

RFP # 005-20 STRATEGIC PLANNING SERVICES

Orbis Management
14749 SW 154th Street
Gainesville, FL 32618
Contact: Mr. Juan Salva, Owner
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Cover Letter

Orbis Management was founded in late 2019 in Gainesville, Florida by Mr. Juan Salva and Mr. Jay Zwirblis. Both gentlemen are former Army strategic planners and corporate / public consultants with over 30 years of collective professional experience. Mr. Salva has a Master's of Business Administration (MBA) from the University of Florida and a Master of Arts (MA) from Norwich University. Mr. Zwirblis has a Master's of Public Administration (MPA) from Harvard University and a Master of Science (MS) in Microbiology and Immunology from Georgetown University. Their varied experiences and skill sets allow them to approach problems holistically and provide tailored solutions.

Orbis Management's vision is to help local governments and small organizations achieve their goals through environmentally friendly and sustainable practices. There is always a synergy of growth and sustainability and we strive to help our clients achieve that nexus. Our background in science and health helps a small city prepare and respond to crises such as pandemics. Recently awarded contracts in 2020 include the Commonwealth of Massachusetts Department of Public Health Research and Data Analysis Services contract vehicle.

The City of Key West is in a strong position to develop and implement a strategic plan that will enhance the livelihoods and experiences of all residents and visitors. However, Key West is disproportionately affected by COVID-19 due to a large amount of businesses being dependent on tourism for revenue. Key West's future Vision, Core Values, and Mission must have buy-in from all relevant stakeholders to include city leaders and citizens. Our analysis, surveys, and workshops will capture what is most important for all relevant parties and help the city articulate that in a strategic plan.

The development of a strategic plan will help us recommend feasible and viable strategic initiatives that are tailored to the strengths, weaknesses, opportunities and threats that are particular to Key West. Any recommendations or initiatives will be tied to measurable performance metrics and include appropriate feedback mechanisms to adjust course if necessary.

As evidenced by recent world developments regarding the spread of the novel COVID-19, our current world is a precarious place and public health services and tourism are particularly vulnerable. A solid strategic plan can help the City of Key West be more resilient to these shocks.

We welcome the opportunity to work with the fine citizens and officials of Key West and thank you for your consideration.

Sincerely,

Juan A. Salva
Co-Owner, Orbis Management

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Required Affidavits & Forms (Attached separately)

In light of recent COVID-19 developments and the Centers for Disease Control (CDC) Guidelines, we believe it is more cost effective and safe to conduct meetings and interviews through teleconferencing and / or video chat. For many stakeholder groups, this has the dual benefit of maximizing participation while also keeping a majority safe. Naturally, in person meetings in some working groups as well as City Prep sessions are preferred and we do sincerely hope that our collective efforts to combat the virus will allow for that.

SCOPE OF WORK

Based on the requirements of the proposal, we feel the best methodology is to tackle most of specifications of the scope of work concurrently. Our goal is to have a final product for review and presentation to the City Commission in 6 months from the start of the contract. Our vision for and methodology for this project will align in 3 phases: Information Gathering, Developing an Action Plan, and a Report Review. We intend to use the City Preparation Sessions as transition point between each phase.



The Information Phase will produce a validated Vision, Values and Mission Statement. At the conclusion of the Information Plan Phase, we will hold a preparation session with the City Commissioner to address our initial findings (ie, SWOT Analysis, Community Input, etc). Based on the feedback we receive, we will commence with the development of an Action Plan and define goals, objectives, and strategic initiatives in conjunction with a City workshop. We will then again present our findings in front of the City Commissioner and move forward with a Report Review. Feedback loops will be built not only into our own process but also designed into our overall report so that the City is best poised to allocate resources where necessary.

Community Vision Process: This process will begin with Orbis Management conducting a baseline study of-the Committee and Board meeting minutes for the past 12 months to identify trends and issues affecting Key West. Following this study, we will

have an initial orientation meeting with the City Commission to confirm our approach, ensure access and receive approval to engage with community members, businesses, local non-profits and city officials.

The Community Vision Process will then proceed with (1) gathering input from the community at large to include individuals, businesses, non-profits, and various other entities through surveys, telephone interviews and focus groups and (2) gather input from City officials at all levels through structured interviews and focus groups.

Community at Large Input: Based on our initial research, we will design a public messaging campaign that not only informs but also invokes maximum community participation to help Mayor Johnston and the City of Key West revamp its long-term vision and strategy. This public messaging campaign will include an online link to a brief survey by which residents and outside entities can weigh in on the issues that are affecting them. Orbis Management will create the online survey through our internal Information Technology staff but will require the City's Official Webpage and Facebook pages to provide a link to that survey.

Surveys are valuable tools but we would also like to hold a public hearing for residents and business owners of each of the six districts whereby they can directly raise their concerns and ask questions. In light of the COVID-19 and depending on when the contract is approved, this may be done via teleconference (Zoom meeting, Facebook open forum, etc). Many towns across Europe and the U.S. are currently using Facebook as a platform to hold live town halls and maintain social distancing. This will allow us to explain the City Commission's intent of crafting a new vision and hear directly from residents.

We will also reach out to the Key West Chamber of Commerce and would request a sit-down / teleconference meeting with the Executive Vice President and Chief Executive Officer to explain the need for a new vision and gather inputs.

Semi structured interviews with local non-profit organizations would also help facilitate the crafting of a new vision. We estimate the interviews with select local non-profit organizations and our subsequent analysis of their assessments and concerns would take approximately 80 hours of labor.

City Employee Input: Our initial brief to the City Commission will highlight our research results on the issues we feel are most salient to Key West and detail the plan for gaining community and City government input.

