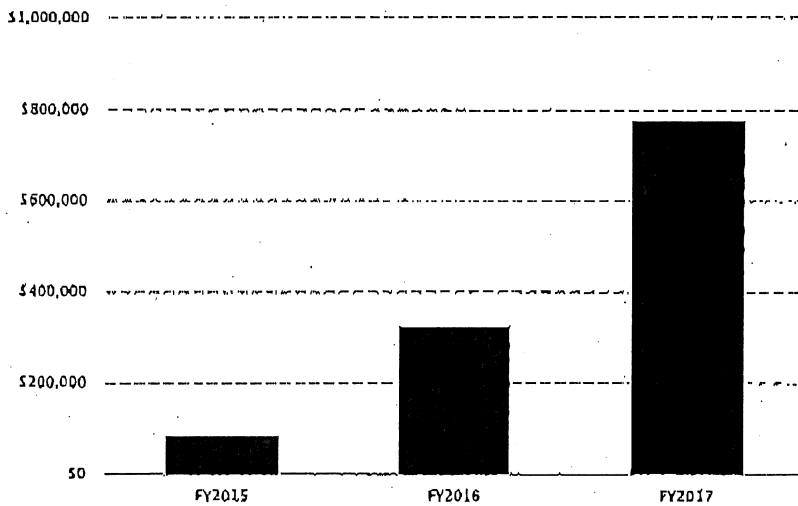


# Five Stars Moving & Storage LLC

## Financial Highlights by Year



## Net Profit (or Loss) by Year



### About the Profit and Loss Statement

Month-by-month forecasts for profit and loss are included in the appendix.

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**Five Stars Moving & Storage LLC**

**Appendix  
Revenue Forecast**

Revenue Forecast Table (With Monthly Detail)

|                                | Jan '15        | Feb '15        | Mar '15         | Apr '15         | May '15         | Jun '15         | Jul '15         | Aug '15         | Sep '15         | Oct '15         | Nov '15         | Dec '15         |
|--------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Revenue</b>                 |                |                |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Residential Moving             | \$7,000        | \$8,000        | \$9,000         | \$11,000        | \$13,500        | \$14,000        | \$14,500        | \$15,000        | \$16,000        | \$17,500        | \$20,000        | \$20,000        |
| Commercial / Industrial Moving | \$600          | \$1,200        | \$1,700         | \$2,400         | \$4,500         | \$5,500         | \$6,500         | \$7,500         | \$9,000         | \$10,000        | \$12,000        | \$15,000        |
| <b>Total Revenue</b>           | <b>\$7,600</b> | <b>\$9,200</b> | <b>\$10,700</b> | <b>\$13,400</b> | <b>\$18,000</b> | <b>\$19,500</b> | <b>\$21,000</b> | <b>\$22,500</b> | <b>\$25,000</b> | <b>\$27,500</b> | <b>\$32,000</b> | <b>\$35,000</b> |
| <b>Direct Cost</b>             |                |                |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Residential Moving             | \$680          | \$860          | \$966           | \$980           | \$1,050         | \$1,100         | \$1,175         | \$1,225         | \$1,300         | \$1,325         | \$1,450         | \$1,450         |
| Commercial / Industrial Moving | \$30           | \$60           | \$85            | \$120           | \$225           | \$275           | \$325           | \$375           | \$450           | \$500           | \$600           | \$750           |
| <b>Total Direct Cost</b>       | <b>\$850</b>   | <b>\$1,020</b> | <b>\$1,041</b>  | <b>\$1,100</b>  | <b>\$1,275</b>  | <b>\$1,375</b>  | <b>\$1,500</b>  | <b>\$1,600</b>  | <b>\$1,750</b>  | <b>\$1,825</b>  | <b>\$2,050</b>  | <b>\$2,200</b>  |
| Gross Margin                   | \$6,710        | \$8,180        | \$9,659         | \$12,300        | \$16,725        | \$18,125        | \$19,500        | \$20,900        | \$23,250        | \$25,675        | \$29,950        | \$32,800        |
| Gross Margin %                 | 88%            | 89%            | 90%             | 92%             | 93%             | 93%             | 93%             | 93%             | 93%             | 93%             | 94%             | 94%             |

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# Five Stars Moving & Storage LLC

