



Public Utilities Commission

Original AGG Case Number	Version
13- 399 -EL-AGG	August 2004

RENEWAL APPLICATION FOR AGGREGATORS/POWER BROKERS

Please print or type all required information. Identify all attachments with an exhibit label and title (Example: Exhibit A-10 Corporate Structure). All attachments should bear the legal name of the Applicant. Applicants should file completed applications and all related correspondence with the Public Utilities Commission of Ohio, Docketing Division; 180 East Broad Street, Columbus, Ohio 43215-3793.

This PDF form is designed so that you may input information directly onto the form.
You may also download the form, by saving it to your local disk, for later use.

A. RENEWAL INFORMATION

A-1 Applicant's legal name, address, telephone number, PUCO certificate number, and web site address

Legal Name Flagship Solutions, Inc.
Address 4606 River Dr., Lisle, IL 60532
PUCO Certificate # and Date Certified 13-652E (1), 3/11/13
Telephone # (207) 890-8477 Web site address (if any) www.flagshipsolutions.net

A-2 List name, address, telephone number and web site address under which Applicant will do business in Ohio

Legal Name Flagship Solutions, Inc.
Address 4606 River Dr., Lisle, IL 60532
Telephone # (207) 890-8477 Web site address (if any) www.flagshipsolutions.net

A-3 List all names under which the applicant does business in North America

Flagship Solutions, Inc.

A-4 Contact person for regulatory or emergency matters

Name David Leather
Title President
Business address 61 Watson Rd., Norway ME 04268
Telephone # (207) 743-1644 Fax # (207) 743-1644
E-mail address (if any) dleather@flagshipsolutions.net

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PUCO

This is to certify that the images appearing are an accurate and complete reproduction of a case file document delivered in the regular course of business.
Technician Am Date Processed 2/9/15

A-5 Contact person for Commission Staff use in investigating customer complaints

Name David Leather
Title President
Business address 61 Watson Rd., Norway ME 04268
Telephone # (207) 743-1644 Fax # (207) 743-1644
E-mail address (if any) dleather@flagshipsolutions.net

A-6 Applicant's address and toll-free number for customer service and complaints

Customer Service address 61 Watson Rd., Norway ME 04268
Toll-free Telephone # NONE Fax # (207) 743-1644
E-mail address (if any) dleather@flagshipsolutions.net

A-7 Applicant's federal employer identification number # 363912338

A-8 Applicant's form of ownership (check one)

- | | |
|--|--|
| <input type="checkbox"/> Sole Proprietorship | <input type="checkbox"/> Partnership |
| <input type="checkbox"/> Limited Liability Partnership (LLP) | <input type="checkbox"/> Limited Liability Company (LLC) |
| <input checked="" type="checkbox"/> Corporation | <input type="checkbox"/> Other _____ |

PROVIDE THE FOLLOWING AS SEPARATE ATTACHMENTS AND LABEL AS INDICATED:

A-9 Exhibit A-9 "Principal Officers, Directors & Partners" provide the names, titles, addresses and telephone numbers of the applicant's principal officers, directors, partners, or other similar officials.

A-10 Exhibit A-10 "Corporate Structure," provide a description of the applicant's corporate structure, including a graphical depiction of such structure, and a list of all affiliate and subsidiary companies that supply retail or wholesale electricity or natural gas to customers and companies that aggregate customers in North America.

B. APPLICANT MANAGERIAL CAPABILITY AND EXPERIENCE

PROVIDE THE FOLLOWING AS SEPARATE ATTACHMENTS AND LABEL AS INDICATED:

B-1 Exhibit B-1 "Jurisdictions of Operation," provide a list of all jurisdictions in which the applicant or any affiliated interest of the applicant is, at the date of filing the application, certified, licensed, registered, or otherwise authorized to provide retail or wholesale electric services including aggregation services.

