



CHECKLIST

Ensure the following items are included with your Household Goods Moving application:

Transfer an existing household goods moving company:

- Completed application and correct fee
- Register with **Department of Labor & Industries** *Pending*
- Register with **Employment Security Department** *Pending*
- Register with **Department of Revenue/Business Licensing Service (UBI #)**
- Register with **Secretary of State's Office** (if corporation or LLC) *Pending*
- Completed required **Household Goods Industry Training**
- Copy of valid driver's license or government issued photo ID card for each person named in the application
- Evidence of your enrollment in a drug and alcohol testing program, or evidence that you have in place your own drug and alcohol testing program, *if your company operates commercial vehicles and has CDL drivers. See 49 CFR 382(e) and 383.5*
- Attachments B & C
- Closing annual report from the current company *March 3rd*
- Evidence of insurance - combined single limit of public liability and property damage (Form E) and cargo insurance (Form H) *Submitted to insurance company*

Don't Need →

**HOUSEHOLD GOODS MOVING COMPANY
 PERMIT APPLICATION**

FOR OFFICIAL USE ONLY			
Date Filed:	Company:	Docket #:	
Receipt ID:	Payment ID:	Amount Paid:	
111-0268-207-02	111-0268-032-20		

Type of Household Goods Authority Requested – Check One

Fee

- 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 3-7, and Attachment B as well as submitting a closing annual report. **\$550**
- Permanent authority to transfer under the exceptions in **WAC 480-15-187**. Complete pages 3-7 and Attachments B & C. **\$250**



621 Woodland Square Loop SE
 Lacey, WA 98503
 P.O. Box 47250
 Olympia, WA 98504-7250
 Phone: 360-664-1222
 Email: transportation@utc.wa.gov

Section 1 - BUSINESS INFORMATION - To Be Completed by the Company Assuming the Permit Authority

Legal Name: **Rainy Side Moving LLC**

Trade Name, if Applicable: **Two Men and a Truck**

Physical Address: **3810 124th St NE, Marysville, WA 98271**

Mailing Address: **1115 Taylor Ave N Suite 112, Grand Rapids, MI 49503**

Telephone Number: **616-426-9689** Email: **scott.bliss@twomen.com**

Contact Name: **Scott Bliss**

USDOT#: **4361000** If you do not have a USDOT number, go on-line at <https://cms8.fmcsa.dot.gov/registration/forms> to apply or call 360-596-3812 for assistance.

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

Business License/UBI#: **605 762 717**

Department of Labor & Industries (L&I) Worker's Comp Account #: **Pending**

Employment Security Department (ESD) registration #: **Pending**

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

Individual Partnership Corporation Other (LP, LLP, LLC)

State of Incorporation

Michigan

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

Name	Title	Stock Distribution/% of Shares
Kyle Norcutt	Owner	100%

Provide a copy of a valid driver's license or government-issued photo identification card for each person named in the application. Upload or email as a separate attachment. Application processing will not begin until the commission/Licensing has received this.



Section 2 - APPLICATION QUESTIONNAIRE

1. Describe the services you wish to provide. Explain how your services will enhance customer choice, promote competition, or fill an unmet need for service:

We will be providing residential and commercial local and long distance packing and moving services. We will also provide storage. The location we are purchasing has a great reputation and we want to keep that going for the community. We also have a location in Spokane that has a great reputation in Spokane.

2. Briefly describe your experience in the transportation/household goods moving industry:

We have 12 Two Men and a Truck franchises all over the US. Our locations have finished in the top 25% of the Two Men and a Truck system every year for the last 20+ years. The owner ship and management team has over 20+ years of experience.

3. Do you currently hold, or have you ever held, a Household Goods permit in Washington?

No Yes If yes, please indicate your permit number:

4. Have you ever applied for and been denied a Household Goods permit in Washington?

No Yes If yes, please explain:

5. Do you currently operate interstate? No Yes

If yes, please indicate your MC#

6. If you have interstate authority, have you registered for Unified Carrier Registration? No Yes

7. Do you operate interstate as an agent of another company? No Yes

If yes, what is the name of the company?

8. Have you completed commission-sponsored training? No Yes If "yes" date:

9. Will you be employing CDL drivers? No Yes

If "yes", you must attach evidence of enrollment in a drug and alcohol testing program.

Please answer the following questions completely. If there are multiple persons listed in this application with legal proceedings or criminal convictions to declare, provide documentation on a separate attachment.

10. Does any person named in this application have, or has ever had a business-related legal proceeding against you in Washington state, or in any other state? No Yes If "yes" please list below*:

Type of Legal Proceeding	Date	State

*attach additional pages if necessary



11. 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	State

*attach additional pages if necessary

12. Has any person named in this application, been 1) convicted of a criminal offense in Washington state; 2) found to have committed a civil offense in Washington state, or 3) found to have violated commission rules? No Yes If yes, please list below*:

Violation	Date of conviction	RCW/WAC

*attach additional pages if necessary

13. If you would like to receive information about new household goods carriers, check here

Section 3 - FINANCIAL STATEMENT			
Complete the following or attach a balance sheet, profit and loss statement, or business plan.			
Assets	Liabilities		
Cash in Bank	Salaries/Wages Payable		
Notes Received	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 AND NET WORTH		

Please see Attached Business Plan & Budget

Section 4 - EQUIPMENT LIST				
List the equipment you own or lease to provide moving services (attach additional sheets if necessary). You must own or have a long-term lease for any vehicle you operate, you may not rent vehicles on a job-by-job basis.				
Year	Make	License Number	Vehicle ID (VIN)	GVW
	See Attachment			

*attach additional pages if necessary



Section 5 – SAFETY

Identify the person and position responsible for understanding and complying with the **Federal Motor Carrier Safety Regulations (FMCSR)**, Washington state laws (RCW) 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.

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 if your company has commercial vehicles and employs CDL drivers.**

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: **Scott Bliss**

Position: **RDO**

Section 6 - OPERATIONAL RESPONSIBILITIES

Identify the person and position responsible for understanding and complying with the requirements of each category shown below.

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

Name: **Scott Bliss**

Position: **RDO**

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 & 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: **Scott Bliss**

Position: **RDO**



Section 7 - DECLARATION OF APPLICANT

INITIAL

- SB** I understand that filing this application does not in itself constitute authority to operate as a household goods mover.
- SB** 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.
- SB** 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.
- SB** 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.
- SB** I understand the commission will complete a criminal background check on each person named in the application.
- SB** 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.

Applicant Name: **Scott Bliss**

Date: **02/25/2025**

Section 8 - ADDITIONAL REQUIRED ATTACHMENTS

- For 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 **ATTACHMENT B – TRANSFER OF HOUSEHOLD GOODS AUTHORITY** as well as submitting a closing annual report.
- For Permanent authority to transfer under the exceptions in **WAC 480-15-187**, complete pages 3-7 and **ATTACHMENTS B & C – TRANSFER OF HOUSEHOLD GOODS AUTHORITY** pages 1 and 2.



ATTACHMENT B

**Transfer of Household Goods Authority
Per WAC 480-15-187**

Current Legal Name on Permit (Seller): **Here2There, Inc.**

Current Trade Name on Permit (Seller): **DBA TWO MEN AND A TRUCK**

Address (Seller): **3810 124th St Ne, Marysville, WA 98271**

HG or THG Permit Number: **62423**

Phone Number (Seller): **4255314047**

Does the transfer of this permit fall under the provisions of WAC-480-15-187(2) or (3)?

No Yes If yes, please complete page 2 / Attachment C.

Have all fines or penalties owed to the commission been paid? No Yes

A closing annual report must have been filed with the commission by the current company.

A customer may file a loss or damage claim for up to nine months following a move and may file a loss or damage lawsuit for up to two years following a move. Who will be responsible for handling claims filed by customers for loss or damage that occurred on moves taking place prior to the sale and transfer?

Contact name: **Anthony Clendenen**

Contact phone number: **425-531-4047**

Contact email address: **apclendenen@hotmail.com**

RELEASE OF AUTHORITY

I, the seller, have sold or otherwise released interest in my household goods permit number HG- 62423 to the following:

Legal Name of Buyer: **Rainy Side Moving LLC**

Trade Name of Buyer: **Two Men and a Truck**

We, as applicants, hereby jointly declare and affirm that all information is true to the best of our knowledge.

