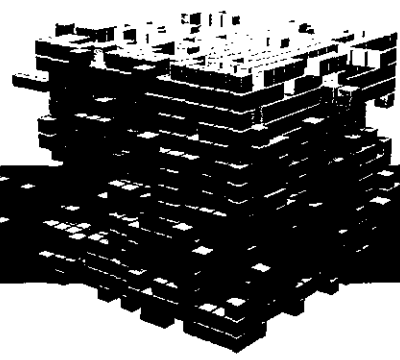


NC  
FILE  
3700 Massillon Rd.  
Suite 341  
Uniontown, OH 44685

330-899-9960 (office)  
330-899-9969 (fax)



29  
14-1342-GA-AGG

**Strategic Aggregation  
Consultants, LLC**

sac-save.com

August 1, 2014

Public Utilities Commission of Ohio  
Docketing Division  
13<sup>th</sup> Floor  
180 East Broad Street  
Columbus, OH 43215-3793

**Re: Strategic Aggregation Consultants, LLC CRNGS Certification Application**

To Whom it May Concern:

Attached is the Application for Certification as a Competitive Natural Gas  
Broker/Aggregator for Strategic Aggregation Consultants, LLC.

Should there be any questions and/or additional information needs, please call me  
at 330-899-9969 or via email at [bfargo@sac-save.com](mailto:bfargo@sac-save.com)

Thank You,

Brenda Fargo  
Strategic Aggregation Consultants, LLC  
President  
330-899-9960  
[bfargo@sac-save.com](mailto:bfargo@sac-save.com)

RECEIVED-DOCKETING DIV  
2014 AUG -4 AM 11:21  
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 TN Date Processed AUG 04 2014



PUCO USE ONLY - Version 1.07		
Date Received	Case Number	Certification Number
	- GA-AGG	

**CERTIFICATION APPLICATION 14-1342-GA-AGG**  
**COMPETITIVE RETAIL NATURAL GAS BROKERS / AGGREGATORS**

Please type or print all required information. Identify all attachments with an exhibit label and title (*Example: Exhibit A-16 - Company History*). 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 directly input information onto the form. You may also download the form by saving it to your local disk.

**SECTION A - APPLICANT INFORMATION AND SERVICES**

**A-1 Applicant intends to be certified as: (check all that apply)**

☒ Retail Natural Gas Aggregator    ☒ Retail Natural Gas Broker

**A-2 Applicant information:**

Legal Name      Strategic Aggregation Consultants, LLC  
Address          3700 Massillon Road, Suite 341, Uniontown, Ohio 44685  
Telephone No.    330-899-9960      Web site Address    www.sac-save.com

**A-3 Applicant information under which applicant will do business in Ohio:**

Name              Strategic Aggregation Consultants, LLC  
Address          3700 Massillon Road, Uniontown, Ohio 44685  
Web site Address    www.sac-save.com      Telephone No.      330-899-9960

**A-4 List all names under which the applicant does business in North America:**

Strategic Aggregation Consultants, LLC

**A-5 Contact person for regulatory or emergency matters:**

Name      Brenda Fargo      Title    President  
Business Address    3700 Massillon Road, Suite 341, Uniontown, OH 44685  
Telephone No.    330-899-9960      Fax No.    330-899-9969      Email Address    bfargo@sac-save.com

RECEIVED-DOCKETING DIV  
2014 AUG -4 AM 11:21  
PUCO

**A-6 Contact person for Commission Staff use in investigating customer complaints:**

Name Brenda Fargo Title President  
Business address 3700 Massillon Road, Suite 341, Uniontown, OH 44685  
Telephone No. 330-899-9960 Fax No. 330-899-9969 Email Address bfargo@sac-save.com

**A-7 Applicant's address and toll-free number for customer service and complaints**

Customer service address 3700 Massillon Road, Suite 341, Uniontown, OH 44685  
Toll-Free Telephone No. 330-899-9960 Fax No. 330-899-9969 Email Address bfargo@sac-save.com

**A-8 Provide "Proof of an Ohio Office and Employee," in accordance with Section 4929.22 of the Ohio Revised Code, by listing name, Ohio office address, telephone number, and Web site address of the designated Ohio Employee**

Name Brenda Fargo Title President  
Business address 3700 Massillon Rd., Suite 341, Uniontown, OH 44685  
Telephone No. 330-899-9960 Fax No. 330-899-9969 Email Address bfargo@sac-save.com

**A-9 Applicant's federal employer identification number 46-2155909**

**A-10 Applicant's form of ownership: (Check one)**

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

**A-11 (Check all that apply) Identify each natural gas company service area in which the applicant is currently providing service or intends to provide service, including identification of each customer class that the applicant is currently serving or intends to serve, for example: *residential, small commercial, and/or large commercial/industrial (mercantile) customers*. (A mercantile customer, as defined in Section 4929.01(L)(1) of the Ohio Revised Code, means a customer that consumes, other than for residential use, more than 500,000 cubic feet of natural gas per year at a single location within the state or consumes natural gas, other than for residential use, as part of an undertaking having more than three locations within or outside of this state. In accordance with Section 4929.01(L)(2) of the Ohio Revised Code, "Mercantile customer" excludes a not-for-profit customer that consumes, other than for residential use, more than 500,000 cubic feet of natural gas per year at a single location within this state or consumes natural gas, other than for residential use, as part of an undertaking having more than three locations within or outside this state that has filed the necessary declaration with the Public Utilities Commission.)**