B-2 Exhibit B-2 "Experience & Plans," provide a description of the applicant's experience and plan for contracting with customers, providing contracted services, providing billing statements, and responding to customer inquiries and complaints in accordance with Commission rules adopted pursuant to Section 4928.10 of the Revised Code.

B-3 **Exhibit B-3 "Disclosure of Liabilities and Investigations,"** provide a description of all existing, pending or past rulings, judgments, contingent liabilities, revocation of authority, regulatory investigations, or any other matter that could adversely impact the applicant's financial or operational status or ability to provide the services it is seeking to be certified to provide.

B-4 Disclose whether the applicant, a predecessor of the applicant, or any principal officer of the applicant have ever been convicted or held liable for fraud or for violation of any consumer protection or antitrust laws within the past five years.

☒ No ☐ Yes

If yes, provide a separate attachment labeled as **Exhibit B-4 "Disclosure of Consumer Protection Violations"** detailing such violation(s) and providing all relevant documents.

B-5 Disclose whether the applicant or a predecessor of the applicant has had any certification, license, or application to provide retail or wholesale electric service including aggregation service denied, curtailed, suspended, revoked, or cancelled within the past two years.

☒ No ☐ Yes

If yes, provide a separate attachment labeled as **Exhibit B-5 "Disclosure of Certification Denial, Curtailment, Suspension, or Revocation"** detailing such action(s) and providing all relevant documents.

C. FINANCIAL CAPABILITY AND EXPERIENCE

PROVIDE THE FOLLOWING AS SEPARATE ATTACHMENTS AND LABEL AS INDICATED:

C-1 **Exhibit C-1 "Annual Reports,"** provide the two most recent Annual Reports to Shareholders. If applicant does not have annual reports, the applicant should provide similar information in Exhibit C-1 or indicate that Exhibit C-1 is not applicable and why.

C-2 **Exhibit C-2 "SEC Filings,"** provide the most recent 10-K/8-K Filings with the SEC. If applicant does not have such filings, it may submit those of its parent company. If the applicant does not have such filings, then the applicant may indicate in Exhibit C-2 that the applicant is not required to file with the SEC and why.

C-3 **Exhibit C-3 "Financial Statements,"** provide copies of the applicant's two most recent years of audited financial statements (balance sheet, income statement, and cash flow statement). If audited financial statements are not available, provide officer certified financial statements. If the applicant has not been in business long enough to satisfy this requirement, it shall file audited or officer certified financial statements covering the life of the business.

- C-4 **Exhibit C-4 "Financial Arrangements,"** provide copies of the applicant's financial arrangements to conduct CRES as a business activity (e.g., guarantees, bank commitments, contractual arrangements, credit agreements, etc.).
- C-5 **Exhibit C-5 "Forecasted Financial Statements,"** provide two years of forecasted financial statements (balance sheet, income statement, and cash flow statement) for the applicant's CRES operation, along with a list of assumptions, and the name, address, e-mail address, and telephone number of the preparer.
- C-6 **Exhibit C-6 "Credit Rating,"** provide a statement disclosing the applicant's credit rating as reported by two of the following organizations: Duff & Phelps, Dun and Bradstreet Information Services, Fitch IBCA, Moody's Investors Service, Standard & Poors, or a similar organization. In instances where an applicant does not have its own credit ratings, it may substitute the credit ratings of a parent or affiliate organization, provided the applicant submits a statement signed by a principal officer of the applicant's parent or affiliate organization that guarantees the obligations of the applicant.
- C-7 **Exhibit C-7 "Credit Report,"** provide a copy of the applicant's credit report from Experian, Dun and Bradstreet or a similar organization.
- C-8 **Exhibit C-8 "Bankruptcy Information,"** provide a list and description of any reorganizations, protection from creditors or any other form of bankruptcy filings made by the applicant, a parent or affiliate organization that guarantees the obligations of the applicant or any officer of the applicant in the current year or within the two most recent years preceding the application.
- C-9 **Exhibit C-9 "Merger Information,"** provide a statement describing any dissolution or merger or acquisition of the applicant within the five most recent years preceding the application.

