

1300 S. Evergreen Park Drive SW
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:	DOL/SOS:	ID:	Docket #
Staff Assigned	Insurance	Inspection	Permit Issued THG-
Reception #	111-0268-207-02	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, Attachment B as well as a closing annual report \$ 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 3-5 and include a statement justifying the reinstatement. \$ 250
- Name Change – Complete pages 3-5 and Attachment D. \$ 35

BUSINESS INFORMATION

Legal Name: SUNNY SIDE MOVING LLC

Trade Name, if applicable TWO MEN AND A TRUCK

Physical Address 111 N VISTA RD SUITE 7EFG SPOKANE VALLEY, WA 99212

Mailing Address 111 N VISTA RD SUITE 7EFG SPOKANE VALLEY, WA 99212

Telephone Number (⁵⁰⁹ ~~26~~) 867-5777 Fax Number () _____

Email: CHRIS.JONES@TWO MEN.COM

BUSINESS INFORMATION - continued

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

UBI #: 604 349 796 USDOT #: 3211658

If you currently do not have a USDOT number, go online at www.fmcsa.dot.gov/online-registration to apply or call 360-596-3812 for assistance.

Department of Labor & Industries (L&I) Worker's Comp account # 677.381-00

Employment Security Department (ESD) registration # 786968008

If you will not be setting up an account with L&I or ESD because you do not have employees, please explain how you plan to obtain workers. Per WAC 480-15-555, a criminal background check must be completed on each person you intend to hire. If you intend to hire day labor from a temp agency, they must perform the criminal background check. Refer also to WAC 480-15-302 and 305.

TYPE OF BUSINESS STRUCTURE

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

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

Name	Title	Stock Distribution or % of Shares
<u>CHRIS JONES</u>	<u>FRANCHISEE</u>	<u>5%</u>
<u>KYLE NORCUTT</u>	<u>FRANCHISEE</u>	<u>95%</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 PLAN TO PROVIDE MOVING AND PACKING SERVICES AS WELL AS BOXES AND PACKING SUPPLIES. CUSTOMERS WILL HAVE THE OPTION TO HAVE US TO AS MUCH OR AS LITTLE NEEDED DEPENDING ON THEIR SPECIFIC NEEDS.
- Briefly describe your experience in the transportation/household goods moving industry: KYLE NORCUTT HAS 21 YEARS IN THE TRANSPORTATION/HOUSEHOLDS GOOD MOVING INDUSTRY WHILE CHRIS JONES HAS 6.

3. 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 MC1003071

4. 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 _____

5. Do you currently operate interstate? No Yes If yes, please indicate your MC# 1003071

6. Do you operate interstate as an agent of another company? No Yes
 If yes, what is the name of the company? TWO MEN AND A TRUCK

7. 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 list below:

Type of Legal Proceeding	Date	State

*attach additional pages if necessary

8. Has any person named in this application ever been convicted of any crime involving theft, burglary, assault, sexual misconduct, identity theft, fraud, false statements, or the manufacture, sale, or distribution of a controlled substance? No Yes If yes, please list below:

Type of Conviction	Date	City/State

*attach additional pages if necessary

9. Has any person named in this application, been cited for violation of state laws or Commission rules? No Yes If yes, please list below:

Violation	Date	RCW/WAC

*attach additional pages if necessary

* BUSINESS PLAN + FINANCIALS ATTACHED

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

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
50 2012	HINO	6MS 9386	5PUNJ8JU6C4553901	26,000
63 2007	HINO		5PUNJ8JU972550444	26,000
83 2015	FORD	BB21561	3FRPX6HP3FV584564	26,000
127 2016	ISUZU	JBX5337	54DC4W213465810326	14,500

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.

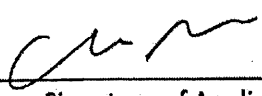
INSPECTION, REPAIR AND MAINTENANCE (Title 49, Code of Federal Regulations Part 396). You must systematically inspect, repair, and maintain all motor vehicles.

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: CHRIS JONES	Position: OWNER / MANAGER
----------------------	------------------------------

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>CHRIS JONES</u>	Position: <u>OWNER/MANAGER</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>CHRIS JONES</u>	Position: <u>OWNER/MANAGER</u>
<p>If you would like to receive information about new household goods carriers, check here <input type="checkbox"/></p> <p style="text-align: center;">DECLARATION OF APPLICANT</p> <p>I understand that filing this application <u>does not</u> in itself constitute authority to operate as a household goods mover.</p> <p>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.</p> <p>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 480-15-305 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.</p> <p>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.</p> <p>I understand the commission will complete a criminal background check on each person named in the application.</p> <p>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.</p>	
<u>CHRIS JONES</u>	
Print name of applicant	Signature of Applicant
	<u>12-4-18</u> <u>GRAND RAPIDS</u> <u>MICHIGAN</u>
	Date and Location

RECEIVED

DEC 28 2018

WASH. UT. & TP. COMM

Form E
UNIFORM MOTOR CARRIER BODILY INJURY AND PROPERTY
DAMAGE LIABILITY CERTIFICATION OF INSURANCE
(Electronic Filing)

Filed with Washington Utilities & Transportation Commission (herein after called Agency)
(Name of Agency)

This is to certify that the Old Republic Insurance Company NAIC# 24147
(Name of Company)
(herein after called Company) of 133 Oakland Avenue, Greensburg, PA, 15601
(Home Address of Company)

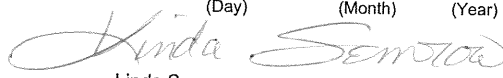
has issued to Sunny Side Moving LLC of 111 N Vista Rd Suite 7EFG, Spokane Valley, WA, 99212
(Name of Motor Carrier) (Address of Motor Carrier)

A policy or policies of insurance effective from 12/01/2018 12:01 A.M. standard time at the address of the insured stated in said policy or policies and continuing until cancelled as provided herein, which by attachment of the Uniform Motor Carrier Bodily Injury and Property Damage Liability Insurance Endorsement, has or have been amended to provide automobile bodily injury and property damage liability insurance covering the obligations imposed upon such motor carrier by the provisions of the motor carrier law of the State in which the Agency has jurisdiction or regulations promulgated in accordance therewith.

Whenever requested, the Company agrees to furnish the Agency a duplicate original of said policy or policies and all endorsements thereon. This certificate and the endorsement described herein may not be cancelled without cancellation of the policy to which it is attached. Such cancellation may be effective by the Company or the insured giving thirty (30) days' notice in writing to the State Agency, such thirty (30) days' notice to commence to run from the date notice is actually received in the office of the Agency.

Countersigned at 445 S. Moorland Road, Suite 300, Brookfield, WI, 53005 This 13th day of Dec 20 18
(Address) (Day) (Month) (Year)

Insurance Company File No. MWTB 311511
(Policy No)


Linda Semrow
(Authorized Company Representative)

Liability Limit : 1,000,000.00

Form H
Uniform Motor Carrier Cargo
Certificate of Insurance
(Electronic Filing)

Filed with Washington Utilities & Transportation Commission (hereinafter called Commission)
(Name of Commission)

This is to certify that the Federal Insurance Company NAIC# 20281
(Name of Company)

(herein after called Company) of One American Square, 202 N. Illinois St., Suite2600, Indianapolis, IN, 46282
(Home Address of Company)

has issued to Sunny Side Moving LLC
(Name of Motor Carrier)

of 111 N. Vista Rd, Suite 7EFG, Spokane Valley, WA, 99212
(Address of Motor Carrier)

RECEIVED

DEC 27 2018

WASH. UT. & TP. COMM

A policy or policies of insurance effective from 12/01/2018 12:01 A.M. standard time at the address of the insured stated in said policy or policies and continuing until cancelled as provided herein, which, by attachment of the Uniform Motor Carrier Cargo Insurance Endorsement has or have been amended to provide cargo insurance covering the obligations imposed upon such motor carrier by the provisions of the motor carrier law of the State in which the Commission has jurisdiction or regulations promulgated in accordance therewith.

Whenever requested, the Company agrees to furnish the Commission a duplicate original of said policy or policies and all endorsements thereon.

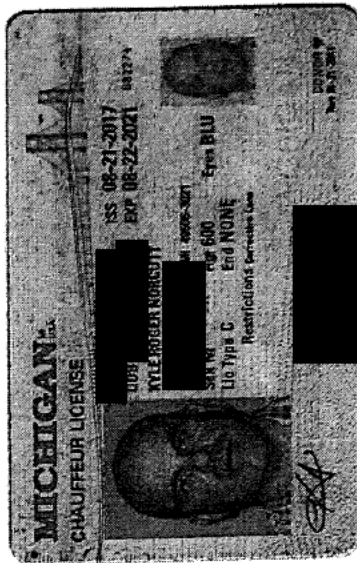
This certificate and the endorsement described herein, may not be cancelled without cancellation of the policy to which it is attached. Such cancellation may be effective by the Company or the insured giving thirty (30) days' notice in writing to the State Commission, such thirty (30) days' notice to commence to run from the date notice is actually received in the office of the Commission.

