

**Lance J.M. Steinhart**  
Attorney At Law  
6455 East Johns Crossing  
Suite 285  
Duluth, Georgia 30097

Also Admitted in New York  
and Maryland

Telephone: (770) 232-9200  
Facsimile: (770) 232-9208

December 11, 2000

**VIA OVERNIGHT DELIVERY**

Florida Public Service Commission  
Tariff Section  
2540 Shumard Oak Blvd.  
Gunter Bldg.  
Tallahassee, Florida 32399-0850

001784-TX

Re: VIVO-FLA, LLC

Dear Sir/Madam:

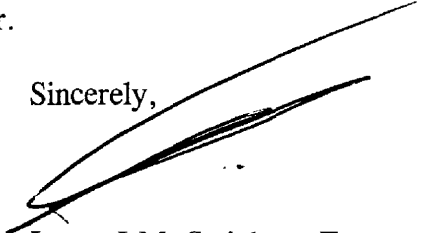
Enclosed please find one original and six (6) copies of VIVO-FLA, LLC's (VIVO) Application for Authority to Provide Local Exchange Telecommunications Service Within the State of Florida.

I also have enclosed a check in the amount of \$250.00 payable to the Florida Public Service Commission to cover the cost of filing these documents.

Please return a stamped copy of the extra copy of this letter in the enclosed preaddressed prepaid envelope.

If you have any questions regarding this matter, please do not hesitate to call me. Thank you for your attention to this matter.

Sincerely,



Lance J.M. Steinhart, Esq.  
Attorney for VIVO-FLA, LLC

Enclosures  
cc: Tim Sefton

DOCUMENT NUMBER DATE  
15895 DEC 12 8  
FPSC-RECORDS/REPORTING

**VIVO COMMUNICATIONS**

600 SOUTH ADAMS  
SUITE 210  
BIRMINGHAM, MI 48009  
P: 248-644-5988

**REPUBLIC BANK**  
ANN ARBOR, MI 48104  
74-1012-724

1010

11/22/2000

PAY TO THE ORDER OF Florida Public Service Commission

\$ **\*\*250.00**

Two Hundred Fifty and 00/100\*\*\*\*\*

DOLLARS

Florida Public Service Commission

MEMO FLA- Filing - Local Fee



MP

**\*\* FLORIDA PUBLIC SERVICE COMMISSION \*\***

**DIVISION OF REGULATORY OVERSIGHT**  
**CERTIFICATION SECTION**

**APPLICATION FORM**  
**for**  
**AUTHORITY TO PROVIDE**  
**ALTERNATIVE LOCAL EXCHANGE SERVICE**  
**WITHIN THE STATE OF FLORIDA**

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Instructions

This form is used as an application for an original certificate and for approval of the assignment or transfer of an existing certificate. In the case of an assignment or transfer, the information provided shall be for the assignee or transferee (See Page 12).

Print or type all responses to each item requested in the application and appendices. If an item is not applicable, please explain why.

Use a separate sheet for each answer which will not fit the allotted space.

Once completed, submit the original and six (6) copies of this form along with a non-refundable application fee of **\$250.00** to:

**Florida Public Service Commission**  
***Division of Records and Reporting***  
**2540 Shumard Oak Blvd.**  
**Tallahassee, Florida 32399-0850**  
**(850) 413-6770**

If you have questions about completing the form, contact:

**Florida Public Service Commission**  
**Division of Regulatory Oversight**  
**Certification Section**  
**2540 Shumard Oak Blvd.**  
**Tallahassee, Florida 32399-0850**  
**(850) 413-6480**

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## APPLICATION

1. This is an application for  (check one):

**Original certificate** (new company).

**Approval of transfer of existing certificate:** Example, a non-certificated company purchases an existing company and desires to retain the original certificate of authority.

**Approval of assignment of existing certificate:** Example, a certificated company purchases an existing company and desires to retain the certificate of authority of that company.

**Approval of transfer of control:** Example, a company purchases 51% of a certificated company. The Commission must approve the new controlling entity.

2. Name of company:

VIVO-FLA, LLC

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3. Name under which the applicant will do business (fictitious name, etc.):

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4. Official mailing address (including street name & number, post office box, city, state, zip code):

600 South Adams

Suite 210

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Birmingham

MI

48009

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**5. Florida address (including street name & number, post office box, city, state, zip code):**

None

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**6. Structure of organization:**

- |  |  |
|--|--|
| <input type="checkbox"/> Individual  | <input type="checkbox"/> Corporation         |
| <input type="checkbox"/> Foreign Corporation                               | <input type="checkbox"/> Foreign Partnership |
| <input type="checkbox"/> General Partnership                               | <input type="checkbox"/> Limited Partnership |
| <input checked="" type="checkbox"/> Other <u>Limited Liability</u> Company |  |

**7. If individual, provide:**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ Fax No.: \_\_\_\_\_

Internet E-Mail Address: \_\_\_\_\_

Internet Website Address: \_\_\_\_\_

**8. If incorporated in Florida, provide proof of authority to operate in Florida:**

**(a) The Florida Secretary of State corporate registration number:**

L00000013208 (Limited Liability Company)