Daniel Heath, President

Signature of Applicant & Title

Sworn and subscribed before me this 3rd day of February, 2015
Month Year

Heather R. Boyce
Signature of official administering oath

Heather R. Boyce Notary Public
Print Name and Title

My commission expires on HEATHER R. BOYCE
Notary Public, Maine
My Commission Expires October 30, 2019

AFFIDAVIT

State of Maine :

NORWAY ss.
(Town)

County of Oxford :

DAVID M LEATHERY Affiant, being duly sworn/affirmed according to law, deposes and says that:

He/She is the president (Office of Affiant) of FLAGSHIP SOLUTIONS, INC (Name of Applicant);

That he/she is authorized to and does make this affidavit for said Applicant,

1. The Applicant herein, attests under penalty of false statement that all statements made in the application for certification renewal are true and complete and that it will amend its application while the application is pending if any substantial changes occur regarding the information provided in the application.
2. The Applicant herein, attests it will timely file an annual report with the Public Utilities Commission of Ohio of its intrastate gross receipts, gross earnings, and sales of kilowatt-hours of electricity pursuant to Division (A) of Section 4905.10, Division (A) of Section 4911.18, and Division (F) of Section 4928.06 of the Revised Code.
3. The Applicant herein, attests that it will timely pay any assessments made pursuant to Sections 4905.10, 4911.18, or Division F of Section 4928.06 of the Revised Code.
4. The Applicant herein, attests that it will comply with all Public Utilities Commission of Ohio rules or orders as adopted pursuant to Chapter 4928 of the Revised Code.
5. The Applicant herein, attests that it will cooperate fully with the Public Utilities Commission of Ohio, and its Staff on any utility matter including the investigation of any consumer complaint regarding any service offered or provided by the Applicant.
6. The Applicant herein, attests that it will fully comply with Section 4928.09 of the Revised Code regarding consent to the jurisdiction of Ohio Courts and the service of process.
7. The Applicant herein, attests that it will use its best efforts to verify that any entity with whom it has a contractual relationship to purchase power is in compliance with all applicable licensing requirements of the Federal Energy Regulatory Commission and the Public Utilities Commission of Ohio.
8. The Applicant herein, attests that it will comply with all state and/or federal rules and regulations concerning consumer protection, the environment, and advertising/promotions.
9. The Applicant herein, attests that it will cooperate fully with the Public Utilities Commission of Ohio, the electric distribution companies, the regional transmission entities, and other electric suppliers in the event of an emergency condition that may jeopardize the safety and reliability of the electric service in accordance with the emergency plans and other procedures as may be determined appropriate by the Commission.
10. If applicable to the service(s) the Applicant will provide, the Applicant herein, attests that it will adhere to the reliability standards of (1) the North American Electric Reliability Council (NERC), (2) the appropriate regional reliability council(s), and (3) the Public Utilities Commission of Ohio. (Only applicable if pertains to the services the Applicant is offering)

11. The Applicant herein, attests that it will inform the Commission of any material change to the information supplied in the renewal application within 30 days of such material change, including any change in contact person for regulatory purposes or contact person for Staff use in investigating customer complaints.

That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief and that he/she expects said Applicant to be able to prove the same at any hearing hereof.

Dan M. Leath

Signature of Affiant & Title

Sworn and subscribed before me this 3rd day of February 2015
Month Year

Heather R. Boyce

Signature of official administering oath

Heather R. Boyce Notary Public
Print Name and Title

My commission expires on HEATHER R. BOYCE
Notary Public, Maine
Commission Expires October 30, 2019

**LICENSE RENEWAL APPLICATION FOR
AGGREGATORS/POWER BROKERS
ATTACHMENTS**

Exhibit A-9

Principal Officers, Directors and Partners

Name: David Leather

Title: President and Secretary

Address: 61 Watson Rd., Norway, ME 04268

Telephone Number: 207-743-1644

Exhibit A-10

Corporate Structure

Flagship Solutions, Inc. (FSI) is an “S” Corporation of which David Leather is the sole owner. There are no affiliate and subsidiary companies associated with FSI.