<input type="checkbox"/>	Columbia Gas of Ohio	<input checked="" type="checkbox"/>	Residential	<input checked="" type="checkbox"/>	Small Commercial	<input checked="" type="checkbox"/>	Large Commercial / Industrial
<input type="checkbox"/>	Dominion East Ohio	<input checked="" type="checkbox"/>	Residential	<input type="checkbox"/>	Small Commercial	<input checked="" type="checkbox"/>	Large Commercial / Industrial
<input type="checkbox"/>	Duke Energy Ohio	<input checked="" type="checkbox"/>	Residential	<input checked="" type="checkbox"/>	Small Commercial	<input checked="" type="checkbox"/>	Large Commercial / Industrial
<input type="checkbox"/>	Vectren Energy Delivery of Ohio	<input checked="" type="checkbox"/>	Residential	<input checked="" type="checkbox"/>	Small Commercial	<input checked="" type="checkbox"/>	Large Commercial / Industrial

**A-12 If applicant or an affiliated interest previously participated in any of Ohio's Natural Gas Choice Programs, for each service area and customer class, provide approximate start date(s) and/or end date(s) that the applicant began delivering and/or ended services.**

☐ Columbia Gas of Ohio

<input type="checkbox"/>	Residential	Beginning Date of Service		End Date	
<input type="checkbox"/>	Small Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Large Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Industrial	Beginning Date of Service		End Date	

☐ Dominion East Ohio

<input type="checkbox"/>	Residential	Beginning Date of Service		End Date	
<input type="checkbox"/>	Small Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Large Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Industrial	Beginning Date of Service		End Date	

☐ Duke Energy Ohio

<input type="checkbox"/>	Residential	Beginning Date of Service		End Date	
<input type="checkbox"/>	Small Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Large Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Industrial	Beginning Date of Service		End Date	

☐ Vectren Energy Delivery of Ohio

<input type="checkbox"/>	Residential	Beginning Date of Service		End Date	
<input type="checkbox"/>	Small Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Large Commercial	Beginning Date of Service		End Date	
<input type="checkbox"/>	Industrial	Beginning Date of Service		End Date	

**A-13 If not currently participating in any of Ohio's four Natural Gas Choice Programs, provide the approximate start date that the applicant proposes to begin delivering services:**

<input checked="" type="checkbox"/>	Columbia Gas of Ohio	Intended Start Date	Upon Certification
<input checked="" type="checkbox"/>	Dominion East Ohio	Intended Start Date	Upon Certification
<input checked="" type="checkbox"/>	Duke Energy Ohio	Intended Start Date	Upon Certification
<input checked="" type="checkbox"/>	Vectren Energy Delivery of Ohio	Intended Start Date	Upon Certification

PROVIDE THE FOLLOWING AS SEPARATE ATTACHMENTS AND LABEL AS INDICATED.

- A-14 **Exhibit A-14 "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-15 **Exhibit A-15 "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 natural gas or electricity to customers in North America.
- A-16 **Exhibit A-16 "Company History,"** provide a concise description of the applicant's company history and principal business interests.
- A-17 **Exhibit A-17 "Articles of Incorporation and Bylaws,"** if applicable, provide the articles of incorporation filed with the state or jurisdiction in which the applicant is incorporated and any amendments thereto.
- A-18 **Exhibit A-18 "Secretary of State,"** provide evidence that the applicant is currently registered with the Ohio Secretary of the State.

## **SECTION 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 current 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 natural gas service, or retail/wholesale electric services.
- B-2 **Exhibit B-2 "Experience & Plans,"** provide a current 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 4929.22 of the Revised Code and contained in Chapter 4901:1-29 of the Ohio Administrative Code.
- B-3 **Exhibit B-3 "Summary of Experience,"** provide a concise and current summary of the applicant's experience in providing the service(s) for which it is seeking to be certified to provide (e.g., number and types of customers served, utility service areas, volume of gas supplied, etc.).
- B-4 **Exhibit B-4 "Disclosure of Liabilities and Investigations,"** provide a description of all existing, pending or past rulings, judgments, contingent liabilities, revocations 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-5 Exhibit B-5 "Disclosure of Consumer Protection Violations,"** disclose whether the applicant, affiliate, predecessor of the applicant, or any principal officer of the applicant has 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-5 "Disclosure of Consumer Protection Violations," detailing such violation(s) and providing all relevant documents.

- B-6 Exhibit B-6 "Disclosure of Certification Denial, Curtailment, Suspension, or Revocation,"** disclose whether the applicant or a predecessor of the applicant has had any certification, license, or application to provide retail natural gas or retail/wholesale electric service denied, curtailed, suspended, or revoked, or whether the applicant or predecessor has been terminated from any of Ohio's Natural Gas Choice programs, or been in default for failure to deliver natural gas.

☒ No    ☐ Yes

If Yes, provide a separate attachment, labeled as Exhibit B-6 "Disclosure of Certification Denial, Curtailment, Suspension, or Revocation," detailing such action(s) and providing all relevant documents.

