



DIS Case Number: 21-0386-GA-AGG

Section A: Application Information

A-1. Provider type:

☒ Retail Natural Gas
Broker

☐ Retail Natural Gas
Aggregator

☐ Retail Natural Gas
Marketer

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

Legal Name: Protocall Communications, Inc.

Country: United States

Phone: 3013611122 **Extension (if applicable):**

Street: 204 Main Street

Website (if any): www.protocall.net

City: Laurel

Province/State:

Postal Code: 20707

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
Protocall Communications, Inc.	Official Name	7467 Ridge Rd STE 380, Hanover,, MD 21076	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
Protocall Communications, Inc.	Official Name	7467 Ridge Rd STE 380, Hanover,, MD 21076	Yes	File



Public Utilities Commission

A-5. Contact person for regulatory matters

Deborah Liebel
204 Main Street
Laurel, MD 20707
US
deb@protocall.net
3013611122

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

Deborah Liebel
204 Main Street
Laurel, MD 20707
US
deb@protocall.net
3013611122

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

Phone: 888.585.4440	Extension (if applicable):	Country: United States
Fax:	Extension (if applicable):	Street: 7467 Ridge Rd STE 380,
Email: deb@protocall.net		City: Hanover, Province/State: MD
		Postal Code: 21076

A-8. Applicant's federal employer identification number

01-0573340

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



Public Utilities Commission

Columbia Gas of Ohio
Dominion Energy Ohio
Duke Energy Ohio

Class of customer selection

Industrial
Small Commercial
Large Commercial

A-11. Start date

Indicate the approximate start date the applicant began/will begin offering services: 04-05-2023

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
Deborah Liebel	deb@protocall.net	President	204 Main Street Laurel, MD 20707 US

A-13. Company history

Protocall is a unique sales organization comprised of an inside business to business sales and an outside business to business sales team specializing in delivering top quality results for our clients. Our executive team has 100 years of combined experience in sales and building quality sales teams.

We understand the importance of training. We invest in our people continually as they represent us in the market place. We have developed numerous training programs including sales, leadership, back office and quality control, all of which we currently use in our current business model.

Protocall is a multi- award-winning sales organization, specializing in deregulated sales of telecom and energy since the year 2000. Our clients have included Verizon, AT&T, Bell South, Comcast and Constellation Energy to name a few.

Currently Protocall has over 65 Telesales employees in Maryland working from home during this pandemic. Protocall records 100% of the phone calls and follows all state and regulatory guidelines.

A-14. Secretary of State

Secretary of State Link:

A-15. Proof of Ohio Employee and Office

Provide proof of an Ohio Office and Employee in accordance with Section 4929.22 of the Ohio Revised Code. List the designated Ohio employee's name, Ohio office address, telephone number and web site address

Employee Name: Paracorp Incorporated
4568 Mayfield Rd #204.
Cleveland, OH 44121
US
paracorp@myparacorp.com
8005337272

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..

Jurisdiction of Operation: MA, MD, OH, PA

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



Public Utilities Commission

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..

Liability and Investigations Disclosures: Not applicable

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

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 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.

File(s) attached

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.



File(s) attached

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

File(s) attached

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.

File(s) attached

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



Public Utilities Commission

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.

Stand-alone entity with no affiliate or subsidiary companies

Section D: Applicant Technical Capacity

D-1. Operations

Retail natural gas brokers/aggregators: Include details of the applicant's business operations and plans for arranging and/or aggregating for the supply of natural gas 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



Public Utilities
Commission

Application Attachments

Protocall

Protocall is a unique sales organization comprised of an inside business to business sales and an outside business to business sales team specializing in delivering top quality results for our clients. Our executive team has 100 years of combined experience in sales and building quality sales teams.

We understand the importance of training. We invest in our people continually as they represent us in the market place. We have developed numerous training programs including sales, leadership, back office and quality control, all of which we currently use in our current business model.

Protocall is a multi- award-winning sales organization, specializing in deregulated sales of telecom and energy since the year 2000. Our clients have included Verizon, AT&T, Bell South, Comcast and Constellation Energy to name a few.

Currently Protocall has over 65 Telesales employees in Maryland working from home during this pandemic. Protocall records 100% of the phone calls and follows all state and regulatory guidelines.

Protocall Management Team

- Deborah Liebel, President – Has over 35 years in sales and marketing experience, with the last 10 years focusing on energy sales for businesses and consumers.
- Ellen Kleinknecht, CFO and Human Resource Director – Has over 30 years' experience building a financially responsible business that allows for growth responsibly. Her years of experience in HR allows us to recruit and retain some of the best sale professionals, all the while keep a keen eye on compliance and awareness of the organization.
- Scott Kleinknecht, COO - Has over 35 years in building a technologically sound business to be able to handle the complexities of compliance for employees working from home and or in the field.

Plan for Brokerage

Protocall's decision to enter into the broker space is based on where we feel our future success, especially in these current economic circumstances. Currently we sell in the energy space for our client. We do not contract directly with customers; we are only contracted with our client to represent our client. We do not have title to supply. We do not have agreements with PJM or utilities and we do not sell supply directly. We also do not contract with the small business customers directly.

Our plan is to launch in Illinois with home agents to start, following all TCPA guidelines and then, launch a door-to-door channel. Our vision is to create a home-based professional who can contact customers and set appointments for our sales professionals to assist with presenting the product and closing the sale. We also believe the home-based agent can grow into a sale's professional role and possibly a leadership role within the organization allowing for opportunity to rise through the organization. By having the sale professional role to help with closing appointments, it ensures the customer receives all information accurately and professionally while training the new upcoming home agents. We believe we can create a best in class model for others to follow.