Anthony Clendenen V.P.
Name and Title of Seller

[Signature]
Signature

2/24/2025
Date

Kyle Norcutt
Name and Title of Buyer

[Signature]
Signature

2/25/2025
Date

Seattle		January	February	March	April	May	June	July	August	September	October	November	December	Total	
	Total Revenue (Moving/Junk/Storage/C	\$0	\$0	\$0	\$228,450	\$259,500	\$259,500	\$259,500	\$259,500	\$238,800	\$218,100	\$218,100	\$218,100	\$2,159,550	
2,227,500	Moving Revenue	0	0	0	175,950	207,000	207,000	207,000	207,000	186,300	165,600	165,600	165,600	\$1,687,050	Does not include packing, crated, or storage revenue
	Moving Trucks	-	-	-	8	8	8	8	8	8	8	8	8	8	
	Revenue Per Moving Truck				\$21,994	\$25,875	\$25,875	\$25,875	\$25,875	\$23,288	\$20,700	\$20,700	\$20,700		
Ordinary Income/Expense															
Income															
4000 · MOVING REVENUE															
	4010 · Moves (Use of Trucks)	0	0	0	158,355	186,300	186,300	186,300	186,300	167,670	149,040	149,040	149,040	1,518,345	70.31%
	4020 · Packing/Unpacking	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
2.00%	4030 · Unloading	0	0	0	3,519	4,140	4,140	4,140	4,140	3,726	3,312	3,312	3,312	33,741	1.56%
3.00%	4040 · Loading	0	0	0	5,279	6,210	6,210	6,210	6,210	5,589	4,968	4,968	4,968	50,612	2.34%
2.50%	4050 · Internal Moves	0	0	0	4,399	5,175	5,175	5,175	5,175	4,658	4,140	4,140	4,140	42,176	1.95%
	4060 · Crated Moves	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000	20.84%
	Total 4000 · MOVING REVENUE	0	0	0	221,551	251,825	251,825	251,825	251,825	231,643	211,460	211,460	211,460	2,094,874	97.01%
4100 · JUNK REMOVAL REVENUE															
0.50%	4110 · Junk Removal Services	0	0	0	880	1,035	1,035	1,035	1,035	932	828	828	828	8,435	0.39%
	Total 4100 · JUNK REMOVAL REVENUE	0	0	0	880	1,035	1,035	1,035	1,035	932	828	828	828	8,435	0.39%
4200 · MOVING SUPPLIES REVENUE															
3.00%	4210 · Boxes, Supplies & Merchandise	0	0	0	5,279	6,210	6,210	6,210	6,210	5,589	4,968	4,968	4,968	50,612	2.34%
0.00%	4220 · Box, Tote & Equipment Rental	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
	Total 4200 · MOVING SUPPLIES REVENUE	0	0	0	5,279	6,210	6,210	6,210	6,210	5,589	4,968	4,968	4,968	50,612	2.34%
4500 · ANCILLARY REVENUE															
	4510 · Cancellation Fee Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
0.00%	4520 · Contract Deliveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
4535 · Commission Income (Internal)															
	4535.1 · Backhaul Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
	Total 4535 · Commission Income (Internal)	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
	4545 · Additional Job Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
flat	4550 · Storage Fees	0	0	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	22,500	1.04% Reduced by \$12k based on 2024 P & L
	4555 · Portable Storage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
	4560 · Valuation Revenue	0	0	0	3,519	4,140	4,140	4,140	4,140	3,726	3,312	3,312	3,312	33,741	1.56% Reduced by \$31k based on 2024 P & L
	Total 4500 · ANCILLARY REVENUE	0	0	0	6,019	6,640	6,640	6,640	6,640	6,226	5,812	5,812	5,812	56,241	2.60%
4900 · DISCOUNTS & ALLOWANCES															
-1.00%	4910 · Charity Discounts	0	0	0	-1,760	-2,070	-2,070	-2,070	-2,070	-1,863	-1,656	-1,656	-1,656	-16,871	-0.78%
-1.00%	4915 · Flat Fee Discounts	0	0	0	-1,760	-2,070	-2,070	-2,070	-2,070	-1,863	-1,656	-1,656	-1,656	-16,871	-0.78%
-1.00%	4920 · Customer Refunds/Discounts	0	0	0	-1,760	-2,070	-2,070	-2,070	-2,070	-1,863	-1,656	-1,656	-1,656	-16,871	-0.78%
	Total 4900 · DISCOUNTS & ALLOWANCES	0	0	0	-5,279	-6,210	-6,210	-6,210	-6,210	-5,589	-4,968	-4,968	-4,968	-50,612	-2.34%
	Total Income	0	0	0	228,450	259,500	259,500	259,500	259,500	238,800	218,100	218,100	218,100	2,159,550	100.00%
Cost of Goods Sold															
5000 · COST OF SUPPLIES															
1.00%	of storage revenue	5010 · Storage Supplies	0	0	0	25	25	25	25	25	25	25	25	225	0.01%
0.40%		5030 · Moving Supplies and Equipment	0	0	0	914	1,038	1,038	1,038	955	872	872	872	8,638	0.40%
60.00%	of moving supply revenue	5040 · Boxes & Packing Supplies	0	0	0	3,167	3,726	3,726	3,726	3,726	3,353	2,981	2,981	30,367	1.41%
0.40%		5050 · Stretch Wrap	0	0	0	914	1,038	1,038	1,038	955	872	872	872	8,638	0.40%
6.75%	of crated revenue	5060 · Crates	0	0	0	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	30,375	1.41%
1.20%	of crated revenue	5070 · Crate Supplies	0	0	0	600	600	600	600	600	600	600	600	5,400	0.25%
flat		5080 · Junk Supplies & Equip	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
	Total 5000 · COST OF SUPPLIES	0	0	0	8,995	9,802	9,802	9,802	9,802	9,264	8,726	8,726	8,726	83,643	3.87%
5100 · DAMAGES & WARRANTY															
1.25%	Month Lag	5150 · Damage Claims													
		5150.1 · Gross Claims	0	0	0	1,500	2,856	3,244	3,244	3,244	3,244	2,985	2,726	25,768	1.19%
	Total 5100 · DAMAGES & WARRANTY	0	0	0	1,500	2,856	3,244	3,244	3,244	3,244	2,985	2,726	2,726	25,768	1.19%
5200 · DIRECT LABOR															
4 Week	5 Week	5210 · Driver Wages	0	0	0	21,114	31,050	24,840	24,840	31,050	22,356	24,840	19,872	219,834	10.18%
12.00%	15.00%	5310 · Mover Wages	0	0	0	17,054	25,079	20,063	20,063	25,079	18,057	20,063	16,050	177,558	8.22%
9.69%	12.12%	5410 · Packer Wages	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
21.69%	27.12%	of packing revenue													

1.48%	1.85%	of storage revenue	5510 · Storage Wages	0	0	0	37	46	37	37	46	37	37	360	0.02%	1.6% of storage revenue		
10.62%	13.27%	of crated revenue	5590 · Crate Wages	0	0	0	5,308	6,635	5,308	5,308	6,635	5,308	5,308	51,750	2.40%	11.5% of crated revenue		
			5600 · Benefits	0	0	0	0	0	0	0	0	0	0	0	0.00%			
			5601 · Healthcare Benefits															
flat			5601.1 · Medical Insurance	0	0	0	480	480	480	480	480	480	480	4,320	0.20%			
flat			5601.2 · Vision/Dental/Life Insurance	0	0	0	4	4	4	4	4	4	4	34	0.00%			
			Total 5601 · Healthcare Benefits	0	0	0	484	484	484	484	484	484	484	4,354	0.20%			
flat			5602 · Compensation Benefits	0	0	0	1,000	1,000	1,000	1,000	1,500	1,500	500	700	800	9,000	0.42%	
			5610 · Payroll Taxes															
2.50%			5610.1 · FICA Expense	0	0	0	5,711	6,488	6,488	6,488	6,488	5,970	5,453	5,453	5,453	53,989	2.50%	
0.10%			5610.2 · FUTA Expense	0	0	0	228	260	260	260	260	239	218	218	218	2,160	0.10%	
0.30%			5610.3 · SUTA Expense	0	0	0	685	779	779	779	779	716	654	654	654	6,479	0.30%	
			Total 5610 · Payroll Taxes	0	0	0	6,625	7,526	7,526	7,526	7,526	6,925	6,325	6,325	6,325	62,627	2.90%	
0.05%			5620 · 401K Company Contribution	0	0	0	114	130	130	130	130	119	109	109	109	1,080	0.05%	
1.58	\$1.58/hour		5630 · Workers Comp Insurance	0	0	0	0	0	0	13,849	0	0	13,634	0	0	27,482	1.27%	Paid Quarterly
			5640 · Subcontract Labor	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
			5645 · Direct Labor Reimbursement	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
			Total 5200 · DIRECT LABOR	0	0	0	51,735	71,949	59,387	73,235	72,449	54,786	72,635	48,885	48,985	554,046	25.66%	
			5700 · TRUCK EXPENSE															
3.60%			5710 · Fuel	0	0	0	6,334	7,452	7,452	7,452	7,452	6,707	5,962	5,962	5,962	60,734	2.81%	
150.00	per truck	per month	5720 · Repairs	0	0	0	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,800	0.50%	
0.10%			5722 · Body Repair	0	0	0	228	260	260	260	260	239	218	218	218	2,160	0.10%	
0.15%			5725 · Towing	0	0	0	343	389	389	389	389	358	327	327	327	3,239	0.15%	
100.00	per truck	per month	5730 · Preventative Maintenance	0	0	0	800	800	800	800	800	800	800	800	800	7,200	0.33%	
32.00	Per truck		5740 · Cleaning	0	0	0	512	512	512	512	512	512	512	512	512	4,608	0.21%	
0.30%			5750 · Tires	0	0	0	685	779	779	779	779	716	654	654	654	6,479	0.30%	
			5760 · Rental Trucks - Short Term	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
flat			5770 · Truck Licenses & Fees	0	0	0	600	0	0	0	300	300	0	600	1,800	0.08%		
175.00	750.00		5790 · Insurance	0	0	0	750	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	17,950	0.83%	
1,500.00			5880 · Operating Lease Payments	0	0	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	108,000	5.00%	
			5885 · Fines & Other Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
0.03%			5891 · Mobile Technology Hardware	0	0	0	1,600	78	78	78	78	65	65	65	65	2,179	0.10%	
flat			5892 · Mobile Tech Service & Software	0	0	0	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,800	0.50%		
0.20%			5895 · Truck Supplies	0	0	0	457	519	519	519	519	478	436	436	436	4,319	0.20%	
			Total 5700 · TRUCK EXPENSE	0	0	0	26,710	27,338	27,338	27,338	27,638	26,731	25,525	25,525	26,125	240,268	11.13%	
			5900 · OTHER MOVING & STORAGE EXPENSE															
32.50%	crated moves		5905 · Shipping - Crated Moves	0	0	0	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	146,250	6.77%		
13.00%	crated moves		5906 · Valuation/Admin - Crated moves	0	0	0	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	58,500	2.71%		
0.40%			5910 · Travel Costs	0	0	0	704	828	828	828	828	745	662	662	662	6,748	0.31%	
0.05%			5911 · Tolls, Ferry and Parking Fees	0	0	0	88	104	104	104	104	93	83	83	83	844	0.04%	
0.00%			5914 · Actual Weight Tickets	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
0.25%			5930 · Per Diem	0	0	0	440	518	518	518	518	466	414	414	4,218	0.20%		
flat			5955 · Warehouse Equipment Expenses	0	0	0	100	100	100	100	100	100	100	100	900	0.04%	Used GRS budget numbers	
flat			5960 · Cellular Phones - Mover/Driver	0	0	0	300	300	300	300	300	300	300	300	2,700	0.13%	Used GRS budget numbers	
0.00%			5970 · Backhaul Commission Paid	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
14.00%	of junk revenue		5975 · Junk Disposal Costs	0	0	0	123	145	145	145	145	130	116	116	1,181	0.05%		
flat			5985 · Depr - Container Moving/Storage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
			Total 5900 · OTHER MOVING & STORAGE EXPEN	#VALUE!	#VALUE!	#VALUE!	24,505	24,744	24,744	24,744	24,744	24,585	24,425	24,425	24,425	#VALUE!	#VALUE!	
			Total COGS	#VALUE!	#VALUE!	#VALUE!	113,444	136,688	124,515	138,363	137,876	118,609	134,296	110,287	110,987	#VALUE!	#VALUE!	
			Gross Profit	#VALUE!	#VALUE!	#VALUE!	115,006	122,812	134,985	121,137	121,624	120,191	83,804	107,813	107,113	#VALUE!	#VALUE!	
			Expense															
			6000 · MARKETING EXPENSE															
			6010 · Billboards and Out of Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
			6020 · Print Collateral	0	0	0	500	0	0	500	0	0	500	0	0	1,500	0.07%	
			6030 · Membership/Networking Fees/Dues	0	0	0	1,250	20	20	20	20	20	20	20	20	1,410	0.07%	
			6040 · Charitable Contrib/Sponsorships	0	0	0	500	0	0	500	0	0	500	0	500	2,000	0.09%	