### **SECTION C - APPLICANT 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, labeled as 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 whether 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 current financial arrangements to conduct competitive retail natural gas service (CRNGS) 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 CRNGS operation, along with a list of assumptions, and the name, address, email address, and telephone number of the preparer.

- C-6 **Exhibit C-6 "Credit Rating,"** provide a statement disclosing the applicant's current 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 current 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 since applicant last filed for certification.
- C-9 **Exhibit C-9 "Merger Information,"** provide a statement describing any dissolution or merger or acquisition of the applicant since applicant last filed for certification.

#### **SECTION D – APPLICANT TECHNICAL CAPABILITY**

PROVIDE THE FOLLOWING AS SEPARATE ATTACHMENTS AND LABEL AS INDICATED.

- D-1 **Exhibit D-1 "Operations,"** provide a current written description of the operational nature of the applicant's business functions.
- D-2 **Exhibit D-2 "Operations Expertise,"** given the operational nature of the applicant's business, provide evidence of the applicant's current experience and technical expertise in performing such operations.
- D-3 **Exhibit D-3 "Key Technical Personnel,"** provide the names, titles, email addresses, telephone numbers, and background of key personnel involved in the operational aspects of the applicant's current business.

Applicant Signature and Title

*Brenda S. Fazio, President*

Sworn and subscribed before me this

1<sup>st</sup> day of August Month 2014 Year

*Paula S. Briner*

Signature of official administering oath

*Paula S. Briner, Notary*

Print Name and Title



Notary  
Paula S. Briner  
Notary Public, State of Ohio  
My Commission Expires 05-02-2015

My commission expires on

05/02/2015



# The Public Utilities Commission of Ohio

Competitive Retail Natural Gas Service  
Affidavit Form  
(Version 1.07)

In the Matter of the Application of )

for a Certificate or Renewal Certificate to Provide )  
Competitive Retail Natural Gas Service in Ohio. )

Case No. -GA-AGG

County of Summit  
State of Ohio

Brenda Fargo

[Affiant], being duly sworn/affirmed, hereby states that:

- (1) The information provided within the certification or certification renewal application and supporting information is complete, true, and accurate to the best knowledge of affiant.
- (2) The applicant will timely file an annual report of its intrastate gross receipts and sales of hundred cubic feet of natural gas pursuant to Sections 4905.10(A), 4911.18(A), and 4929.23(B), Ohio Revised Code.
- (3) The applicant will timely pay any assessment made pursuant to Section 4905.10 or Section 4911.18(A), Ohio Revised Code.
- (4) Applicant will comply with all applicable rules and orders adopted by the Public Utilities Commission of Ohio pursuant to Title 49, Ohio Revised Code.
- (5) Applicant will cooperate with the Public Utilities Commission of Ohio and its staff in the investigation of any consumer complaint regarding any service offered or provided by the applicant.
- (6) Applicant will comply with Section 4929.21, Ohio Revised Code, regarding consent to the jurisdiction of the Ohio courts and the service of process.
- (7) Applicant will inform the Public Utilities Commission of Ohio of any material change to the information supplied in the certification or certification renewal application within 30 days of such material change, including any change in contact person for regulatory or emergency purposes or contact person for Staff use in investigating customer complaints.
- (8) Affiant further sayeth naught.

Affiant Signature & Title

*Brenda S. Fargo, President*

Sworn and subscribed before me this

1<sup>ST</sup> day of August Month 2014 Year

*Paula S Briner*

Signature of Official Administering Oath

*Paula S Briner, Notary*

Print Name and Title



My commission expires on

05/02/2015

Paula S. Briner  
Notary Public, State of Ohio

Commission Expires 05-02-2015

180 East Broad Street • Columbus, OH 43215-3793 • (614) 466-3016 • www.PUCO.ohio.gov  
The Public Utilities Commission of Ohio is an Equal Opportunity Employer and Service Provider

(CRNGS Broker/Aggregator -Version 1.07) Page 7 of 7



**Strategic**



**Aggregation Consultants, LLC**

**EXHIBIT A-14**

Exhibit A-14 "Principal Officers, Directors & Partners"

Brenda Fargo, President, Member  
3700 Massillon Rd., Suite 341  
Uniontown, Ohio 44685

330-899-9960 (Office)  
330-899-9969 (Fax)

Michael Fargo, Member  
3700 Massillon Rd., Suite 341  
Uniontown, Ohio 44685

330-899-9960 (Office)  
330-899-9969 (Fax)

**Strategic**



**Aggregation Consultants, LLC**

**Exhibit A-15**

Exhibit A-15 "Corporate Structure"



**Exhibit A-16**Exhibit A-16 "Company History"

Strategic Aggregation Consultants, LLC was founded by Brenda Fargo in 2013 following 16 years with FirstEnergy Solutions (FES) to provide energy consulting services. During her tenure at FES, she was responsible for the 2001 creation and continued implementation of the electric aggregation program. Under her guidance, the FirstEnergy Solutions electric aggregation program grew to serve more than 2 Million accounts in 450 Ohio and Illinois communities.