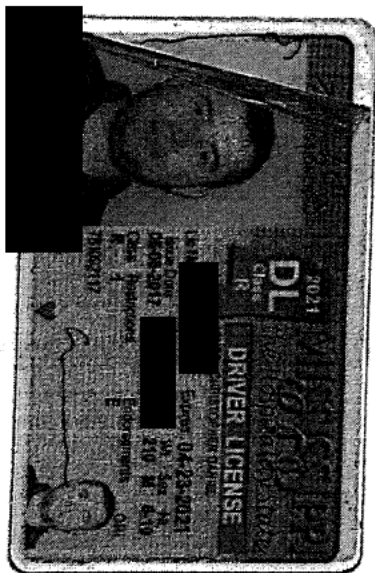
Countersigned at 436 Walnut Street Philadelphia PA 19106 this 06th day of
(STREET ADDRESS) (CITY) (STATE) (ZIP CODE)

Dec 2018

Insurance Company File No. 6696159
(Policy Number)

Virginia Boyles
(Authorized Company Representative)







**TWO MEN
AND A
TRUCK.**

"Movers Who Care."

*Evidence of Drug +
Alcohol
Testig*

EMPLOYEE HANDBOOK

OUR MISSION

The mission of TWO MEN AND A TRUCK® is to continuously strive to exceed our customers' expectations in value and high standard of satisfaction.

OUR CORE PURPOSE

To Move People Forward

EMPIRE FRANCHISE GUIDING PRINCIPLES

Pioneering – Open to new ideas to improve our company, brand and customer experience.

Competitive – Striving to be better tomorrow than today.

Dedicated – Willing to put in the time, talent, energy and passion as if the business has your name on it.

Principled – Doing the right thing for our co-workers, customers and company...even if it is the harder path.

January 2018

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WELCOME TO TWO MEN AND A TRUCK

We would like to take this opportunity to welcome you to the growing Empire Franchise Group of **TWO MEN AND A TRUCK®**. Our Company has multiple locations in Michigan, Colorado, and Texas with various business names; BHAG Dallas, KOHO, Phase 6 Moving, Peak 14 Moving, Denton County Movers, McKinney Movers, Plano Movers, Lakeshore Movers, and Dallas Movers South that fall under the Two Men and a Truck franchisee. For purposes of this Employee Handbook all business names will be referred to as Two Men and a Truck or the Company. We hope your new job will live up to your expectations and your stay with us will be a rewarding one. If you have been working for us, we wish to express our sincere appreciation for your valued service.

We are pleased to provide you with your Employee Handbook, which outlines the policies and practices in effect at our Two Men and a Truck franchises. The information contained in this handbook applies to all employees of Two Men and a Truck except officers of the Company. It is presented as a matter of information only and its contents should not be interpreted as a contract between the Company and any of its employees. We would like to emphasize that nothing in this handbook is designed to, should be interpreted to, or will be enforced in such a way as to, infringe upon any of your legal rights. We're sure the handbook will be a helpful reference during your association with our Company. Also, we encourage you to freely ask questions of your supervisors and co-workers. By doing so, you will learn your job more quickly.

Since our business is constantly changing, we expressly reserve the right to change any of our policies, including those covered here, at any time. Normally we will notify you of these changes at staff meetings and provide replacement and/or additional pages for your manual. Changes will be effective on dates determined by the Company and you may not rely on policies that have been superseded. No one other than the President of the Company has any authority to alter the foregoing.

Early in your employment with us, we hope you'll realize that we have a very high set of standards. These are necessary if we are to sustain our growth and achievement in a highly competitive industry. At the same time, we are committed to providing you challenge, recognition, appropriate compensation and benefits to help you reach your goals and objectives, as well as the goals of Two Men and a Truck.

By working together in this way, we are confident that the future will be both productive and prosperous for all of us.

EMPLOYEE'S ACKNOWLEDGEMENT & AGREEMENT

***Please read carefully and completely,
then sign and return to the General Manager.***

By accepting or continuing my employment with the Company, I acknowledge and agree to the following:

1. I have received a copy of the Company's handbook. I understand that my employment is subject to the terms of the Handbook, including any future changes made in it by the Company.
2. I understand that the Company reserves the right to change or terminate its policies and benefits in a manner they believe to be in the best interest of the company and the employees. Any such modifications shall only be effective prospectively. In addition, where insurance or retirement plans are concerned, the terms of the Company's policies and official plan documents will control, regardless of statements contained in this manual to the contrary. I understand no manager, supervisor, employee, or representative of our Company, other than an authorized executive has any authority to enter into any guaranteed agreement for employment for any specific or definite period of time, or to make any agreement contrary to the terms of this Handbook. Any such agreement must be made in writing and signed by an authorized executive of the Company to be effective.
3. I understand that the employment relationship between the Company and all employees is 'at will'. This means that either the Company or I may terminate the employment relationship at any time, for any reason either party considers appropriate at their sole discretion.
4. I agree to consent to and sign any required documents for criminal background, drug, or alcohol testing required by the Company. I understand if I do not authorize such test, I would be subject to discipline (up to and/or including termination of employment) for insubordination.
5. I understand if I am eligible for incentive plan pay and take any time off without pay, my incentive pay will be reduced by the average daily incentive pay amount for each day off without pay. This amount is calculated taking into account all incentive plan pay over the previous three months or beginning of employment, whichever is shorter. If I have not already done so, by signing this document, I authorize the Company to deduct such amounts from my paycheck.
6. Limitations on Claims. I agree that any lawsuit against the Company arising out of my employment or termination of employment, including but not limited to claims arising under state or federal civil rights statutes, must be brought within the following time limits or be forever barred: (a) for lawsuits requiring a Notice of Right to Sue from the EEOC, within 90 days after the EEOC issues that Notice; or (b) for all other lawsuits, within (i) 180 days of the event(s) giving rise to the claim, or (ii) the time limit specified by statute, whichever is shorter. I waive any statute of limitations that exceeds this time limit. I also agree that any such claim or suit will be decided only by a judge and not by a jury, and I waive any right to a jury trial.

7. Non-disclosure & Confidentiality. That during the course of my employment there may be information disclosed to me or I may have access to confidential information of the Company; said confidential information consisting but not necessarily limited to:

- Technical information: methods, processes, systems, techniques, computer programs and research projects.
- Business information: client lists, pricing, financial data and marketing, future plans, employee handbook & policies, and other information that we consider confidential.

I agree that I shall not during, or at any time after the termination of my employment with the Company, use for myself or others, or disclose or divulge to others including future employers, confidential information, or any other proprietary data of our Company in violation of this agreement. I will protect this information by safeguarding it when in use, filing it properly when not in use, shredding documents for disposal, and discussing it only with those who have a legitimate business need to know.

That upon the termination of my employment from the Company:

- I shall return to our Company all documents and property of the Company, including but not necessarily limited to: electronic files, client project work, internal templates, sales history, toolkit items, reports, manuals, correspondence, client lists, computer programs, and all other materials and all copies thereof relating in any way to our Company's business, or in any way obtained during the course of employment. Any documents or contact information related to the company on personal devices should be saved on the company shared file locations and then be deleted immediately from personal devices.
- I further agree that I will not retain copies, notes or abstracts of the foregoing.

The Company may notify any future or prospective employer or third party of the existence of this agreement, and shall be entitled to full injunctive relief for any breach. This agreement shall be binding upon me and my personal representatives and successors in interest, and shall inure to the benefit of the Company, its successors and assigns.

8. Reimbursement. Upon termination of employment, I am responsible for returning any Company property in my possession and for paying any expenses or other amounts that I may owe to the Company at that time. If I have not done so, by signing this manual, I authorize the Company to deduct the amount(s) owed from any wage or benefit payments that may be due to me. Any outstanding balances will become loans and payment terms must be established.

9. Jurisdiction and Choice of Law. All provisions of this Handbook and any disputes arising out of this Handbook shall, in all respects, be governed by Michigan law. I consent and agree that any action arising out of my employment relationship between the Company and myself must be brought in the State of Michigan. I consent and submit to the jurisdiction of the state and federal courts and administrative agencies of the State of Michigan.

10. Definitions. "Company" shall be defined for purposes of this Handbook Application Section as Two Men & a Truck, Franchisee, any affiliated entities, and their agents, representatives, and employees.

Signature of Employee

Date

Printed Name of Employee

RESERVATION OF RIGHTS CLAUSE

The policies and procedures contained in this Handbook may be modified, amended, or cancelled by the Company at any time, and with or without notice.

Pre-Employment Screenings

Job applicants may be required to complete pre-employment screenings that may include a physical exam, criminal background check, drug screen, motor vehicle record check, or any other health assessments as required by Two Men and a Truck. All screenings are conducted at Two Men and a Truck's expense and completed by a physician or approved vendor designated by the Company.

Two Men and a Truck will pay for the health assessment including x-ray exams and tests ordered by the physician. Additional tests or exams beyond what is designated by the physician are at the employee's expense.