Exhibit B-1
Jurisdictions of Operation

Flagship Solutions, Inc. currently supports clients with power supply consulting and brokering in Illinois, Ohio and Maine.

Exhibit B-2

Experience & Plans

The following is our general approach with power consulting and brokering. We extended that approach to potential clients in Ohio and Maine during the past two years. FSI does **not** bill customers for power brokering services.

Using this approach, FSI has never had a customer inquiry or complaint. If we would ever receive one, FSI would fully comply with the Commission rules pursuant to Section 4928.10 of the Revised Code.

Flagship Solutions, Inc.

“Specializing in Overhead Expense Reduction”

ENERGY PROCUREMENT SUPPORT

Dave Leather

207.743.1644

dleather@flagshipsolutions.net

www.flagshipsolutions.net

Flagship Solutions, Inc.

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“Specializing in Overhead Expense Reduction”

AGENDA

- Introduction
- Energy Procurement Projects
 - Areas of Support
 - Process
 - Information Required
- Operating principles
- Advantages of third party involvement
- Summary/Q&A

ENERGY PROCUREMENT PROJECTS

FSI supports clients with using a **unique blend of technical, financial, negotiation, and project-management expertise** to provide cost-effective solutions.

Projects focus on **gas and electricity supply procurement** in states that support deregulated energy supply (refer to the map).

PROCESS

- **Analysis**
 - Analyze costs, usage and other operating parameters
 - Determine rate class, usage history and load profiles
 - Review current contracts and invoices
 - Evaluate current vendors
 - Identify contractual priorities
- **Design and Development**
 - Evaluate pricing options for supply procurement
 - Identify potential suppliers
 - Identify potential areas for reduction in usage (optional)
- **Implementation**
 - Obtain bids from potential suppliers
 - Obtain client approval on a vendor finalist
 - Negotiate with vendor and finalize a contract
 - Work with chosen supplier to ensure smooth transition
- **Feedback**
 - Check first invoice for errors
 - Work with supplier to correct any issues
 - Revise plans, as appropriate
 - Support client with any contract or supplier issues
 - Identify market changes and potential opportunities for future power supply

PRODUCT

Fully implemented programs that:

- *Reduce costs; and/or*
- *Maintain energy supply costs within budget*

INFORMATION REQUIRED

To get started FSI needs:

- *Four invoices – one from each quarter of the previous 12 months*
- *Copy of the current contract(s)*

OPERATING PRINCIPLES

FSI will:

- Find **best possible price balanced with quality vendor service**;
- **Provide *confidential services***;
- Operate as an **extension to the staff**; and we will
- Maintain a **consultative** relationship throughout the term of the supplier contract

ADVANTAGES OF FSI INVOLVEMENT

- Provide a fresh look at energy supply costs and services
- Avoid interruption of daily business management
- Operate as a strategic business partner – i.e., we operate as part of your team
- Provide maximum value through the application of financial, technical, negotiation, and project-management expertise

SUMMARY

FSI can:

- Fill a *niche* in your business operations;
- Provide a source of expertise; and
- *Help you control energy supply costs!*

Summary of Experience

The following is a sampling of our client base for power brokering:

1. Energy (Nicor gas and ComEd power territory) support to a chain of Taco Bells (approximately 40) in the Chicago area; annual power consumption = ~12 million kw-hr
2. Energy (Peoples Gas and ComEd electric power territory) support to a chain of theatres based in IL; annual power consumption = ~4 million kw-hr
3. Energy (ComEd electric power territory) support to a beer distribution company in IL; approximate annual power consumption = ~2 million kw-hr
4. Energy (Duke Power) – packaging firm in the Cincinnati suburbs that uses about 800 thousand kw-hr electricity supply each year.

