



DIS Case Number: 12-2854-EL-CRS

Section A: Application Information

A-1. Provider type:

☐ Power Broker

☐ Aggregator

☐ Retail Generation
Provider

☒ Power
Marketer

A-2. Applicant's legal name and contact information.

Legal Name: Entrust Energy East, Inc.

Country: United States

Phone: (800)871-8100

**Extension (if
applicable):**

Street: 1301 McKinney Street Suite 2950

Website (if any): www.entrustenergy.com

City: Houston

Province/State: TX

Postal Code: 77010

A-3. Names and contact information under which the applicant will do business in Ohio

Provide the names and contact information the business entity will use for business in Ohio. This does not have to be an Ohio address and may be the same contact information given in A-2.

Name	Type	Address	Active?	Proof
Entrust Energy East, Inc.	Official Name	1301 McKinney St. Suite 2950 Houston, TX 77010	Yes	File

A-4. Names under which the applicant does business in North America

Provide all business names the applicant uses in North America, including the names provided in A-2 and A-3.

Name	Type	Address	Active?	Proof
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A-5. Contact person for regulatory matters

Juan Minero
1301 McKinney St Suite 2950



Public Utilities Commission

Houston, TX 77010

US

juan.minero@enserveinc.com

8325623726

A-6. Contact person for PUCO Staff use in investigating consumer complaints

Randy Gongora

1301 McKinney St., Suite 2950

Houston, TX 77010

US

randy.gongora@enserveinc.com

8327322053

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

Phone: 8327322053

**Extension (if
applicable):**

Country: United States

Fax: (800)871-
7988

Extension (if applicable):

Street: 1301 McKinney Street Suite 2950

Email: randy.gongora@enserveinc.com

City: Houston

Province/State: TX

Postal Code: 77010

A-8. Applicant's federal employer identification number

90-0883446

A-9. Applicant's form of ownership

Form of ownership: Corporation

A-10. Identify current or proposed service areas

Identify each service area in which the applicant is currently providing service or intends to provide service and identify each customer class that the applicant is currently serving or intends to serve.

Service area selection

AEP Ohio

DP&L

Duke Energy Ohio

FirstEnergy - Cleveland Electric Illuminating
FirstEnergy - Ohio Edison
FirstEnergy - Toledo Edison

Class of customer selection

Commercial
Industrial
Mercantile
Residential

A-11. Start date

Indicate the approximate start date the applicant began/will begin offering services: 11-30-2012

A-12. Principal officers, directors, and partners

Please provide all contacts that should be listed as an officer, director or partner.

Name	Email	Title	Address
Wayne Morgan	wayne.morgan@entrustenergy.com	Chief Executive Officer and President	1301 McKinney Street, Suite 2950 Houston, TX 77010 US
Gary Helders	gary.helders@entrustenergy.com	Vice President, Finance and Secretary	1301 McKinney Street, Suite 2950 Houston, TX 77010 US

A-13. Company history

Entrust Energy East, Inc. was incorporated August 31, 2012 as a Delaware corporation with the purpose of the sale and marketing of residential, small commercial and commercial electricity and gas to end users in the deregulated Northeastern markets. In 2015, the entity changed its name to Entrust Energy East, Inc. Entrust Energy East is registered to do business in states including Connecticut, Illinois, Massachusetts, Maryland, Maine, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Texas, and Virginia. Presently, Entrust Energy East is not marketing or selling retail natural gas; its focus is retail electricity sales.

A-14. Secretary of State

Secretary of State Link:

Section B: Applicant Managerial Capability and Experience

B-1. Jurisdiction of operations

List all jurisdictions in which the applicant or any affiliated interest of the applicant is certified, licensed, registered or otherwise authorized to provide retail natural gas service or retail/wholesale electric service as of the date of filing the application..

File Attached

B-2. Experience and plans

Describe the applicant's experience in providing the service(s) for which it is applying (e.g., number and type of customers served, utility service areas, amount of load, etc.). Include the 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 Sections 4928.10 and/or 4929.22 of the Ohio Revised Code.

File(s) attached

B-3. Disclosure of liabilities and investigations

For the applicant, affiliate, predecessor of the applicant, or any principal officer of the applicant, describe all existing, pending or past rulings, judgments, findings, contingent liabilities, revocation of authority, regulatory investigations, judicial actions, or other formal or informal notices of violations, or any other matter related to competitive services in Ohio or equivalent services in another jurisdiction..

File Attached

B-4. Disclosure of consumer protection violations

Has the applicant, affiliate, predecessor of the applicant, or any principal officer of the applicant been convicted or held liable for fraud or for violation of any consumer protection or antitrust laws within the past five years?

No

B-5. Disclosure of certification, denial, curtailment, suspension or revocation



Has the applicant, affiliate, or a predecessor of the applicant had any certification, license, or application to provide retail natural gas or retail/wholesale electric service denied, curtailed, suspended, revoked, or cancelled or been terminated or suspended from any of Ohio's Natural Gas or Electric Utility's Choice programs within the past two years?

No

B-6. Environmental disclosures

Provide a detailed description of how the applicant intends to determine its generation resource mix and environmental characteristics, including air emissions and radioactive waste. Include the annual projection methodology and the proposed approach to compiling the quarterly actual environmental disclosure data. See 4901:1-21-09 of the Ohio Administrative Code for additional details of this requirement.