6045 · Non-Charitable Contrib/Sponsor	0	0	0	250	0	0	250	0	0	250	0	0	750	0.03%
6050 · Direct Mail	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6060 · Newspaper	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6070 · Magazines	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6080 · Radio	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6090 · Television	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6100 · Internet														
6100.1 · Pay-per-click advertising	0	0	0	6,000	6,000	8,000	8,000	6,000	5,000	5,000	5,000	5,000	54,000	2.50%
6100.2 · Pay-per-call advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6100.3 · Display advertising	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000	0.42%
6100.4 · Social media advertising	0	0	0	200	0	0	200	0	0	200	0	200	800	0.04%
6100.5 · Reputation management	0	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
6100.6 · Online directory	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
Total 6100 · Internet	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6150 · Trade Shows	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500	0.12%
6200 · TMT Merchandise	0	0	0	500	0	0	500	0	500	0	500	0	2,000	0.09%
6400 · Print Directories	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6600 · Other Marketing	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6610 · Public Relations	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6620 · Co-op Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6630 · Signage	0	0	0	0	0	0	0	0	0	1,000	1,000	1,000	3,000	0.14%
6710 · Marketing Coord Wages	0	0	0	0	0	0	0	0	0	1,000	1,000	1,000	3,000	0.14%
6740 · Contract/Professional services	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
6750 · Customer and referral goodwill	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
6760 · Nonbranded marketing event supp	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
6770 · TMT branded cause marketing	#REF!	0	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	500	#REF!	#REF!	#REF!	500	0.02%
6900 · Allocated Marketer Wages	0	0	0	875	875	875	875	875	875	875	875	875	7,875	0.36%
Total 6000 · MARKETING EXPENSE	0	0	0	3,875	895	895	5,145	895	1,895	4,145	3,395	3,395	24,535	1.14%

7000 · EMPLOYEE COSTS - RR&T

7010 · Awards

7010.1 · Employee of the month	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7010.2 · Years of Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7010.3 · Raffles	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7010.4 · Other	0	0	0	500	500	500	500	500	500	500	500	500	4,500	0.21%
Total 7010 · Awards				500	500	500	500	500	500	500	500	500	4,500	0.21%
7015 · Certifications	0	0	0	500	225	225	225	225	225	225	225	225	2,300	0.11%
7020 · Recruitment	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7021 · Internet Recruiting Ad														
7021.1 · Display Recruiting Ad	0	0	0	700	700	700	700	700	700	700	700	700	6,300	0.29%
7021.2 · Pre-Roll Recruiting Ad	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7021.3 · Job Boards Recruiting Ad	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7021.4 · Pay-per-click	0	0	0	750	750	750	750	750	750	750	750	750	6,750	0.31%
7021.5 · Geofencing	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
Total 7021 · Internet Recruiting Ad				1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	13,050	0.60%
7022 · Billboard Recruiting Ad	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7023 · TV Recruiting Ad	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7024 · Radio Recruiting Ad	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7025 · Recruiting Materials	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7026 · Job Fairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7027 · Social Media	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7028 · Promotional Items	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7030 · Training and Education	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7035 · Employee Dev Training Expense	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%
7100 · Employee Dev Training Wages	0	0	0	2,000	1,906	1,724	2,013	2,013	1,639	1,654	1,431	1,611	15,990	0.74%
7105 · Training Coordinator Wages	0	0	0	1,200	1,200	1,700	1,700	1,200	1,200	1,200	2,400	2,400	14,200	0.66%
7110 · Training Wages	0	0	0	5,000	2,000	2,000	2,000	1,000	1,000	1,500	1,500	1,500	17,500	0.81%