Sales Process Overview

1. All agents will be trained on product and compliance. A test will be administered to ensure they understand the information and the importance of doing business ethically and honestly.
2. Once passed the test the agent will be assigned a trainer (whether in the field or over the phone) The trainer will assist them in learning every process and selling practice. The trainer will be present for the new agents first 3 deals to ensure they understand exactly how to transact business.
3. Home based agent makes the call with the goal of arranging an appointment for the sales professional to meet over the phone and/or in person.
4. Sale professional and home agent present to customer and customer decides to take advantage of the offer. Customer then contracts with Protocall for a specific supplier. Contract will follow supplier guidelines: third party verified, paper contract, or electronic contract.
5. Once the contract is finalized, sale will be input into our tracking system. This will allow us to track all steps of the sale and ensure all quality checks are in followed, as well as tracking for agents. The system will que customer care.
6. Our customer care will call the customer to verify all information, customer name, address, authorized decision maker, rate and term again. This call will be recorded and marked pass or fail accordingly.
7. If the sale passes quality assurance, it will que the administrator who will then process the sale and send it to the supplier with all necessary agreements and or recordings.
8. If the call fails quality assurance, depending on the nature of the fail (i.e. Customer has questions, confusion around offer etc.), the customer will be given the choice to call the sales agent directly or be warm transferred. The sale will be coded as failed in our system, and will not proceed until a clean customer care is made and recorded.

Oversight

1. All Telesales agents will be recorded on 100% of their calls following all tcpa guidelines. Each agent will be monitored each week by quality assurance to ensure following all guidelines. IF they are found to not follow guidelines corrective action will be taken up to and including termination.
2. All Door to Door agents will receive random field visits to ensure they are following all guidelines. IF they are found to not follow guidelines corrective action will be taken up to and including termination.
3. In addition, we will make three attempts to contact the customer with a customer care follow up call to ensure they understand the offer and the contract terms. We will also verify that the business does exist and that the decision maker does work there and make the decisions.
4. All sales will be verified by either written contract, electronic contract and or Third-party verification.
5. We will not be billing customers directly that will be the supplier and utility responsibility.
6. Protocall will work with the suppliers to provide customer support. For the sale process Protocall will have inhouse Customer care and for billing inquiries or after sale inquires the respective suppliers will handle.

CreditScoreSM Report

as of: 09/25/20 10:32 ET

Protocall Communications, Inc

Address:	204 Main St Laurel, MD 20707-4308 United States	Key Personnel:	Ellen Kleinknecht Christopher Magaha Janice Obrien
Phone:	301-361-1111	SIC Code:	4800-Communications 7389-Business Services, Nec 5065-Electronic Parts & Equipment, Nec
Website:	www.protocall.net	NAICS Code:	517000-Telecommunications 541420-Industrial Design Services 423690-Other Electronic Parts And Equipment Merchant Wholesalers
Experian BIN:	713166457	Business Type:	Corporation
Agent:	Business Filings Incorporated	Experian File Established:	March 1994
Agent Address:	4400 Easton Commons Way Suite 125 Columbus, OH	Experian Years on File:	26 Years
Also is (or has been) operating as:	Protocall Communications Inc	Years in Business:	More than 26 Years
Family Linkage:		Total Employees:	2
Ultimate Parent	Protocall Communications, Inc 204 Main St Laurel, MD	Sales:	\$91,000
Branches / Alternative Locations	Protocall Communications, Inc 204 Main St Laurel, MD United States	Filing Data Provided by:	Maryland
		Date of Incorporation:	01/16/2014

Experian Business Credit Score

54

Business Credit Score



Low-Medium Risk

The objective of the Experian Business Credit Score is to predict payment behavior. High Risk means that there is a significant probability of delinquent payment. Low Risk means that there is a good probability of on-time payment.

Key Score Factors:

- Number of commercial accounts with net 1-30 days term.
- Number of commercial collection accounts.
- Nbr of active commercial accts within the last 12 mos.
- Number of recently active commercial accounts.

Business Credit Scores range from a low of 1 to high of 100 with this company receiving a score of 54. Higher scores indicate lower risk. This score predicts the likelihood of serious credit delinquencies within the next 12 months. This score uses tradeline and collections information, public filings as well as other variables to predict future risk.

3

Financial Stability Risk
Rating



A Financial Stability Risk Rating of 3 indicates a 2.95% potential risk of severe financial distress within the next 12 months.

Key Rating Factors:

- Number of commercial collection accounts.
- Risk associated with the company's industry sector.
- Number of active commercial accounts.
- Risk associated with the business type.

Financial Stability Risk Ratings range from a low of 1 to high of 5 with this company receiving a rating of 3. Lower ratings indicate lower risk. Experian categorizes all businesses to fit within one of the five risk segments. This rating predicts the likelihood of payment default and/or bankruptcy within the next 12 months. This rating uses tradeline and collections information, public filings as well as other variables to predict future risk.

Credit Summary

This location does not yet have an estimated Days Beyond Terms (DBT), or a Payment Trend Indicator. This is often the result of too few active Payment Tradelines.

Please refer to Experian's www.BusinessCreditFacts.com website for more information on establishing Payment Tradelines.

Lowest 6 Month Balance:	\$392
Highest 6 Month Balance:	\$392
Current Total Account Balance:	\$0
Highest Credit Amount Extended:	\$0

Payment Tradelines (see charts):	5
UCC Filings:	0
<div>■ Businesses Scoring Worse:</div>	53%
✓ Bankruptcies:	0
✓ Liens:	0
✓ Judgments Filed:	0
✓ Collections (see detail , summary):	1

Payment Trend Summary

Insufficient information to produce
Monthly Payment Trends
chart.