Exhibit B-3
Disclosure of liabilities and Investigations

NONE

Exhibit C-1
Annual Reports

As a privately held S-Corporation no annual reports are filed

Exhibit C-2
SEC Filings

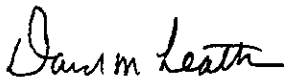
Not required to file with the SEC – Privately Held

Exhibit C-3
Financial Statements

To The Public Utilities Commission of Ohio

I am submitting the accompanying Balance Sheet as of December 31, 2013 and the Income Statement and Statement of Cash Flow for the fiscal year ending December 31, 2013 of Flagship Solutions, Inc.. The financial statements were prepared from the books and records of the company. The financial statements have been prepared on the accounting basis of accounting used by the company for Federal income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles in the United States of America.

To the best of my knowledge, the accompanying financial statements are true, correct and complete.



David M. Leather
President
Flagship Solutions, Inc.
February 3, 2015

FLAGSHIP SOLUTIONS, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2013

ASSETS

CURRENT ASSETS

CASH IN BANK

\$ 868.27

TOTAL CURRENT ASSETS

868.27

PROPERTY AND EQUIPMENT

TOTAL ASSETS

\$ 868.27

FLAGSHIP SOLUTIONS, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2013

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES

N/P SHAREHOLDERS

\$ 836.66

TOTAL CURRENT LIABILITIES

836.66

LONG-TERM LIABILITIES

TOTAL LIABILITIES

836.66

STOCKHOLDERS' EQUITY

CAPITAL STOCK

100.00

RETAINED EARNINGS

1,769.43

CURRENT YEAR NET INCOME (LOSS)

(1,837.82)

TOTAL STOCKHOLDERS' EQUITY

31.61

**TOTAL LIABILITIES AND
STOCKHOLDERS' EQUITY**

\$ 868.27

FLAGSHIP SOLUTIONS, INC.
INCOME STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2013

	YEAR ENDED DECEMBER 31, 2013	%
SALES		
SALES	\$ 76,325.14	100.00
TOTAL SALES	76,325.14	100.00
GROSS PROFIT	76,325.14	100.00
OPERATING EXPENSES		
BANK CHARGES	108.00	0.14
ENTERTAINMENT	756.55	0.99
LICENSES & TAXES	225.00	0.29
OUTSIDE SERVICES	69,078.53	90.51
PROFESSIONAL SERVICES	1,380.00	1.81
STATE INCOME TAX	65.00	0.09
TRAVEL	6,655.01	8.72
TOTAL OPERATING EXPENSES	78,268.09	102.55
OPERATING INCOME (LOSS)	(1,942.95)	(2.55)
OTHER INCOME AND EXPENSES		
INTEREST INCOME	0.13	0.00
INSURANCE REFUND	105.00	0.14
TOTAL OTHER INCOME AND EXPENSES	105.13	0.14
NET INCOME (LOSS)	\$ (1,837.82)	(2.41)

**FLAGSHIP SOLUTIONS, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
NET INCOME (LOSS)	\$ (1,837.82)
ADJUSTMENTS TO RECONCILE NET INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:	
LOSSES (GAINS) ON SALES OF FIXED ASSETS	0.00
DECREASE (INCREASE) IN OPERATING ASSETS:	
INCREASE (DECREASE) IN OPERATING LIABILITIES:	
ACCRUED LIABILITIES	<u>28.50</u>
TOTAL ADJUSTMENTS	<u>28.50</u>
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(1,809.32)
CASH FLOWS FROM INVESTING ACTIVITIES	
PROCEEDS FROM SALE OF FIXED ASSETS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	0.00
CASH FLOWS FROM FINANCING ACTIVITIES	
PROCEEDS FROM SALE OF STOCK	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	<u>0.00</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(1,809.32)
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>2,706.09</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>\$ 868.27</u>

To The Public Utilities Commission of Ohio

I am submitting the accompanying Balance Sheet as of December 31, 2014 and the Income Statement and Statement of Cash Flow for the fiscal year ending December 31, 2014 of Flagship Solutions, Inc.. The financial statements were prepared from the books and records of the company. The financial statements have been prepared on the accounting basis of accounting used by the company for Federal income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles in the United States of America.