Similar to how we gathered input from the community at large, we will also design a survey for city employees as well as an online open forum where they can contribute to the strategic vision process. We would also like to meet or video chat with key representatives from certain Departments, boards and commissions to gather their input.

End Result: We estimate that gathering stakeholder input from the community and city employees will take no more than two months from the start of the project (barring mitigating circumstances). Orbis Management will compile a report based on interviews, public forums, statistical data and / or surveys that highlights the concerns of the community and city officials. This baseline document can be used to help craft the overall vision for the City of Key West and inform goals and initiatives of a strategic plan.

Information Plan

- **Task # 1: Conduct a situational analysis of the City of Key West organization to include committees and boards:** We will begin this process by reviewing agendas and meeting minutes over the 12 months as well as the City’s budget and annual reports. We will also like to virtually attend and observe over the course of the first month (with the City’s permission), the biweekly City Commission meetings and the monthly Citizen Review Board, Planning Board, and Sustainability Advisory Boards meetings. Where possible, we would like to conduct 30 min to hour long semi structured interviews with select Department heads or Board members via telephone.

As part of this task, we will do our own comparative analysis of 2 to 3 similar cities in size, constituency and scope to the City of Key West to identify where possible additions, consolidations, or restructuring that might add value. Key West is uniquely positioned geographically and as a tourist destination unlike any other city in the United States. We may rely on our international expertise to glean lessons learned from comparable cities outside the United States. Based on our initial research, we believe there would be added value in this method particularly in regards to community resiliency and sustainability.

We estimate this process to take approximately one month and we will share our situational analysis review with the City Commission and any departments or offices the City Commission deems relevant. *The initial situational analysis review will be a tool that helps inform all aspects of the strategic review and will be the first deliverable.*

- **Task # 2: Identify and assess the strengths, weaknesses, and opportunities (SWOT) of the City of Key West organization.** Our situational analysis, particularly the results of the interviews, will help serve as a baseline for the SWOT analysis. Orbis Management will design a tailored external and internal survey for community members and the City’s workforce respectively using an online platform. The questions will help focus on what the city does well and where it needs to improve from various perspectives. The multiple perspectives will help identify potential biases and help eliminate an “us” versus “them” scenario.

Orbis Management will also use various demographic, economic, and socio-cultural trends analysis to help construct the SWOT analysis. This will help the City address not just the current challenges but help mitigate risks that are likely to impact the city, state, and nation as a whole.

We will present a SWOT analysis that is not just an indicator of the present challenges that Key West faces but can also be used as a stand-alone tool that the city can use to prepare for the next 3 to 5 years and beyond. *The SWOT analysis will be the second deliverable and we assess will be complete one month after the situational analysis is complete.*

- **Task #3: Based on the assessment data, facilitate the revision of the Vision, Core Values, and Mission for the City of Key West organization.** The results of the external and internal surveys and the SWOT analysis will be the basis for the revision of the Vision, Core Values, and Mission of the City of Key West.

We desire to hold an open online forum for city residents and business owners via Facebook or other teleconferencing means. We will ask radio stations associate with the Florida Keys Media group, as well as local businesses and non-profits, to advertise the online forum. The public campaign message, backed by the open surveys, will help inform local residents that they have a say in the strategic vision of the city.

The online forum for city employees will also commence for city employees at the same time. We trust that the various leadership of each department will encourage maximum participation and for those who cannot attend virtually will still have an opportunity to have their questions answered.

The public and city employee forums will take place no later than 2 and ½ months after the start of this contract.

The public forum will conclude the Information Gathering Portion and will mark the transition into developing an Action Plan. Task # 3 will be the transition point and serve as a bridge between Information Gathering phase and the commencement of the Action Plan phase.

Action Plan

At this transition point in the project, we will now convene the pre-defined Working Group of Key Members of the City of Key West Organization, as well as community leaders that the City Commission deems invaluable to the process. This may include key citizens, business leaders, or non-profit leaders, etc. We will also present our findings to the first of two City Commissioner Preparation Sessions.

- **Task #3 (Continued): Based on the assessment data, facilitate the revision of the Vision, Core Values, and Mission for the City of Key West organization.** The second part of this task will consist of working group meetings in which the Vision statement, Core Values and Mission will be revised/updated for presentation to the City Commission. Once approved by the City Commission the working group meetings will shift focus to identifying, defining and operationalizing benchmarks to facilitate the progress assessment. Key decision points, for both City government administrators and City Commissioners will be identified and validated. At the conclusion of this task, City

leadership will be presented with a deliverable that clearly explains the City's Vision, Core Values and Mission and a crosswalk of benchmarks, milestones and decision points that tie into achieving the City's goals.

- **Task #4: Facilitate the development of goals and objectives that support the Vision, Values and Mission of the City of Key West.** Upon approval of the new Vision, Values and Mission we will shift focus to the strategic communication with an emphasis on dissemination of information through telecommunication, Social Media and print venues. At this point, all stakeholders have already had the opportunity to exercise buy-in on the City's Vision, Values and Mission statement. It is up to the working group, with our facilitation, to help define the actionable goals and objectives in order to best ensure that mission.

The goals and objectives must clearly be tied to the city's Vision, Values and Mission. We will continue to use weekly working group meetings to identify these goals and objectives. Goals and objectives must be measurable, sustainable, and viable. It is our experience that when cities and organizations have too many goals and / or lofty objectives, the strategic vision becomes mired and they revert back to just running day-to-day operations or the status quo of operating.

We expect the working group will have clearly defined goals and objectives on or about 4 months after the start of the project.