Feb. 9. 2015 4:07PM

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|                              | FY2015           | FY2016           | FY2017             |
|------------------------------|------------------|------------------|--------------------|
| <b>Revenue</b>               |                  |                  |                    |
| Residential Moving           | \$185,500        | \$340,000        | \$700,000          |
| Commercial/Industrial Moving | \$75,900         | \$300,000        | \$800,000          |
| <b>Total Revenue</b>         | <b>\$241,400</b> | <b>\$640,000</b> | <b>\$1,300,000</b> |
| <b>Direct Cost</b>           |                  |                  |                    |
| Residential Moving           | \$13,831         | \$28,000         | \$52,000           |
| Commercial/Industrial Moving | \$3,785          | \$15,000         | \$30,000           |
| <b>Total Direct Cost</b>     | <b>\$17,626</b>  | <b>\$43,000</b>  | <b>\$82,000</b>    |
| <b>Gross Margin</b>          | <b>\$223,774</b> | <b>\$597,000</b> | <b>\$1,218,000</b> |
| <b>Gross Margin %</b>        | <b>93%</b>       | <b>93%</b>       | <b>94%</b>         |

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# Five Stars Moving & Storage LLC

## Personnel Plan

### Personnel Table (With Monthly Detail)

|                                 | Jan '15        | Feb '15        | Mar '15        | Apr '15        | May '15        | Jun '15         | Jul '15        | Aug '15        | Sep '15        | Oct '15        | Nov '15         | Dec '15         |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|
| <b>FY2015</b>                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Billy Trick                     | \$500          | \$750          | \$1,000        | \$1,500        | \$1,900        | \$2,000         | \$2,000        | \$2,500        | \$2,500        | \$2,500        | \$3,500         | \$1,500         |
| Kevin Crocker                   | \$400          | \$700          | \$900          | \$1,200        | \$1,200        | \$1,800         | \$1,500        | \$2,000        | \$2,000        | \$2,000        | \$2,000         | \$2,000         |
| New Employee (Driver / Lead)    | \$1,300        | \$1,400        | \$1,450        | \$1,500        | \$1,600        | \$1,700         | \$1,750        | \$1,900        | \$2,150        | \$2,300        | \$2,500         | \$2,800         |
| New Employee (Apprentice Labor) | \$1,000        | \$1,100        | \$1,125        | \$1,150        | \$1,200        | \$1,250         | \$1,275        | \$1,300        | \$1,500        | \$1,700        | \$2,000         | \$2,400         |
| <b>Total</b>                    | <b>\$3,200</b> | <b>\$3,950</b> | <b>\$4,475</b> | <b>\$5,350</b> | <b>\$5,800</b> | <b>\$6,450</b>  | <b>\$6,525</b> | <b>\$7,700</b> | <b>\$8,150</b> | <b>\$8,500</b> | <b>\$10,000</b> | <b>\$10,700</b> |
|                                 |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| <b>FY2016</b>                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Billy Trick                     |                |                |                |                |                | \$23,750        |                |                |                |                |                 |                 |
| Kevin Crocker                   |                |                |                |                |                | \$17,400        |                |                |                |                |                 |                 |
| New Employee (Driver / Lead)    |                |                |                |                |                | \$22,850        |                |                |                |                |                 |                 |
| New Employee (Apprentice Labor) |                |                |                |                |                | \$17,000        |                |                |                |                |                 |                 |
| <b>Total</b>                    |                |                |                |                |                | <b>\$80,500</b> |                |                |                |                |                 |                 |
|                                 |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| <b>FY2016</b>                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Billy Trick                     |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Kevin Crocker                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| New Employee (Driver / Lead)    |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| New Employee (Apprentice Labor) |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| <b>Total</b>                    |                |                |                |                |                |                 |                |                |                |                |                 |                 |
|                                 |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| <b>FY2017</b>                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Billy Trick                     |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| Kevin Crocker                   |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| New Employee (Driver / Lead)    |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| New Employee (Apprentice Labor) |                |                |                |                |                |                 |                |                |                |                |                 |                 |
| <b>Total</b>                    |                |                |                |                |                |                 |                |                |                |                |                 |                 |

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**Five Stars Moving & Storage LLC**