Over the past 12 years, Brenda worked directly with many communities to implement and maintain their aggregation programs. A sample of those is listed below.

**Cities:**

Akron, Ashland, Barberton, Bay Village, Canal Fulton, Cleveland, Cleveland Heights, Defiance, East Liverpool, East Palestine, Fairlawn, Green, London, Lordstown, Mansfield, Medina, Parma, Ravenna, Richmond Heights, Rossford, Salem, Seven Hills, Springfield, Tallmadge, Westlake, Xenia, and Youngstown.

**Villages:**

Archbold, Andover, Boston Heights, Creston, Doylestown, East Canton, Mantua, Millersburg, Mogadore, Lisbon, Navarre, Ottawa Hills, Richwood, and Sebring

**Townships:**

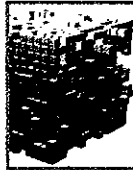
Bath, Boston, Copley, Coventry, Franklin, Northfield Center, Richfield, Sagamore Hills, Springfield, Twinsburg in Summit County, Fairfield Township in Columbiana County, and Troy and Burton Townships in Geauga County.

**Counties:**

Ashland, Fulton, Huron, Medina, Ottawa, Richland, and Sandusky

In addition, she has assisted the Public Utilities Commission of Ohio (PUCO) and Office of the Ohio Consumers' Counsel (OCC), the Illinois Commerce Commission (ICC), and the New Jersey Division of the Rate Counsel with aggregation related issues and provided suggestions to make the programs in those states more beneficial to communities and their participants.

**Strategic**



**Aggregation Consultants, LLC**

Exhibit A-17

Exhibit A-17 "Articles of Incorporation and ByLaws"

See Following Pages

Strategic



Aggregation Consultants, LLC

Joc ID ->

201302501465



DATE:	DOCUMENT ID	DESCRIPTION	FILING	EXPED	PENALTY	CERT	COPY
01/28/2013	201302501465	DOMESTIC FOR PROFIT LLC - ARTICLES OF ORG (LCP)	125.00	.00		.00	.00

**Receipt**

This is not a bill. Please do not remit payment.

BRENDA S. FARGO  
STRATEGIC AGGREGATION CONSULTANTS, LLC  
3538 SADDLEBORO DR.  
UNIONTOWN, OH 44685

# STATE OF OHIO CERTIFICATE

Ohio Secretary of State, Jon Husted

2168557

It is hereby certified that the Secretary of State of Ohio has custody of the business records for  
**STRATEGIC AGGREGATION CONSULTANTS, LLC**  
and, that said business records show the filing and recording of:

Document(s)

DOMESTIC FOR PROFIT LLC - ARTICLES OF ORG

Document No(s):

201302501465



United States of America  
State of Ohio  
Office of the Secretary of State

Witness my hand and the seal of  
the Secretary of State at Columbus,  
Ohio this 25th day of January,  
A.D. 2013:

*Jon Husted*

Ohio Secretary of State

Strategic



Aggregation Consultants, LLC

Doc ID -->

201302501465



Form 633A Prescribed by:  
Ohio Secretary of State

**JON HUSTED**  
Ohio Secretary of State

Central Ohio: (614) 466-3810  
Toll Free: (877) SOS-FILE (787-3453)  
www.OhioSecretaryofState.gov  
hustedj@OhioSecretaryofState.gov

Mail this form to one of the following:

Regular Filing (non-expedited)  
P.O. Box 678  
Columbus, OH 43216

Expedite Filing (Two-business day processing  
time requires an additional \$100.00)  
P.O. Box 1380  
Columbus, OH 43216

2013 JAN 25 PM 1:54

**Articles of Organization for a Domestic  
Limited Liability Company**

Filing Fee: \$125

CHECK ONLY ONE (1) BOX

(1) ☒ Articles of Organization for Domestic  
For-Profit Limited Liability Company  
(115-LCA)

(2) ☐ Articles of Organization for Domestic  
Nonprofit Limited Liability Company  
(115-LCA)

Name of Limited Liability Company **Strategic Aggregation Consultants, LLC**

Name must include one of the following words or abbreviations: "limited liability company," "limited," "LLC," "L.L.C.," "Ltd.," or "LLP"

Effective Date  
(Optional)   
mm/dd/yyyy

(The legal existence of the limited liability company begins upon the filing  
of the articles or on a later date specified that is not more than ninety days  
after filing)

This limited liability company shall exist for   
(Optional) Period of Existence

Purpose  
(Optional)

**\*\*Note for Nonprofit LLCs**

The Secretary of State does not grant tax exempt status. Filing with our office is not sufficient to obtain state or federal tax  
exemptions. Contact the Ohio Department of Taxation and the Internal Revenue Service to ensure that the nonprofit  
limited liability company secures the proper state and federal tax exemptions. These agencies may require that a purpose  
clause be provided.

Strategic



Aggregation Consultants, LLC

Doc ID -->

201302501465

By signing and submitting this form to the Ohio Secretary of State, the undersigned hereby certifies that he or she has the requisite authority to execute this document.

**Required**  
Articles and original  
appointment of agent must  
be signed by a member,  
manager or other  
representative.

If authorized representative  
is an individual, then they  
must sign in the "signature"  
box and print their name  
in the "Print Name" box.