- **Task #5: Identify potential strategic initiatives with outcomes that support community commerce, community collaboration, community condition and community character.** This process will take place in concurrence with Task #4. Though we understand that Task #4 and #5 are related, we also understand that they are separate.

We envision that the strategic initiatives should not be separate from the city goals and objectives but should be supported. Like goals and objectives, they should be measurable and have resources allocated against them. We will help the working group identify strategic initiatives that support more than just one aspect of community. For example, a public health initiative in light of how to cope with the recent COVID-19 might expand all four community aspects.

We expect the working group will have clearly defined strategic initiatives on or about 4 months after the start of the project.

- **Task #6: Facilitate the development of a process to keep the City Commission involved and engaged in a continual strategic planning process including use of City Commission meeting agendas to handle strategic discussions, newsletters and regularly scheduled reviews and reports.** In conjunction with the working group, it is our intention to come up with a menu of options by which the City Commission can move forward with this process. This may include recommendations for an annual strategic meeting, annual report, quarterly newsletters, etc.

All options will include a feedback mechanism by which the City Commission can use to measure the implementation of the goals and objectives as well as the strategic initiatives. These options will also include mechanisms by which city employee can weigh-in on the performance of the city's strategic goals, objectives and initiatives (**Task #7**). These feedback mechanisms will help inform the City Commission on where to allocate resources if goals, objectives, and initiatives are in danger of not being achieved.

We anticipate this process will be achieved no later than 5 months after start of the initial contract.

- **Task #7: Facilitate the development of a process to keep employees involved and engaged in a continual strategic planning process including focus groups, feedback loops, newsletters and regularly scheduled reviews and reports.** We see Task #7 as being built into the overall requirements of Task #6.

This task will be achieved no later than 5 months after the start of the initial contract (in conjunction with Task #6).

The simultaneous accomplishment of Task #6 and 7 will conclude the Action Plan phase of the study. The transition point between this phase and the Report Review will be the 2nd of 2 City Commissioner Preparation Sessions. This will allow us to get final feedback before proceeding to our last phase.

Report Review

- **Task #8: Submit recommendations for appropriate implementation measures that city staff will need to take. Include proposed policies and administrative guidelines that will need to be in place to administer the comprehensive strategic plan. These policies and administrative guidelines should be very specific in nature. Develop a system to measure the effectiveness of city activities in meeting the objectives of the comprehensive strategic plan. Ensure the measures are linked to the overall vision, mission and goals of the City as a whole.** A preponderance of the Report Review will be completed during the Action Plan development. Each objective and strategic initiative will come with a proposed policy and / or administrative task and linked metrics as part of the Action Plan. This phase will be used to refine the ways and means used to measure those metrics and adjust resources as necessary.

Our actual recommendations of how the City will oversee the implementation of the Strategic Plan at the conclusion of this report to 3-5 years out will depend on many of the

agreed metrics. At a minimum, an office or committee should be charged with devising an annual report or score-card to gauge the city's effectiveness. The implementation plan will likely include periodic touchpoints and feedback mechanisms.

This report will be complete approximately 6 months after the initiation of the contract. The final deliverables will be:

- **A package of material suitable for public distribution and outreach:** This may include an appropriate flyer, newsletter, and / or webpage as part of a strategic communication plan to highlight the city's initial and continuing efforts
- **A final Strategic Plan:** This will be the culmination of our 6 months of work in conjunction with all stakeholders and will include the appropriate metrics, recommendations and feedback mechanisms necessary to achieve the strategic plan. We estimate the final Strategic Plan will be anywhere from 25-40 pages (not including relevant appendices, charts, and graphs).
- **An executive summary of the Strategic Plan:** This will be a two to four page memo highlight the process, the key points and the way forward.

Orbis Management will help provide oversight and recommendations over the following two years. This oversight will be minimal but could require 40 hours of work per year and / or attendance at an annual meeting (should the City Commission decide an annual strategic meeting is in its best interests).

References

1. Public Utility Research Center, University of Florida:
 - Reference: Mrs. Araceli Castaneda
Address: Matherly Hall 205 1405 W University Avenue Gainesville, FL 32611
Phone: 352-392-6148
Email: Araceli.castaneda@warrington.ufl.edu

- Description of Services: Provided departmental and grant accounting services for an internationally recognized academic center dedicated to research and providing training in utility regulation and strategy. Services included the maintenance of University, Foundation, State and Federal funds in the execution of the Research Center Mission.
- Performance Period: November 2014 to present.
- Project Award: \$5,000.00-\$45,000.00 (Salaried position) supported the following projects/awards.
 - National Science Foundation Sustainable Energy Pathways Program- \$1,230,000.00 Federal Grant
 - American Jobs Project University of Berkeley Subgrant- \$19,999.80 University System of California
 - Florida Energy Systems Consortium Grant- \$120,471.09 State University System of Florida Board of Governors Grant

2. Veteran Support Services of Brevard County, Florida:

- Reference: Mrs Gloria Gaines
Address: 3880 S. Washington Ave., Ste. 214 Titusville, FL 32780
Phone: 321-504-7600
Email: info@careersourcebrevard.com

- Description of Services: Provided workforce development services and business liaison services as part of the Wegner-Peyser Workforce Innovation Act Block Grant funds for veterans in Brevard County, FL.
- Performance Period: November 2010-May 2011
- Project Award: \$27,000.00 (Salaried position) supporting the US Department of Labor Veterans Employment and Training Act Community Service Block Grant

3. City of Fitchburg, Massachusetts:

- Reference: Ms. Liz Murphy, Director of Housing and Development
Address: 166 Boulder Drive, Fitchburg, MA 01240
Phone: 978-829-1897
Email: LMurphy@fitchburgma.gov
- Description of Services: Mr. Zwirblis, as a project lead and in conjunction with Harvard Kennedy's School of Government, helped the City of Fitchburg develop a strategic plan to prioritize specific properties and neighborhoods to receive city funded resources. These properties were often affected by urban blight, mismanagement, and lacked proper utility hookups (electrical wiring within code, proper AC or HVAC, water / wastewater, and various plumbing issues, etc) to be considered livable / usable by state and city standards.