copied from Evansville
copied from Evansville
copied from Evansville

		7140 · Employee Events	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	0	0.00%		
		7145 · Employee Provisions	0	0	0	45	45	45	45	45	45	45	45	405	0.02%	copied from Evansville	
		7150 · Pre-Employment Assessment															
		7150.1 · Drug Screen	0	0	0	500	175	175	175	175	175	175	175	1,900	0.09%	copied from Evansville	
		7150.2 · Background Checks	0	0	0	1,000	475	475	475	475	475	475	475	4,800	0.22%	copied from Evansville	
		7150.3 · Physicals	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
		Total 7150 · Pre-Employment Assessment	0	0	0	1,500	650	650	650	650	650	650	650	6,700	0.31%		
		7160 · Employee Meeting Food	0	0	0	250	150	200	150	150	200	150	200	1,600	0.07%	copied from Evansville	
		7170 · Employee Referral Bonus	0	0	0	0	300	0	0	300	0	0	300	900	0.04%	copied from Evansville	
		Total 7000 · EMPLOYEE COSTS - RR&T	0	0	0	12,445	8,426	8,494	8,733	7,533	6,909	7,374	8,651	8,581	77,145	3.57%	
		7200 · FACILITY EXPENSE															
flat		7220 · Depreciation-Leasehold Improv	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
0.003	Month Lag	7230 · Insurance-Property & Gen Liab	0	0	0	0	735	829	829	829	829	766	704	704	6,224	0.23%	
flat		7240 · Rent	0	0	0	15,125	15,125	15,125	15,125	15,125	15,125	15,125	15,125	136,125	6.30%		
flat		7241 · Common Area Maintenance	0	0	0	510	510	510	510	510	510	510	510	4,590	0.21%		
		7250 · Repairs & Maint-Building	0	0	0	300	300	300	300	300	300	300	300	2,700	0.13%	Office cleaning/pest control	
flat		7255 · Security System	0	0	0	100	100	100	100	100	100	100	100	900	0.04%		
flat		7260 · Telephone	0	0	0	400	400	400	400	400	400	400	400	3,600	0.17%		
flat		7270 · Trash Removal	0	0	0	375	375	375	375	375	375	375	375	3,375	0.16%		
flat		7280 · Taxes-Personal Property	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7285 · Taxes-Real Estate Property	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7290 · Utilities	0	0	0	600	350	350	350	350	350	400	500	800	4,050	0.19%	copied from GRN
		Total 7200 · FACILITY EXPENSE	0	0	0	17,410	17,895	17,989	17,989	17,989	17,976	18,014	18,314	161,564	7.48%		
		7400 · PROFESSIONAL FEES															
230.00		7410 · Accounting	0	0	0	230	230	230	230	230	230	230	230	2,070	0.10%		
flat		7430 · Payroll Services	0	0	0	800	550	550	550	550	550	550	550	5,200	0.24%		
flat		7440 · Risk Management Services	0	0	0	50	50	50	50	50	50	50	50	450	0.02%		
		7450 · Other Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7460 · IT Services	0	0	0	600	122	122	122	122	122	122	122	1,576	0.07%		
		7480 · CRC	0	0	0	160	160	160	160	160	160	160	160	1,440	0.07%		
		Total 7400 · PROFESSIONAL FEES	0	0	0	1,840	1,112	1,112	1,112	1,112	1,112	1,112	1,112	10,736	0.50%		
		7500 · VEHICLE COSTS - NON MOVING															
flat		7510 · Vehicle Operating Lease	0	0	0	800	800	800	800	800	800	800	800	7,200	0.33%	2 vans	
\$120/van		7540 · Repairs & Maintenance	0	0	0	240	240	240	240	240	240	240	240	2,160	0.10%		
flat		7550 · License, Registration & Insur.	0	0	0	400	400	800	400	400	400	400	400	4,000	0.19%		
\$200/van		7560 · Fuel	0	0	0	400	400	400	400	400	400	400	400	3,600	0.17%		
flat		7565 · Toll and Parking Fees	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
\$5/van		7570 · Mobile Technology Hardware	0	0	0	10	10	10	10	10	10	10	10	90	0.00%		
\$83/van		7572 · Mobile Tech Service & Software	0	0	0	166	166	166	166	166	166	166	166	1,494	0.07%		
\$5/van		7580 · Supplies	0	0	0	500	10	10	10	10	10	10	10	580	0.03%		
		Total 7500 · VEHICLE COSTS - NON MOVING	0	0	0	2,516	2,026	2,426	2,026	2,026	2,026	2,026	2,026	19,124	0.89%		
		7600 · OFFICE & OTHER															
flat		7605 · Office Equip Non-Capitalized	0	0	0	500	50	50	50	50	50	50	50	900	0.04%		
flat		7610 · Repairs & Maint-Equip	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7640 · Office Supplies	0	0	0	400	400	400	400	400	400	400	400	3,600	0.17%		
flat		7641 · Mobile Technology	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7645 · Postage & Delivery Expense	0	0	0	15	15	15	15	15	15	15	15	135	0.01%		
flat		7646 · Dues and Subscriptions	0	0	0	300	300	300	300	300	300	300	300	2,700	0.13%		
flat		7650 · Building Supplies	0	0	0	30	30	30	30	30	30	30	30	270	0.01%		
flat		7660 · Insurance-Other	0	0	0	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	13,950	0.65%		
flat		7670 · Business Licenses & Permits	0	0	0	120	0	0	0	1,000	0	0	25	1,145	0.05%		
9.40%	Month Lag	7690 · Taxes-Other	0	0	0	0	172	195	195	195	180	164	164	1,480	0.07%		
1.00%	Month Lag	7695 · Allocated Office Costs	0	0	0	0	2,285	2,595	2,595	2,595	2,595	2,388	2,181	2,181	19,415	0.90%	
flat		7700 · Travel	0	0	0	0	0	0	0	0	0	0	0	0	0.00%		
flat		7702 · Meals	0	0	0	100	100	100	100	100	100	100	100	900	0.04%		
flat		7710 · Internet Service	0	0	0	300	300	300	300	300	300	300	300	2,700	0.13%		

flat		7720 · Depreciation-Equip & Software	0	0	0	150	150	150	150	150	150	150	150	150	1,350	0.06%
flat		7730 · Depreciation-Furniture & Fixt	0	0	0	150	150	150	150	150	150	150	150	150	1,350	0.06%
flat		7750 · Amortization of Franchise Fees	0	0	0	192	192	192	192	192	192	192	192	192	1,725	0.08%
flat		7760 · Amortization of Goodwill	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
flat		7770 · Amortization of Start Up Costs	0	0	0	417	417	417	417	417	417	417	417	417	3,750	0.17%
		7790 · Uniforms														
0.35%		7790.1 · Gross Uniform Cost	0	0	0	800	908	908	908	908	836	763	763	763	7,558	0.35%
		Total 7790 · Uniforms	0	0	0	800	908	908	908	908	836	763	763	763	7,558	0.35%
		Total 7600 · OFFICE & OTHER	0	0	0	5,023	7,018	7,352	7,352	8,352	7,279	6,984	6,762	6,787	62,908	2.91%
		7800 · FRANCHISE OPERATING COST														
3.00%	Month Lag	7810 · Royalty Fees	0	0	0	0	6,854	7,785	7,785	7,785	7,785	7,164	6,543	6,543	58,244	2.70%
1.00%	Month Lag	7820 · Advertising Fees	0	0	0	0	2,285	2,595	2,595	2,595	2,595	2,388	2,181	2,181	19,415	0.90%
1.00%	Month Lag	7830 · Technology Fees	0	0	0	0	2,400	2,595	2,595	2,595	2,595	2,400	2,400	2,400	19,980	0.93%
		Total 7800 · FRANCHISE OPERATING COST	0	0	0	0	11,538	12,975	12,975	12,975	12,975	11,952	11,124	11,124	97,638	4.52%
		7900 · FINANCE COST														
0.30%		7920 · Bad Debt Expense	0	0	0	685	779	779	779	779	716	654	654	654	6,479	0.30%
1.80%	Month Lag	7930 · Credit Card Processing Fees	0	0	0	0	4,112	4,671	4,671	4,671	4,671	4,298	3,926	3,926	34,946	1.62%
flat		7940 · Bank Fees	0	0	0	10	10	10	10	10	10	10	10	10	90	0.00%
		7950 · Over/Underpayment Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
		Total 7900 · FINANCE COST	0	0	0	695	4,901	5,460	5,460	5,460	5,397	4,963	4,590	4,590	41,515	1.92%
		8000 · SUPPORT STAFF														
		8010 · Indirect Labor	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
124,800	11,250	8110 · CSR Wages	0	0	0	10,682	12,865	10,682	10,465	12,865	10,682	12,865	10,682	10,465	102,254	4.73%
0.85%		8120 · CSR Wages - Commiss/Bonus	0	0	0	1,942	2,206	2,206	2,206	2,206	2,030	1,854	1,854	1,854	18,356	0.85%
111,000		8210 · Manager Wages	0	0	0	8,538	10,673	8,538	8,538	10,673	8,538	10,673	8,538	8,538	83,250	3.85%
		8220 · Manager Wages - Commiss/Bonus	0	0	0	4,650	1,300	1,150	6,700	1,300	1,150	4,650	1,150	1,300	23,350	1.08%
4.50%	Month Lag	8640 · Management Fee	0	0	0	0	10,280	11,678	11,678	11,678	11,678	10,746	9,815	9,815	87,365	4.05%
		8801 · Healthcare Benefits														
flat		8801.1 · Medical Insurance	0	0	0	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	12,960	0.60%
flat		8801.2 · Vision/Dental/Life Insurance	0	0	0	6	6	6	6	6	6	6	6	6	51	0.00%
		Total 8801 · Healthcare Benefits	0	0	0	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	13,011	0.60%
flat		8802 · Compensation Benefits	0	0	0	500	500	500	500	500	500	500	500	500	4,500	0.21%
		8810 · Payroll Taxes														
8.00%		8810.1 · FICA	0	0	0	1,050	1,246	1,071	1,054	1,246	1,057	1,218	1,043	1,026	10,009	0.46%
0.10%		8810.2 · FUTA	0	0	0	13	16	13	13	16	13	15	13	13	125	0.01%
1.00%		8810.3 · SUTA	0	0	0	131	156	134	132	156	132	152	130	128	1,251	0.06%
		Total 8810 · Payroll Taxes	0	0	0	1,194	1,417	1,218	1,199	1,417	1,202	1,385	1,186	1,167	11,385	0.53%
1.00%	of support staff wages	8820 · 401K Company Contribution	0	0	0	126	151	129	127	151	127	147	125	123	1,206	0.06%
0.12	\$0.12/hour	8830 · Workers Comp Insurance	0	0	0	0	0	0	374	0	0	374	0	0	749	0.03%
		Total 8000 · SUPPORT STAFF	0	0	0	29,078	40,838	37,546	43,232	42,235	37,352	44,640	35,296	35,208	345,426	16.00%
		8900 · OWNERS COMPENSATION														
flat		8910 · Owner Wages	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000	0.42%
		Total 8900 · OWNERS COMPENSATION	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000	0.42%
		Total Expense	0	0	0	73,882	95,649	95,248	105,023	99,576	93,934	102,173	91,970	92,137	849,591	39.34%
		Net Ordinary Income	#####	#####	#####	41,123	27,163	39,737	16,114	22,048	26,256	-18,368	15,844	14,977	#VALUE!	#VALUE!
		Other Income/Expense														
		Other Income														
		9810 · Interest Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
		9820 · Gain/Loss on Sale of Asset	0	0	0	0	0	0	0	0	0	0	0	0	0	
		9850 · Other Non Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Total Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Other Expense														
		9950 · Other Non Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	
		9990 · Corp Income Taxes - Fed	0	0	0	0	0	0	0	0	0	0	0	0	0	
		9991 · Corp Income Taxes - State	0	0	0	0	4,154	4,725	4,725	4,725	4,725	4,344	3,964	3,964	35,326	1.64%

Franchise Fee \$11,500 (est.)
 Goodwill = \$0?
 Est. \$75k in start up costs

reduced to 3%

minimum wage \$20/hr in Seattle 2024
 3 CSR (50k) + 1/4 CES (45k)

GM, OM

Paid Quarterly Just CSR & CES

9992 - Corp Income Taxes - Local	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9994 - Accelerated/Bonus Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9995 - Non-Deductible Penalty	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Expense	0	0	0	0	4,154	4,725	4,725	4,725	4,725	4,344	3,964	3,964	35,326	
Net Other Income	0	0	0	0	-4,154	-4,725	-4,725	-4,725	-4,725	-4,344	-3,964	-3,964	-35,326	
Net Income	#VALUE!	#VALUE!	#VALUE!	41,123	23,009	35,012	11,389	17,323	21,531	-22,713	11,880	11,013	#VALUE!	#VALUE!