If authorized representative  
is a business entity, not an  
individual, then please print  
the business name in the  
"signature" box, an  
authorized representative  
of the business entity  
must sign in the "By" box  
and print their name in the  
"Print Name" box.

☒ Signature

By (if applicable)

Brenda Fargo

Print Name

Signature

By (if applicable)

Print Name

Signature

By (if applicable)

Print Name

**Strategic**



**Aggregation Consultants, LLC**

**Exhibit A-18**

Exhibit A-18 "Secretary of State"

See Following Page



Strategic



Aggregation Consultants, LLC

Doc ID -->

201302501465



DATE:	DOCUMENT ID	DESCRIPTION	FILING	EXPED	PENALTY	CERT	COPY
01/29/2013	201302501465	DOMESTIC FOR PROFIT LLC - ARTICLES OF ORG (LCP)	125.00	.00	.00	.00	.00

**Receipt**

This is not a bill. Please do not remit payment.

BRENDA S. FARGO  
STRATEGIC AGGREGATION CONSULTANTS, LLC  
3538 SADDLEBORO DR.  
UNIONTOWN, OH 44685

# STATE OF OHIO CERTIFICATE

Ohio Secretary of State, Jon Husted

2168557

It is hereby certified that the Secretary of State of Ohio has custody of the business records for  
**STRATEGIC AGGREGATION CONSULTANTS, LLC**  
and, that said business records show the filing and recording of:

Document(s)

DOMESTIC FOR PROFIT LLC - ARTICLES OF ORG

Document No(s):

201302501465



United States of America  
State of Ohio  
Office of the Secretary of State

Witness my hand and the seal of  
the Secretary of State at Columbus,  
Ohio this 25th day of January,  
A.D. 2013:

Ohio Secretary of State



## **B. APPLICANT MANAGERIAL CAPABILITY AND EXPERIENCE**

### **Exhibit B-1**

#### Exhibit B-1 "Jurisdictions of Operation"

Strategic Aggregation Consultants, LLC will provide energy consulting services to communities and/or commercial/mercantile/industrial accounts in all Ohio Natural Gas Distribution Companies. Strategic Aggregation Consultants, LLC may also work directly with other CRNGS to provide such services.

### **Exhibit B-2**

#### Exhibit B-2: "Experience and Plans"

Strategic Aggregation Consultants, LLC was founded by Brenda Fargo in 2013 following 16 years with FirstEnergy Solutions (FES) to provide energy consulting services. During her tenure at FES, she was responsible for the 2001 creation and continued implementation of the electric aggregation program. Under her guidance, the FirstEnergy Solutions electric aggregation program grew to serve more than 2 Million accounts in 450 Ohio and Illinois communities.

*Over the past 12 years, Brenda worked directly with many communities to implement and maintain their aggregation programs. A partial list of those is listed below.*

**Cities:** Akron, Ashland, Barberton, Bay Village, Canal Fulton, Cleveland, Cleveland Heights, Defiance, East Liverpool, East Palestine, Fairlawn, Green, London, Lordstown, Mansfield, Medina, Parma, Ravenna, Richmond Heights, Rossford, Salem, Seven Hills, Springfield, Tallmadge, Westlake, and Youngstown.

**Villages:** Archbold, Andover, Boston Heights, Creston, Doylestown, East Canton, Mantua, Mogadore, Lisbon, Navarre, Ottawa Hills, Richwood, and Sebring

**Townships:** Bath, Boston, Copley, Coventry, Franklin, Northfield Center, Richfield, Sagamore Hills, Springfield, Twinsburg in Summit County, Fairfield Township in Columbiana County, and Troy and Burton Townships in Geauga County.

**Counties:** Ashland, Fulton, Huron, Medina, Ottawa, Richland, and Sandusky

In addition, she has assisted the Public Utilities Commission of Ohio (PUCO) and Office of the Ohio Consumers' Counsel (OCC), the Illinois Commerce Commission (ICC), and the New Jersey Division of the



Rate Counsel with aggregation related issues and provided suggestions to make the programs in those states more beneficial to communities and their participants.

Once a CRNGS supplier has been selected and executes a contract with the community and/or commercial/mercantile/industrial account, all customer service inquiries and complaints will be handled by the selected CRNGS supplier. Any supplier chosen as a result of Strategic Aggregation Consultants' efforts will have a robust customer service organization that will meet or exceed the PUCO requirements.

All billing will be handled by the selected CRNGS suppliers.

### **Exhibit B-3**

#### **Exhibit B-3 "Summary of Experience"**

Strategic Aggregation Consultants, LLC was founded by Brenda Fargo in 2013 following 16 years with FirstEnergy Solutions (FES) to provide energy consulting services. During her tenure at FES, she was responsible for the 2001 creation and continued implementation of the electric aggregation program. Under her guidance, the FirstEnergy Solutions electric aggregation program grew to serve more than 2 Million accounts in 450 Ohio and Illinois communities.

Over the past 12 years, Brenda worked directly with many communities to implement and maintain their aggregation programs. A partial list of those is listed below.