Through data analytics, surveys, and various stakeholder engagements, Mr. Zwirblis' team was able to produce metrics and subsequent scorecard by which the City of Fitchburg used to determine where to prioritize investments. The continuous improvement process also included feedback loops by which city officials and residents could use to not only identify potential problem houses / neighborhoods, but also measure the continued success of the project.

- Performance Period: The project commenced for 5 months from Jan 2015 – May 2015.
- Project Award: Pro-bono.

4. Directorate-General for Public Works and Water Management, Netherlands:

- Reference: Professor Max Bazerman
Address: Harvard Business School, Soldiers Field, Boston, MA 02163
Phone: 617-495-6429
Email: mbazerman@hbs.edu

Dutch Reference: Mr. Addie Weenk, Program Director for Public Works and Water Management (Rijkswaterstaat)
Email: addie.weenk@rws.nl

- Description of Services: Mr. Zwirblis, as a project lead and in conjunction with Harvard Business School, assisted the Dutch Director for Public Works and Water Management in an 8-month project that was aimed at reducing litter in city streets using behavioral analysis techniques. The project involved weekly virtual collaborations with Dutch counterparts followed by a 3-week field workshop in the City of Rotterdam, Netherlands to refine and execute field-based experiments. The group's hypothesis was that certain designs and messaging campaigns would help city residents change their recycling habits and dispose of trash in a more ecofriendly manner. A critical part of the field experiment was to determine how best to prevent a municipality's wastewater and drainage systems from being over-exposed to trash and litter by individual polluters.

Through statistical and multi-variate analysis, the team was able to prove their hypothesis that certain nudges and campaigns would help reduce trash and litter in city streets. The end result was the basis of messaging campaign that the Dutch Ministry of Infrastructure and the Environment could use to help form the basis of a regionalized campaign that would improve recycling and trash disposal habits of Dutch citizens.

- Performance Period: The project commenced for 8 months from Sep 2014 – March 2015.
- Project Award: Pro-bono.

5. United States Army Reserve:

- Reference: Colonel Fred Hockett, Director, Army Reserve Strategic Action Group
Address: 6075 Goethals Road, Fort Belvoir, VA 22060
Phone: (571) 388-6304
Email: Frederick.a.hockett.mil@mail.mil
- Description of Services: Mr. Zwirblis was in charge of processing over 4,000 returning Army reserve soldiers from overseas deployments and ensuring they received mandatory administrative training as well as dental & medical screenings. His customer service training program and process improvement plan resulted in reducing the average length of a servicemember's stay from 12 days to less than 7. Critical to this success was the institution of customer comment feedback cards and the establish of an online and telephonic hotline to help identify and prioritize customer issues before arrival from overseas.

Mr. Zwirblis also initiated a project for the Army that examined ways to incrementally improve and link the Army officer evaluation system with the Multi-Source Assessment and Feedback – 360 (MSAF-360) program. The result of the study provided several recommendations by which an officer's performance should be tailored appropriately to metrics that were more appropriate and relevant to their respective job. These metrics are then used to better measure an officer's performance over time and ultimately recommend them for more appropriate positions of higher responsibility.

- Performance Period: July 2013 – Aug 2018
- Project Award: Salaried position.

A. Staff Qualifications and Experiences:

Mr. Juan Salva, Co-Owner of Orbis Management: Project Lead & Contact Person:

14749 SW 154th Street Archer, FL 32618 juan@orbis.management, (321)305-9140

Mr. Salva has 14 years of experience in Management and Finance positions. He started his career as an infantry officer in the Army before transitioning to the civilian sector. His academic and professional experience since leaving the service is on state and federal government program management with a focus on financial and grant accounting.

Experience:

Orbis Management Consulting

Jul '19 – Present

Co-Owner

Gainesville, FL

- Co-owner of a small boutique consulting firm that helps clients achieve their goals through environmentally friendly and sustainable solutions.

Public Utility Research Center, University of Florida

Nov '14– Present

Accountant

- Manages annual budgets and produces forecasts, income statements, statements of cash flows and monthly balance sheets for a self-funded research center with an annual budget of approximately \$1.2 million dollars.
- Processes accounts payable, travel, purchasing and reconciliations of Center expenses to include University of Florida Foundation accounts and Federal/State grants.

United States Army Reserve Command

Jan '17– Nov '19

Staff Operations and Training Specialist

- Responsible for the implementation of programs for an Army Reserve Command with approximately 1,000 employees, 10 subordinate organization and program expenditures of approximately 111 million in fiscal year 2018.
- Provides technical advice and guidance to staff sections and subordinate organizations of the command on standing programs, plans, budgets and organizing the relevant administrative and financial tasks and responsibilities. Reviews various federal regulations, laws and other publications to determine operational requirements and responsibilities.

University of Florida College of Medicine

Jun '13– Oct '14

Senior Fiscal Assistant

- Managed and reviewed accounts receivable, accounts payable, travel, purchasing, reconciliation and budgeting for the Department of Community Health and Family Medicine and its 24 separate programs, 60 physicians and 9 clinical locations.