Insufficient information to produce
Quarterly Payment Trends
chart.

Insufficient information to produce
Continuous Payment Trends
chart.

Insufficient information to produce
Newly Reported Payment Trends
chart.

Insufficient information to produce
Combined Payment Trends
chart.

Collection Filings

Date	Agency	Agency Phone	Status	Closed Date	Amt Disputed	Amt Collected	Comments
10/15	Jonathon Neil & Associates	800-331-6333	Paid in Full	06/16	\$1,400	\$0	

Collections Summary

Status	Number of Items	Amt Disputed	Amt Collected
Paid in Full	1	\$1,400	\$0

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Also is (or has been) operating as:	Protocall Communications Inc	Years in Business:	More than 26 Years
Family Linkage:		Total Employees:	2
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✓ Bankruptcies:	0
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Payment Trend Summary

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Scott N Kleinknecht

Work Experience

1988 – present

Protocall Communications, Inc.

VP Marketing & Sales, Co-Owner

Responsible for coordination of all sales and marketing, development of strategic marketing plan, development of advertising/PR plan, and management of future additional sales representatives.

Protocall Communications, LLC. (later acquired by NOVO 1)

Member, Co-owner

Responsible for coordination of all sales and marketing, development of strategic marketing plan, development of advertising/PR plan, and management of future additional sales representatives. Responsible for developing and managing budgets for commissions and sales incentives.

Grew the business from a startup answering service to a technically advanced inbound, outbound and call center with automated capabilities with 350 employees, and sales of approximately \$12M annually.

1983 - 1988

Johnston Lemon and Company

Investment Banker, Washington DC

Traded stocks and bonds. Served as Partnership Coordinator for the Washington branch. Exceeded sales revenues for every year of service.

1979 - 1983

Wall Covering Service, Inc.

President, Suitland MD

Responsible for staffing, inventory, financing of this exclusive wall covering store. Grew from a startup to employing 20 employees. Grew revenues to \$1.2 million.

Education

1974 – 1978

Newberry College; BBA - Business and Accounting

1978 - 1979

Winthrop College; Graduate level courses, Finance

Professional Organizations

American Telemarketing Association

Direct Marketing Association of Washington

Greater Washington Society of Association Executives

Areas of Expertise

Telecommunications Operations

Finance

Marketing

References

Upon request

Protocall Communications, Inc.

Balance Sheet

As of December 31, 2022

	JAN - DEC 2021	JAN - DEC 2022
ASSETS		
Current Assets		
Bank Accounts		
00001 BOA Payroll Account x6582	-138,781.94	-244,804.67
10000 Payroll Clearing Acct	-0.02	300.00
10002 BoA Operating Account x6579	915,130.20	148,608.74
PPP Loan Proceeds (deleted)	0.00	0.00
Total 10002 BoA Operating Account x6579	915,130.20	148,608.74
10003 Savings x6412 (deleted)	650,459.50	0.00
Money Market (2294)		503,011.14
Total Bank Accounts	\$1,426,807.74	\$407,115.21
Accounts Receivable		
11000 Accounts Receivable	608,318.83	954,172.02
Total Accounts Receivable	\$608,318.83	\$954,172.02
Other Current Assets		
12000 Prepaid Expenses		
12030 Prepaid Expenses NJ (deleted)	86,870.64	0.00
Total 12000 Prepaid Expenses	86,870.64	0.00
Uncategorized Asset	0.00	0.00
Undeposited Funds	0.00	0.00
Total Other Current Assets	\$86,870.64	\$0.00
Total Current Assets	\$2,121,997.21	\$1,361,287.23
Fixed Assets		
15000 Furniture & Fixture	185,251.73	185,251.73
15100 Equipment	44,762.73	44,762.73
15200 Computers	41,795.96	41,795.96
15300 Building Improvements	0.00	0.00
15400. Vehicles	184,550.23	184,550.23
15900 Accumulated Depreciation	-379,614.00	-411,594.00
Total Fixed Assets	\$76,746.65	\$44,766.65
Other Assets		
16000 Security Deposit - MD PTC office (deleted)	0.00	0.00
16100 Loan to Shareholders	0.00	500,000.00
16200 Deposit - Facility Lease	0.00	0.00
Total Other Assets	\$0.00	\$500,000.00
TOTAL ASSETS	\$2,198,743.86	\$1,906,053.88

Protocall Communications, Inc.

Balance Sheet As of December 31, 2022

	JAN - DEC 2021	JAN - DEC 2022
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
20000 Accounts Payable	0.00	0.00
Total Accounts Payable	\$0.00	\$0.00
Credit Cards		
21000 CC Amex Deb x66005	9,899.95	497.63
21010 CC Amex Ellen x3001	-2,558.50	13,575.72
21020 CC Amex Scott x11001	-2,159.02	-29,380.71
Total Credit Cards	\$5,182.43	\$ -15,307.36
Other Current Liabilities		
22000 Accrued Interest to Partners-L*	-99,671.00	-99,671.00
22100 Accrued Incentives Payable	0.00	0.00
22200 Accrued payroll expenses	2,573.97	3,890.58
22300 Sales Tax Agency Payable	0.00	0.00
PPP Loan	0.00	0.00
Total Other Current Liabilities	\$ -97,097.03	\$ -95,780.42
Total Current Liabilities	\$ -91,914.60	\$ -111,087.78
Long-Term Liabilities		
24000 Stale Checks	0.00	0.00
Total Long-Term Liabilities	\$0.00	\$0.00
Total Liabilities	\$ -91,914.60	\$ -111,087.78
Equity		
30000 Capital	912,500.00	912,500.00
31000 Goodwill	80,000.00	80,000.00
32000 Partner Distribution	-4,013,830.65	-5,313,830.65
37000 PC Redux Equity Account	-188,990.00	-188,990.00
38000 Prior Year Earnings	508,168.56	508,168.56
39000 Retained Earnings	975,192.34	4,972,615.55
Opening Bal Equity	20,195.00	20,195.00
Net Income	3,997,423.21	1,026,483.20
Total Equity	\$2,290,658.46	\$2,017,141.66
TOTAL LIABILITIES AND EQUITY	\$2,198,743.86	\$1,906,053.88

Protocall Communications, Inc.