**Budget**

Budget Table (With Monthly Detail)

| FY2015                          | Jan '15        | Feb '15         | Mar '15        | Apr '15        | May '15        | Jun '15         | Jul '15        | Aug '15        | Sep '15         | Oct '15         | Nov '15         | Dec '15         |
|---------------------------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Operating Expenses</b>       |                |                 |                |                |                |                 |                |                |                 |                 |                 |                 |
| Salary                          | \$3,200        | \$3,950         | \$4,475        | \$5,350        | \$5,500        | \$5,450         | \$5,525        | \$7,700        | \$8,150         | \$8,500         | \$10,000        | \$10,700        |
| Employee Related Expenses       | \$100          | \$150           | \$200          | \$300          | \$300          | \$400           | \$400          | \$500          | \$500           | \$500           | \$700           | \$700           |
| Marketing & Promotions          | \$0            | \$5,000         | \$0            | \$0            | \$0            | \$5,000         | \$0            | \$0            | \$0             | \$3,000         | \$0             | \$0             |
| Rent                            | \$100          | \$100           | \$500          | \$500          | \$500          | \$500           | \$500          | \$500          | \$500           | \$500           | \$500           | \$500           |
| Utilities                       | \$570          | \$570           | \$570          | \$570          | \$570          | \$570           | \$570          | \$570          | \$570           | \$570           | \$570           | \$570           |
| Office Supplies                 | \$41           | \$41            | \$41           | \$41           | \$42           | \$42            | \$42           | \$42           | \$42            | \$42            | \$42            | \$42            |
| Insurance                       | \$500          | \$500           | \$500          | \$500          | \$500          | \$500           | \$500          | \$500          | \$500           | \$500           | \$500           | \$500           |
| <b>Total Operating Expenses</b> | <b>\$4,511</b> | <b>\$10,311</b> | <b>\$6,386</b> | <b>\$7,361</b> | <b>\$7,512</b> | <b>\$13,562</b> | <b>\$8,537</b> | <b>\$9,912</b> | <b>\$10,362</b> | <b>\$13,712</b> | <b>\$12,412</b> | <b>\$13,112</b> |

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**Five Stars Moving & Storage LLC**

|                                 | FY2015           | FY2016           | FY2017           |
|---------------------------------|------------------|------------------|------------------|
| <b>Operating Expenses</b>       |                  |                  |                  |
| Salary                          | \$80,500         | \$132,400        | \$156,400        |
| Employee Related Expenses       | \$4,750          | \$9,000          | \$10,000         |
| Marketing & Promotions          | \$13,000         | \$26,000         | \$40,000         |
| Rent                            | \$5,200          | \$12,000         | \$21,600         |
| Utilities                       | \$5,840          | \$1,020          | \$1,200          |
| Office Supplies                 | \$500            | \$1,000          | \$1,500          |
| Insurance                       | \$8,000          | \$10,000         | \$13,000         |
| <b>Total Operating Expenses</b> | <b>\$117,790</b> | <b>\$190,420</b> | <b>\$243,700</b> |

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# Five Stars Moving & Storage LLC

## Profit and Loss Statement

Profit and Loss Statement (With Monthly Detail)