Santa Fe College**Mar 12'– Jun '13**

Business Office Specialist

- Monitored the assets, liabilities and balances of 2 unrestricted accounts, 29 restricted accounts and more than 50 agency accounts in the Department of Student Life with an annual operating budget of \$2.4 million.
- Reconciled credit accounts, including corporate cards and 3 fleet cards.

Booz Allen Hamilton**May '11– Feb '12**

Senior Consultant

- Program Management Consultant for the U.S. Army Post Deployment Health Reassessment Program. Member of a team responsible for all project management tasks to include schedules, activities, plans and budgets for the execution of the program in 7 subordinate organizations with more than 205,000 personnel for Fiscal Year 2011 and Fiscal Year 2012

Department of Economic Opportunity**Oct '10– May '11**

Local Veterans Employment Representative

- Provided program management support and workforce developing services for approximately 102 veterans in Brevard County as part of the Wagner-Peyser Program. Business liaison to 32 area businesses.

US Army Reserve**Jun '05– Present**

Officer

- Served in a variety of command and staff positions in the United States Army and United States Army Reserve. Led small teams, 50-200 personnel, in implementing strategic and operational guidance in Europe, Iraq, Kuwait and the United States.
- Staff officer in Combatant Commands serving in planning and programming teams responsible for providing guidance to subordinate units in the execution of the National Military Strategy.
- Reviewed U.S. Code, federal laws and pertinent regulations to determine authorities, funding sources and pertinent congressional requests in the execution of operations.

Education:

- MBA with concentration in Finance, *University of Florida* 2015
- M.A. in International Commerce, *Norwich University* 2009
- B.S., *United States Air Force Academy* 2005

Mr. Jay Zwirblis - Lead Project Assistant:

14749 SW 154th Street, Archer, FL 32618, jay@orbis.management, (508) 524-1499

Mr. Zwirblis has over 15 years of experience in Management and Consulting positions. His academic and subsequent professional expertise lies in game-theoretic modeling and simulation, strategy development and public health.

Experience:

Orbis Management Consulting

Co-Owner

Jul '19 – Present

Gainesville, FL

- Co-owner of a small boutique consulting firm that helps clients achieve their goals through environmentally friendly and sustainable solutions.

Contingency Planner, United States Africa Command

Senior Contingency Planner, Army Major

Oct '18 – Present

Stuttgart, Germany

- Responsible for creating and directing the Department of Defense's (DoD's) COVID-19 response on both the African continent and the command's local response in the Stuttgart area; advised senior leaders and the Command Surgeon on infectivity rates, disease vector mitigations and best practices to minimize the spread of the disease in urban settings.
- Responsible for crafting the command's infectious disease response plan on the African continent for both endemic and pandemic diseases.
- Plans Joint-level exercises throughout the African theater of operations as needed; these scenarios include but are not limited to pandemic mitigation, embassy evacuations, combating human trafficking and reducing poaching on the African continent.
- Leads Operational Planning Teams (OPTs) that focuses on USAFRICOM's responses that align with U.S. State Department priorities.

Department of the Army

Senior Strategic Planner

Jun '14 – May '19

Fort Belvoir, VA

- Created and implemented the policy known as "Focused Readiness" which identifies units and individuals throughout the entire Army force that are allocated for specific contingencies and funds their training in accordance with strategic priorities.
- Oversaw a \$50 million equipment portfolio of Army Prepositioned Stocks (APS); crafted policies to ensure funding was appropriated in order to meet worldwide operational gaps.
- Implemented a \$20 million dollar Information Technology (IT) modernization project in several phases that enhanced equipment readiness for deployed soldiers.
- Designed several recruitment, retention and training initiatives to ensure that the most capable officers were allocated and / or promoted to appropriate levels and positions of responsibility.

Booz Allen Hamilton

Senior Consultant

Aug '11 – Apr '14

McLean, VA

- Provided modeling & simulation experimentation to various clients within the Federal Government
- Constructed a game-theoretic feedback model to identify the appropriate Army investments over 20 projected years that resulted in significant cost-savings for the Department of Defense.
- Conducted market research and provided recommendations to assist the firm in presenting competitive proposals to compete for both civilian and government projects.

US Army / US Navy

May '03 – Jan '10

Commander / Reverse Osmosis Engineer

Norfolk, VA & Fort Riley, KS

- On two deployments to Iraq and Afghanistan, established standard operating procedures and training scenarios for combat and emergencies. This resulted in 0 fatalities while accomplishing numerous missions as a convoy security planner and platoon leader.
- As a Reverse Osmosis Engineer for two years, was responsible for 12 engineers and the operation and maintenance of a ship's reverse osmosis plant and providing drinking and potable water to over 300 sailors on a daily basis.
- Ensured all handling of ship's HAZMAT was done in accordance with OSHA and environmentally safe standards.

Education:

- M.S. in Microbiology & Immunology, *Georgetown University* 2019
- M.P.A. in Public Administration, *Harvard University* 2015
- M.A. in Security Studies, *Kansas State University* 2011
- B.S., *United States Naval Academy* 20

Pricing

<u>Category</u>	<u>Amount</u>
Salaries.....	\$21,584.13
Travel.....	\$2,005.00
IT.....	\$500.00
Project Supplies.....	\$250.00
Postage.....	\$155.10
Rental.....	\$500.00
	Bid
	Total: \$24,994.23

Payment Schedule

February 3, 2020	\$44.33
March 3, 2020	\$44.33
April 3, 2020	\$44.33
May 3, 2020	\$44.33
June 3, 2020	\$44.33
July 3, 2020	\$44.33
August 3, 2020	\$44.33
September 3, 2020	\$44.33
October 3, 2020	\$44.33
November 3, 2020	\$44.33

Please remember that we do not charge any fees for monthly payments, so that you can spread out your insurance costs.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/03/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	CONTACT NAME: PHONE (A/C No. Ext): (888) 202-3007 FAX (A/C No.): E-MAIL ADDRESS: contact@hiscox.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Hiscox Insurance Company Inc	NAIC # 10200
INSURED Orbis Management 14749 SW 154th Street Archer FL 32618	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:


REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		UDC-4366478-CGL-20	01/03/2020	01/03/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ S/T Gen. Agg. \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/>		UDC-4366478-CGL-20	01/03/2020	01/03/2021	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ CGL HNOA Limit (per occurrence) \$ 1,000,000
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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Commercial General Liability Declarations

In return for the payment of the premium, and subject to all the terms of this Policy, we agree with you to provide the insurance as stated in this Policy.