Two Men and a Truck conducts criminal background investigations for all employees as a condition of employment. Background checks include County, State, and Multi-State criminal record checks and are at the Company's expense. An acceptable criminal background record must be obtained thru a 3rd party source prior to an applicant's completion of the initial in-house training.

A criminal conviction, pending charge, or probationary sentence does not necessarily automatically bar an applicant from employment. Each case will be reviewed on an individual basis. If a criminal conviction, pending felony charge, or probationary sentence is discovered, further details may be requested and an employment eligibility determination will be made. If the conviction, pending charge, or probation presents a safety or security risk, this may disqualify an applicant from employment. Criminal convictions or pending felony charges related to theft of any kind or violent crimes will disqualify an applicant from employment with the Company.

Annual Re-certification of Employment Eligibility

Motor vehicle records for all approved drivers are checked annually by Two Men and a Truck to verify acceptable driving records.

Employees who have an unacceptable driving record, or who become uninsurable as a driver, will be subject to reassignment and/or disciplinary action, up to and possibly including termination from employment. This policy applies to all employees that require a valid driver's license with driving duties associated with their position.

Due to the nature of our business, criminal background checks will also be performed annually for all current employees. Employees who have new criminal activity reported will be subject to reassignment and/or disciplinary action, up to and possibly including termination from employment. Criminal convictions or pending felony charges related to theft of any kind or violent crimes will result in termination of employment with the Company.

Should an employee be convicted of a felony during employment with the Company or lose their motor vehicle license, employees must notify their manager of this change immediately. Any information not disclosed properly to the Company as described in the Use of Company Vehicles policy, will be subject to disciplinary action, up to and including termination.

Absence Without Notice

Two Men and a Truck relies on employees to be at work when scheduled to help the business operate effectively. We ask that you keep us informed of your status when you are off work because of illness, accident (from any cause) or other unreported absence. If you fail to notify us after three days of consecutive absence, we will presume you have resigned, and you will be removed from the payroll.



Substance Use & Abuse

Two Men and a Truck is committed to providing its employees with a safe workplace and an atmosphere which allows them to protect inventory and other assets placed in their care; employees should not be subject to any safety threats from fellow workers. You are expected to be in suitable mental and physical condition while at work, allowing you to perform your job effectively and safely.

The use, possession, sale, transfer, purchase or being under the influence of intoxicating liquor, illegal drugs or prescription drugs not currently prescribed by a physician, or other intoxicants by employees at any time on Company premises, in Company vehicles, or while on Company business is prohibited. The illegal use of any drug, narcotic or controlled substance is prohibited at any time, REGARDLESS of whether the employee is on Company premises, Company time or personal time.

The use of alcohol by employees while attending Company-sponsored business or social functions, or otherwise representing the Company or its client off Company premises is permitted only to the extent that it is not unlawful and does not adversely affect the safety of the employee or others, the employee's job performance, or the Company's reputation in the community.

Employees must not report for duty or be on Company property while under the influence of, or have in their possession while on Company property, any intoxicating liquor, marijuana or illegally obtained drug, narcotic or other illegal substance. Threshold detection levels of these drugs shall be in accordance with Substance Abuse & Mental Health Services Administration (SAMHSA) guidelines. An employee using a prescription drug or over-the-counter medication which is known to or may cause job impairment, is responsible for being aware of any potential effect such drug may have on his/ her judgment or ability to perform work related duties and for reporting such use to his/ her supervisor prior to beginning work. Being under the influence of marijuana and/or marijuana based substances is not permitted even if prescribed by a physician or taken for medicinal purposes.

Substance tests will be administered under the following conditions:

- New employment is conditional on passing a pre-employment drug-screen.
- The Company has reasonable suspicion that an employee shows signs of having metabolites present in their system causing an impairment on the job, including following an on-the-job incident or accident that compromised our safety standards, regardless if the employee reported an injury or illness to the Company.
- Random selection testing will be conducted.
- If required by Federal or State law regulation.

All non-negative results will be verified by an MRO (Medical Review Officer). Any current employee awaiting test results will be suspended and sent home without pay during the time required for a specimen to be confirmed by the MRO. After a confirmed positive test, the employee will be terminated for violating Company policy. In the event of a shy bladder, dilute sample, modification or tampering the employee will remain supervised at the collection site until a new sample can be produced. If an employee refuses to submit an original sample or resubmit a sample from the conditions mentioned above, they will be terminated.

If, on an in-house instant result test, a candidate or employee tests positive and would like to submit a second test, they are required to go to a lab selected by the Company to submit a new sample immediately. After submitting the sample, the employee will be placed on suspension and sent home without pay during the time required for the specimen to be evaluated and confirmed. All results are to be kept confidential. The employee will be notified of the results by the MRO and their Supervisor. Employees with a confirmed negative result can return to work. Employees and perspective employees that are confirmed positive are terminated or denied employment, and are not eligible to apply for rehire for a period of 1 year.

An employee's personal property may be subject to a search if there is reasonable suspicion to believe the employee is in possession of or has sold, stored, purchased, manufactured, dispensed or distributed prohibited substances while on Company time or premises. The Company reserves the right to inspect the contents of any Company property being used by the employee at any time. An employee who refuses to submit to a test or search may be subject to disciplinary action up to and including termination.

Attendance Standards

Two Men and a Truck depends heavily upon its employees, it is important that employees attend work as scheduled. Dependability, attendance, punctuality, and a commitment to do the job right are essential at all times. As such, employees are expected at work on all scheduled work days and during all scheduled work hours and to report to work on time. Moreover, an employee must notify their supervisor as far in advance as possible, but not later than one hour before their scheduled starting time if the employee expects to be late or absent.

A record of absenteeism and lateness is kept by the employee's supervisor and becomes part of the personnel record. To the extent permitted by law, absenteeism and lateness lessen an employee's chances for advancement and may result in dismissal. An employee who is absent for three consecutive workdays without contacting their immediate supervisor will be considered to have quit their employment.

Excessive Absenteeism or Lateness

In general, 3 absences in a 90-day period, or a consistent pattern of absence, will be considered excessive, and the reasons for the absences may come under question. Tardiness or leaving early is as detrimental to Two Men and a Truck as an absence and will be considered as such.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/8/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Odell Studner Group 200 North Wamer Road, Ste 450 King of Prussia PA 19406	CONTACT NAME: PHONE (A/C, No. Ext): 484-586-3900 FAX (A/C, No.): 610-995-0105 E-MAIL ADDRESS: Info@odellstudner.com	
	INSURER(S) AFFORDING COVERAGE INSURER A: Old Republic Insurance Company	NAIC # 24147
INSURED Sunny Side Moving LLC dba Two Men And A Truck 111 N. Vista Rd. Suite 7EFG Spokane Valley WA 99212 EMPIR-3	INSURER B: Travelers Cas. Ins. of America 19046	
	INSURER C: Chubb Group of Ins. Companies	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER: 1744888510** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS								
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC		MWZY311612	2/1/2018	2/1/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 400,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000								
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS		MWTB311611	2/1/2018	2/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Ded. \$ \$250/\$500								
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		ZUP15T7379018	2/1/2018	2/1/2019	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000								
	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A				<table border="0"> <tr> <td>WC STATUTORY LIMITS</td> <td>OTHER</td> </tr> <tr> <td>E.L. EACH ACCIDENT</td> <td>\$</td> </tr> <tr> <td>E.L. DISEASE - EA EMPLOYEE</td> <td>\$</td> </tr> <tr> <td>E.L. DISEASE - POLICY LIMIT</td> <td>\$</td> </tr> </table>	WC STATUTORY LIMITS	OTHER	E.L. EACH ACCIDENT	\$	E.L. DISEASE - EA EMPLOYEE	\$	E.L. DISEASE - POLICY LIMIT	\$
WC STATUTORY LIMITS	OTHER													
E.L. EACH ACCIDENT	\$													
E.L. DISEASE - EA EMPLOYEE	\$													
E.L. DISEASE - POLICY LIMIT	\$													
A C	Hired Car Physical Damage Motor Truck Cargo (Ded. \$2,500)		MWTB311611 06696159	2/1/2018 2/1/2018	2/1/2019 2/1/2019	Limit \$80,000 Limits Occ./Convey. \$200,000/\$100,000								

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
WAREHOUSE LEGAL LIABILITY Limits of Insurance
 3410 E Cork St., Kalamazoo, MI - \$200,000
 2211 E. Division St., Arlington, TX - \$100,000

 Carrier: Travelers Casualty & Surety Co. of America, Policy Term: 7/15/18 - 7/15/19, EPLI limit \$500,000 w/3rd Party - Retention \$10,000; Employee Dishonesty limit \$250,000, 3rd Party Theft of Client Property Limit \$50,000 - Retention \$5,000; Wage and Hour Defense costs \$100,000

CERTIFICATE HOLDER <p style="text-align: center;">Evidence of Coverage</p>	CANCELLATION <p style="text-align: center;"> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. </p> <p style="text-align: center;"> AUTHORIZED REPRESENTATIVE <i>Steve Odell</i> </p>
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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: Two Men and a Truck / SUNNY SIDE MOVING LLC

The following must be completed by the Supporter of the applicant

Name, Title, and Business Name: Leslie Schweiger - Davenport School District

Address (include street address, mailing address, city, state, zip, and county): 520 Maxwell Davenport, WA 99122

Phone Number: (509) 721-1146

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: * My son and wife are looking to move in the next 5 years. They are currently living in the Spokane Valley.