Profit and Loss

January 2021 - December 2022

	JAN - DEC 2021	JAN - DEC 2022	TOTAL
Income			
40000 Income	10.00		\$10.00
41000 Fixed Income	1,451,613.10	572,799.18	\$2,024,412.28
41001 Business Income		434,656.87	\$434,656.87
41002 Outside Income		339,787.19	\$339,787.19
Total 41000 Fixed Income	1,451,613.10	1,347,243.24	\$2,798,856.34
42000 Sales Commissions	5,211,482.28	2,170,631.28	\$7,382,113.56
42001 Business Commissions	-2.82	2,256,939.00	\$2,256,936.18
42002 Outside Commissions		214,130.55	\$214,130.55
42003 Resi Commissions		1,322,086.14	\$1,322,086.14
Total 42000 Sales Commissions	5,211,479.46	5,963,786.97	\$11,175,266.43
INSIDE REVENUE	8.64		\$8.64
Sales of Product Income	9.20		\$9.20
Total Income	\$6,663,120.40	\$7,311,030.21	\$13,974,150.61
Cost of Goods Sold			
Employee Incentives (AX)	34,517.90	31,018.90	\$65,536.80
INSIDE			\$0.00
75043 RENEWALS			\$0.00
75043-1 Renewals - Wages	456,001.04	435,357.92	\$891,358.96
75043-2 Renewals Bonus	996.13	-950.00	\$46.13
75043-3 Renewals Commission	329,432.83	372,277.54	\$701,710.37
75043-4 Renewals - PDO, PSL, Retro	32,649.86	30,261.17	\$62,911.03
75043-5 Renewals - Payroll Taxes	69,771.21	72,180.56	\$141,951.77
Total 75043 RENEWALS	888,851.07	909,127.19	\$1,797,978.26
INSIDE NEW BUSINESS			\$0.00
75041-1 Inside New Biz Wages	370,373.96	325,282.83	\$695,656.79
75041-2 Inside New Biz Bonus	-2,914.28	-5,082.33	\$ -7,996.61
75041-3 Inside B2B Comm	413,945.74	528,097.51	\$942,043.25
75041-4 Inside B2B Other (PDO, OT, Ret)	23,932.26	20,007.02	\$43,939.28
75041-5 Inside B2B Payroll Taxes	69,577.42	67,351.57	\$136,928.99
Total INSIDE NEW BUSINESS	874,915.10	935,656.60	\$1,810,571.70
INSIDE RESI			\$0.00
75042 INSIDE RESI	8,000.00	-573.94	\$7,426.06
75042-1 Inside RESI Wages	613,195.47	670,321.46	\$1,283,516.93
75042-2 Inside RESI Bonus	4,551.95	730.33	\$5,282.28
75042-3 Inside RESI Commission	320,255.23	336,483.24	\$656,738.47
75042-4 Inside RESI Other (PDO, OT, Ret)	34,151.50	34,875.92	\$69,027.42
75042-5 Inside RESI Payroll Taxes	86,246.50	85,393.03	\$171,639.53
Total INSIDE RESI	1,066,400.65	1,127,230.04	\$2,193,630.69

Protocall Communications, Inc.

Profit and Loss

January 2021 - December 2022

	JAN - DEC 2021	JAN - DEC 2022	TOTAL
LEAD GEN WAGES			\$0.00
75018-1 Lead Gen Wages	16,909.36	276,794.79	\$293,704.15
75018-2 Lead Gen Bonus	-25.00	-1,865.79	\$ -1,890.79
75018-3 Lead Gen Comm	1,374.40	82,369.71	\$83,744.11
75018-4 Lead Gen - Other		7,230.00	\$7,230.00
75018-5 Lead Gen - Taxes	2,582.91	37,420.59	\$40,003.50
Total LEAD GEN WAGES	20,841.67	401,949.30	\$422,790.97
Total INSIDE	2,851,008.49	3,373,963.13	\$6,224,971.62
OUTSIDE/1099			\$0.00
70901 Reimbursable Expenses		20,599.29	\$20,599.29
77000 PTC Outside Sales (deleted)	736,953.48	448,545.91	\$1,185,499.39
80000-1 Daily Activity		191,564.37	\$191,564.37
80010-1 Bonus		4,980.00	\$4,980.00
80020-1 Clawback		-1,557.39	\$ -1,557.39
80030-1 Commission		72,544.20	\$72,544.20
Catapult		74,456.69	\$74,456.69
Total OUTSIDE/1099	736,953.48	811,133.07	\$1,548,086.55
Total Cost of Goods Sold	\$3,622,479.87	\$4,216,115.10	\$7,838,594.97
GROSS PROFIT	\$3,040,640.53	\$3,094,915.11	\$6,135,555.64
Expenses			
23302 Advertising/Promotional		27.00	\$27.00
60000 Advertising and Marketing	634.94	634.94	\$1,269.88
Web Site	7,069.13	1,015.00	\$8,084.13
Total 60000 Advertising and Marketing	7,704.07	1,649.94	\$9,354.01
61000 Bank and CC Fees	1,095.00	877.75	\$1,972.75
63000 License, Dues and Subscriptions	7,866.10	25,323.83	\$33,189.93
65100 Client Meals	234.27	1,656.63	\$1,890.90
66000 INSURANCE	420.00		\$420.00
660100 Business Insurance Expense	25,442.16	35,801.00	\$61,243.16
66020a Workers Comp insurance	8,439.14	17,378.22	\$25,817.36
66030a Property Insurance	6,365.00	-348.04	\$6,016.96
66040a Business Auto Insurance	8,924.00		\$8,924.00
Total 66000 INSURANCE	49,590.30	52,831.18	\$102,421.48
68000a LEGAL & PROFESSIONAL FEES			\$0.00
68010a Accounting	4,302.05	2,611.49	\$6,913.54
68020a Legal Fees	7,812.50	12,151.65	\$19,964.15
68040a IT consulting	10,697.43	55,306.29	\$66,003.72
68050a HR Consulting	9,000.00	6,000.00	\$15,000.00
68060 Marketing Consultant	20,595.00	13,300.00	\$33,895.00
Total 68000a LEGAL & PROFESSIONAL FEES	52,406.98	89,369.43	\$141,776.41