Policy No.:

Named Insured:

Address:

Policy period: From: To:

At 12:01 A.M. (Standard Time) at the address shown above.

Form of Business:

Each Occurrence Limit:

Damage to Premises Rented to You Limit:

Medical Expense Limit:

Personal & Advertising Injury Limit:

General Aggregate Limit:

Products/Completed Operations Aggregate Limit:

Supplemental Business Personal Property Floater Coverage Limit:

Supplemental Business Personal Property Floater Coverage Deductible:

All Premises You Own, Rent or Occupy

Premises Number:

Address:

Total Premium:

Attachments:

IN WITNESS WHEREOF, the Insurer indicated above has caused this Policy to be signed by its President and Secretary, but this Policy shall not be effective unless also signed by the Insurer's duly authorized representative.

By: Wat

President

David Johnson

Secretary

Kenneth

Authorized Representative



A Guide To Your General Liability Policy

The following is a guide to your General Liability policy. We have identified several key coverage items along with the limits and deductibles you have selected. To make it easier, we have also added a brief explanation of those items.

We want you to feel confident about your new policy. If any of the information below is incorrect or if you have any questions, please contact one of our advisors at 888-202-3007 (Mon-Fri, 7am-10pm EST) or manage your policy at: www.hiscox.com/manage-your-policy.

Your business details

Name:	Juan Salva
Business Name:	Orbis Management
Address:	14749 SW 154th Street
City:	Archer
State:	FL
Zip code:	32618
Occupation:	Business Consulting
Telephone number:	321-305-9140
Email address:	abdiel.salva@gmail.com

Your General Liability Policy

Policy number:	UDC-4366478-CGL-20
Policy effective dates: This determines the time period during which your coverage applies.	From: January 3, 2020 To: January 3, 2021
Form of business: This identifies the legal structure of your business and determines who is insured under your policy.	Limited Liability Company
Business Property and Equipment Coverage:	Rejected
Optional terrorism coverage:	Excluded
Total cost of policy:	\$ 532.00

Your coverage and limits

Each occurrence limit The most we will pay for all damages due to bodily injury and property damage, and medical expenses that arise out of any one occurrence. Defense costs we incur, in the defense of a lawsuit filed against you, will not reduce this limit.	\$ 1,000,000
--	--------------

General aggregate limit The most we will pay for all damages and medical expenses for the entire policy. Defense costs we incur, in the defense of a lawsuit filed against you, will not reduce this limit.	\$ 2,000,000
Damage to premises rented to you The most we will pay for your liability for damage by fire to premises rented to you. This limit also applies to your liability to premises you rent for a period of 7 or fewer consecutive days. If you are a home-based business, this coverage does not apply to damage to your home.	\$ 100,000 any one premises
Medical expenses The most we will pay for all medical expenses sustained by any one person.	\$ 5,000 any one person
Personal and advertising injury limit The most we will pay for all personal and advertising injury(e.g., libel, slander) sustained by any one person or organization.	\$ 1,000,000 any one person or organization
Electronic data liability The most we will pay (per occurrence) for damages that arise out of the loss of electronic data that result from damage to tangible property.	\$ 25,000 per occurrence
Deductible for General Liability Coverage No deductible applies to the general liability portion of your policy so you are not required to make any payments in the events of such claims.	No deductible

Other policy information

14 day full refund
 Be confident that you have made the right choice. We give you 14 days to review your policy. If you are not satisfied and have not had any claims or losses, you can cancel your policy back to its start date and receive a full refund.

Notice of claim
 If you have a claim, please call us at 866-424-8508. You may also e-mail us at reportclaim@hiscox.com

What does my General Liability Policy cover?

For a summary showing examples of what you are and are not covered for, please read the Coverage Summary document.

This guide does not modify the terms and conditions of your policy, which are contained in your policy documents, nor does it imply any claim is covered or not covered. We recommend that you read your policy documents to learn the details of your coverage.

General Liability Coverage Summary

We want you to understand the Hiscox General Liability coverage. This summary explains the main areas of coverage and exclusions.

If you have any questions about your coverage, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST). Or, you can **manage your policy** by visiting <https://www.hiscox.com/manage-your-policy>.

This policy does cover

Bodily injury or property damage

To the extent you are legally liable, we cover damages or claims expenses if you injure a third-party or damage someone else's property. However, damage to premises you rent is only covered if caused by fire or if the premises is rented to you for a period of 7 or fewer consecutive days.

Medical payments

We will make medical payments as a result of bodily injury that occurs in the course of your business operations, regardless of fault.

Defense costs

If you're sued, even if you're not at fault, we will appoint an attorney to defend you, even if the lawsuit is groundless. We will pay these defense costs on your behalf.