To the best of my knowledge, the accompanying financial statements are true, correct and complete.



David M. Leather
President
Flagship Solutions, Inc.
February 3, 2015

EXHIBIT C-3

25 B-0

**FLAGSHIP SOLUTIONS, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2014**

ASSETS

CURRENT ASSETS

CASH IN BANK

\$ 801.50

TOTAL CURRENT ASSETS

801.50

PROPERTY AND EQUIPMENT

TOTAL ASSETS

\$ 801.50

FLAGSHIP SOLUTIONS, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2014

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES

N/P SHAREHOLDERS \$ 836.66

TOTAL CURRENT LIABILITIES 836.66

LONG-TERM LIABILITIES

TOTAL LIABILITIES 836.66

STOCKHOLDERS' EQUITY

CAPITAL STOCK 100.00

RETAINED EARNINGS (68.39)

CURRENT YEAR NET INCOME (LOSS) (66.77)

TOTAL STOCKHOLDERS' EQUITY (35.16)

**TOTAL LIABILITIES AND
STOCKHOLDERS' EQUITY** \$ 801.50

FLAGSHIP SOLUTIONS, INC.
INCOME STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2014

	YEAR ENDED DECEMBER 31, 2014	%
SALES		
SALES	\$ 115,455.45	100.00
TOTAL SALES	115,455.45	100.00
GROSS PROFIT	115,455.45	100.00
OPERATING EXPENSES		
BANK CHARGES	45.00	0.04
COMPUTER SUPPORT	244.95	0.21
ENTERTAINMENT	1,999.67	1.73
INSURANCE	1,797.00	1.56
LICENSES & TAXES	200.00	0.17
OUTSIDE SERVICES	93,469.35	80.96
PROFESSIONAL SERVICES	1,000.00	0.87
TRAVEL	16,766.25	14.52
TOTAL OPERATING EXPENSES	115,522.22	100.06
OPERATING INCOME (LOSS)	(66.77)	(0.06)
NET INCOME (LOSS)	\$ (66.77)	(0.06)

**FLAGSHIP SOLUTIONS, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2014**

	<u>2014</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
NET INCOME (LOSS)	\$ (66.77)
ADJUSTMENTS TO RECONCILE NET INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:	
LOSSES (GAINS) ON SALES OF FIXED ASSETS	0.00
DECREASE (INCREASE) IN OPERATING ASSETS:	
INCREASE (DECREASE) IN OPERATING LIABILITIES:	
ACCRUED LIABILITIES	<u>0.00</u>
TOTAL ADJUSTMENTS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(66.77)
CASH FLOWS FROM INVESTING ACTIVITIES	
PROCEEDS FROM SALE OF FIXED ASSETS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	0.00
CASH FLOWS FROM FINANCING ACTIVITIES	
PROCEEDS FROM SALE OF STOCK	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	<u>0.00</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(66.77)
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>868.27</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>\$ 801.50</u>

Exhibit C-4
Financial Arrangements

None – We are not taking title to the power

Exhibit C-5
Forecasted Financial Statements

To The Public Utilities Commission of Ohio

I am submitting the accompanying Forecasted Balance Sheet as of December 31, 2015 and the Forecasted Income Statement and Forecasted Statement of Cash Flow for the fiscal year ending December 31, 2015 of Flagship Solutions, Inc.. The forecasted financial statements were prepared with the assumptions that gross income and related expenses will increase by thirty percent. The forecasted statements were prepared using the books and records of the company. The forecasted financial statements have been prepared on the accounting basis of accounting used by the company for Federal income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles in the United States of America.