Protocall Communications, Inc.

Profit and Loss

January 2021 - December 2022

	JAN - DEC 2021	JAN - DEC 2022	TOTAL
70000 OFFICE EXPENSES			\$0.00
70010 Supplies & Software	34,924.93	69,496.08	\$104,421.01
70020 Postage Expense	2,790.04	1,306.45	\$4,096.49
70030 Recruiting Vendors	1,249.01	8,700.67	\$9,949.68
70040 Leads	4,753.43	10,951.99	\$15,705.42
70060 Payroll Processing	14,788.16	24,943.13	\$39,731.29
70100a EMPLOYEE RELATED			\$0.00
65000 Staff Meals	4,399.90	7,074.38	\$11,474.28
70110a Professional Development	2,470.00		\$2,470.00
70120 Drug & Background Testing	4,673.50	5,035.00	\$9,708.50
70140 Third Party Verific/DNC Lists	7,185.40	7,039.45	\$14,224.85
70150 Employee Morale Programs Exp	2,942.97	19,676.20	\$22,619.17
Total 70100a EMPLOYEE RELATED	21,671.77	38,825.03	\$60,496.80
Total 70000 OFFICE EXPENSES	80,177.34	154,223.35	\$234,400.69
71000a RENT	210.03	111.60	\$321.63
71010a Rent 204 Main St	409,300.00	392,977.02	\$802,277.02
Total 71000a RENT	409,510.03	393,088.62	\$802,598.65
72000a Building Repair & Maintenance	40,905.02	30,991.74	\$71,896.76
72010a Building Cleaning Laurel	3,175.00		\$3,175.00
Total 72000a Building Repair & Maintenance	44,080.02	30,991.74	\$75,071.76
73000 TAXES			\$0.00
73020 State Taxes	650.44	200,440.87	\$201,091.31
73030 Property Tax	918.00	3,686.78	\$4,604.78
73040 Other Taxes	12,913.55		\$12,913.55
Total 73000 TAXES	14,481.99	204,127.65	\$218,609.64
74000 Travel	35,284.73	61,335.74	\$96,620.47
75000 UTILITIES	1,779.80	1,261.44	\$3,041.24
70070 Calling System	129,054.72	142,343.55	\$271,398.27
70071 Electric	15,731.41	17,673.74	\$33,405.15
75005 Telephone	10,110.92	4,372.02	\$14,482.94
75020 Cell Phone expenses	173.15	4,828.23	\$5,001.38
75029 Trash & Recycling	30.60	242.30	\$272.90
75031 Internet	13,968.13	13,814.65	\$27,782.78
75032 Water	7,210.95	-7,159.45	\$51.50
Total 75000 UTILITIES	178,059.68	177,376.48	\$355,436.16
78000 BENEFITS			\$0.00
23300 401k Payroll Withholding	-84,096.23	-108,512.57	\$ -192,608.80
23301 401K Match	95,291.58		\$95,291.58
67010 Employee Supplemental Benefits	13,617.46	21,487.40	\$35,104.86
67020 Health Benefits	172,889.95	98,604.21	\$271,494.16
67020-6 Dental Expense	13,344.87	16,328.29	\$29,673.16

Protocall Communications, Inc.