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: * I look forward to having a reputable moving company to contact when we decide to move my son's family.

Is there anything else the Commission should consider when making a determination about this company's application for a household goods permit? * Two men and a Truck will provide quality moving service for our community.

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: Leslie D Schweiger Date and Location: 12-5-2018



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: SUPPLY SIDE MOVING LLC

The following must be completed by the Supporter of the applicant

Name, Title, and Business Name: MARI LUCAS Kierah HAYWOOD

Address (include street address, mailing address, city, state, zip, and county): 601 W MAIN Spokane WA 99201

Phone Number: 509-755-7524

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:

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: Competitive Pricing

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.

Signature of Person Completing Form: [Signature] Date and Location: 12/4/14



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: SUPPLY SIDE MOVING LLC

The following must be completed by the Supporter of the applicant

Name, Title, and Business Name: *Debra Washburn*

Address (include street address, mailing address, city, state, zip, and county):
2912 18th Ave SE Olympia WA 98501

Phone Number: *360-977-8118*

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:
Possibly in the next few years, looking to relocate.

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:
Having a moving company with high standards + a reputable name would be a great benefit to Washington.

Is there anything else the Commission should consider when making a determination about this company's application for a household goods permit?
When I move they would be the company I called because of there great reputation.

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

Debra Washburn
Signature of Person Completing Form

12/4/18 Olympia WA
Date and Location



TWO MEN AND A TRUCK.
 "Movers Who Care."

Business Plan Template

New Franchise Location: Spokane, WA

Prepared By: Empire Franchise Group and Chris Jones

Date: 10/3/18

MISSION

Two Men and a Truck Spokane's mission is to be the ultimate in full service moving for Spokane, Washington and surrounding area. We strive to create meaningful relationships with those around us and be an active and contributing member of our community. We exist to create an experience where the moving process is a pleasure. To do this, we have established a culture that supports our team members, so they can provide exceptional service to our customers.

EXECUTIVE SUMMARY

Two Men and a Truck, Spokane, Washington will strive to be the trusted, "go-to" mover for Spokane and the surrounding territory. The following business plan for Two Men and a Truck Spokane represents a realistic expectation of success for all parties involved. Not only will we be providing an excellent service to the region, we will also be creating secure jobs for community residents.

Chris Jones will be the minority owner of Two Men and a Truck Spokane. He is an experienced businessman who will serve as a key leader of the new franchise as the General Manager. Mr. Jones will be assisted in this venture by Empire Franchise Group.

Two Men and a Truck Spokane's goal is to be a successful multimillion dollar moving and storage company while being involved with and contributing to the community. The minimum goal will be \$865,000 revenue by the end of our first full year. The marketing goal will be to create a recognizable brand to allow organic marketing. Our target profitability is an average of 14% profit margin and continue to grow profit by 10-18% each year while sustaining or growing margins.

Market research and target market evaluation of the area suggest that Two Men and a Truck Spokane will be ideally situated to cater to a vastly growing market segment: comprised of both our standard target market, as well as the expanding retiree and millennial groups.

Proven Two Men and a Truck marketing techniques and operating systems will allow management to excel and overcome obstacles associated with opening a new moving company. Having a sound operational plan in place allows management to focus on building sales, all while maintaining the expected Two Men and a Truck quality of service. The systems and controls incorporated in the business plan will consistently yield a calculated return for a given sales volume.

LEGAL STRUCTURE

Two Men and a Truck Spokane will be organized as a Washington Limited Liability Company. It will elect a Partnership tax status. Chris Jones will be a 5% minority owner and Empire Management Group will be a 95% majority owner.

MARKET AND SWOT ANALYSIS

Market Analysis

Spokane, Washington is currently a fast-growing community with a large growing housing market.

The competition in Spokane consists of Spokane Movers, Coeur d'Alene Moving, Movher, Ace Moving, Alliance Moving and Storage, and about 10 other smaller moving companies. The companies listed are doing well, while the smaller locations are not. These listed locations have some pretty good reviews while the other locations don't. After a trip to Spokane we have noticed that the competitors do not seem structured. Most of the moving company's don't have the best trucks and only some are logoed. We only saw 1 mover in uniform. There is also a big lack in safety culture. We witnessed guys jumping in and out of the back of trucks. Also backing up trucks with no spotter. We did our own mystery shops on the competition as well. Most of the time they had to call us back with an estimate. It also seemed like majority of the locations calls were forwarded to a Cell phone for a manager to answer and book jobs.

Our direct marketing area doesn't appear to have anything like Two Men and a Truck. We would be the first big local moving company to come to the area. We plan on being centrally located in Spokane Valley. This would allow us to get to most of our population within 30 min of the office.

Two Men and a Truck Spokane is dedicated to providing full service moving solutions to the Spokane. Two Men and a Truck Spokane will be attractive to a variety of different markets. The primary target market for Residential moves is married couples of 35-65 years old with children, under the age of 18, and an annual income of \$65,000 +.

Spokane, Washington is also a college town. This means that each year there will be a yearly flow of students moving into student housing in the fall and out each spring. College students also are a source for upgrading. College students graduate and move from student housing to their first apartment. Then they find their life partner and get married and move into their first home. The family grows and the family then moves again to a larger family home. Upgrading of housing in the market is supportive to local (and long distance) moving and storage companies, in addition, to return customers.

With the present opportunities and challenges in the Spokane, Washington area it will be imperative that we educate customers on how our service is different and better than the current local moving company options. We acknowledge our higher prices which covers our better insurance and better care of their items. Our priority care of the customer's items and better insurance will be something that customers are more willing to pay for when they have an understanding of our product being more of a premium product and therefore, more value for their money.

SWOT Diagram

	POSITIVE	NEGATIVE
INTERNAL FACTORS	<p>Strengths</p> <ul style="list-style-type: none"> • Brand: we have a well-established nationwide brand. • Marketing: Using Two Men Marketing Support with its national recognition • Technological Skills: Using current technology available increases productivity, efficiency, and good customer service while reducing labor and expenses. • Social Media: Our competitors do not have any social media presence. Our social presence will be established prior to the location actual open date. • Customer Service • Experience: Partners have a strong combination of business development and moving experience. • Professionalism: Professional employees that are uniformed and fully trained • 3 Points of Contact: Ask, Respond, & Confirm 	<p>Weakness</p> <ul style="list-style-type: none"> • Quick Expansion: There will be a lot of new hires to train and organizational structures to learn. • Education/Training: Uneducated Sales Staff & Movers with all new staff. We must work hard to train our staff fully and correctly. • Overpriced & Under delivered: If customers do not feel the service is worth the price. • Follow-Up: Incomplete or complete lack of follow-up on any issues. Staff will be trained to always follow-up on all issues, no matter how small.
EXTERNAL FACTORS	<p>Opportunities</p> <ul style="list-style-type: none"> • Area Growth: The Spokane, Washington area is growing every year. • Technological Advances • Community Involvement/Charity Work • Service: Our target market needs more service, our competitors are less likely than ever to provide it (i.e. Full Service Moving, Value Flex, & Storage) • Storage: Increase revenue by adding storage. • College Town • Vacation homes in the mountains • Interstate and Intrastate Backhauls 	<p>Threats</p> <ul style="list-style-type: none"> • Customer Base: Our competitors have established customer base in the area. • Being unprepared for opening numbers: Initial poor service or follow up could discourage customers from returning. • Brand recognition: Spokane, Washington has not been exposed to Two Men and a Truck as many other regions have. • Lower income workers: Inability to afford our services. • Legalized Marijuana • Minimum wage increase • Workers Compensation State Regulated

MARKETING PLAN

There is a lot more planning and strategy involved in marketing a new brand than many entrepreneurs anticipate. Poor execution can derail even the best product. While trying to create brand awareness, it will be important not to lose focus on providing a great product that addresses our customers' needs. Albeit Two Men and a Truck is not a new brand, as it is well established throughout most of the United States, but it will be a new brand to the Spokane, Washington area. There may be some who are aware of the brand but we must assume the majority of the market is not yet aware of Two Men and a Truck.

Being a new market for Two Men and a Truck, reputation will be extremely important. Two Men and a Truck Spokane will focus on Customer Service and Culture as the most important things. A good work culture creates happy employees. If employees are happy, they provide better customer service. Better customer service creates happy customers. Happy customers mean sales and organic marketing by referral should come naturally. In addition to a focus on Customer Service, Two Men and a Truck will be focusing on aggressive marketing and pricing strategies.