PJM disclosure option chosen

Section C: Applicant Financial Capability and Experience

C-1. Financial reporting

Provide a current link to the most recent Form 10-K filed with the Securities and Exchange Commission (SEC) or upload the form. If the applicant does not have a Form 10-K, submit the parent company's Form 10-K. If neither the applicant nor its parent is required to file Form 10-K, state that the applicant is not required to make such filings with the SEC and provide an explanation as to why it is not required.

Does not apply

C-2. Financial statements

Provide copies of the applicant's two most recent years of audited financial statements, including a 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, provide audited or officer certified financial statements covering the life of the business. If the applicant does not have a balance sheet, income statement, and cash flow statement, the applicant may provide a copy



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of its two most recent years of tax returns with **social security numbers and bank account numbers redacted**.

If the applicant is unable to meet the requirement for two years of financial statements, the Staff reviewer may request additional financial information.

Preferred to file this information confidentially

C-3. Forecasted financial statements

Provide two years of forecasted income statements **based solely on the applicant's anticipated business activities in the state of Ohio**.

Include the following information with the forecast: a list of assumptions used to generate the forecast; a statement indicating that the forecast is based solely on Ohio business activities only; and the name, address, email address, and telephone number of the preparer of the forecast.

The forecast may be in one of two acceptable formats: 1) an annual format that includes the current year and the two years succeeding the current year; or 2) a monthly format showing 24 consecutive months following the month of filing this application broken down into two 12-month periods with totals for revenues, expenses, and projected net incomes for both periods. Please show revenues, expenses, and net income (revenues minus total expenses) that is expected to be earned and incurred in **business activities only in the state of Ohio** for those periods.

If the applicant is filing for both an electric certificate and a natural gas certificate, please provide a separate and distinct forecast for revenues and expenses representing Ohio electric business activities in the application for the electric certificate and another forecast representing Ohio natural gas business activities in the application for the natural gas certificate.

Preferred to file confidentially

C-4. Credit rating

Provide a credit opinion disclosing the applicant's credit rating as reported by at least one of the following ratings agencies: Moody's Investors Service, Standard & Poor's Financial Services, Fitch Ratings or the National Association of Insurance Commissioners. If the applicant does not have its own credit ratings, substitute the credit ratings of a parent or an affiliate organization and submit a statement signed by a principal officer of the applicant's parent or affiliate



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organization that guarantees the obligations of the applicant. If an applicant or its parent does not have such a credit rating, enter 'Not Rated'.

This does not apply

C-5. Credit report

Provide a copy of the applicant's credit report from Experian, Equifax, TransUnion, Dun and Bradstreet or a similar credit reporting organization. If the applicant is a newly formed entity with no credit report, then provide a personal credit report for the principal owner of the entity seeking certification. At a minimum, the credit report must show summary information and an overall credit score. **Bank/credit account numbers and highly sensitive identification information must be redacted.** If the applicant provides an acceptable credit rating(s) in response to C-4, then the applicant may select 'This does not apply' and provide a response in the box below stating that a credit rating(s) was provided in response to C-4.

Preferred to file this information confidentially

C-6. Bankruptcy information

Within the previous 24 months, have any of the following filed for reorganization, protection from creditors or any other form of bankruptcy?

- Applicant
- Parent company of the applicant
- Affiliate company that guarantees the financial obligations of the applicant
- Any owner or officer of the applicant

No

C-7. Merger information

Is the applicant currently involved in any dissolution, merger or acquisition activity, or otherwise participated in such activities within the previous 24 months?

No

C-8. Corporate structure

Provide a graphical depiction of the applicant's corporate structure. Do not provide an internal organizational chart. The graphical depiction should include all parent holding companies,



subsidiaries and affiliates as well as a list of all affiliate and subsidiary companies that supply retail or wholesale electricity or natural gas to customers in North America. If the applicant is a stand-alone entity, then no graphical depiction is required, and the applicant may respond by stating that it is a stand-alone entity with no affiliate or subsidiary companies.

File(s) attached

C-9. Financial arrangements

Provide copies of the applicant's financial arrangements to satisfy collateral requirements to conduct retail electric/natural gas business activities (e.g., parental guarantees, letters of credit, contractual arrangements, etc., as described below).

Renewal applicants may provide a current statement from an Ohio local distribution utility (LDU) that shows that the applicant meets the LDU's collateral requirements. The statement or letter must be on the utility's letterhead and dated within a 30-day period of the date the applicant files its renewal application.

First-time applicants or applicants whose certificate has expired must meet the requirements of C-9 in one of the following ways:

1. The applicant itself states that it is investment grade rated by Moody's Investors Service, Standard & Poor's Financial Services, or Fitch Ratings and provides evidence of rating from the rating agencies. If you provided a credit rating in C-4, reference the credit rating in the statement.
2. The applicant's parent company is investment grade rated (by Moody's, Standard & Poor's, or Fitch) and guarantees the financial obligations of the applicant to the LDU(s). Provide a copy of the most recent credit opinion from Moody's, Standard & Poor's or Fitch.
3. The applicant's parent company is not investment grade rated by Moody's, Standard & Poor's or Fitch but has substantial financial wherewithal **in the opinion of the Staff reviewer** to guarantee the financial obligations of the applicant to the LDU(s). The parent company's financials and a copy of the parental guarantee must be included in the application if the applicant is relying on this option.
4. The applicant can provide evidence of posting a letter of credit with the LDU(s) listed as the beneficiary, in an amount sufficient to satisfy the collateral requirements of the LDU(s).