**Cities:** Akron, Ashland, Barberton, Bay Village, Canal Fulton, Cleveland, Cleveland Heights, Defiance, East Liverpool, East Palestine, Fairlawn, Green, London, Lordstown, Mansfield, Medina, Parma, Ravenna, Richmond Heights, Rossford, Salem, Seven Hills, Springfield, Tallmadge, Westlake, and Youngstown.

**Villages:** Archbold, Andover, Boston Heights, Creston, Doylestown, East Canton, Mantua, Millersburg, Mogadore, Lisbon, Navarre, Ottawa Hills, Richwood, and Sebring

**Townships:** Bath, Boston, Copley, Coventry, Franklin, Northfield Center, Richfield, Sagamore Hills, Springfield, Twinsburg in Summit County, Fairfield Township in Columbiana County, and Troy and Burton Townships in Geauga County.

**Counties:** Ashland, Fulton, Huron, Medina, Ottawa, Richland, and Sandusky

**Strategic**



**Aggregation Consultants, LLC**

## **Exhibit B-4**

### Exhibit B-4 "Disclosure of Liabilities and Investigations"

Strategic Aggregation consultants, LLC has no existing, pending, or past judgments, contingent liabilities, revocation of authority, regulatory investigations, or any other matter that could adversely impact Strategic Aggregation Consultants, LLC financial or operational status or ability to provide the services it is seeking to be certified to perform.

## **Exhibit B-5**

### Exhibit B-5

See Application Form, page 5

## **Exhibit B-6**

### Exhibit B-6

See Application Form, page 5

Strategic



Aggregation Consultants, LLC

## C. APPLICANT FINANCIAL CAPABILITY AND EXPERIENCE

### Exhibit C-1

#### Exhibit C-1 "Annual Reports"

As a Limited Liability Corporation, Strategic Aggregation Consultants, does not, nor is required to prepare annual reports. As such, none are contained within this application.

### Exhibit C-2

#### Exhibit C-2 "SEC Filings"

As a Limited Liability Corporation, Strategic Aggregation Consultants, does not, nor is required to prepare SEC filings. As such, none are contained within this application.

### Exhibit C-3

#### Exhibit C-3 "Financial Statements"

Strategic Aggregation Consultants, LLC is a new business and therefore does not have a history to provide financial statements. Please accept the previously provided evidence or registration with the Ohio Secretary of State as well as the following information to satisfy this requirement.

Strategic Aggregation Consultants, LLC maintains a business checking account with Key Bank of Ohio (See below) as well as uses the services of Stinnet, Padrutt & Aranyosi, Certified Public Accountants.



KeyBank  
P.O. Box 22114  
Albany, NY 12201-2114

Business Banking Statement  
August 31, 2013  
page 1 of 4



1 T 0059 00000 R EM T1  
STRATEGIC AGGREGATION CONSULTANTS LLC  
3700 MASSILLON RD STE 341  
UNIONTOWN OH 44685-9591

Questions or comments?  
Call our Key Business Resource Center  
1-888-KEY4BIZ (1-888-539-4249)



## **Exhibit C-4**

### Exhibit C-4 "Financial Arrangements"

Strategic Aggregation Consultants, LLC will be operating as consultant/aggregator/power broker and not taking title to any physical power. As such, no financial arrangements are needed.

## **Exhibit C-5**

### Exhibit C-5 "Forecasted Financial Statements"

Prepared By: Brenda Fargo, President

3700 Massillon Road, Suite 341, Uniontown, Ohio 44685

330-899-9960 (office)                      330-899-9969 (fax)

[bfargo@sac-save.com](mailto:bfargo@sac-save.com)

As noted above, Strategic Aggregation Consultants, LLC has retained Stinnett, Padrutt & Aranyosi to handle the accounting needs of the company.

### List of Assumptions:

Financials are based upon 22,000 MCF in 2014 and 317,000 MCF in 2015

Estimated Commission Rate = \$.15 per MCF

Revenue estimated to begin November 2014

See the following pages for:

1. 2014-2015 Forecasted Revenue
2. 2014-2015 Projected Balance Sheet
3. 2014-2015 Projected Income Statement
4. 2014 Projected Cash Flow Statement
5. 2015 Projected Cash Flow Statement

**Exhibit C-5**  
**"Forecasted Financial Statements"**  
**Strategic Aggregation Consultants, LLC**

Expected Revenue from Activities

<b>2014</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>TOTAL</b>
Monthly Commissionable MCF	-	-	-	-	-	-	-	-	-	-	5,000	17,000	22,000
Monthly Commission (\$0.15)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	750.00	2,550.00	3,300.00
<b>2015</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>TOTAL</b>
Monthly Commissionable MCF	17,000	18,000	31,000	31,000	31,000	20,000	20,000	20,000	31,000	32,000	33,000	33,000	317,000
Monthly Commission (\$0.15)	\$ 2,550.00	\$ 2,700.00	\$ 4,650.00	\$ 4,650.00	\$ 4,650.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 4,650.00	\$ 4,800.00	\$ 4,950.00	\$ 4,950.00	\$ 47,550.00