| FY2015                    | Jan '15 | Feb '15   | Mar '15  | Apr '15  | May '15  | Jun '15  | Jul '15  | Aug '15  | Sep '15  | Oct '15  | Nov '15  | Dec '15  |
|---------------------------|---------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Revenue                   | \$7,600 | \$9,200   | \$10,700 | \$13,400 | \$18,000 | \$19,500 | \$21,000 | \$22,500 | \$25,000 | \$27,500 | \$32,000 | \$35,000 |
| Direct Cost               | \$890   | \$1,020   | \$1,041  | \$1,100  | \$1,275  | \$1,375  | \$1,500  | \$1,600  | \$1,750  | \$1,825  | \$2,050  | \$2,200  |
| Gross Margin              | \$6,710 | \$8,180   | \$9,659  | \$12,300 | \$16,725 | \$18,125 | \$19,500 | \$20,900 | \$23,250 | \$25,675 | \$29,950 | \$32,800 |
| Gross Margin %            | 88%     | 89%       | 90%      | 92%      | 93%      | 93%      | 93%      | 93%      | 93%      | 93%      | 94%      | 94%      |
| Operating Expenses        |         |           |          |          |          |          |          |          |          |          |          |          |
| Salary                    | \$3,200 | \$3,950   | \$4,475  | \$5,350  | \$5,500  | \$6,490  | \$6,525  | \$7,700  | \$8,150  | \$8,500  | \$10,000 | \$10,700 |
| Employee Related Expenses | \$100   | \$150     | \$200    | \$300    | \$300    | \$400    | \$400    | \$500    | \$500    | \$500    | \$700    | \$700    |
| Marketing & Promotions    | \$0     | \$5,000   | \$0      | \$0      | \$0      | \$5,000  | \$0      | \$0      | \$0      | \$3,000  | \$0      | \$0      |
| Rent                      | \$1,000 | \$100     | \$600    | \$600    | \$800    | \$800    | \$800    | \$800    | \$800    | \$900    | \$800    | \$800    |
| Utilities                 | \$670   | \$570     | \$570    | \$570    | \$570    | \$570    | \$570    | \$570    | \$570    | \$570    | \$570    | \$570    |
| Office Supplies           | \$41    | \$41      | \$41     | \$41     | \$42     | \$42     | \$42     | \$42     | \$42     | \$42     | \$42     | \$42     |
| Insurance                 | \$500   | \$500     | \$500    | \$500    | \$500    | \$500    | \$500    | \$500    | \$500    | \$500    | \$500    | \$500    |
| Total Operating Expenses  | \$4,514 | \$10,314  | \$6,386  | \$7,361  | \$7,512  | \$13,562 | \$8,637  | \$9,912  | \$10,362 | \$13,712 | \$12,412 | \$13,112 |
| Operating Income          | \$2,196 | (\$2,134) | \$3,273  | \$4,939  | \$9,213  | \$4,938  | \$10,863 | \$10,988 | \$14,638 | \$13,788 | \$17,538 | \$19,688 |
| Income Taxes              | \$440   | (\$425)   | \$554    | \$98     | \$1,843  | \$912    | \$2,173  | \$2,197  | \$2,578  | \$2,393  | \$3,507  | \$3,988  |

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**Five Stars Moving & Storage LLC**

|                    |         |           |         |         |          |          |          |          |          |          |          |          |
|--------------------|---------|-----------|---------|---------|----------|----------|----------|----------|----------|----------|----------|----------|
| Total Expenses     | \$5,841 | \$10,905  | \$0,081 | \$9,449 | \$10,630 | \$15,849 | \$12,310 | \$13,709 | \$14,690 | \$17,930 | \$17,969 | \$19,250 |
| Net Profit         | \$1,759 | (\$1,705) | \$2,619 | \$3,951 | \$7,370  | \$3,651  | \$8,690  | \$8,791  | \$10,310 | \$9,570  | \$14,031 | \$15,750 |
| Net Profit / Sales | 23%     | (19%)     | 24%     | 29%     | 41%      | 19%      | 41%      | 39%      | 47%      | 35%      | 44%      | 45%      |

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# Five Stars Moving & Storage LLC

|                                 | FY2015           | FY2016           | FY2017           |
|---------------------------------|------------------|------------------|------------------|
| Revenue                         | \$241,400        | \$560,000        | \$1,300,000      |
| Direct Cost                     | \$17,626         | \$43,000         | \$82,000         |
| Gross Margin                    | \$223,774        | \$597,000        | \$1,218,000      |
| Gross Margin %                  | 93%              | 93%              | 94%              |
| Operating Expenses              |                  |                  |                  |
| Salary                          | \$80,500         | \$132,400        | \$155,400        |
| Employee Related Expenses       | \$4,750          | \$8,000          | \$10,000         |
| Marketing & Promotions          | \$13,000         | \$26,000         | \$40,000         |
| Rent                            | \$5,200          | \$12,000         | \$21,600         |
| Utilities                       | \$5,640          | \$1,020          | \$1,200          |
| Office Supplies                 | \$500            | \$1,000          | \$1,500          |
| Insurance                       | \$8,000          | \$10,000         | \$13,000         |
| <b>Total Operating Expenses</b> | <b>\$117,790</b> | <b>\$190,420</b> | <b>\$243,700</b> |
| <b>Operating Income</b>         | <b>\$105,984</b> | <b>\$406,580</b> | <b>\$974,300</b> |
| Income Taxes                    | \$21,197         | \$61,316         | \$194,860        |
| <b>Total Expenses</b>           | <b>\$156,613</b> | <b>\$314,735</b> | <b>\$520,560</b> |
| <b>Net Profit</b>               | <b>\$84,787</b>  | <b>\$325,264</b> | <b>\$779,440</b> |
| <b>Net Profit / Sales</b>       | <b>35%</b>       | <b>51%</b>       | <b>60%</b>       |

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