Preferred to file confidentially

Section D: Applicant Technical Capacity

D-1. Operations



Power Marketers/Generators: Describe the operational nature of the applicant's business, specifying whether operations will include the generation of power for retail sales, the scheduling of retail power for transmission and delivery, the provision of retail ancillary services, as well as other services used to arrange for the purchase and delivery of electricity to retail customers.

File(s) attached

D-2. Operations Expertise & Key Technical Personnel

Given the operational nature of the applicant's business, provide evidence of the applicant's experience and technical expertise in performing such operations. Include the names, titles, e-mail addresses, and background of key personnel involved in the operations of the applicant's business.

File(s) attached

D-3. FERC Power Marketer and License Number

Provide a statement disclosing the applicants FERC Power Marketer License Number (Power Marketers Only).

Entrust Energy East, Inc. acquired its FERC power marketer license in FERC docket ER12-2642-000. The license is active and in good standing.



Public Utilities
Commission

Application Attachments



DATE	DOCUMENT ID	DESCRIPTION	FILING	EXPED	PENALTY	CERT	COPY
04/27/2015	201511700748	Foreign/Amendment (FAM)	50.00	100.00	0.00	0.00	0.00

Receipt

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

UNISEARCH INC.
3958-D BROWN PARK DR
HILLIARD, OH 43026

STATE OF OHIO CERTIFICATE

Ohio Secretary of State, Jon Husted

2146689

It is hereby certified that the Secretary of State of Ohio has custody of the business records for

ENTRUST ENERGY EAST, INC.

and, that said business records show the filing and recording of:

Document(s)

Foreign/Amendment

Document No(s):

201511700748

Effective Date: 04/24/2015



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
27th day of April, A.D. 2015.

Ohio Secretary of State

Last Revised: 3/16/12

Location of any Ohio office

Mailing Address

City

Ohio

State

ZIP Code

A brief summary of the corporate purpose(s) to be exercised within the state:

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

Must be signed by an authorized officer of the corporation.

Sandra Hollingsworth

Signature

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

By (if applicable)

SANDRA HOLLINGSWORTH

Print Name

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)

Print Name

Signature

By (if applicable)

Print Name

EXHIBIT B-1
"Jurisdictions of Operation"

Illinois
Maryland
New Jersey
New York
Ohio
Pennsylvania

EXHIBIT B-2

"Experience & Plans"

Entrust Energy East, Inc. ("Entrust Energy") has historically marketed electricity and natural gas to retail residential and commercial customers. Presently, Entrust Energy is not marketing natural gas. Entrust uses a variety of marketing channels, including door-to-door selling, telemarketing, on-line enrollment, and commercial brokers. The Company sells a variety of fixed and variable contracts, including green energy.

The Company has a contract with an outsourced call center which handles, among other things, customer disputes, questions, and cancellation requests. The company has key internal staff that manage call center operations. The business hours of the call center are 9:00 am-8:00 pm M-F, and 11:00 am-3:00 pm. All times are eastern.

Customers may call Entrust Energy with any questions or concerns about their Agreement or service from Entrust Energy. Entrust Energy will respond to all complaints in good faith and will make every effort to address the concern.

If a customer calls Entrust Energy with a dispute, the customer service representative will record the complaint and initiate an investigation. Depending on the nature of the complaint, the investigation may span the marketing, sales, billing, or regulatory departments. The Company's policy is to have a customer service representative respond to the customer's complaint within a reasonably short period, and to close the complaint to the customer's satisfaction if possible.

Complaints received directly from the PUC are handled under the direction of the Regulatory Compliance Department. Responses are provided within the allowed time frame. All PUC complaints have been responded to in the allotted time and, to the best of our knowledge, to the satisfaction of the customer.

Entrust Energy is not currently selling and does not plan to sell natural gas in Ohio for the remainder of the year.

EXHIBIT B-3
"Disclosure of Liabilities and Investigations"

None

50% Ownership
of NGAE & SPH

American Electricity & Gas Holdings,
L.L.C.
(DE) EIN 90-1001539
Board: Richard Poole, Anthony Levi & James Myatt

Nippon Gas USA, Inc..
(DE) EIN 90-0893107
Director: Kunihiko Kashiwaya

50% Ownership
of NGAE & SPH

As of
05/05/2020

NGAE, Inc.
(f/k/a Entrust Energy Holdings, Inc.)
(DE) EIN 90-1043352
Board: Kunihiko Kashiwaya

Strategic Power Holdings, L.L.C.
(DE) EIN 46-1097069
Board: Shinji Wada (Chairman), Kunihiko Kashiwaya,
Toshisada Yamanaka

Entrust Energy, Inc.
(TX) EIN 57-1242194
Board: Shinji Wada (Chairman), Kunihiko
Kashiwaya, Toshisada Yamanaka
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Entrust Treasury
Management Services, Inc.
(DE) EIN 30-0832347
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Entrust Energy East, Inc.
(DE) EIN 90-0883446
(f/k/a North Eastern States, Inc.)
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Power of Texas Holdings,
Inc.
(TX) EIN 82-3558159
Board: Wayne Morgan
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Knocked, Corp.
(DE)
(f/k/a Enserve Solutions, Inc.)
Board: Wayne Morgan
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Akyta Holdings, Inc.
(DE) EIN 82-3817696
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Energistics, Inc.
(DE) EIN 61-1883460
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