Two Men and a Truck Spokane will adhere to the philosophy of "Never say can't." This philosophy will apply to customers, operations, management, marketing, and sales. Many times, this will require thinking outside the box, using new or existing technologies available, using ingenuity, and offering options. Being creative and offering more options will allow Two Men and a Truck to be more competitive in the current market.

Brands that do not market online are missing out on exposure to potential customers. Two Men and a Truck Spokane will establish an online presence before opening. Two Men and a Truck Spokane will ensure that their online presence speaks well to the Two Men and a Truck's brand.

Community involvement and investment will start immediately upon arrival to Spokane, Washington. Finding local charities that can use assistance will allow Two Men and a Truck Spokane to begin their efforts to become a contributing part of their community in addition to introducing the brand to the community. Two Men and a Truck Spokane will work to become well known in the community for its community efforts.

Print advertisements will run in the local newspaper, campus newspaper, lifestyle magazine, local real estate magazines, and local events calendar. Direct mailers will be used to inform home sellers of our full service, local and long-distance abilities. Billboards will be leased to inform residents of our new presence in the community.

Promotional strategies will direct attention to the benefits the customer will receive allowing Two Men and a Truck Spokane to distinguish their services from the current options available in the Spokane, Washington area. Focusing on Two Men and a Truck's Core Values will allow Two Men and a Truck Spokane to set itself apart from the competition.

FINANCE AND ACCOUNTING

Finance and Account Management - While in partnership with the Empire Management Group, Finance and Account Management will be provided by the Accounting Department of Empire Management Group. During the transition from partnership to sole owner, Two Men and a Truck Spokane will hire on an Office Manager/Bookkeeper.

During the partnership, the General Manager will be performing the daily functions related to accounting as outlined:

Daily Accounting Functions:

- Deposits will be made by the Customer Service Representative.
- Job Sheets will be closed by the General Manager
- Customer Payments will be processed by the General Manager.
- Payables will be submitted daily by the General Manager to the Empire Accounting Department for processing.

Weekly Accounting Functions:

- Payable will be paid weekly by the Empire Accounting Department.
- General Manager submits receipts for Petty Cash payments and all purchases on company credit cards.
- Payroll is processed weekly by the General Manager
- Payroll taxes are paid weekly through Paycor.

Monthly Accounting Functions:

- Accounts Receivable list will be reviewed weekly by the General Manager who will make collection attempts.
- Financial Statements will be provided monthly by the Empire Accounting Department for review by the General Manager.

Quarterly Accounting Functions:

- Quarterly payroll returns will be filed by Paycor for Two Men and a Truck Spokane.

Outside Services

Payroll - Payroll will be processed through Paycor.

Merchant Services - Empire Management Group utilizes Payment Work Suite for their Merchant Services. At the end of the partnership, Two Men and a Truck Spokane will reevaluate the Merchant Services Account to assure this is the best solution for them, in addition to researching other options.

Tax - While in partnership with Empire Management Group, business income tax returns will be prepared and filed by Valley Oak Financial. Sales tax returns are completed and filed by the Empire Management Group Accounting Department. The frequency depends on the state and amount of taxable sales per month.

Insurance Agent - The Insurance Agent for Empire Management Group is Odell Studner. During the partnership, Two Men and a Truck Spokane will utilize this agent.

Accounting Controls - Internal controls as outlined will be in place for check signing, and company credit cards.

At open, petty cash will be a separate checking account for the Franchise with Butch Moll, CFO of Empire Management Group, as primary signer and General Manager as a secondary signer. The account will have a balance of \$500 or less at all times. When a customer payment is deposited into the account the additional monies, above \$500, are transferred by Empire Accounting department to the primary Empire Bank Account. Checks in any amount over \$500 must be preapproved by Mr. Moll, and funds transferred into the account by the Empire Accounting Department. Checks will only require one signature. All receipts for petty cash payments must be submitted to Empire Accounting Department on weekly basis by General Manager.

After the partnership, the Franchisee will be the primary signer on a newly set up account. The same controls will remain in place with the Office Manager/Bookkeeper approving petty cash expenses over \$500 as needed by the General Manager. The Manager/Bookkeeper would transfer the funds from the new main bank account to the petty cash checking account. The General Manager would be the backup signer in the absence with approval of the Franchisee.

While in Empire Partnership, company credit cards must be obtained through Empire CFO. Employee is required to sign a financial responsibility agreement. Company credit cards have a limit of \$1000. All purchases in excess of \$1000 must be approved by the Empire CFO who will then increase the limit as needed for that day only. Receipts are submitted to General Manager daily by employee. General Manager submits all employee credit card receipts weekly to Empire Accounting Department.

After partnership, employee credit cards will be obtained through Office Manager/Bookkeeper. Purchases in excess of \$1000 will be approved by General Manager and limits increased by Office Manager/Bookkeeper. General manager submits credit card receipts weekly to Office Manager/Bookkeeper.

SALES GROWTH PLAN

The first year of the franchise will be working to establish the brand recognition and a solid franchise structure. This foundation will allow Two Men and a Truck Spokane to work to be a profitable franchise within 2 years. Continuing to grow profit by 17-20% each year will generate enough profit for Chris Jones to buy Empire Management Group's 95% ownership from them within 5 years making Jones the sole owner of the franchise. Two Men and a Truck Spokane will work diligently to maintain consistent growth and have this profit margin.

Two Men and a Truck Spokane's overriding philosophy regarding lead generation, management, and conversion is to provide every lead the best customer experience to make sure they have what they need at the end of the call. Every lead is a potential customer who is valuable and worth our time. Therefore, no lead should go untouched. All CSRs will be trained to use the 3 points of contacts. We will let the customer select their preferred method of contact while making sure that both their phone and email contact information is documented. Every lead must be provided the most effective and comfortable customer service. Even though we prequalify customers, we will make sure that it is done in a way that is both respectful and untroubled for the customer. We will always be assumptively positive.

Our priority structure for sales leads will be walk-ins, incoming call, voicemails, and web leads. While web leads are last in the prioritized sales channel it will become a larger priority in the very near future. As the number of internet searches rises. Younger generations of 30-40 year old young professionals are currently aging into our target market. This generation is pushing the number of web leads up sharply. This translates into web leads being worked more even if we are prioritizing phone leads.

5-Year Sales Projections:

Year	Revenue	Trucks
2019	\$865,000	4
2020	\$1,100,000	5
2021	\$1,300,000	6
2022	\$1,500,000	7
2023	\$1,700,000	8

Two Men and a Truck Spokane will require a General Manager, an Operations Manager, Customer Service Representatives, Movers, and Drivers. Chris Jones will serve as General Manager and Relocation Consultant. As we grow, we will move people forward, by giving them a great work environment that promotes longevity and advancement.

Other initial staff will be hired and will include an Operations Manager, a full-time Customer Service Representative, 6 Drivers, and 4 Movers.

While in partnership with Empire Management Group, Two Men and a Truck Spokane will utilize their resources. As Two Men and a Truck Spokane grows and works to separate from Empire Management Group, part of the work will be to establish if they will continue with all of the same resources or develop their own based on the experience with the Empire Management Group's resources.

Recruiting Plan

The Recruiting Plan will be based on planning ahead at least 2 months. We know that hiring is somewhat of a numbers game: 10 candidates will result in 5-6 interviews which should allow 3-4 job offers. If 3-4 new hires begin training, we expect only 2 to complete and 1 to continue working 3 months later. Based on this to properly staff for a 4-truck operation, a minimum of 60 candidates for movers/drivers will be needed to result in 12 complete the training. In the following months this same number should be repeated and/or increased to acquire more than 9 movers/drives who continue to work with the franchise.

Online Recruiting - Two Men and a Truck Spokane will use Two Men and a Truck's Display Recruiting Ad, Indeed, Craigslist, Snag a Job, Monster and Facebook for their online recruiting resources. All online postings will be created around the first of January for the first round of hiring needs. Craigslist postings will be updated twice a week. Facebook posts will be reposted at least weekly. Indeed, Snag a Job and Monster postings will be updated monthly or as necessary.

Grassroots Recruiting - The ideal recruiting market for movers and drivers is 18-29 year old single males. Reaching this market is best accomplished by targeting colleges and gyms.

We will also make similar visits to the Chambers and many of the local gyms including the YMCA, Planet Fitness, Anytime Fitness, as well as others.

Promotional materials combinations of "Earn While You Burn" flyers, hiring tear-offs, mugs, cups, pens, and balloons will be used at each of our unscheduled visits.

When contacting the local university and college, or when making the unscheduled visit, we will inquire about upcoming job fairs that the school may be hosting to attempt to secure a spot at any such fairs.

"Now Hiring" signs will be placed outside the location's office in addition to "We're Hiring" stickers on the location trucks. "Now Hiring" will also be placed on the marketing billboards in the area.

Open House Schedule Open Houses will be held initially every other week for the first two months. They will also be held every other week in April & May, each year, to gain more help for the busy summer season or when paid ads do not yield enough applicants.