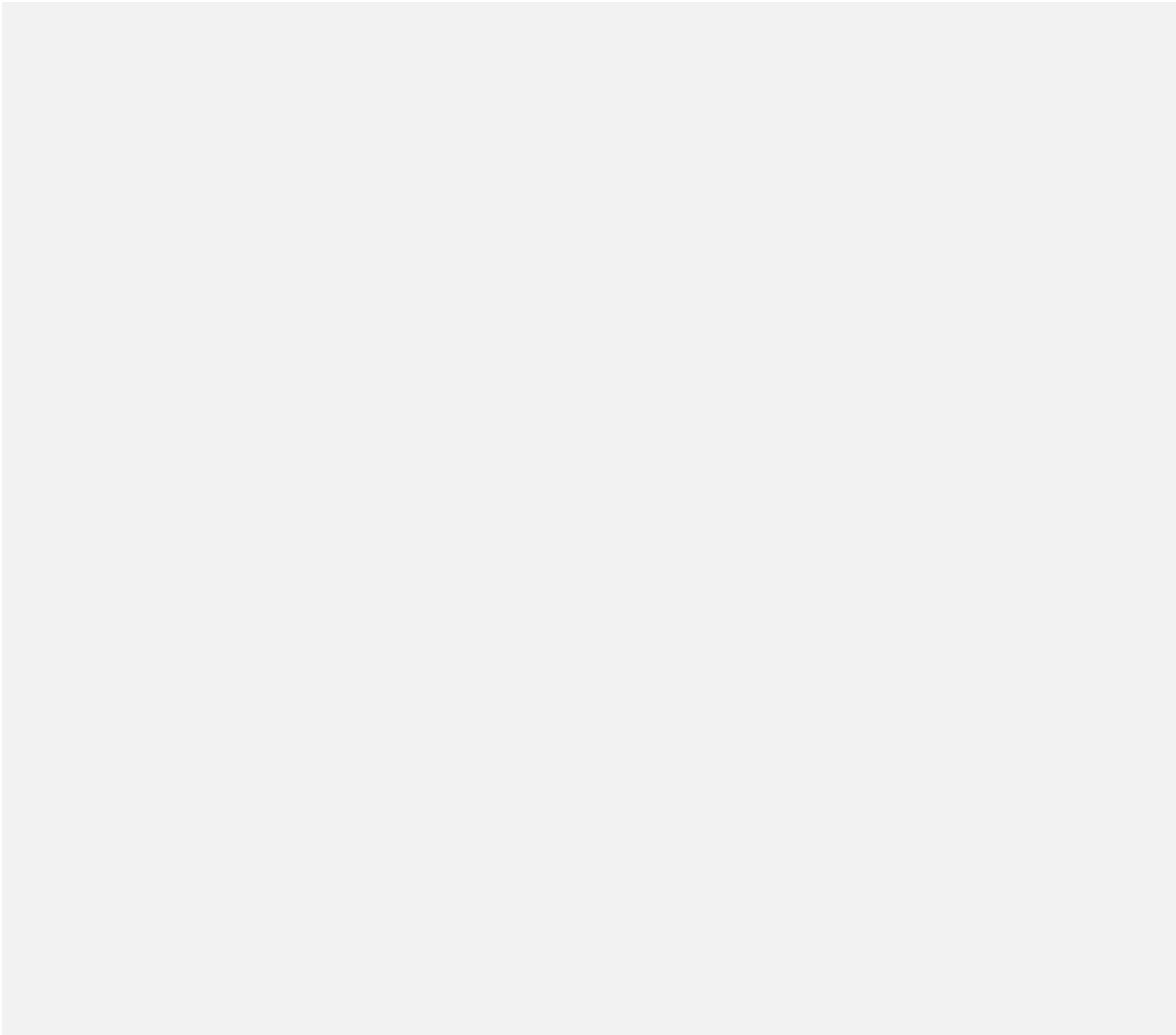
Variable Cost #VALUE! #VALUE!

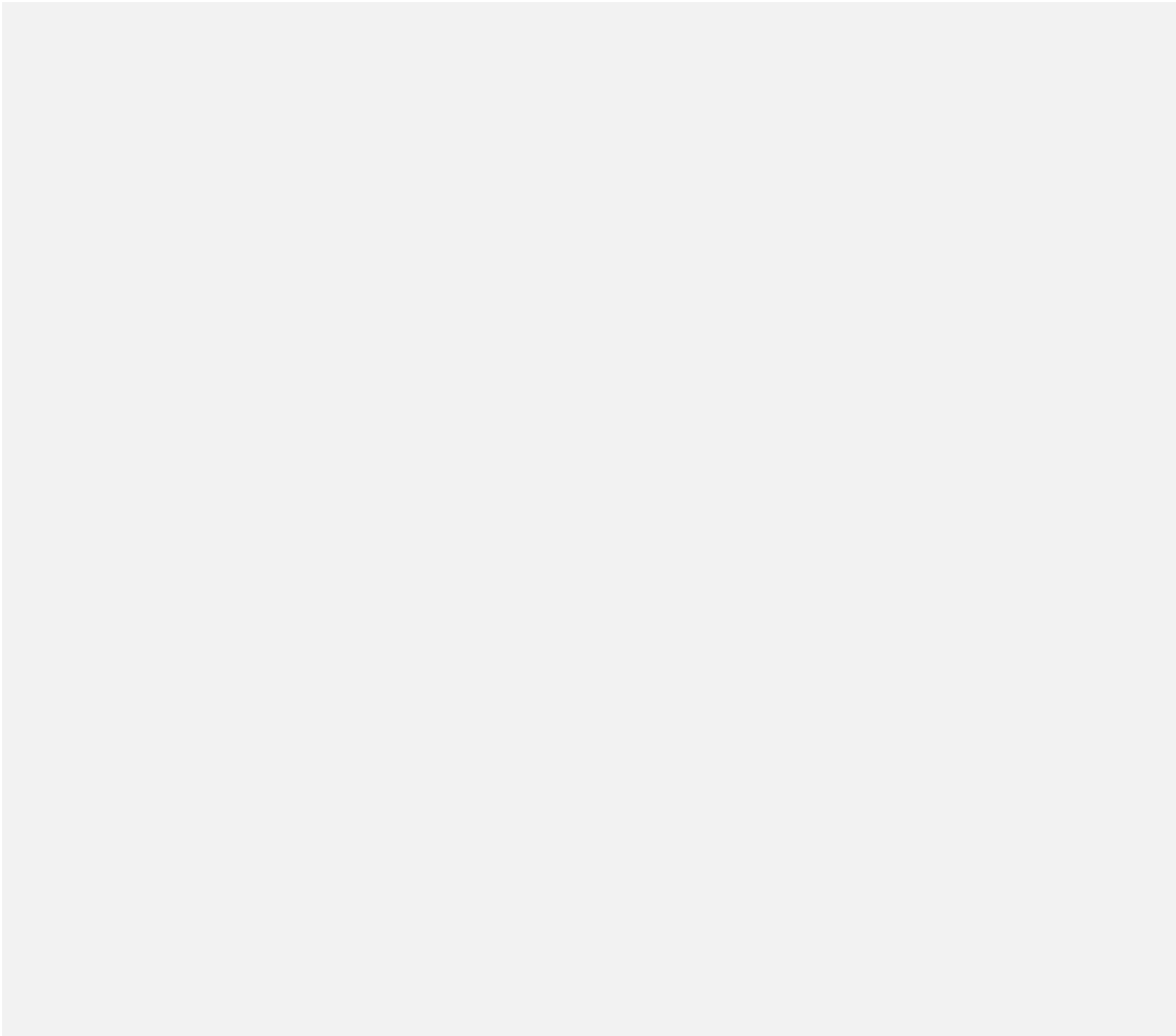
Contribution Margin #VALUE!