SPH Investments.
(DE)
Board: Wayne Morgan
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Akyta IP, Inc.
(DE) EIN 82-3818798
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Surge Direct Sales, Inc.
(DE) EIN 90-0887225
(f/k/a Entrust Sales Solutions, Inc.)
Board: Wayne Morgan
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Enserve, Inc.
(DE) EIN 82-3819111
Board: Toshisada Yamanaka, Shinji Wada
(Chairman), Kunihiko Kashiwaya
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Entrust Energy Operations, Inc.
(TX)
Board: Wayne Morgan
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

Akyta, Inc.
(DE) EIN 46-0977560
(f/k/a Enfinity Global, Inc.)
Board: Shoichiro Osawa
Pres & CEO: Wayne Morgan; VP Finance,
Treasurer & Secretary: Gary Helder

EXHIBIT D-1

“Operations”

Entrust Energy East, Inc. acquires retail electric customers through mass marketing channels. The Company supplies those customers by transacting in the PJM ISO, principally with and through the support of its large wholesale supplier. The Company does not own generation assets. Scheduling, trading, and risk management is performed in-house consistent with the parameters of the wholesale supply agreement.

EXHIBIT D-2

"Operations Expertise"

Entrust Energy East, Inc. ("Entrust Energy") has historically marketed electricity and natural gas to retail residential and commercial customers. Presently, Entrust Energy is not marketing natural gas. Entrust uses a variety of marketing channels, including door-to-door selling, telemarketing, on-line enrollment, and commercial brokers. The Company sells a variety of fixed and variable contracts, including green energy.

The Company has a contract with an outsourced call center which handles, among other things, customer disputes, questions, and cancellation requests. The company has key internal staff that manage call center operations. The business hours of the call center are 9:00 am-8:00 pm M-F, and 11:00 am-3:00 pm. All times are eastern.

Entrust Energy East, Inc. is a member in good standing of the PJM and New York ISOs. It has operated in the PJM and New York ISOs since mid-2013 without incident. See the following attachments for the skillsets of key operating personnel.

"Key Technical Personnel"

Wayne Morgan

Chief Executive Officer and President
wayne.morgan@entrustenergy.com
713.338.2613

Yoriko Carreon

Vice President, Technology and Operations
yoriko.carreon@akyta.com
713.338.2611

Norma Cordova

Manager, Billing and Collections
norma.cordova@entrustenergy.com
346.261.1242

JOHN "WAYNE" MORGAN, JR.

1835 Hewitt Dr., Houston, TX 77018
Cell: 979 864 0913 – ahjwm13@gmail.com

EXECUTIVE PROFILE

Senior leader offering extensive background spearheading business strategies to improve growth and maximize profit margins and brand awareness in a sustainable manner. Astute leader with superior communication skills adept at developing long term business partnerships. Leads cross-functional teams to drive organizational improvements and implementation of best practices. Consummated national executive projects in customer operations, supply, risk management, financial analysis, planning and integration. Enacted bottom line margin improvements nationwide.

STRENGTHS

- *Senior Leadership*
- *Strategy, Vision & Mission Planning*
- *Accounting & Finance Leadership*
- *Profitability & Cost Analysis*
- *Branding & Pricing Strategies*
- *Operational Leadership*
- *Profit & Loss, Finance, Budgeting & Cost Management*
- *Contract Negotiations & Strategic Alliances*
- *Mergers & Acquisitions*
- *Retail Energy Industry Expertise in Supply and Risk Management*
- *Team & Performance Improvement*
- *Capital Projects & Expansions*
- *Executive Presentations*

PROFESSIONAL EXPERIENCE

Enserve, Inc. (Entrust Energy, Inc. / Entrust Energy East, Inc.)

May 2017-Present

Chief Executive Officer (February 2019 – present)

Chief Financial Officer (May 2017 – February 2019)

- Responsible for accounting, finance, human resources, supply, and risk management among the Enserve family of organizations that includes retail energy, back office services, and retail brokerages.
- Manages all treasury and audit needs as well as being the primary contact for relationships with all energy suppliers, financial partners, and the Board of Directors.

Champion Energy Services

June 2008-April 2017

Vice President FP&A & Retail Risk (January 2017-April 2017)

- Answers strategic questions, forecasts future earnings, oversees analysis of segment profitability, prepares board reporting packages, and preps the executive team.
- Develops and implements strategy and drives objectives for all business segments.
- Manages the accuracy of market settlements, the review of pricing components, mark to market reporting, market analytics, and wholesale curve validation throughout six different ISO's.
- Assists in maximizing company profitability by finding ways to economically support industry trends and overall sales needs.
- Investigates the risk inherent in a target company that may be acquired, as well as the state of its management practices.

Vice President Customer Operations & Retail Risk (February 2016-December 2016)

- Directed and managed plans, schedules, policies, and programs for a team of 90 employees including billing, enrollments, user acceptance testing, new market entry, commissions, call center, and risk according to established goals and objectives.

- Made final decisions on operational matters and implementation plans with a focus on meeting and exceeding customer's expectations in a timely fashion.
- Responsible for department performance standards and metrics based on company objectives.
- Managed the monitoring of thousands of market transactions and scores of functions and maintained backstop functions for all processes.
- Accountable for the risk management operations of the company to include integration of risk concepts into strategic planning and risk identification and mitigation activities.
- Established and maintained Champion's Risk Policy and Procedures.