**Exhibit C-5****"Projected Balance Sheet"****Strategic Aggregation Consultants, LLC****2014-2015**

	2014	2015
<b>ASSETS</b>		
Current Assets		
Cash from Sales	\$ 100,000	\$ 225,000
Initial Working Capital	20000	\$ 20,000
Inventory	0	0
Other	0	0
	<hr/>	<hr/>
<b>Total Assests</b>	<b>\$ 120,000</b>	<b>\$ 245,000</b>
	<hr/>	<hr/>
LongTerm/Fixed Assets		
Land/Building	0	0
Furniture/Equipment	0	0
Less Depreciation	0	0
Other	0	0
	<hr/>	<hr/>
<b>Total Fixed Assets</b>	<b>0</b>	<b>0</b>
	<hr/>	<hr/>
Intangible Assets		
Trademarks/Copyrights	0	0
Goodwill	0	0
	<hr/>	<hr/>
<b>Total Intangible Assets</b>	<b>0</b>	<b>0</b>
	<hr/>	<hr/>
<b>LIABILITIES</b>		
Current Liabilities		
Notes Payable	0	0
Accounts Payable	0	0
Wages Payable	0	0
Current Long-term Debt	0	0
Other	0	0
	<hr/>	<hr/>
<b>Total Current Liabilities</b>	<b>0</b>	<b>0</b>
	<hr/>	<hr/>
Long-term Liabilities		
Long-term Debt	0	0
Other	0	0
	<hr/>	<hr/>
<b>Total Long-Term Liabilities</b>	<b>0</b>	<b>0</b>
	<hr/>	<hr/>
<b>OWNERS EQUITY</b>	<b>\$ 120,000</b>	<b>\$ 245,000</b>
<b>Total Owners Equity</b>	<hr/>	<hr/>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 120,000</b>	<b>\$ 245,000</b>
	<hr/>	<hr/>



**Exhibit C-5**  
**"Projected Income Statement"**  
**Strategic Aggregation Consultants, LLC**

**2014 - 2015**

	<b>2014</b>	<b>2015</b>
<b>SALES</b>		
Projected Sales	\$ 100,000	\$ 225,000
Cost of Sales	0	0
Depreciation	0	0
Total Cost of Goods Sold	0	0
Gross Profit	<b>\$ 100,000</b>	<b>\$ 225,000</b>
Gross Profit Percent	100%	100%
<b>EXPENSES</b>		
Rent	\$ 8,000	\$ 15,000
Phones	\$ 3,360	\$ 4,360
Travel	\$ 6,000	\$ 8,000
Advertising	\$ 1,500	\$ 2,500
Meals & Entertainment	\$ 1,000	\$ 4,000
Office Expenses	\$ 2,000	\$ 5,000
Payroll Taxes	\$ 20,000	\$ 45,000
Utilities	\$ 1,000	\$ 2,000
Total Expenses	<b>\$ 42,860</b>	<b>\$ 85,860</b>
Net Profit	<b>\$ 57,140</b>	<b>\$ 139,140</b>
Net Profit Percent	<b>57.1%</b>	<b>61.8%</b>

**Exhibit C-5**  
**"Projected Cash Flow Statement - 2014"**  
**Strategic Aggregation Consultants, LLC**

<b>2014</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>TOTAL</b>
<b>CASH IN</b>													
Beginning Cash balance	\$ 20,000	\$ 26,428	\$ 31,857	\$ 36,285	\$ 38,713	\$ 41,142	\$ 46,570	\$ 52,999	\$ 60,427	\$ 62,855	\$ 66,284	\$ 70,712	
<b>CASH FROM SALES</b>													
Total Sales	\$ 10,000	\$ 9,000	\$ 8,000	\$ 6,000	\$ 6,000	\$ 9,000	\$ 10,000	\$ 11,000	\$ 6,000	\$ 7,000	\$ 8,000	\$ 10,000	\$ 100,000
<b>TOTAL CASH IN</b>	\$ 30,000	\$ 35,428	\$ 39,857	\$ 42,285	\$ 44,713	\$ 50,142	\$ 56,570	\$ 63,999	\$ 66,427	\$ 69,855	\$ 74,284	\$ 80,712	
<b>CASH OUT</b>													
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	
Payment of Accounts Payable	0	0	0	0	0	0	0	0	0	0	0	0	
Fixed Asset Payment	0	0	0	0	0	0	0	0	0	0	0	0	
<b>OPERATING EXPENSES</b>													
Rent	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.66	\$ 666.68	\$ 666.69	\$ 666.69	\$ 8,000
Phones	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 3,360
Travel	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000
Advertising	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500
Meals and Entertainment	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 1,000
Office Expenses	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 166.66	\$ 2,000
Payroll Taxes	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 1,666.66	\$ 20,000
Utilities	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 1,000
<b>TOTAL CASH OUT</b>	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.64	\$ 3,571.66	\$ 3,571.67	\$ 3,571.67	\$ 42,860
<b>Net Cash Flow</b>	\$ 6,428.36	\$ 5,428.36	\$ 4,428.36	\$ 2,428.36	\$ 2,428.36	\$ 5,428.36	\$ 6,428.36	\$ 7,428.36	\$ 2,428.36	\$ 3,428.34	\$ 4,428.33	\$ 6,428.33	\$ 57,140
<b>Ending Cash Balance</b>	\$ 26,428.36	\$ 31,856.72	\$ 36,285.08	\$ 38,713.44	\$ 41,141.80	\$ 46,570.16	\$ 52,998.52	\$ 60,426.88	\$ 62,855.24	\$ 66,283.58	\$ 70,711.91	\$ 77,140.24	\$ 77,140