Personal and advertising injury

We cover claims of libel and slander that are not part of your professional services. We also protect you if your advertisement unintentionally uses a third party's advertising idea or infringes upon another's copyright. We do not provide this coverage to marketing or PR professionals, research consultants, graphic designers, lawyers, recruiters, real estate agents/brokers or property managers.

Electronic data liability

Specifically added for consultants and technology service providers, Hiscox covers your liability for damage to someone's electronic data resulting from the physical damage of property. We provide up to \$25,000 of coverage.

Worldwide insurance coverage

We cover damage that occurs in the United States, its territories and Canada. We also offer some coverage for instances outside these areas while you're away on short periods of travel.

Employees or temporary staff

Hiscox will cover claims arising from your employees' or temporary staff's actions if they were performed on behalf of your business.

Supplemental payments

Your Hiscox policy covers the following expenses, should they be incurred, without reducing your limit of liability:

- All expenses we incur, including the defense of lawsuits
- Up to \$250 a day for reasonable expenses (including loss of earnings) you incur as a result of assisting us in the defense of a claim or lawsuit
- Interest on damage awards

This policy does not cover

Intent to injure

We won't cover you for any act that occurs with the intent to injure. This includes personal and advertising injuries if you knew your actions were false or violated the rights of others.

Outside the policy period

We won't cover claims for bodily injury, property damage, or personal and advertising injury that do not occur during the policy period.

Known claims and circumstances

We won't cover your business for any claim or circumstance that could result in a claim you knew about prior to the start of your first Hiscox policy.

Personally identifiable information

We won't cover your failure to protect any personally identifiable information that is in your care.

Professional services

We won't cover any professional services performed by you. These types of risks may be covered as part of our Professional Liability Policy.

Vehicles and boats

We won't cover any claims arising out of the ownership or use of an automobile or a watercraft.

Workers' compensation

We won't cover any obligation you may have under a workers' compensation claim or similar law.

Your property

We won't cover claims for damage to property you own or have in your care. However, protection for your own business equipment can be purchased as part of our Business Owners Policy.

Personal and advertising injury

We don't provide this coverage to marketing or PR professionals, research consultants, graphic designers, lawyers, recruiters, real estate agents/brokers or property managers. However, this coverage is available as part of our Professional Liability Policy.

Common claims examples

Bodily injury — A client falls over your bag and you are legally liable for the injury. We will cover the subsequent claim and related medical expenses up to your limits of liability.

Property damage and data loss — You spill coffee on a client's server causing damage and loss of data. We will cover the subsequent claim up to your limits of liability.

Personal injury — One of your employees is at lunch. He talks to the owner of the shop about one of your clients in a false and unflattering way. The client learns of this discussion and sues for slander. We will cover the subsequent claim, up to your limits of liability, and pay for an attorney to defend you if necessary.

Coverage summaries, descriptions, and claims examples are provided for illustrative purposes only and are subject to the applicable policy limits, deductibles, exclusions, terms, and conditions. Not all insurance products and services are available in all states. Hiscox recommends you read the policy documents to learn the full details of coverage.

Underwritten by Hiscox Insurance Company Inc., 104 South Michigan Avenue, Suite 600, Chicago, IL 60603, as administered by Hiscox Inc., a licensed insurance provider in all states and DC.

Non-Owned Auto Liability Coverage Summary

We want you to understand the Non-Owned Auto Liability coverage. This summary explains the main areas of coverage and exclusions.

If you have any questions about your coverage, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST). Or, you can **manage your policy** by visiting <https://www.hiscox.com/manage-your-policy>.

This policy does include

Liability Claims

Hiscox non-owned auto liability insurance covers claims against your business if an employee has an accident while using their own (or rented) vehicle for business purposes. This optional upgrade adds coverage as part of your general liability up to the applicable limits.

Defense Costs

Being sued is not fun. But if you're sued, we'll make it easier for you by appointing an attorney to defend you, if necessary. We will defend lawsuits even if the claims are groundless and we'll pay these defense costs without reducing your limits of liability.

Actions of your full-time and temporary staff

This coverage applies to the actions of your employees (full-time or temporary staff) when driving a non-owned or rented vehicle for business purposes, to the extent your company is liable for those actions.

This policy does not include

Protection for your company, not your employees

It's important to remember that this coverage protects your business and not your employees driving the vehicles.

Physical damage

Non-owned auto liability insurance provides no protection for physical damage to the non-owned vehicles being used.

Transportation of property

We offer no protection for damage to property being transported or property within your care under this coverage.

Common claims examples

The quick errand — You ask one of your employees to use their car to go on a quick errand and purchase office supplies for your office. While on the errand, the employee has an accident. If your business is found liable for the damages, non-owned auto coverage will protect your business up to the applicable limits.

Your employees visiting clients — Many small business employees will use their own vehicles to make client visits. If they get into an accident, non-owned auto liability insurance will provide protection for the business against liability claims as outlined above, to the extent it is liable.

An employee may have to travel on business and rent cars — If you send a freelance photographer away on a photo shoot, for example, and they run into something on the way to the shoot, your company could be liable.

Coverage summaries, descriptions, and claims examples are provided for illustrative purposes only and are subject to the applicable policy limits, deductibles, exclusions, terms, and conditions. Not all insurance products and services are available in all states. Hiscox recommends you read the policy documents to learn the full details of coverage.

Payment Schedule

January 3, 2020

For Orbis Management

Below is your payment schedule that includes your policy number(s), coverage dates, payment received, and outstanding balances due. Since you have chosen to pay monthly, Hiscox will collect funds automatically on or around the dates listed below. You will not receive any further billing statements unless you make a change to your policy so be sure to keep this summary for your records.