The forecasted statements were prepared by my accountants:

Van Eck and Dykstra, Inc.
1415 W 55th St Ste 202
Countryside, IL 60525
(708)482-8000
Email: bob@vaneckanddykstra.com

To the best of my knowledge, the accompanying forecasted financial statements are true, correct and complete.



David M. Leather
President
Flagship Solutions, Inc.
February 3, 2015

**FLAGSHIP SOLUTIONS, INC.
FORECASTED BALANCE SHEET
AS OF DECEMBER 31, 2015**

ASSETS

CURRENT ASSETS

CASH IN BANK

\$ 7,301.50

TOTAL CURRENT ASSETS

7,301.50

PROPERTY AND EQUIPMENT

TOTAL ASSETS

\$ 7,301.50

**FLAGSHIP SOLUTIONS, INC.
FORECASTED BALANCE SHEET
AS OF DECEMBER 31, 2015**

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES

N/P SHAREHOLDERS	\$ <u>836.66</u>	
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TOTAL CURRENT LIABILITIES		836.66
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LONG-TERM LIABILITIES

TOTAL LIABILITIES		836.66
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STOCKHOLDERS' EQUITY

CAPITAL STOCK	100.00	
RETAINED EARNINGS	(135.16)	
CURRENT YEAR NET INCOME (LOSS)	<u>6,500.00</u>	

TOTAL STOCKHOLDERS' EQUITY		<u>6,464.84</u>
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TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY		<u>\$ <u>7,301.50</u></u>
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FLAGSHIP SOLUTIONS, INC.
FORECASTED INCOME STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2015

	YEAR ENDED DECEMBER 31, 2015	%
SALES		
SALES	\$ 150,100.00	100.00
TOTAL SALES	150,100.00	100.00
GROSS PROFIT	150,100.00	100.00
OPERATING EXPENSES		
BANK CHARGES	50.00	0.03
COMPUTER SUPPORT	250.00	0.17
ENTERTAINMENT	2,000.00	1.33
INSURANCE	1,800.00	1.20
LICENSES & TAXES	200.00	0.13
OUTSIDE SERVICES	121,500.00	80.95
PROFESSIONAL SERVICES	1,000.00	0.67
TRAVEL	16,800.00	11.19
TOTAL OPERATING EXPENSES	143,600.00	95.67
OPERATING INCOME (LOSS)	6,500.00	4.33
NET INCOME (LOSS)	\$ 6,500.00	4.33

**FLAGSHIP SOLUTIONS, INC.
FORECASTED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015**

	<u>2015</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
NET INCOME (LOSS)	\$ 6,500.00
ADJUSTMENTS TO RECONCILE NET INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:	
LOSSES (GAINS) ON SALES OF FIXED ASSETS	0.00
DECREASE (INCREASE) IN OPERATING ASSETS:	
INCREASE (DECREASE) IN OPERATING LIABILITIES:	
ACCRUED LIABILITIES	<u>0.00</u>
TOTAL ADJUSTMENTS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	6,500.00
CASH FLOWS FROM INVESTING ACTIVITIES	
PROCEEDS FROM SALE OF FIXED ASSETS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	0.00
CASH FLOWS FROM FINANCING ACTIVITIES	
PROCEEDS FROM SALE OF STOCK	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	<u>0.00</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	6,500.00
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>801.50</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u><u>\$ 7,301.50</u></u>


To The Public Utilities Commission of Ohio

I am submitting the accompanying Forecasted Balance Sheet as of December 31, 2016 and the Forecasted Income Statement and Forecasted Statement of Cash Flow for the fiscal year ending December 31, 2016 of Flagship Solutions, Inc.. The forecasted financial statements were prepared with the assumptions that gross income and related expenses will increase by twenty percent. The forecasted statements were prepared using the books and records of the company. The forecasted financial statements have been prepared on the accounting basis of accounting used by the company for Federal income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles in the United States of America.