Vice President Finance Operations (March 2014-January 2016)

- Continued development of role as Director of Accounting as well as took on responsibility for accounts receivable, accounts payable, credit, and collections.
- Established and oversaw Champion's first formal Credit and Collections Policy.
- Successfully transitioned the accounting close process from a twenty-day to a five-day close to align with new ownership's practices.
- Worked closely with external auditors to substantiate the completeness and accuracy of financial statements.
- Initiated the process of leading Champion to SOX compliance in their transition from being privately held to publicly held.

Director of Accounting (March 2011-February 2014)

- Led accounting and controls, budgeting and forecasting, treasury, and financial reporting and analysis.
- Ensured timely and accurate accounting close, as well as compliance reporting associated with ISDA requirements.
- Developed and implemented the process for booking margin, including billed and unbilled revenue and accruals for cost of goods sold for the company which currently does in excess of \$1.5 billion in revenue annually.

Supply Risk Management Manager (June 2008-February 2011)

- Managed the PJM supply desk and helped expand into Pennsylvania, Ohio, and New Jersey.
- Built the initial pricing model for PJM as well as the current mark to market model being used in that ISO.
- Traded power and managed open positions in PJM and scheduled power for both PJM and ERCOT.

Ambridge Energy

May 2007-May 2008

Manager of Operations

- Managed all aspects of operations including billing, enrollments, and customer care.
- Assisted with indirect sales and supply for a retail startup that was founded early in 2007 and ultimately purchased and merged with Champion Energy Services in June 2008.

Reliant Energy

December 2005-April 2007

Business Analyst

- Analyst in back office operations responsible for building reports to assist with billing, enrollments, customer care, marketing, and finance.

EDUCATION

Sam Houston State University - B.S. in Accounting

Yoriko S Carreon

Houston, Texas - (Phone) 972-322-9201 - (e-mail) Yoriko_Carreon@yahoo.com

Professional Summary

I am a seasoned leader with verifiable successful achievements implementing and developing new teams and processes. I was instrumental to the success of two of the fastest-growing private companies in the United States; Ambit Energy was recognized by Inc. 500 as the fastest-growing private company in America in 2010 and in 2015 Entrust Energy ranked 47th on the Inc. Magazine list of America's fastest-growing private companies. I have a proven record in process improvements. I am a hands-on leader with a unique ability to move through difficult situations and yield effective solutions. As the liaison of the business and IT department, I have experience negotiating to create successful roadmaps to implement the company's project portfolio. Experience mentoring and leading Project Managers, Data Analysts, Business Analysts, Software Quality Assurance Testers, Software Developers and Contact Center organizations to meet the company's goals.

Core Competencies

Servant Leader – Developing Others - Problem Solver – Entrepreneurship – Creative and Innovative – Political Savvy – Influencing/Negotiating – Strategic Thinking – Tactical Thinking - Process Improvements – Conflict Management - Vendor Management – SDLC –Project Management – Program Management - Business Analysis - Requirements Analysis – Contact Center - Software Quality Assurance - Telecommunications (CLEC) - Consulting

Professional Experience

Akyta (subsidiary of Entrust Energy)

December 2017 to Present

Vice President of Technology and Operations

As the Vice President of Technology and Operations, I am responsible for the optimization of both organizations. The Information Technology team is responsible for improving the home-grown system and system architecture to meet the business demands. In Operations my team is responsible for improving the customer experience, meeting all customer care metrics, billing, credit, sales commissions and collections.

Key Accomplishments:

- Delivered a new data warehouse to bring clarity into customer behaviors and key performance indicators to drive more strategic solutions.
- Implemented the systems, infrastructure and operating procedures for a secondary brand/REP (Power Of Texas).
- Optimized the collections strategy by implementing new outbound campaigns, legal demand process, technology campaigns and improving agent productivity. In turn, we managed to increase the collection recovery amount by 20% from 2018 vs 2019 while also reducing cost to operate.
- Billing and back office – we implemented an automated statement validation system to improve the way the team reviews and release invoices. We were able to significantly improve billing timeliness year over year; Residential timeliness – 92.42% in 2018 while 97.31% in 2019 and Commercial timeliness – 75.10% in 2018 while in 97.09% in 2019.
- Sponsor the customer experience committee – This committee connects the feedback received through the contact center with operations and technology teams to develop solutions to improve the customer experience.
- Implemented a change management process to help align company goals with system enhancement demands. The new process accelerated the delivery key enhancements that help reduced manual intervention from the development team, improve operational efficiencies and reduce cost by 500k in 2018.
- Nearshore Transition. Reduce cost in the Call Center in January 2019, my team completed the transition to all voice resources to our nearshore location and for redundancy purposes a new location in south America was opened on February 2019. This change is expected to bring 1.2M in savings in 2019. Both locations are fully operational and maintaining all call center metrics.

Entrust Energy

September 2015 to December 2017

Vice President of Services

Yoriko S Carreon

Houston, Texas - (Phone) 972-322-9201 - (e-mail) Yoriko_Carreon@yahoo.com

Responsible for the development of subject-matter experts, stabilize all performance metrics, control cost, and turn the Call Center into a profit engine.