Please call us at 888-202-3007 (Mon-Fri, 7am-10pm EST) or send us an e-mail at contact@hiscox.com if you have any questions about your payment or insurance coverage. Our advisors are available and ready to help you. Please update us if any of your payment details change.

Thank you for choosing Hiscox for your small business insurance needs.

Policies Held

General Liability

UDC-4366478-CGL-20

Start date

January 3, 2020

End date

January 3, 2021

Amount due

\$532.00

Total amount:

\$ 532.00

Payment collected

\$88.70

Payment collection date

January 3, 2020

Remaining balance

\$443.30

PART 2

FORMS AND AFFIDAVITS

PROPOSER'S QUALIFICATION STATEMENT

The undersigned certifies under oath that the information provided herein is true and sufficiently complete so as not to be misleading.

PROJECT NAME: Strategic Planning Services

SUBMITTED TO: The City of Key West
1300 White Street
Key West, FL 33040

SUBMITTED BY:
Company Name: Orbis Management Corporation X

Company Website: www.orbis.management Partnership

Principle's Name: Jay Zwirblis Individual

Principle's Title: Co-Owner Joint Vent

Address 1: 14749 SW 154th Street Other

Address 2: Archer, FL 32618

Contact Email: jay@orbis.management

LICENSING:

State of Florida License No. N/A Expires

PROPOSER REFERENCES: List references, including contact name of whom we may call.

Reference List			
Reference	Contact Name	Phone	Email
Public Utility Research Center	Araceli Castaneda	352-392-6148	purcadmin@warrington.ufl.edu
Veteran Support Services Board Brevard	Gloria Gaines	321-504-7600	info@careersourcebrevard.com
City of Fitchburg, MA	Liz Murphy	978-829-1897	LMurphy@fitchburgma.gov
Directorate General of Public Works- Netherlands	Dr. Max Bazerman	617-495-6429	mbazerman@hbs.edu
United States Army Reserve	COL Fred Hockett	571-388-6304	frederick.a.hockett.mil@mail.mil


I certify under oath that all the information herein is true.

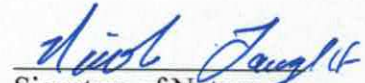

Signature

State of Florida
County of Alachua

Sworn to (or affirmed) and subscribed before me this 10th day of April, 2020

By Juan Salva

(Seal)  Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021


Signature of Notary

Personally Known _____

Produced Identification X

Type Produced Government ID

Nicole Faught
Print

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida)
 : SS
COUNTY OF Monroe)

I, the undersigned hereby duly sworn, depose and say that the firm of Orbis Management provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: [Signature]

Sworn and subscribed before me this

10th day of April, 2020.

Nicole Faught
NOTARY PUBLIC, State of Florida at Large



Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021

My Commission Expires: 04/26/2021

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA .))
 : SS
COUNTY OF MONROE)

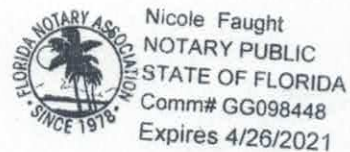
I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: _____

Sworn and subscribed before me this

_____ 10th day of April, 2020.

_____ Nicole Faught
NOTARY PUBLIC, State of Florida at Large



My Commission Expires: 04/26/2021

NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA)
 : SS
COUNTY OF MONROE)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

By: _____

Sworn and subscribed before me this

____10th____ day of _____April____, 2020.

____Nicole Faught____
NOTARY PUBLIC, State of Florida at Large



Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021

My Commission Expires: _____04/26/2021_____

**SWORN STATEMENT UNDER SECTION 287.133(3)(a)
FLORIDA STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Bid or Contract No. RFP-005-20 for Strategic Planning Services

2. This sworn statement is submitted by Juan A. Salva
(Name of entity submitting sworn statement)
whose business address is 14749 SW 154th Street Archer, FL 32618
_____ and (if applicable) its Federal
Employer Identification Number (FEIN) is 45-1257768 (If the entity has no FEIN,
include the Social Security Number of the individual signing this sworn statement.)

3. My name is Juan A. Salva and my relationship to
(Please print name of individual signing)
the entity named above is Co-Owner.

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of t entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter

into a binding contract and which Bids or applies to Bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

JAS Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

JAS The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

JAS There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

JAS The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

JAS The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

[Signature]
(Signature) 04/10/2020

STATE OF Florida (Date)

COUNTY OF Alachua

Juan Salva #2
PERSONALLY, APPEARED BEFORE ME, the undersigned authority,

Juan Salva
(Name of individual signing)

who, after first being sworn by me, affixed his/her signature in the

space provided above on this 10th day of April, 2020.



Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021

My commission expires: 04/26/2021
NOTARY PUBLIC

Nicole Faught

INDEMNIFICATION

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnitees") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Sub-consultants or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONSULTANT's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONSULTANT under workers' compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all the Work. This indemnification shall continue beyond the date of completion of the work.

: *Nicole Faught* 04/10/2020
Nicole Faught

SEAL:



Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021

14749 SW 154th Street Archer, FL 32618
Address

Juan A. Salva
Signature

Juan A. Salva
Print Name


Co-Owner
Title

04/10/2020
Date

CONE OF SILENCE AFFIDAVIT

STATE OF Florida)
: SS
COUNTY OF Alachua)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Orbis Management have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).



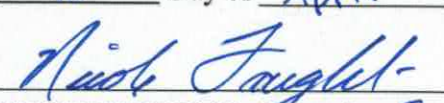
(signature)

04/10/2020

(date)

Sworn and subscribed before me this

10th Day of April, 2020.



NOTARY PUBLIC, State of Florida at Large



Nicole Faught
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG098448
Expires 4/26/2021

My Commission Expires: 04/26/2021