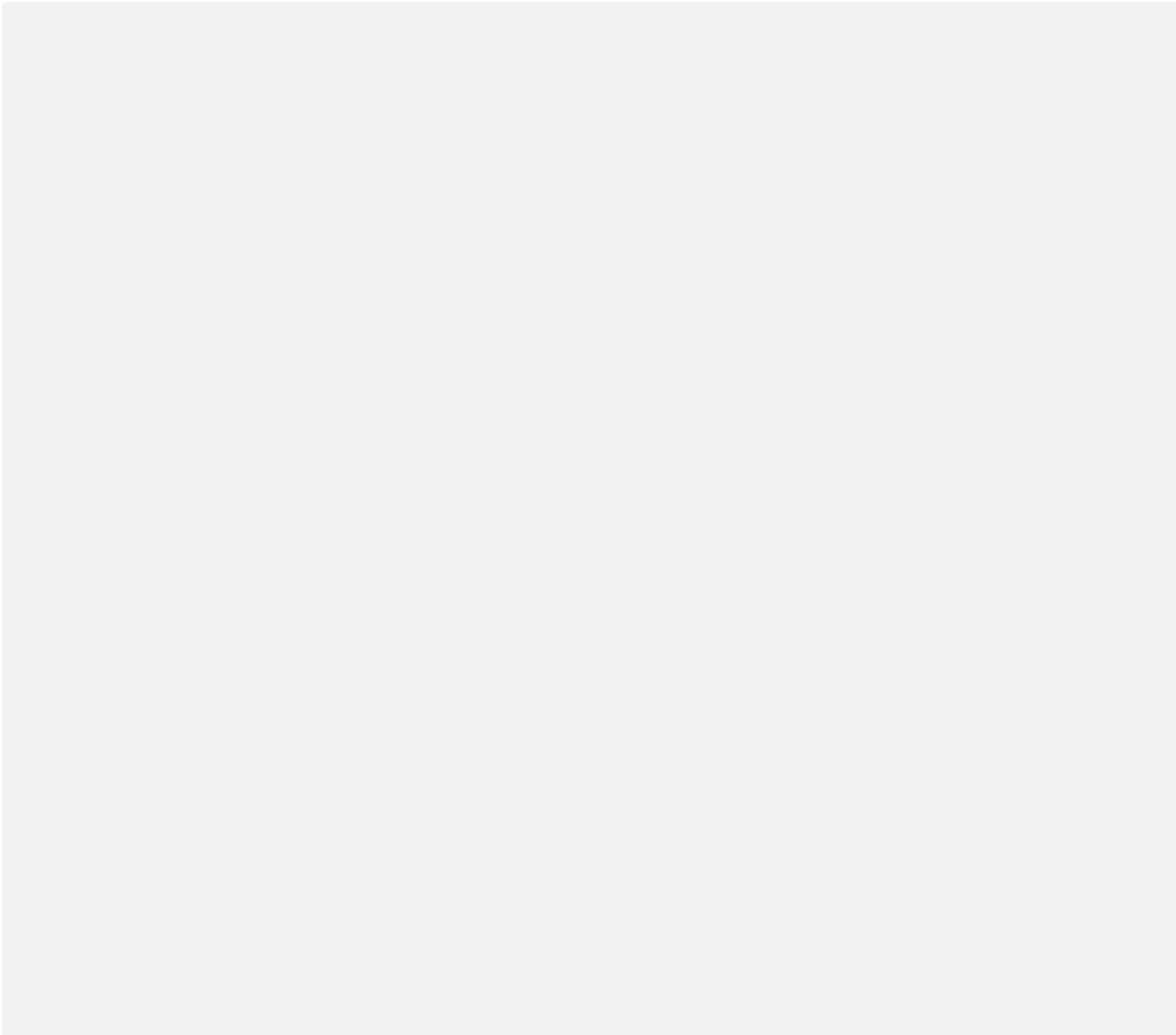
Fixed Cost #VALUE!

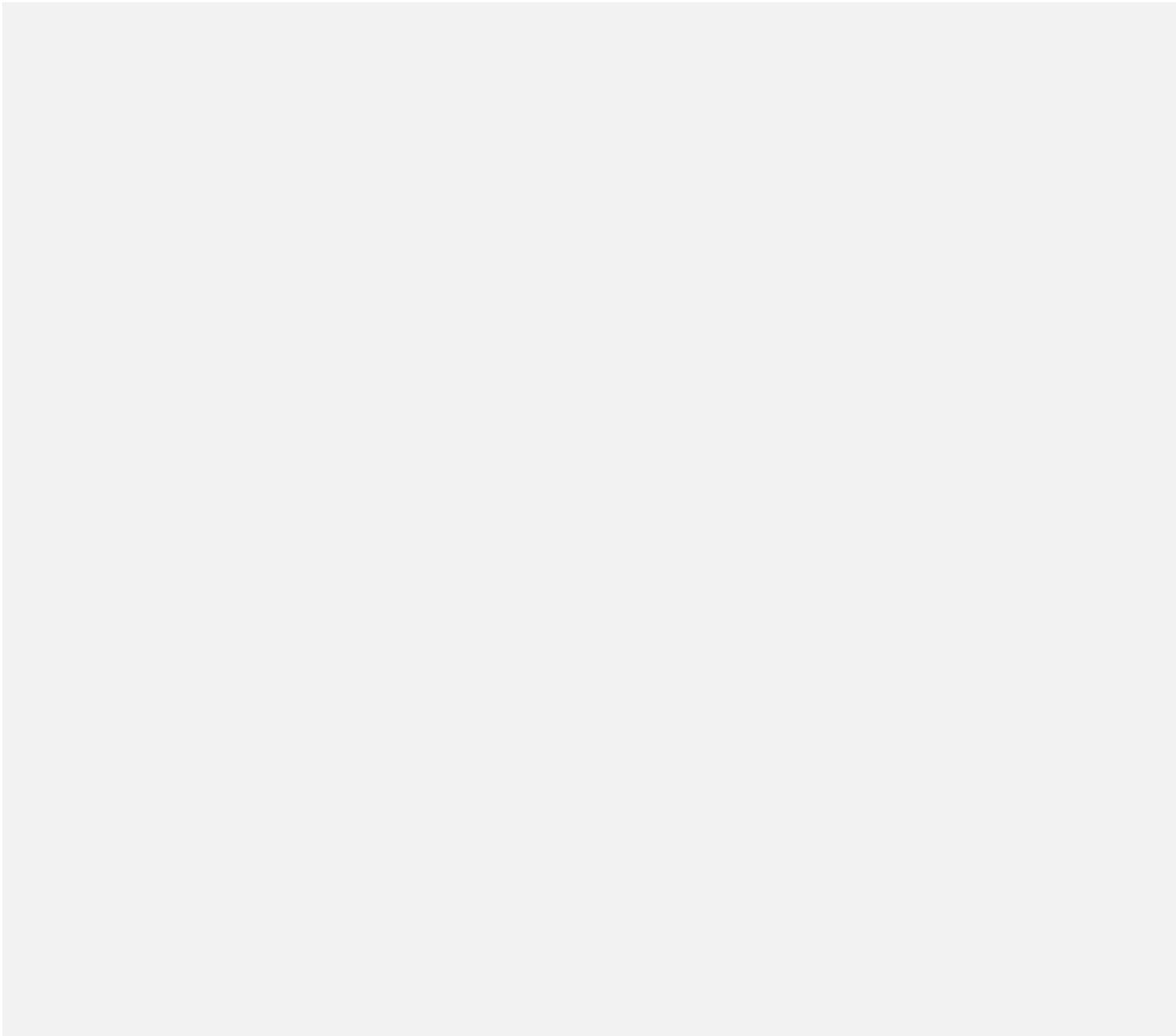
Annual Revenue Needed to Breakeven #VALUE!