Key Accomplishments:

- Implemented Lean Sigma principles to help the Call Center leadership team take a more effective approach to meet the performance metric goals. The SLA improved from a monthly average of 58% to 81%. ASA moved to less than 15 seconds, ABA moved from 20% to 1.2%, AHT improved by 1 minute and 15 seconds. The team has been able to maintain a perfect track record, meeting all targets since October of 2015. Resulting in cost reduction of about 900k in 2016.
- Restructured the Call Center leadership team to improve morale, performance metrics and back office efficiencies. The reorganization yielded a lean, accountable and effective team. As a result of the reorganization, I was able to reduce Call Center cost by 115k in 2016 and 300k in 2017 in annual savings.
- Replaced the existing Call Center Cloud phone solution with a superior more cost-effective solution. The new Cloud solution brought better tools to help Entrust Energy improve the customer experience. In addition, we delivered 420k in savings.

Entrust Energy

February 2014 to September 2015

Sr. Director of System Operations

Responsible for Entrust Energy's Operations (Transaction Management and Billing), Sales Operations (support D2D back office processes), PMO, and Information Technology.

Key Accomplishments:

- Migrated NorthEast customer base from EClinfosystems into P2C to consolidate the customer data. This was the preliminary step to then migrate the customer base in to our inhouse system.
- Co-sponsored initiative to build an all critical system in-house with a budget of 3.5 million dollars. As the leader of this project, I was responsible for development and delivery of the entire system. The project was delivered ahead of schedule and ahead of budget (with over 300K in surplus). The expected savings to the company will be over \$15 million in 4 years.
- Developed and introduced the system automation for the commission system. The enhancements eliminated about 60 hours of manual work per week and improved the accuracy and timing of commission payments.
- Implemented a very nimble PMO organization. The PMO provides the next level of maturity to Entrust Energy by aligning projects and resources to corporate goals and objectives.
- Streamlined the Operations organization. The new process improvements allowed Entrust Energy to expand into 15 new markets in the Northeast in 2014.

Think Finance

February 2013 to February 2014

IT Manager – Application Operations

Responsible for Think Finance's application operations and production support needs. I was responsible for stabilizing and optimizing all products by analyzing deficiencies and problems in the system and making recommendations for corrections and enhancements.

Key Accomplishments:

- Restructured the Application Operations team within 3 months to eliminate the reactive-mode model established by my predecessor. The new team was nimble and was structured to support the tactical needs to address immediate issues and strategic to define trends and forecast future financial losses.
- Developed and introduced real time reporting. I defined the requirements and coordinated the development to replace the previous report which its data was a week behind.
- Developed and introduced a proactive approach of identifying broken accounts. Instead of waiting for customers to call in to complain about critical issues, my team monitored all systems for critical failures and invalid account settings. With the new tool, IT was able to inform our internal business partners of any potential anomalies before getting customer calls.

Yoriko S Carreon

Houston, Texas - (Phone) 972-322-9201 - (e-mail) Yoriko_Carreon@yahoo.com

- Reduced the production support ticket demand by 85% within 4 months. The team restructuring, the introduction of better reporting, and the development of additional monitoring tools contributed to the reduction.

Ambit Energy, Dallas, Texas

June 2007 to October 2012

Vice President of IT Business Services

Responsible for Ambit's Project Portfolio, Project Management, Business Analysts, IT Quality Assurance, Production Support and executive reporting. I successfully modified the project management processes to improve the communication between IT and other departments.

Key Accomplishments:

- Established the IT Business Service organization at Ambit Energy; improved development throughput and avoided hiring costs of \$500,000.00/year for the first 3 years.
- Co-authored and implemented a new market roadmap that allowed the launch of a new set of markets every other month. This initiative met the aggressive market expansion goals by being able to release an average of 4 markets per release.
- Addressed critical need for a more effective development life cycle. Developed and established a Waterfall and SCRUM based development life cycle that reduced re-work by 30% and established essential subject matter experts (SME) companywide.
- Created and trained a new Quality Assurance team that reduced the number of system errors by 70% in the first 4 months.

Director of IT Production Support

Responsible for developing and implementing Ambit's production support processes. I studied the production support demands across the company and trained and implemented a new Production Support team to meet the demands. Using my dedicated Development team, we implemented tools and system enhancements to empower the system users to address system exceptions on their own, instead of relying on IT to assist.

Key Accomplishments:

- Created and trained a new team of Production Support Analysts to triage and prioritize all production support requests. This team made it possible to keep down the cost of hiring developers (savings of about \$200,000.00 per year).
- Eliminated 60% of all production support issues within a 5 month period; identified appropriate processes and oversaw implementation of structure for continued success.
- Established the production support SLA's escalation processes and reporting.

Manager of Implementation and Support

Responsible for leading the Business Analysts and Production Support personnel. I established the IT's first internal operational processes. Introduced the first project request forms to improve the communication between IT and the business.

Key Accomplishment:

- Managed the implementation of Ambit's first data center. This project enabled us to have system redundancy in case of a hardware failure.

IT Business Analyst

Responsible for extracting requirements from other organizations and authored the initial specifications to improve the internal systems. Proactively studied user behavior and system errors to propose systematic solutions to improve the user experience.

I was Ambit's initial Quality Assurance tester. Tested and validated all new development products to make sure it met the business needs.

Yoriko S Carreon

Houston, Texas - (Phone) 972-322-9201 - (e-mail) Yoriko_Carreon@yahoo.com

RiverRock Systems, Dallas, Texas

March 2005 to June 2007

Manager of Operations

Responsible for structuring the Operations department. This was a critical path to help plan future growth. This role included the implementation of procedures that did not exist in the company. I partnered with the Development team to create business metrics to help monitor and understand the customer base growth and needs. Produced reports to bring visibility to system flow through percentages, rejects, system errors, and revenue growth.