Pre-Screening Process - Job applicants will be required to complete pre-employment screenings that may include a physical exam, criminal background check, drug screen, or any other health assessments as required by Two Men and a Truck Spokane. All screenings will be conducted at Two Men and a Truck Spokane's expense and completed by a physician or approved vendor designated by the company.

New employment is conditional on passing a pre-employment drug-screen. Pre-employment drug-screening will be completed using a in-house instant result test, 5-Panel EZ Split Key Cup Urine Drug Test Kit from MediTests.com. Threshold detection levels of any drugs shall be in accordance with Substance Abuse & Mental Health Services Administration (SAMHSA) guidelines. Being under the influence of marijuana and/or marijuana-based substances is not permitted even if prescribed by a physician or taken for medicinal purposes.

Two Men and a Truck Spokane will conduct criminal background investigations for all employees as a condition of employment. Background checks include county, state, and multi-state criminal record checks and are at the company's expense. An acceptable criminal background record must be obtained thru a third-party source prior to an applicant's completion of the initial in-house training. Background checks will be done through Stirling One.

The following criminal charges or convictions will disqualify an applicant, or a current employee, from employment:

- Theft of any kind
- Any violent crime committed in the previous 10 years
- Current probation associated with a felony or misdemeanor
 - If in the final ¼ of the probation term and no further criminal activity has occurred, circumstances of the incident will be considered.

Motor vehicle records are checked for all driver positions or individuals that may operate a Company vehicle. These records will also be checked by our insurance Company for driving approval. Generally, the three categories that are considered are major violations, minor violations, and the amount of "at fault" accidents.

Drivers will be compensated at a base rate of \$15 per hour, plus the following commissions. Movers will be compensated at a base rate of \$12 per hour, plus the following commissions. On long distance moves, movers and drivers are paid a commission based on the total amount billed to the customer. The percentage of the commission is based on the number of trucks on the move and the number of years of service of the mover/driver. The commission paid to all movers and drivers on a long-distance move is not to exceed 22% of the total billed for the move.

Orientation Plan - Orientation will be considered the first 90 days of employment at Two Men and a Truck Spokane, also known as the Introductory Period. During that period, employees will not accrue benefits as described in the employee handbook. The orientation period may be extended if Two Men and a Truck Spokane believes such a measure is justified. During this period and throughout employment with the Two Men and a Truck Spokane, employees are encouraged to ask any questions

necessary to help them better understand and perform their job, or to understand policies, procedures and/or the goals of Two Men and a Truck Spokane.

This Introductory Period is a try-out time for both the employee and Two Men and a Truck Spokane, as an employer. During this Introductory Period, Two Men and a Truck Spokane will evaluate their suitability for employment, and they can evaluate Two Men and a Truck Spokane as well. At any time during these first 90 days, the employee may resign without any detriment to their record. If, during this period, their work habits, attitude, attendance or performance do not measure up to our standards, we may release them. If they take approved time off in excess of 3 workdays during the Introductory Period, the Introductory Period may be extended by that length of time.

The orientation period may be extended if Two Men and a Truck Spokane believes such a measure is justified.

Ongoing Training Through LMS - We will use the online training software for all levels of employees. The LMS will be incorporated into our sales training. Mover, Drivers, and Relocation Consultants will go through the classes as they complete their new hire training. We also feel it is important for new managers and office staff to complete classes yearly to increase their knowledge of Two Men and a Truck but also to expand their process knowledge.

Employee Development and Training - Two Men and a Truck Spokane will have dedicated trainers on staff to facilitate training of new hires. New employees will work with a trainer for the first 5 days of employment to learn more about their job. The trainer will complete an evaluation at the end of each day and provide recommendations to management. At the end of 14 days the new employee will be asked to complete a skills test that will include the following: paperwork, skills and math test. Until such a time as staff numbers justify a trainer, all employees will be trained by the General Manager with assistance from Empire Management Group and their resources. During the employee development and training process, managers will strive to acknowledge progress and not just perfection.

Employee Handbook - While in partnership with Empire Management Group, Two Men and a Truck Spokane will use Empire Management Group's current Employee Handbook. Within the handbook are established benefits. As of the writing of this business plan, regular full-time employees who work an average of 30 hours or more per week are eligible to participate in the benefit programs offered at each location. Employees become eligible for these benefits on the first of the month following 60 days of employment.

Employee Benefits - Employee benefits are established within the Empire Management Group handbook. As of the writing of this business plan, regular full-time employees who work an average of 30 hours or more per week are eligible to participate in the benefit programs offered at each location. Employees become eligible for these benefits on the first of the month following 90 days of employment.

Health insurance currently offered through Empire Management Group for employees is provided by Blue Cross/Blue Shield of Michigan and Blue Care Network. Eligible employees may then participate in the insurance plans subject to all terms and conditions of the agreement between Two Men and a Truck and the insurance carriers.

Employees accrue annual vacation (paid time off) based on the schedule outlined in the employee handbook in accordance with their time in their position. The amount of paid vacation an employee receives each year increases with the length of their employment. Employees are eligible for vacation after 90 days of employment.

Payroll - Payroll will be weekly and processed through Paycor. Payroll will be entered and approved by the General Manager for all employees for processing. The General Manager's payroll will be approved by the Franchisee. While Chris Jones, Franchisee, is serving in the roll of General Manager, and while in partnership with Empire, his payroll will be approved by Trent Kissel of Empire Management Group.

PEO - Two Men and a Truck Spokane, as a partnership with Empire Management Group, will not use a PEO.

Labor Attorney - Two Men and a Truck Spokane will carry Employee Practices Liability Insurance through Empire Management Group. The carrier is Travelers. If a situation should arise that legal assistance is required, Travelers will be contacted so that they can direct to a labor attorney in the immediate city where the situation is happening. Otherwise, for general advice Empire Management Group uses HR Solutions, located in Zeeland, Michigan, and a labor attorney in Grand Rapids, Michigan. HR Solutions is also who assists Empire Management Group with employee handbooks.

OPERATIONS PLAN

Day to Day Operations - Daily operations start when the phone rings. Customers will always be greeted by a highly trained and energetic Customer Service Representative. Email inquiries will be answered within 5 minutes during normal business hours.

The CSR will proceed to get a full inventory of all items being moved for the customer and any other additional information that may be needed to make their move go smoothly. After the customer is booked on the schedule, they are informed that they will receive a phone call a few days before their move to see if anything changed or if they need any other services at that time. On the day of the move, prior to leaving the dispatch lot, the Driver, of the crew that will be completing the service, calls the customer to provide an estimated time of arrival. During the move the Operations manager will either perform a mid-move call or stop by the job to complete a Spot Check to see how the move is going and to make sure the customer is happy with the progress of the move.

After every job is completed the Customer Service Representative, that handled the initial call, will contact the customer for a follow up call to inquire how the job went and if there is anything else that we can do for that customer. The customer will also be informed about the reply card, that they will get in their email in 3 days, and how we use the information from them to better our service in the future.

Field Team and Truck Management - Management of truck and field teams will be the priority of the Operations Manager. It begins first thing in the morning when the Operations Manager arrives and checks the trucks. This process consists of inspecting the inside of the cabs and boxes to make sure that every truck is clean and organized to start the new day looking professional. The morning inspection will also help keep the management informed of any damage to the truck or possible D.O.T violations. Management of the teams will continue when the teams start to arrive in proper uniform. The drivers perform their daily pre-trip inspections. Completed pre-trip inspections forms are turned in to the Operations Manager. E-logs from the previous day are reviewed by the Operations Manager prior to dispatch.

Once all log pages and pre-trip inspections are turned in, there will be a quick 5 to 10 minute meeting to review the daily jobs and what crews will be performing each job. The crews will then receive any materials or extra equipment that they may need for the day.

Once all crews have been dispatched the Operations Manager will review the spot check schedule for the day. The list is constructed the night before when preparing job sheets. Scheduling it allows the Operations Manager the ability to know what jobs are better suited for spot checks and which are better suited for mid-move calls. Operations Manager will be able to plan his day by using GPS tracking of the trucks and by a system of text messages between the drivers and the Operations Manager for status updates of the moves taking place that day.

Once all jobs of the day have been spot checked or had a mid-move call made and all proper documentation completed for them, the Operations Manager will start preparing for the following day by making sure the schedules are consistent and complete in all company systems.

Truck Acquisition and Maintenance Plans - While in partnership with Empire Management Group, all trucks will be leased through Pioneer Truck Leasing. Additional trucks will be leased as job bookings increase and justify the need for additional trucks.