Profit and Loss

January 2021 - December 2022

	JAN - DEC 2021	JAN - DEC 2022	TOTAL
67050 Benefit Deductions	-52,111.40	-58,725.74	\$ -110,837.14
75000-8 401k expense	4,963.81	128,862.04	\$133,825.85
75020-3 401k Loan repayment	-84.00	-252.00	\$ -336.00
Total 78000 BENEFITS	163,816.04	97,791.63	\$261,607.67
79000 OVERHEAD PAYROLL EXPENSE			\$0.00
75010-1 Sales Support/Admin/IT Wages	349,123.34	391,076.75	\$740,200.09
75010-2 Sales Support/Admin/IT Bonus	31,507.00	-1,000.00	\$30,507.00
75010-3 Sales Support/Admin/IT Commission	57,532.00	72,868.37	\$130,400.37
75010-4 Sales Support/Admin/IT (PDO, OT, Retro)	27,747.76	27,183.89	\$54,931.65
75010-5 Sales Support/Admin/IT Payroll Taxes	36,707.96	40,887.27	\$77,595.23
75020-5 Sales Supervisors - Payroll Tax	210.75		\$210.75
75025-1 Officer Payroll	411,522.76	498,057.72	\$909,580.48
75025-4 Officer - PDO, Other	12,114.90		\$12,114.90
75025-5 Officer Payroll Tax	32,720.44	32,767.02	\$65,487.46
Total 79000 OVERHEAD PAYROLL EXPENSE	959,186.91	1,061,841.02	\$2,021,027.93
81000 PC Redux transfer	0.00	50,000.00	\$50,000.00
INSIDE EXPENSE			\$0.00
40900 Headset Purchase	1,916.61	3,160.38	\$5,076.99
Total INSIDE EXPENSE	1,916.61	3,160.38	\$5,076.99
Vehicle			\$0.00
78000 Vehicle - Maintenance	338.88		\$338.88
Auto Expense	4,730.71	7,589.56	\$12,320.27
Total Vehicle	5,069.59	7,589.56	\$12,659.15
Total Expenses	\$2,010,479.66	\$2,413,261.93	\$4,423,741.59
NET OPERATING INCOME	\$1,030,160.87	\$681,653.18	\$1,711,814.05
Other Income			
73100 ERTC - Tax Credit	756,566.73	372,953.23	\$1,129,519.96
Forgiveness	1,664,864.00		\$1,664,864.00
Interest Income	215.69	3,205.77	\$3,421.46
Other Income	514.92	651.00	\$1,165.92
41500 Management Fees	662,508.00		\$662,508.00
Total Other Income	663,022.92	651.00	\$663,673.92
Total Other Income	\$3,084,669.34	\$376,810.00	\$3,461,479.34
Other Expenses			
90000a Depreciation Expense	117,407.00	31,980.00	\$149,387.00
Reconciliation Discrepancies-1		-0.02	\$ -0.02
Total Other Expenses	\$117,407.00	\$31,979.98	\$149,386.98
NET OTHER INCOME	\$2,967,262.34	\$344,830.02	\$3,312,092.36
NET INCOME	\$3,997,423.21	\$1,026,483.20	\$5,023,906.41

Protocall Communications, Inc.

Statement of Cash Flows January 2021 - December 2022

	JAN - DEC 2021	JAN - DEC 2022	TOTAL
OPERATING ACTIVITIES			
Net Income	3,997,423.21	1,026,483.20	\$5,023,906.41
Adjustments to reconcile Net Income to Net Cash provided by operations:			\$0.00
11000 Accounts Receivable	-198,837.89	-345,853.19	\$ -544,691.08
12030 Prepaid Expenses:Prepaid Expenses NJ (deleted)	-86,870.64	86,870.64	\$0.00
Uncategorized Asset	0.00		\$0.00
21000 CC Amex Deb x66005	10,372.72	-9,402.32	\$970.40
21010 CC Amex Ellen x3001	304.17	16,134.22	\$16,438.39
21020 CC Amex Scott x11001	-5,372.52	-27,221.69	\$ -32,594.21
22000 Accrued Interest to Partners-L*	0.00	0.00	\$0.00
22200 Accrued payroll expenses	1,360.26	1,316.61	\$2,676.87
PPP Loan	-986,983.00		\$ -986,983.00
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	-1,266,026.90	-278,155.73	\$ -1,544,182.63
Net cash provided by operating activities	\$2,731,396.31	\$748,327.47	\$3,479,723.78
INVESTING ACTIVITIES			
15000 Furniture & Fixture	-54,613.00		\$ -54,613.00
15200 Computers	-18,627.39		\$ -18,627.39
15400. Vehicles	-80,019.15		\$ -80,019.15
15900 Accumulated Depreciation	117,407.00	31,980.00	\$149,387.00
16000 Security Deposit - MD PTC office (deleted)	2,800.00		\$2,800.00
16100 Loan to Shareholders	1,225,000.00	-500,000.00	\$725,000.00
Net cash provided by investing activities	\$1,191,947.46	\$ -468,020.00	\$723,927.46
FINANCING ACTIVITIES			
32000 Partner Distribution	-2,750,000.00	-1,300,000.00	\$ -4,050,000.00
37000 PC Redux Equity Account	-65,000.00		\$ -65,000.00
Net cash provided by financing activities	\$ -2,815,000.00	\$ -1,300,000.00	\$ -4,115,000.00
NET CASH INCREASE FOR PERIOD	\$1,108,343.77	\$ -1,019,692.53	\$88,651.24

Protocall

Protocall is a unique sales organization comprised of an inside business to business sales and an outside business to business sales team specializing in delivering top quality results for our clients. Our executive team has 100 years of combined experience in sales and building quality sales teams.

We understand the importance of training. We invest in our people continually as they represent us in the market place. We have developed numerous training programs including sales, leadership, back office and quality control, all of which we currently use in our current business model.

Protocall is a multi- award-winning sales organization, specializing in deregulated sales of telecom and energy since the year 2000. Our clients have included Verizon, AT&T, Bell South, Comcast and Constellation Energy to name a few.

Currently Protocall has over 65 Telesales employees in Maryland working from home during this pandemic. Protocall records 100% of the phone calls and follows all state and regulatory guidelines.

Protocall Management Team

- Deborah Liebel, President – Has over 35 years in sales and marketing experience, with the last 10 years focusing on energy sales for businesses and consumers.
- Ellen Kleinknecht, CFO and Human Resource Director – Has over 30 years’ experience building a financially responsible business that allows for growth responsibly. Her years of experience in HR allows us to recruit and retain some of the best sale professionals, all the while keep a keen eye on compliance and awareness of the organization.
- Scott Kleinknecht, COO - Has over 35 years in building a technologically sound business to be able to handle the complexities of compliance for employees working from home and or in the field.

Plan for Brokerage

Protocall’s decision to enter into the broker space is based on where we feel our future success, especially in these current economic circumstances. Currently we sell in the energy space for our client. We do not contract directly with customers; we are only contracted with our client to represent our client. We do not have title to supply. We do not have agreements with PJM or utilities and we do not sell supply directly. We also do not contract with the small business customers directly.