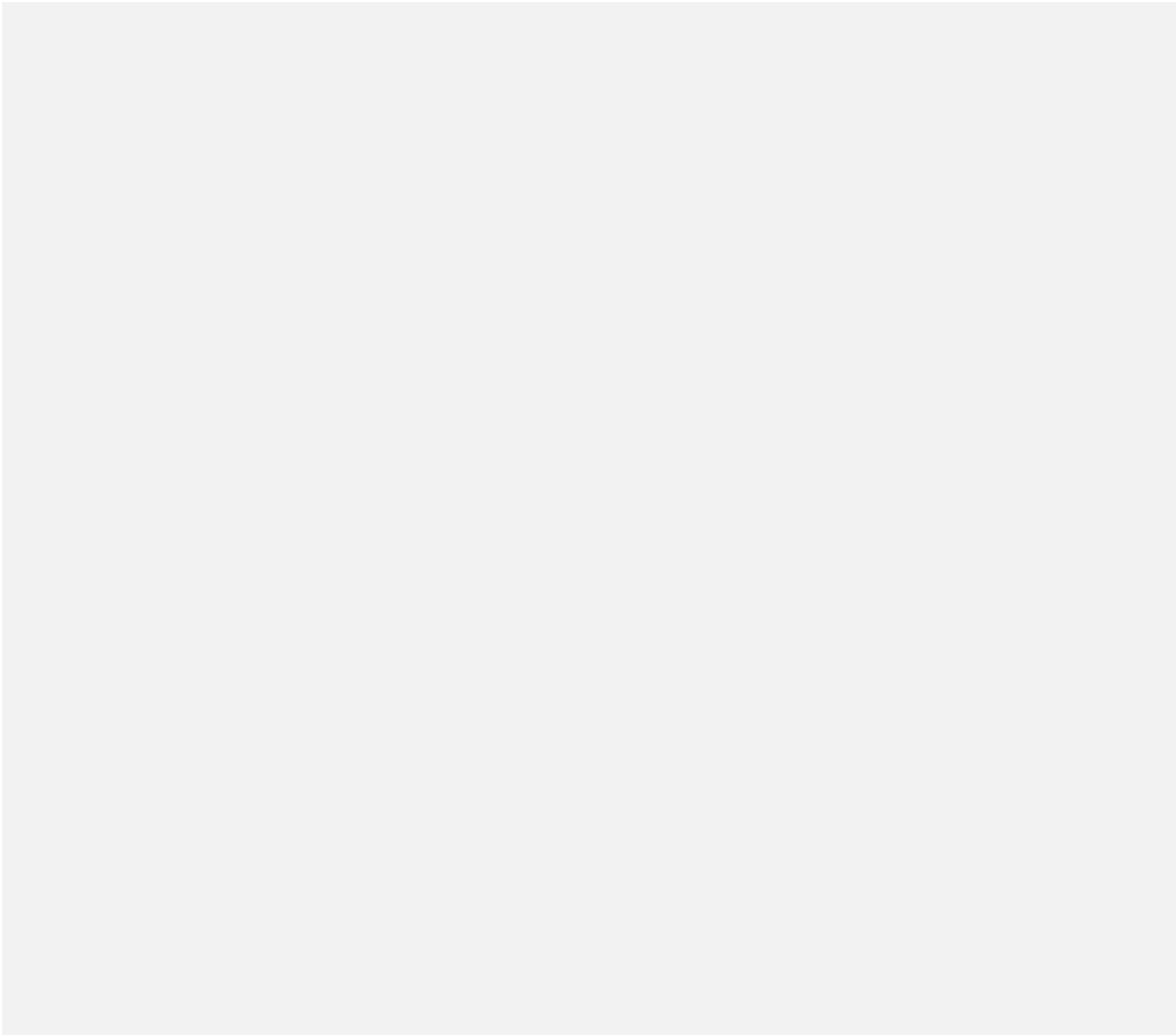
Avg. Rev/Month to Breakeven #VALUE!