Truck Acquisition Plan:

Year	Revenue	Trucks
2019	\$865,000	4 Leased
2020	\$1,100,000	1 additional leased (5 Total)
2021	\$1,300,000	1 additional leased (6 Total)
2021	\$1,500,000	1 additional leased (7 Total)
2022	\$1,700,000	1 additional leased (8 Total)

At the end of the partnership, the leased trucks will be purchased from Pioneer Truck Leasing by Chris Jones to stay with the location. If costs of truck purchases need to be reduced at time of purchase, Chris Jones will have the option to trade in newer trucks for older, lower cost trucks available from Pioneer Truck Leasing

The standard preventative maintenance of the trucks will be scheduled by the Operations Manager with a local repair shop. The Operations Manager will work to develop an ongoing relationship with a trust worthy local shop so as to have reliable repairs, turnaround time, and possible discounts. Trucks requiring additional repairs will be scheduled by the Operations Manager with the aforementioned repair shop.

Truck Maintenance Plan - Trucks will be maintained on the following schedule:

- Each truck is to receive an annual DOT Inspection once a year.
- Each truck should receive preventive maintenance service every 10,000 miles or once a year. All fuel and engine oil filters should be changed. Air filters if needed. Synthetic oil should be used and rated for at least 10,000 miles.
- Coolant systems should be flushed and inspected every 50,000 miles. All filters changed and belts inspected. Belts worn or cut should be replaced.
- Transmission oil systems should be flushed every 60,000 to 70,000 miles. Essential components inspected, filters changed, and repairs made, etc.
- Pre-trip inspections are to be performed daily. All pre-trip inspections should be in writing.
- The maintenance file will be neat and in order with back up receipts in the same folder. Log on the left page, receipts on the right. Each truck, including non-moving vehicles have their own folders.
- Color code entries in log for easy inspection: orange PM Service, blue coolant system, yellow brakes, pink DOT inspection, and green transmission.
- All major repairs should be entered in the log with mileage noted...i.e. batteries changed out, tires replaced (note use driver side and curb side), inside tire or outside tire, ramp repairs, box/cab repairs, muffler repaired, etc.
- Operations staff should monitor "End of Day" inspection forms for repairs or problems with the truck daily.

Customer Issues and Damages - We will work diligently to avoid customer issues and damages by ensuring that our crews are fully trained and using the correct equipment necessary for all jobs. We realize that not all customer issues and damages can be avoided and that they will happen occasionally. We believe the best practices for handling customer issues and damages is prompt acknowledgement, reliable tracking, and timely resolution.

Our intent is always to catch issues early at a spot check or with a mid-move call. The Operations Manager has the ability, and authority, to handle most issues that would arise. In the event, that a job is improperly estimated, the Operations Manager has the authority to put more man power on a job following a discussion with the customer and a revision of estimate. For larger issues, the General Manager is contacted to help direct and support the Operations Manager in finding a solution for the issue at hand that both the customer and company agree on.

When a damage occurs, it is the Driver's duty to contact the Operations Manager immediately and inform them of the damage. The Driver completes a damage report with the customer. The Driver then sends pictures of the damaged piece to the Operations Manager. The Operation Manger contacts the customer with a plan of action explaining to the customer the process for damages. The item will be repaired, replaced, or if it cannot be repaired or replaced, the client will be compensated for the item. Prior to ending the call, the Operations Manager will schedule a follow up call within 48 hours with a progress update.

If the piece is movable, and the customer agrees, the piece is brought back to our facility to be repaired. If it is not moveable. or if the customer would prefer it be repaired in their home, the Operations Manager will contact the correct repair vendor and scheduled a time, that works with the customer, to repair that item.

During the process, it is imperative that the Operation Manger makes sure to always keep the customer informed on what is going on. Damage notes must always be put into MWC2. In addition, the Operation Manager must keep on the vendors. Don't expect them to get the damage taken care of.

The Operations Manager will follow up with vendors at least once a week for status updates. They will need to stay on top of the vendors until the repair is complete.

When the repair is completed the Operations Manager will get *Satisfaction of Repair* form signed.

In the case that an item cannot be repaired or replaced, the final option is to have a cash value assessed to the damaged item and a check is cut to the customer.

RISK MANAGEMENT PLAN

Insurance - Coverage at open of the franchise will be through Empire Management Group's current insurance carriers. Auto and General Liability insurance coverage will be through the Captive (Summit) and the carrier will be Old Republic. Outside of the Captive, Two Men and a Truck Spokane will have Employee Practices Liability Insurance (EPLI) coverage through Travelers. Property, Cargo, and Umbrella insurance will be through Collins and Associates. When the location adds storage, warehouse liability insurance for the location will be added through Collins and Associates. Workers Comp insurance will go through the State of Washington's Labor and Industries.

Safety - The Safety and Claims Coordinator at the Empire Group Management level is Trent Kissel. At the location, it will be the General Manager, Chris Jones.

Safety Manual - While in partnership with Empire Management Group, Two Men and a Truck Spokane will use Empire Management Group's current Safety Manual.

Return to Work Program - As part of the Return to Work Program, Two Men and a Truck Spokane will use US HealthWorks as the designated occupational medicine clinic.

The following are the restricted duty tasks to be offered by Two Men and a Truck Spokane in the Return to Work Program:

- Parking lot security
- Detailing/cleaning a truck
- Rearranging/organizing equipment room
- Cleaning office/bathroom/kitchen area
- Run errands
- Marketing
- Truck marketing
- Charity volunteer work
- Online Training
- Administrative Office Duties
- Office Based Marketing/Customer Service
- Morning truck checks

Safety Orientation Elements - Two Men and a Truck Spokane is committed to providing safety- and health-related orientation and training for all employees at all levels of the company. Two Men and a Truck Spokane will maintain and support a program to educate and familiarize employees with safety and health procedures, rules and safe work practices. The training subjects and materials have been developed using industry best practices criteria and site-specific data.

The safety training may include, but is not limited to, the following:

1. Facility-specific accident and incident data
2. Hazards associated with the work area
3. Hazards associated with a specific job or task
4. Operation of specific equipment
5. Personal protective equipment (PPE)
6. Emergency procedures
7. Employee accident-reporting requirements
8. Return to work program
9. Any OSHA-required training not included or addressed above

January through December 2019

	January	February	March	April	May	June	July	August	September
Revenue	\$30,000	\$45,000	\$50,000	\$60,000	\$60,000	\$100,000	\$95,000	\$95,000	\$85,000
Units	4	4	4	4	4	4	4	4	4
Revenue Per Truck	\$7,500	\$11,250	\$12,500	\$15,000	\$22,500	\$25,000	\$23,750	\$23,750	\$21,250
Ordinary Income/Expense									
Income									
4000 - MOVING REVENUE	29,850	44,775	49,750	59,700	69,550	99,500	94,525	94,525	84,575
4200 - MOVING SUPPLIES REVENUE	900	1,350	1,500	1,800	2,700	3,000	2,850	2,850	2,550
4500 - ANCILLARY REVENUE	150	225	250	300	450	500	475	475	425
4900 - DISCOUNTS & ALLOWANCES	-900	-1,350	-1,500	-1,800	-2,700	-3,000	-2,850	-2,850	-2,550
Total Income	30,000	45,000	50,000	60,000	90,000	100,000	95,000	95,000	85,000
Cost of Goods Sold									
6000 - COST OF SUPPLIES	980	1,440	1,500	1,920	2,880	3,200	3,040	3,040	2,720
6100 - DAMAGES & WARRANTY	450	675	750	900	1,350	1,500	1,425	1,425	1,275
6200 - DIRECT LABOR	9,000	13,500	15,000	18,000	27,000	30,000	28,500	28,500	25,500
6700 - TRUCK EXPENSE	9,005	10,355	10,805	11,705	14,405	15,305	14,855	14,855	13,955
6900 - OTHER MOVING & STORAGE EXPENSE	375	563	625	750	1,125	1,250	1,188	1,188	1,063
Total COGS	19,790	26,532	28,780	33,275	46,760	51,255	49,007	49,007	44,512
Gross Profit	10,210	18,468	21,220	26,725	43,240	48,745	45,993	45,993	40,488
Expense									
6000 - MARKETING EXPENSE	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
7000 - EMPLOYEE COSTS - RR&T	1,350	2,025	2,000	2,400	3,600	4,000	3,325	3,325	2,550
7200 - FACILITY EXPENSE	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
7400 - PROFESSIONAL FEES	540	585	600	630	720	750	735	735	705
7500 - VEHICLE COSTS - NON MOVING	610	625	630	640	670	680	675	675	665
7600 - OFFICE & OTHER	1,080	1,620	1,800	2,160	3,240	3,600	3,420	3,420	3,060
7800 - FRANCHISE OPERATING COST	2,400	3,600	4,000	4,800	7,200	8,000	7,600	7,600	6,800
7900 - FINANCE COST	510	785	850	1,020	1,530	1,700	1,615	1,615	1,445
8000 - SUPPORT STAFF	14,850	15,525	15,750	16,200	17,550	18,000	17,775	17,775	17,325
8900 - OWNERS COMPENSATION	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expense	26,840	30,245	31,130	33,350	40,010	42,230	40,645	40,645	38,050
Net Ordinary Income	-16,630	-11,777	-9,910	-6,625	3,230	6,515	5,348	5,348	2,438
Other Income/Expense									
Other Income	0	0	0	0	0	0	0	0	0
Other Expense	0	0	0	0	0	0	0	0	0
Net Other Income	0	0	0	0	0	0	0	0	0
Net Income	-16,630	-11,777	-9,910	-6,625	3,230	6,515	5,348	5,348	2,438