**Exhibit C-5**  
**"Projected Cash Flow Statement - 2015"**  
**Strategic Aggregation Consultants, LLC**

2015	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	TOTAL
<b>CASH IN</b>													
Beginning Cash balance	\$ 70,712	\$ 86,057	\$ 99,152	\$ 109,997	\$ 116,342	\$ 122,687	\$ 135,782	\$ 151,127	\$ 168,722	\$ 184,067	\$ 190,412	\$ 199,007	
<b>CASH FROM SALES</b>													
Total Sales	\$ 22,500	\$ 20,250	\$ 18,000	\$ 13,500	\$ 13,500	\$ 20,250	\$ 22,500	\$ 24,750	\$ 22,500	\$ 13,500	\$ 15,750	\$ 18,000	\$ 225,000
<b>TOTAL CASH IN</b>	\$ 93,212	\$ 106,307	\$ 117,152	\$ 123,497	\$ 129,842	\$ 142,937	\$ 158,282	\$ 175,877	\$ 191,222	\$ 197,567	\$ 206,162	\$ 217,007	
<b>CASH OUT</b>													
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	0
Payment of Accounts Payable	0	0	0	0	0	0	0	0	0	0	0	0	0
Fixed Asset Payment	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>OPERATING EXPENSES</b>													
Rent	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
Phones	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 363	\$ 4,360
Travel	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 667	\$ 8,000
Advertising	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 2,500
Meals and Entertainment	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 4,000
Office Expenses	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 5,000
Payroll Taxes	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 45,000
Utilities	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 2,000
<b>TOTAL CASH OUT</b>	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 7,155	\$ 85,860
<b>Net Cash Flow</b>	\$ 15,345.03	\$ 13,095.03	\$ 10,845.03	\$ 6,345.03	\$ 6,345.03	\$ 13,095.03	\$ 15,345.03	\$ 17,595.03	\$ 15,345.03	\$ 6,345.03	\$ 8,595.03	\$ 10,845.03	\$ 139,140
<b>Ending Cash Balance</b>	\$ 86,057.03	\$ 99,152.06	\$ 109,997.09	\$ 116,342.12	\$ 122,687.15	\$ 135,782.18	\$ 151,127.21	\$ 168,722.24	\$ 184,067.27	\$ 190,412.30	\$ 199,007.33	\$ 209,852.36	\$ 199,007

**Exhibit C-6**Exhibit C-6 "Credit Rating"

Strategic Aggregation Consultants, LLC has not been in operation long enough to establish a Credit Rating nor has it sought to obtain credit currently or plans to in the future. A Duns number has been established.

**Exhibit C-7**Exhibit C-7 "Credit Report"

Strategic Aggregation Consultants, LLC has not been in operation long enough to establish a Credit Rating nor has it sought to obtain credit currently or plans to in the future. A Duns number (#048532077) has been established to begin to build a credit report.

**Exhibit C-8**Exhibit C-8 "Bankruptcy Information"

Strategic Aggregation Consultants, LLC or any officer have had no reorganizations, sought protection from creditors or any other form of bankruptcy filings made in the current or within the two most recent years preceding the application.

**Exhibit C-9**Exhibit C-9 "Merger Information"

There has been no dissolution, merger or acquisition with in the most recent five years preceding this application by Strategic Aggregation Consultants, LLC.

**D. APPLICANT TECHNICAL CAPABILITY****Exhibit D-1**Exhibit D-1 "Operations"

**Strategic**



**Aggregation Consultants, LLC**

Strategic Aggregation Consultants, LLC serves local communities in Ohio as an independent consultant to assist them with their gas and electric supply needs.

## **Exhibit D-2**

### Exhibit D-2 "Operations Expertise"

Strategic Aggregation Consultants, LLC was founded by Brenda Fargo in 2013 following 16 years with FirstEnergy Solutions (FES) to provide energy consulting services. During her tenure at FES, she was responsible for the 2001 creation and continued implementation of the electric aggregation program. Under her guidance, the FirstEnergy Solutions electric aggregation program grew to serve more than 2 Million accounts in 450 Ohio and Illinois communities.

## **Exhibit D-3**

### Exhibit D-3 "Key Technical Personnel"

Brenda Fargo is the President and founder of Strategic Aggregation Consultants, LLC. Ms. Fargo has more than 17 years in the energy business. She holds a Bachelor's Degree from the University of Akron. She served her community, the City of Green and a Councilperson, Council President and Mayor. Through her many years assisting communities with their energy needs, she has attended and participated in hundreds of County, City, Village and Township meetings.

Ms. Fargo has also assisted the Public Utilities Commission of Ohio (PUCO) and Office of the Ohio Consumers' Counsel (OCC), the Illinois Commerce Commission (ICC), and the New Jersey Division of the Rate Counsel with aggregation related issues and provided suggestions to make the programs in those states more beneficial to communities and their participants.