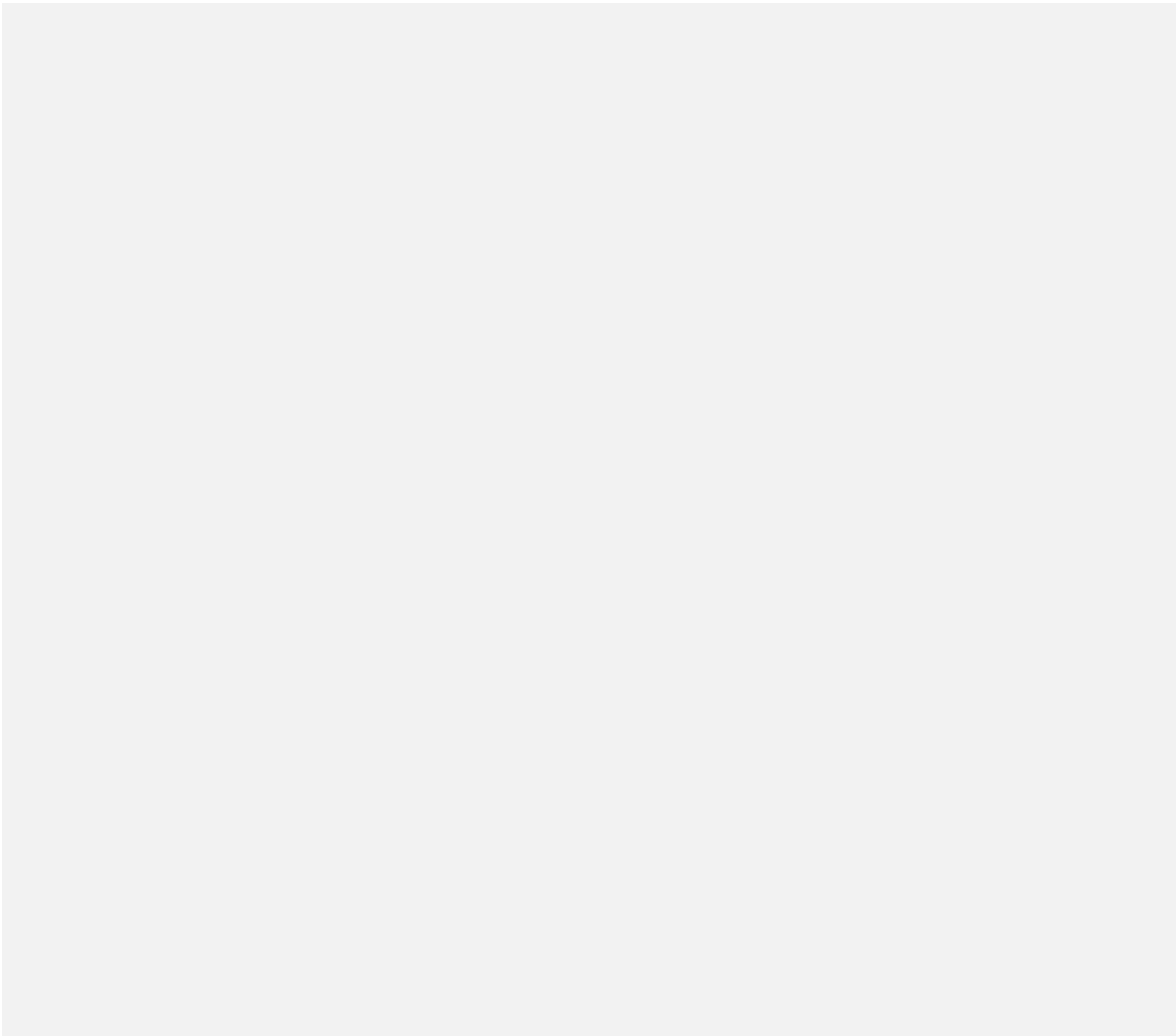


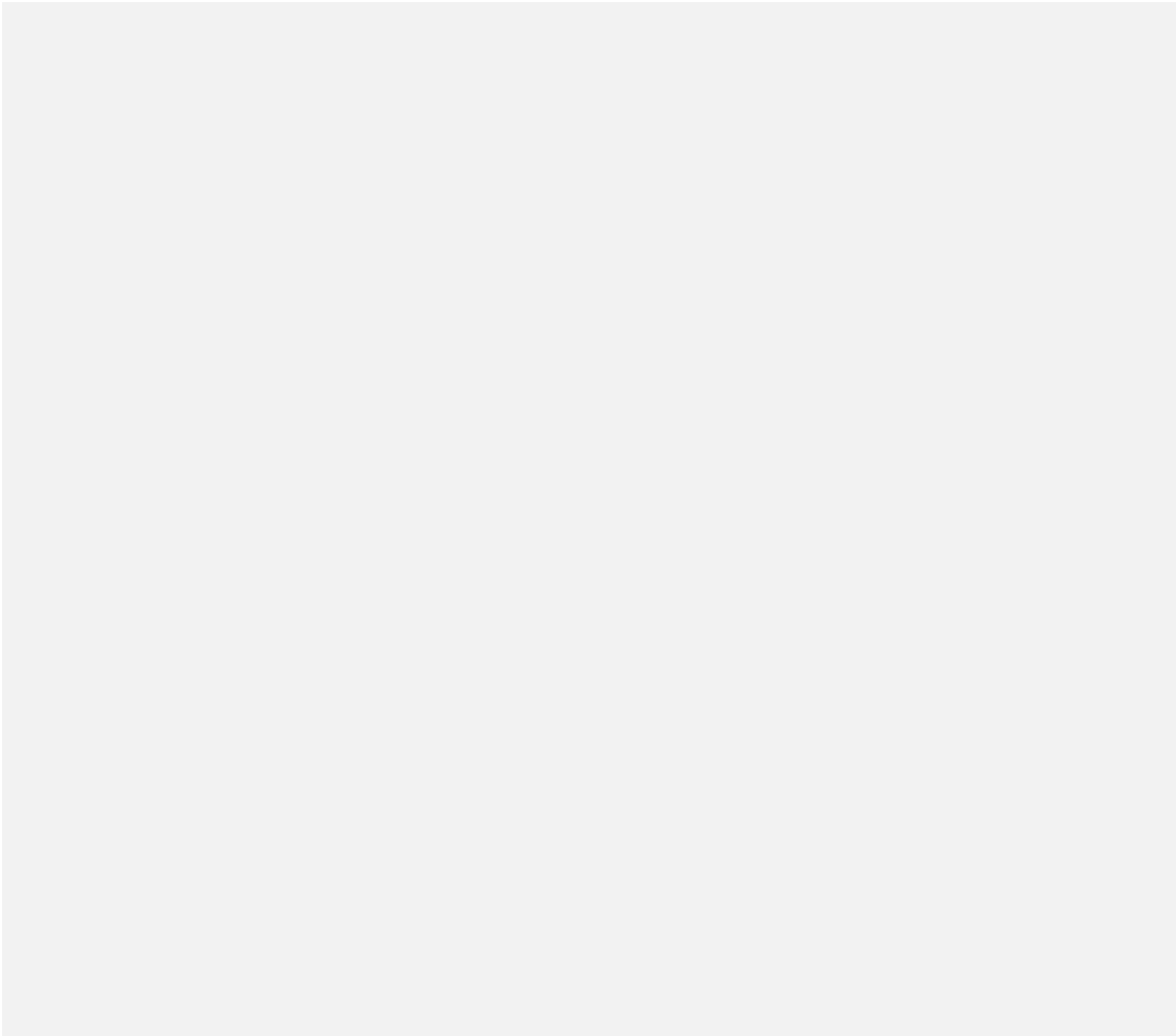


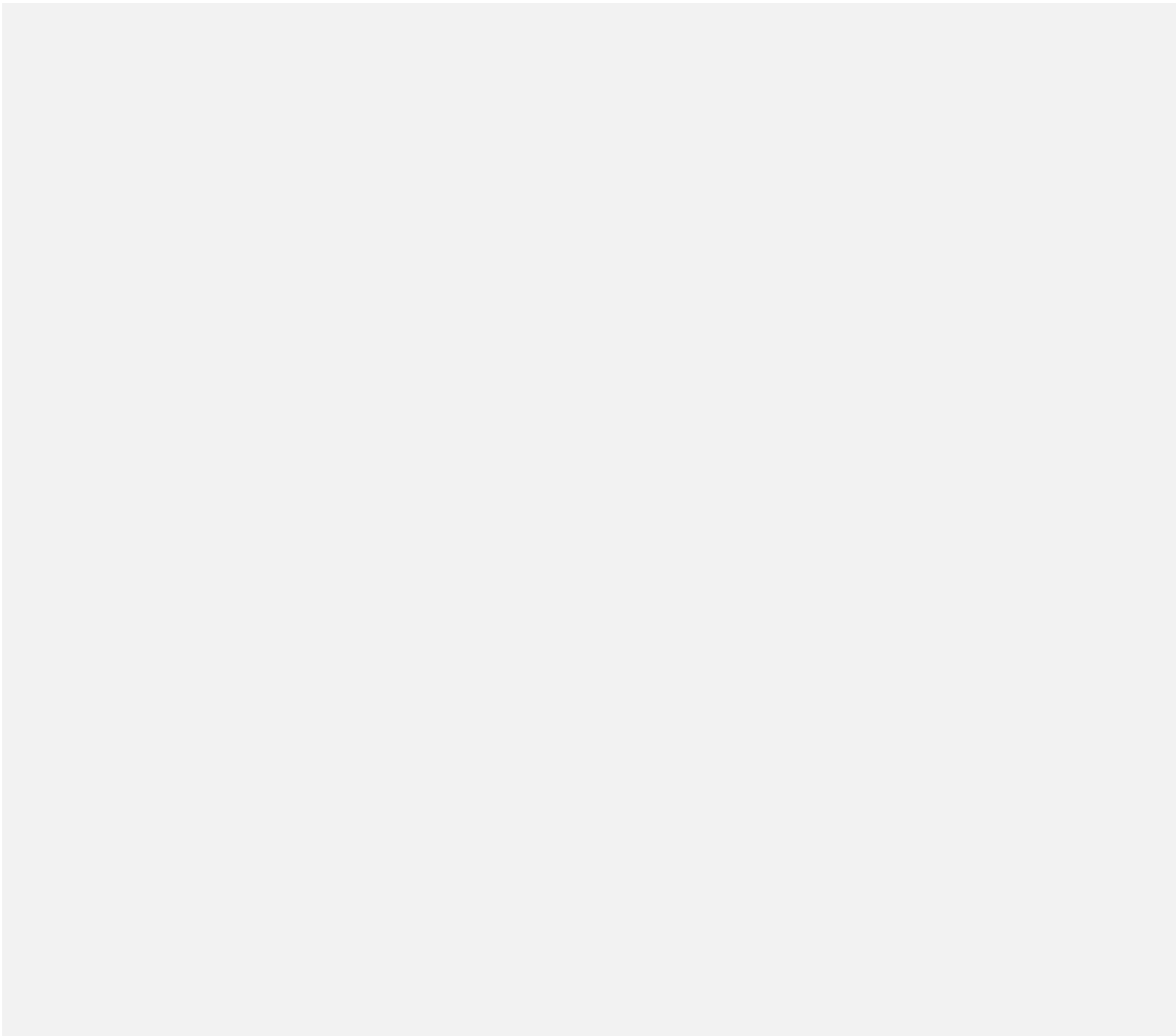


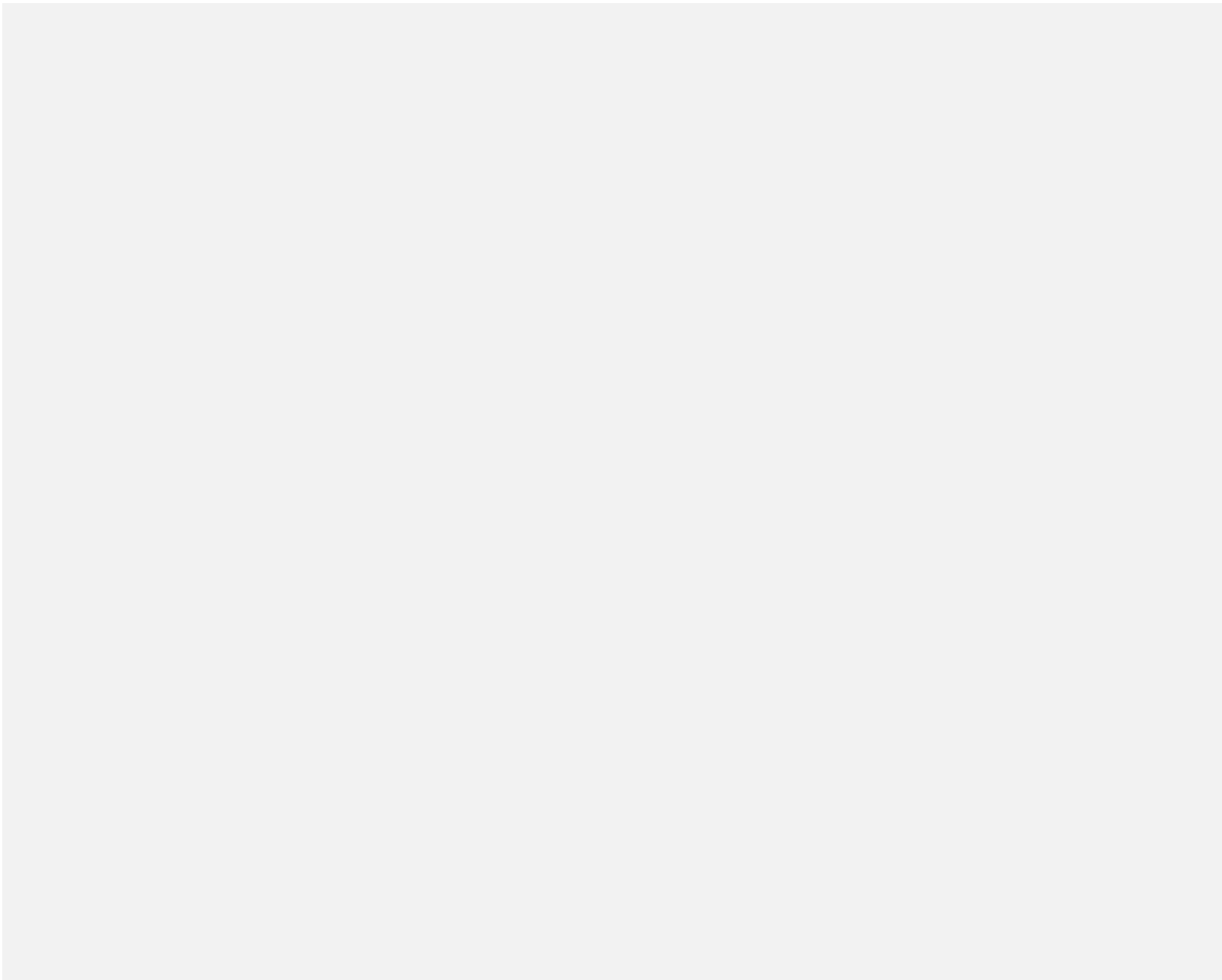












Truck Number	Year	Make	License Number	VIN	GVW
803	2009	Kenworth	C52624S	2NKHHM6X49M247303	26,000
1703	2017	International	C24544J	1HTMMMML6HH516655	26,000
1802	2016	Ford	C37565M	1FDNX7AY8GDA05038	26,000
1803	2016	Ford	C37564M	1FDNX7AY0GDA07205	26,000
1804	2016	Ford	C37563M	1FDNX7AY7GDA05032	26,000
2202	2022	Ford	C88402Z	1FDNX6AN1NDF09170	26,000
2203	2022	Isuzu	D74991A	54DC4W1D5NS203253	14,500
2201	2022	Ford	C88403Z	1FDNX6AN5NDF09169	26,000
2204	2022	Isuzu	D74992A	54DC4W1D4NS203437	14,500