Our plan is to launch in Illonois with home agents to start, following all TCPA guidelines and then, launch a door-to-door channel. Our vision is to create a home-based professional who can contact customers and set appointments for our sales professionals to assist with presenting the product and closing the sale. We also believe the home-based agent can grow into a sale’s professional role and possibly a leadership role within the organization allowing for opportunity to rise through the organization. By having the sale professional role to help with closing appointments, it ensures the customer receives all information accurately and professionally while training the new upcoming home agents. We believe we can create a best in class model for others to follow.

UNITED STATES OF AMERICA
STATE OF OHIO
OFFICE OF THE SECRETARY OF STATE

I, Frank LaRose, do hereby certify that I am the duly elected, qualified and present acting Secretary of State for the State of Ohio, and as such have custody of the records of Ohio and Foreign business entities; that said records show PROTOCOL COMMUNICATIONS, INC., a Maryland corporation, having qualified to do business within the State of Ohio on March 9, 2021 under License No. 4635320 is currently in GOOD STANDING upon the records of this office.



*Witness my hand and the seal of the
Secretary of State at Columbus, Ohio
this 30th day of March, A.D. 2023.*

A handwritten signature in blue ink, appearing to read "Frank LaRose".

Ohio Secretary of State

Validation Number: 202308902200

Competitive Retail Natural Gas Service Affidavit

County of Anne Arundel

State of Maryland:

Deborah Liebel, 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 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 Sections 4905.10 and 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 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. 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 comply with all state and/or federal rules and regulations concerning consumer protection, the environment, and advertising/promotions.
8. 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.
9. 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.

10. Affiant further sayeth naught.

Deborah Liebel President
Signature of Affiant & Title

Sworn and subscribed before me this 5 day of APRIL, 2023
Month Year

Allen P. Klemm
Signature of official administering oath

Allen P. Klemm NOTARY
Print Name and Title

My commission expires on May 18 2024

EXHIBIT C-3

Forecast for the next two years in OHIO

This is based on a start up date of Jan 2023

This is an estimated of expected revenue and could change depending upon success

Assumptions start with 3 agents and continue to grow monthly. Avg customer size 5-15 ees

Month	Revenue Generated	Expense	Profit
Jan-23	\$ 5,896.80	\$ 4,586.40	\$ 1,310.40
Feb-23	\$ 7,862.40	\$ 6,115.20	\$ 1,747.20
Mar-23	\$ 9,828.00	\$ 7,644.00	\$ 2,184.00
Apr-23	\$ 11,793.60	\$ 9,172.80	\$ 2,620.80
May-23	\$ 13,759.20	\$ 10,701.60	\$ 3,057.60
Jun-23	\$ 15,724.80	\$ 12,230.40	\$ 3,494.40
Jul-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Aug-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Sep-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Oct-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Nov-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Dec-23	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Total	\$ 171,007.20	\$ 133,005.60	\$ 38,001.60
Jan-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Feb-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Mar-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Apr-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
May-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Jun-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Jul-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Aug-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Sep-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Oct-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Nov-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Dec-24	\$ 17,690.40	\$ 13,759.20	\$ 3,931.20
Total	\$ 212,284.80	\$ 165,110.40	\$ 47,174.40

prepared by Ellen Kleinknecht
204 Main St. Laurel, MD 20707
ellen@protocall.net
301-361-1125

DEBORAH E. LIEBEL

SUMMARY:

Results-oriented, executive sales director with over 25 years experience in the following key areas: executive level leadership, strategic planning and execution, financial accountability, mentoring, sales aptitude, training & development, performance management, project management, competitive analysis, problem solving, analytical aptitude, adaptability, organized, team player.

EXPERIENCE:

Protocall Communications, Laurel, MD
President

Dec 2009-present

Manage 400 plus employees to generate positive results for our clients and our business model.

- Developed business plan to grow organic revenue by 10% and add additional clients to grow revenues by 25%
- Created key list of potential industries and clients to solicit
- Recruited and hired key leadership personnel to implement our strategy
- Developed a process to measure effectiveness and track accomplishments
- Identified key areas of opportunities and developed plan of action to ensure success
- Landed 3 of our 5 clients needed to grow our revenue stream
- Currently concentrating on growing our B to B and Consumer business

NOVO 1, Inc.
Chief Operating Officer

2001-Dec 2009

Manage our day to day operations of 400 + employees

- Brought on AT&T SE and grew it to 30% of our revenue
- Grew AT&T relationship to add consumer business producing over 3M in additional revenue
- Develop strong process for order entry, reconciliation that resulted in our being able to offer to all clients creating an additional revenue stream
- Developed and implemented a process for leadership team to analyze performance and develop an action plan resulting in an award winning culture of performance for our clients
- Implemented leadership development program to ensure development of all sales representatives who desire to be leaders
- Analyzed and implemented comp plans to ensure success in our ability to meet client needs consistently
- Designed and implemented department level standards to which everyone strives to meet
- Designed and implemented process improvement within our clients to allow us to generate organic growth consistently over first 9 years
- Created sales process to use for prospective clients
- Manage day to day departments, clients and employees

Protocall Communications

2000-2001

Director of Operations

Manage day to day operations and grow Verizon business

- Recruited, hired, and developed sales representatives to deliver results
- Grew Verizon from 15 reps to 100 within 2 years
- Grew sales management team and leadership team
- Designed and implemented management training
- Designed reporting structure to ensure client results
- Designed departments to implement efficiencies and maintain costs while growing results

MCI Mass Markets, Linthicum, MD**1998-2000****Commercial Sales Manager, Small Business**