January through December 2019

	October	November	December	TOTAL	
Revenue	\$80,000	\$70,000	\$65,000	\$865,000	
Units	4	4	4	4	
Revenue Per Truck	\$20,000	\$17,500	\$16,250		
Ordinary Income/Expense					
Income					
4000 - MOVING REVENUE	79,600	69,950	64,675	860,675	99.5%
4200 - MOVING SUPPLIES REVENUE	2,400	2,100	1,950	25,950	3.0%
4500 - ANCILLARY REVENUE	400	350	325	4,325	0.5%
4900 - DISCOUNTS & ALLOWANCES	-2,400	-2,100	-1,950	-25,950	-3.0%
Total Income	80,000	70,000	65,000	865,000	100.0%
Cost of Goods Sold					
5000 - COST OF SUPPLIES	2,560	2,240	2,080	27,680	3.2%
5100 - DAMAGES & WARRANTY	1,200	1,050	975	12,975	1.5%
5200 - DIRECT LABOR	24,000	21,000	19,500	259,500	30.0%
5700 - TRUCK EXPENSE	13,505	12,605	12,155	153,508	17.7%
5900 - OTHER MOVING & STORAGE EXPENSE	1,000	875	813	10,813	1.3%
Total COGS	42,265	37,770	35,522	464,476	53.7%
Gross Profit	37,735	32,230	29,478	400,524	46.3%
Expense					
6000 - MARKETING EXPENSE	1,500	1,500	1,500	18,000	2.1%
7000 - EMPLOYEE COSTS - RR&T	2,000	1,750	1,625	29,950	3.5%
7200 - FACILITY EXPENSE	3,000	3,000	3,000	36,000	4.2%
7400 - PROFESSIONAL FEES	690	660	645	7,995	0.9%
7500 - VEHICLE COSTS - NON MOVING	660	650	645	7,925	0.9%
7600 - OFFICE & OTHER	2,880	2,520	2,340	31,140	3.6%
7800 - FRANCHISE OPERATING COST	6,400	5,600	5,200	69,200	8.0%
7900 - FINANCE COST	1,360	1,190	1,105	14,705	1.7%
8000 - SUPPORT STAFF	17,100	16,650	16,425	200,923	23.2%
8900 - OWNERS COMPENSATION	1,000	1,000	1,000	12,000	1.4%
Total Expense	36,590	34,520	33,485	427,738	49.4%
Net Ordinary Income	1,145	-2,290	-4,007	-27,214	-3.1%
Other Income/Expense					
Other Income	0	0	0	0	0.0%
Other Expense	0	0	0	0	0.0%
Net Other Income	0	0	0	0	0.0%
Net Income	1,145	-2,290	-4,007	-27,214	-3.1%

January through December 2019

	January	February	March	April	May	June	July	August	September
Revenue	\$30,000	\$45,000	\$50,000	\$60,000	\$90,000	\$100,000	\$95,000	\$95,000	\$85,000
Units	4	4	4	4	4	4	4	4	4
Revenue Per Truck	\$7,500	\$11,250	\$12,500	\$15,000	\$22,500	\$25,000	\$23,750	\$23,750	\$21,250
Ordinary Income/Expense									
Income									
4000 - MOVING REVENUE	29,850	44,775	49,750	59,700	89,550	99,500	94,525	94,525	84,575
4200 - MOVING SUPPLIES REVENUE	900	1,350	1,500	1,800	2,700	3,000	2,850	2,850	2,550
4500 - ANCILLARY REVENUE	150	225	250	300	450	500	475	475	425
4900 - DISCOUNTS & ALLOWANCES	-900	-1,350	-1,500	-1,800	-2,700	-3,000	-2,850	-2,850	-2,550
Total Income	30,000	45,000	50,000	60,000	90,000	100,000	95,000	95,000	85,000
Cost of Goods Sold									
5000 - COST OF SUPPLIES	960	1,440	1,600	1,920	2,880	3,200	3,040	3,040	2,720
5100 - DAMAGES & WARRANTY	450	675	750	900	1,350	1,500	1,425	1,425	1,275
5200 - DIRECT LABOR	9,000	13,500	15,000	18,000	27,000	30,000	28,500	28,500	25,500
5700 - TRUCK EXPENSE	9,005	10,355	10,805	11,705	14,405	15,305	14,855	14,855	13,955
5900 - OTHER MOVING & STORAGE EXPENSE	375	563	625	750	1,125	1,250	1,188	1,188	1,063
Total COGS	19,790	26,532	28,780	33,275	46,760	51,255	49,007	49,007	44,512
Gross Profit	10,210	18,468	21,220	26,725	43,240	48,745	45,993	45,993	40,488
Expense									
6000 - MARKETING EXPENSE	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
7000 - EMPLOYEE COSTS - RR&T	1,350	2,025	2,000	2,400	3,600	4,000	3,325	3,325	2,550
7200 - FACILITY EXPENSE	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
7400 - PROFESSIONAL FEES	540	585	600	630	720	750	735	735	705
7500 - VEHICLE COSTS - NON MOVING	610	625	630	640	670	690	675	675	665
7600 - OFFICE & OTHER	1,080	1,620	1,800	2,160	3,240	3,600	3,420	3,420	3,050
7800 - FRANCHISE OPERATING COST	2,400	3,600	4,000	4,800	7,200	8,000	7,600	7,600	6,800
7900 - FINANCE COST	510	765	850	1,020	1,530	1,700	1,615	1,615	1,445
8000 - SUPPORT STAFF	14,850	15,525	15,750	16,200	17,550	18,000	17,775	17,775	17,325
8900 - OWNERS COMPENSATION	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expense	26,840	30,245	31,130	33,350	40,010	42,230	40,645	40,645	38,050
Net Ordinary Income	-16,630	-11,777	-9,910	-6,625	3,230	6,515	5,348	5,348	2,438
Other Income/Expense									
Other Income	0	0	0	0	0	0	0	0	0
Other Expense	0	0	0	0	0	0	0	0	0
Net Other Income	0	0	0	0	0	0	0	0	0
Net Income	-16,630	-11,777	-9,910	-6,625	3,230	6,515	5,348	5,348	2,438

January through December 2019

	October	November	December	TOTAL	
Revenue	\$80,000	\$70,000	\$65,000	\$865,000	
Units	4	4	4	4	
Revenue Per Truck	\$20,000	\$17,500	\$16,250		
Ordinary Income/Expense					
Income					
4000 - MOVING REVENUE	79,600	69,650	64,675	860,675	99.5%
4200 - MOVING SUPPLIES REVENUE	2,400	2,100	1,950	25,950	3.0%
4500 - ANCILLARY REVENUE	400	350	325	4,325	0.5%
4900 - DISCOUNTS & ALLOWANCES	-2,400	-2,100	-1,950	-25,950	-3.0%
Total Income	80,000	70,000	65,000	855,000	100.0%
Cost of Goods Sold					
5000 - COST OF SUPPLIES	2,560	2,240	2,080	27,680	3.2%
5100 - DAMAGES & WARRANTY	1,200	1,050	975	12,975	1.5%
5200 - DIRECT LABOR	24,000	21,000	19,500	259,500	30.0%
5700 - TRUCK EXPENSE	13,505	12,605	12,165	153,508	17.7%
5900 - OTHER MOVING & STORAGE EXPENSE	1,000	875	813	10,813	1.3%
Total COGS	42,265	37,770	35,522	464,476	53.7%
Gross Profit	37,735	32,230	29,478	400,524	46.3%
Expense					
6000 - MARKETING EXPENSE	1,500	1,500	1,500	18,000	2.1%
7000 - EMPLOYEE COSTS - RR&T	2,000	1,750	1,625	29,950	3.5%
7200 - FACILITY EXPENSE	3,000	3,000	3,000	36,000	4.2%
7400 - PROFESSIONAL FEES	680	660	645	7,985	0.9%
7500 - VEHICLE COSTS - NON MOVING	660	650	645	7,825	0.9%
7600 - OFFICE & OTHER	2,880	2,520	2,340	31,140	3.6%
7800 - FRANCHISE OPERATING COST	6,400	5,600	5,200	69,200	8.0%
7900 - FINANCE COST	1,360	1,190	1,105	14,705	1.7%
8000 - SUPPORT STAFF	17,100	16,650	16,425	200,923	23.2%
8900 - OWNERS COMPENSATION	1,000	1,000	1,000	12,000	1.4%
Total Expense	36,580	34,520	33,485	427,738	49.4%
Net Ordinary Income	1,145	-2,290	-4,007	-27,214	-3.1%
Other Income/Expense					
Other Income	0	0	0	0	0.0%
Other Expense	0	0	0	0	0.0%
Net Other Income	0	0	0	0	0.0%
Net Income	1,145	-2,290	-4,007	-27,214	-3.1%