Key Accomplishments:

- Streamlined all billing procedures to improve the quality and time to run billing and reduced the escalation procedures by 80%.
- Established and trained the Business Analysts department. My team extracted requirements from the clients to create BRDs. The requirements helped bring focus to the Development team reducing the re-work by 40%.

Business Analyst

Provided onsite consulting to our clients to understand and define their business rules and provided system training.

Key Accomplishment:

- I was responsible for bringing flow through percentages up to meet the contract terms. The terms indicated a 70 % flow through but we got 85% flow through for Verizon East and 90 % for SBC.

Telecommunication Experience

April 1998 to February 2005

Worked for MCI, CapRock, McLeod USA, Valor Telecom, Vartec/Excel Communications and Blue Vista. CLEC (Competitive Local Exchange Carrier) subject-matter expert during the telecom deregulation. I was the liaison for the business units and the IT departments. I was responsible for helping companies identify automation opportunities to improve system flow through for new activation, move, product change, and disconnect/reconnect orders. My responsibilities included writing requirements, testing the changes, validating the changes in production and create reports to track the system improvements.

Freelance Photographer

July 1994 to March 1998

Worked with art galleries to display and sell my still life photographs.

Education

Richland Community College 1993 – 1994

Fine Arts

Norma Cordova

Billing and Collections Manager

Contact

802 Hyacinth Pl.
Missouri City TX, 77459
(832) 290 - 2687
Normacordova123@gmail.com

Education

UHD
Houston Texas

Key Skills

Forecasting
Budgeting
Transaction Management
Portfolio Management
Leadership Skills
Analytical Skills
Credit Expertise

Billing and Collections driven leader that is noted for process improvement while reducing cost. Very experienced in vast analytics that aims in operational efficiency and profitability. Exceptional understanding of credit, collections, forecasting, transaction management, budgeting and portfolio management.

Experience

Entrust Energy

June 2019 – Present

Billing and Collections Manager

- Implemented control reports to improve billing accuracy and billing timeliness across all markets
- Implemented the process to roll pool rates automatically for the north east markets
- Completed the North East rate and tax audit across all markets
- Worked with EDI provider to capture customer historical data in order to identify areas of improvement.
- Managed migration from one EDI provider to another for all North East markets
- Collections recovery amounts for our residential portfolio were lower than projected. We completed a deep dive analysis into our customer base and department processes to determine root cause which led us to implement new collection strategies, control reports and department restructure. The revamp led to us a 20% yearly recovery increase.
- Inactive C&I accounts with outstanding debt were placed with external agencies upon becoming inactive costing up to 45% in contingency fees. We reviewed the current process along with customer behavior to create a cost-effective approach. This allowed us to implement in house strategies which reduced the cost to recover from up to 45% to only 2%. The process change led to a 25% recovery increase with inactive accounts.
- Credit criteria established allowed for customers with risk qualities to enroll without a security deposit. We worked an in-depth analysis that reviewed customer key factors and behavior to be able to identify best credit criteria for the company. This allowed us to have a good

understanding of our current customer base and our targeted customer base. With this analysis we were able to develop new credit criteria that is projected to reduce bad debt by 30%.

- We worked on a deposit waiver analysis to determine if the current initiatives were value driven. With this profit analysis we were able to determine that the deposit waiver initiatives established by Sales were value impacting and non-profitable as we experienced greater churn and bad debt. We developed a new policy and strategy that is anticipated to allow for less value destroying sales and more profit driven customers.
- We worked on a credit vendor cost comparison analysis to determine best product. This allowed for us to do a comparison with other vendors for cost, hit rates, benefits and terms. This analysis permitted us to transition into a new vendor that reduced cost by 150k and provided us greater benefits such as credit integration into our CRM, account risk management monitoring and greater reporting.
- We were losing opportunities to increase recovery efforts due to inability to offer payment agreements or settlement offers in the inactive stage. We partnered with our legal and finance team to establish a delegation of authority and process that would allow for collections to settle accounts. We also streamlined the process for customers to commit to monthly payments to payoff the balance to avoid being reported with the credit bureaus. These efforts increase yearly recovery amounts by 6%.

July 2016 - May 2019
Workforce Manager

- Long range forecasting established was over projecting staff counts needed to operate the center which led to overspending. We worked on a new forecast model that considered all required inputs in order to accurately forecast staff counts. Reworking this model led to a 500k in yearly savings.
- Agent productivity was at a low average of 40%; however, SLA's were not being met. This led to overspending on staff and overtime hours impacting budget. We performed a deep dive analysis to determine root cause which led us to reestablish the short-range forecast to account for call arriving patterns, weather impacts, correspondence due dates and other foreseeable factors. This revamp led to an increase of productivity with less staff from 40% to 80% with a yearly savings of 50k in overtime hours.
- SLA's were being impacted due to unforeseeable call volume. We worked on a playbook that would allow us to divert call overflow to other departments with availability. This allowed for higher SLA's, higher productivity and better customer service.
- Our contact center solely based in Houston which did not allow for business continuity in the face of disrupting events. We onboarded a

nearshore partner that allowed for us to allocate staff in three different countries (Nicaragua, Colombia and USA). This strategical move allowed for us to redundancy and no impact to our customers during impactful events such as Harvey or COVID-19.