The forecasted statements were prepared by my accountants:

Van Eck and Dykstra, Inc.
1415 W 55th St Ste 202
Countryside, IL 60525
(708)482-8000
Email: bob@vaneckanddykstra.com

To the best of my knowledge, the accompanying forecasted financial statements are true, correct and complete.



David M. Leather
President
Flagship Solutions, Inc.
February 3, 2015

**FLAGSHIP SOLUTIONS, INC.
FORECASTED BALANCE SHEET
AS OF DECEMBER 31, 2016**

ASSETS

CURRENT ASSETS

CASH IN BANK

\$ 19,201.50

TOTAL CURRENT ASSETS

19,201.50

PROPERTY AND EQUIPMENT

TOTAL ASSETS

\$ 19,201.50

**FLAGSHIP SOLUTIONS, INC.
FORECASTED BALANCE SHEET
AS OF DECEMBER 31, 2016**

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES

N/P SHAREHOLDERS	\$ <u>836.66</u>
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TOTAL CURRENT LIABILITIES	836.66
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LONG-TERM LIABILITIES

TOTAL LIABILITIES	836.66
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STOCKHOLDERS' EQUITY

CAPITAL STOCK	100.00
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RETAINED EARNINGS	6,364.84
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CURRENT YEAR NET INCOME (LOSS)	<u>11,900.00</u>
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TOTAL STOCKHOLDERS' EQUITY	<u>18,364.84</u>
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TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	<u>\$ 19,201.50</u>
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FLAGSHIP SOLUTIONS, INC.
FORECASTED INCOME STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2016

	YEAR ENDED DECEMBER 31, 2016	%
SALES		
SALES	\$ 180,000.00	100.00
TOTAL SALES	180,000.00	100.00
GROSS PROFIT	180,000.00	100.00
OPERATING EXPENSES		
BANK CHARGES	50.00	0.03
COMPUTER SUPPORT	250.00	0.14
ENTERTAINMENT	2,000.00	1.11
INSURANCE	1,800.00	1.00
LICENSES & TAXES	200.00	0.11
OUTSIDE SERVICES	146,000.00	81.11
PROFESSIONAL SERVICES	1,000.00	0.56
TRAVEL	16,800.00	9.33
TOTAL OPERATING EXPENSES	168,100.00	93.39
OPERATING INCOME (LOSS)	11,900.00	6.61
NET INCOME (LOSS)	\$ 11,900.00	6.61

FLAGSHIP SOLUTIONS, INC.
FORECASTED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>2016</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
NET INCOME (LOSS)	\$ 11,900.00
ADJUSTMENTS TO RECONCILE NET INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:	
LOSSES (GAINS) ON SALES OF FIXED ASSETS	0.00
DECREASE (INCREASE) IN OPERATING ASSETS:	
INCREASE (DECREASE) IN OPERATING LIABILITIES:	
ACCRUED LIABILITIES	<u>0.00</u>
TOTAL ADJUSTMENTS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	11,900.00
CASH FLOWS FROM INVESTING ACTIVITIES	
PROCEEDS FROM SALE OF FIXED ASSETS	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	0.00
CASH FLOWS FROM FINANCING ACTIVITIES	
PROCEEDS FROM SALE OF STOCK	<u>0.00</u>
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	<u>0.00</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	11,900.00
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>7,301.50</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>\$ 19,201.50</u>

Exhibit C-6
Credit Rating

None – Refer to the Financial Statements

Exhibit C-7
Credit Report

None – Refer to the Financial Statements

Exhibit C-8
Bankruptcy Information

Not Applicable

Exhibit C-9
Merger Information

Not Applicable