Manage five commercial outbound sales teams to obtain sales/revenue objectives. Recruit, hire and maintain all minimum headcount levels. Develop and implement strategy to maximize results. Set and communicate clear objectives and standards of performance for all one hundred employees. Monitor, develop and train five call center supervisors daily. Consistently analyze process and implement improvements,

- Developed and implemented a process for supervisors to analyze performance and develop an action plan resulting in an increase in performance of 25%
- Implemented peak performance to ensure development of all sales representatives and supervisors
- Analyzed and implemented a process to ensure success in recruiting, resulting in 60% of our new hires achieving over quota their first two weeks on the floor
- Recruited, trained, and developed three supervisors within six weeks
- Designed a reporting process to drive accountability for the supervisors and the representatives

Supervisor, Small Business**1998**

Manage outbound commercial sales team, of up to twenty representatives, to achieve sales goals. Set and maintain high standards. Develop, coach and monitor all sales representatives to ensure success. Daily feedback and training sessions to optimize sales. Design sales contest to drive results. Encouraged reward recruiting efforts. Schedule, coordinate, and implement strategy to obtain results.

- Applied sales strategies which resulted in the team moving from the bottom 20% to the top 20% in the first two weeks as a supervisor
- Analyzed and implemented a strategy to develop sales professionals to increase production
- Implemented process to build a winning team resulting in a team award for the new recruits

AT&T CAPITAL CORPORATION, Towson, MD**1990 - 1998****Team Manager, Consumer Direct Sales and Operations, Automotive Division**

Managed call center day-to-day problem solving in a fast-paced environment. Managed performance for consumer team. Develop and implement all training, procedures and policies for team. Manage resources for expenses and manpower budgets according to finance volumes. Monitor industry change and competition. Maintain and establish relationships with affinity partners and vendors. Active participant in RFP's for vendors in billing, customer service and end of term.

- Lead person on launch of most successful affinity partner and first venture into small business markets with finance volumes of 19M
- Developed and applied sales strategies to meet business goals which resulted in organic growth volumes of 88M from 74M in 1996.
- Designed and implemented lease training for 40 consumer team members
- Researched, designed, tested, trained and implemented the new Regulation M lease for all 50 states
- Active role in redesigning the organization and process management
- Analyzed and implemented a process improvement resulting in increased efficiencies of 70% on factory orders and 60% on out-of-stock acquisitions
- Through implementation of call management systems and monitoring, increased call handling capability from 250 calls to 500 calls per day and customer satisfaction results from 94% to 98%

Ellen P Kleinknecht

Work Experience

- 2009- present
Protocall Communications, Inc.
Chief Financial Officer and Co-Owner
Maintain complete financial responsibility, as well as responsibilities including strategic direction, marketing, sales, budgeting, payroll, and Human Resources policy development.
- 2002-December 2009
NOVO 1, Inc.
Chief Financial Officer
Responsible for leadership and management of all financial operations, as well as all legal and Human Resource functions. Developed and implemented strategic marketing and business development plans to achieve corporate initiatives. Work closely with sales function. Responsible for all personnel issues, payroll, accounts payable and receivable.
- 1995 – January 2002
Protocall Communications, LLC
Managing Partner, Co-owner
Responsibilities in all aspects of company, including strategic direction, marketing, sales, budgeting, payroll, Human Resources policy development, and program management. Implemented cafeteria plans for benefit coverage. Helped to grow firm from startup to highly profitable company that was sold to Call Solutions of Waukesha, WI (later called NOVO 1).
- 1993 - April 1995
Computing Devices International (formerly Control Data Corporation)
Manager of Legislative Affairs, Washington DC
Conveyed corporate position to congressional members and staff regarding proposed and existing legislative actions. Assessed impact of congressional testimony on company's strategic plans. Liaison with congressional staffs and members' office staff. Performed staff functions with the company's Political Action Committee Board.
- 1991 - 1993
Computing Devices International
Shipboard SubSurface Team Leader, Washington, DC
Served as leader of this strategic market segment. Coordinated technology transfer from avionics to shipboard subsurface market segment. Worked with both government and prime contractor procurement offices. Quota averaged \$20 million a year. Achieved 100% Club every year eligible.
- 1986 - 1991
Computing Devices International
Program Marketing Manager, Washington, DC
Identified, qualified, and developed program opportunities for both avionics and shipboard applications for this international corporation. Developed and implemented pursuit plans and strategies. Quota averaged \$15 million a year. Achieved 100% Club every year eligible.
- 1984 - 1986
Mainsale Marketing Inc.
Office Manager, Austin, Texas
Managed real estate marketing office. Interviewed, hired and trained job candidates; formed and maintained liaison with local merchants; managed payroll for 25 people.

Education

- 1982 - 1986
University of Texas at Austin; BBA - Marketing
- 1990 - 1992
George Washington University; MBA - Management of Science, Technology & Innovation

Professional Organizations

BWCC Chamber of Commerce

Greater Washington Society of Association Executives (past member of Technical Committee)
Computing Devices International Women's Leadership Council - founding board member
American Defense Preparedness Association (ADPA) - Executive Board (elected position),
Publicity Chair (ASW Division),
Electronics Industry Association (EIA) - Defense, Domestic Subcommittees

Areas of Expertise

Telecommunications Operations
Defense Marketing
Six Sigma Certified
Strong written and public speaking skills

Interests

Music, SCUBA, biking, Tex-Mex cooking

References

Upon request

**This foregoing document was electronically filed with the Public Utilities
Commission of Ohio Docketing Information System on**

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in

Case No(s). 21-0386-GA-AGG

Summary: In the Matter of the Application of Protocall Communications, Inc.