November 2014 – June 2016

Quality Assurance Analyst

- Audit grading among the team was inconsistent due to audit guidelines not being established. We worked on creating guidelines that outlined each question with criteria for a pass/fail score and a score card that worked cohesively with guidelines. These documents led to more consistent grading and improvement in communication amongst all teams.

June 2014 – November 2014

East Customer Service Lead

- No documentation was available for new agents to manage calls for our eastern states which led to poor customer service and incorrect service orders. We worked on documenting all processes and refining process. This led to an agent onboarding curriculum and decrease in incorrect service orders amongst the team.

April 2014 – May 2014

Customer Care Specialist

- Outperformed servicing our west customers through our voice channel which led to a promotion

Competitive Retail Electric Service Affidavit

County of Harris :

State of Texas :

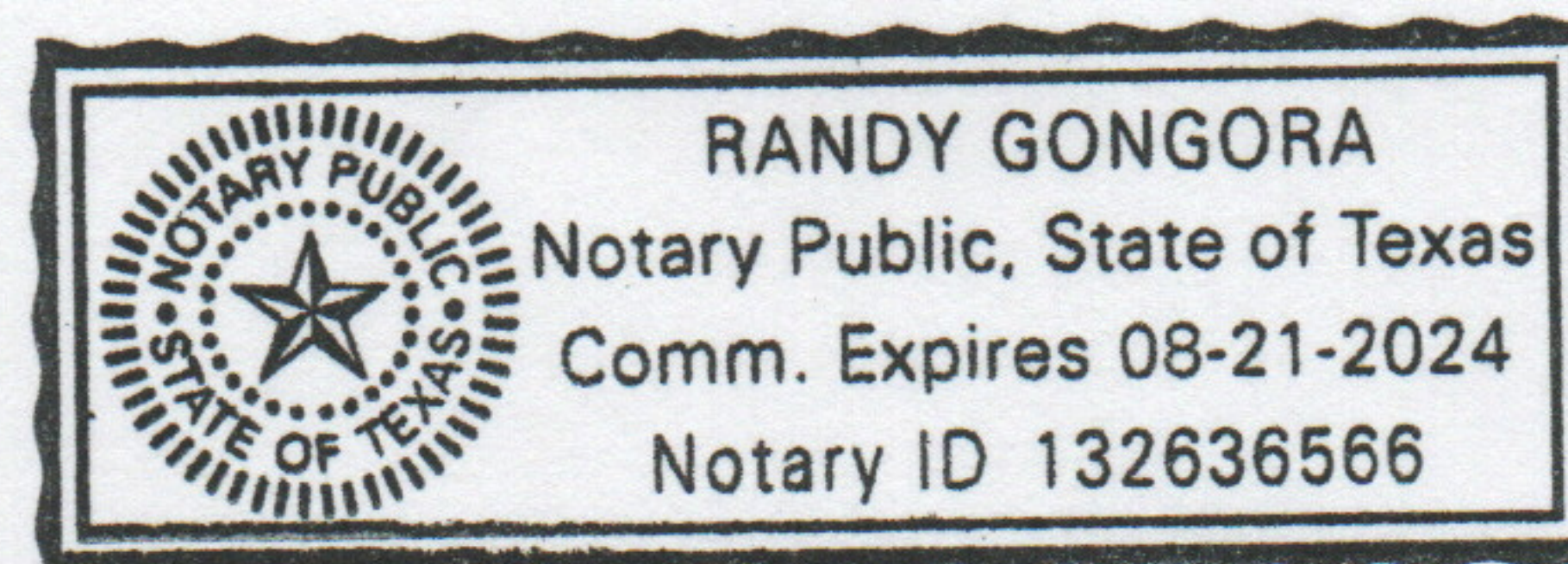
Wayne Morgan, Affiant, being duly sworn/affirmed, hereby states that:

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, and that it will amend its application while it is pending if any substantial changes occur regarding the information provided.
2. The applicant will timely file an annual report of its intrastate gross receipts, gross earnings, and sales of kilowatt-hours of electricity pursuant to Sections 4905.10(A), 4911.18(A), and 4928.06(F), Ohio Revised Code.
3. The applicant will timely pay any assessment made pursuant to Sections 4905.10, 4911.18, and 4928.06(F), Ohio Revised Code.
4. The 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. The applicant 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 will fully comply with Section 4928.09, Ohio Revised Code regarding consent to the jurisdiction of Ohio Courts and the service of process.
7. The applicant will comply with all state and/or federal rules and regulations concerning consumer protection, the environment, and advertising/promotions.
8. The applicant 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.
9. The applicant 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, 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.
11. The Applicant will inform the Public Utilities Commission of Ohio of any material change to the information supplied in the 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 consumer complaints.

12. The facts set forth above are true and accurate 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.

13. Affiant further sayeth naught.

[Signature] CEO
Signature of Affiant & Title



Sworn and subscribed before me this 16th day of October, 2020
Month Year

[Signature]
Signature of official administering oath

Randy Gongora
Print Name and Title

My commission expires on August 21, 2024

This foregoing document was electronically filed with the Public Utilities

Commission of Ohio Docketing Information System on

10/20/2020 4:04:13 PM

in

Case No(s). 12-2854-EL-CRS

Summary: In the Matter of the Application of Entrust Energy East Inc