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**9. If foreign corporation, provide proof of authority to operate in Florida:**

(a) The Florida Secretary of State corporate registration number:

\_\_\_\_\_

**10. If using fictitious name-d/b/a, provide proof of compliance with fictitious name statute (Chapter 865.09, FS) to operate in Florida:**

(a) The Florida Secretary of State fictitious name registration number:

\_\_\_\_\_

**11. If a limited liability partnership, provide proof of registration to operate in Florida:**

(a) The Florida Secretary of State registration number:

\_\_\_\_\_

**12. If a partnership, provide name, title and address of all partners and a copy of the partnership agreement.**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ Fax No.: \_\_\_\_\_

Internet E-Mail Address: \_\_\_\_\_

Internet Website Address: \_\_\_\_\_

**13. If a foreign limited partnership, provide proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS), if applicable.**

(a) The Florida registration number: \_\_\_\_\_

**14. Provide F.E.I. Number(if applicable): 38-3560698**

**15. Indicate if any of the officers, directors, or any of the ten largest stockholders have previously been:**

(a) adjudged bankrupt, mentally incompetent, or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings. Provide explanation.

No

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(b) an officer, director, partner or stockholder in any other Florida certificated telephone company. If yes, give name of company and relationship. If no longer associated with company, give reason why not.

No

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**16. Who will serve as liaison to the Commission with regard to the following?**

(a) The application:

Name: Lance J.M. Steinhart

Title: Regulatory Counsel

Address: 6455 East Johns Crossing; Suite 285

City/State/Zip: Duluth, Georgia 30097

Telephone No.: (770) 232-9200 Fax No.: (770) 232-9208

Internet E-Mail Address: lsteinhart@telecomcounsel.com

Internet Website Address: \_\_\_\_\_

(b) Official point of contact for the ongoing operations of the company:

Name: Tim Sefton  
Title: VP of Customer Service  
Address: 600 South Adams Suite 210  
City/State/Zip: Birmingham MI 48009  
Telephone No.: (248) 644-5988 Fax No.: (248) 647-0526  
Internet E-Mail Address: info@vivocommunications.net  
Internet Website Address: www.invivocommunications.net

(c) Complaints/Inquiries from customers:

Name: Tim Sefton  
Title: VP of Customer Service  
Address: 600 South Adams Suite 210  
City/State/Zip: Birmingham MI 48009  
Telephone No.: (248) 644-5988 Fax No.: (248) 647-0526  
Internet E-Mail Address: info@vivocommunications.net  
Internet Website Address: www.invivocommunications.net

**17. List the states in which the applicant:**

(a) has operated as an alternative local exchange company.

None  
\_\_\_\_\_  
\_\_\_\_\_

(b) has applications pending to be certificated as an alternative local exchange company.

Oregon and Tennessee.  
\_\_\_\_\_  
\_\_\_\_\_

(c) is certificated to operate as an alternative local exchange company.

None  
\_\_\_\_\_



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(d) has been denied authority to operate as an alternative local exchange company and the circumstances involved.

None

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(e) has had regulatory penalties imposed for violations of telecommunications statutes and the circumstances involved.

None

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(f) has been involved in civil court proceedings with an interexchange carrier, local exchange company or other telecommunications entity, and the circumstances involved.

None

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**18. Submit the following:**

- A. Managerial capability: give resumes of employees/officers of the company that would indicate sufficient managerial experiences of each.**
  
- B. Technical capability: give resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance.**

### C. Financial capability.

The application **should contain** the applicant's audited financial statements for the most recent 3 years. If the applicant does not have audited financial statements, it shall so be stated.

The unaudited financial statements should be signed by the applicant's chief executive officer and chief financial officer **affirming that the financial statements are true and correct** and should include:

1. the balance sheet:
2. income statement: and
3. statement of retained earnings.

**NOTE:** *This documentation may include, but is not limited to, financial statements, a projected profit and loss statement, credit references, credit bureau reports, and descriptions of business relationships with financial institutions.*

Further, the following (which includes supporting documentation) should be provided:

1. **written explanation** that the applicant has sufficient financial capability to provide the requested service in the geographic area proposed to be served.
2. **written explanation** that the applicant has sufficient financial capability to maintain the requested service.
3. **written explanation** that the applicant has sufficient financial capability to meet its lease or ownership obligations.

**THIS PAGE MUST BE COMPLETED AND SIGNED**

**APPLICANT ACKNOWLEDGMENT STATEMENT**

- 1. REGULATORY ASSESSMENT FEE:** I understand that all telephone companies must pay a regulatory assessment fee in the amount of .15 of one percent of gross operating revenue derived from intrastate business. Regardless of the gross operating revenue of a company, a minimum annual assessment fee of \$50 is required.
- 2. GROSS RECEIPTS TAX:** I understand that all telephone companies must pay a gross receipts tax of two and one-half percent on all intra and interstate business.
- 3. SALES TAX:** I understand that a seven percent sales tax must be paid on intra and interstate revenues.
- 4. APPLICATION FEE:** I understand that a non-refundable application fee of \$250.00 must be submitted with the application.

**UTILITY OFFICIAL:**

Tim Sefton

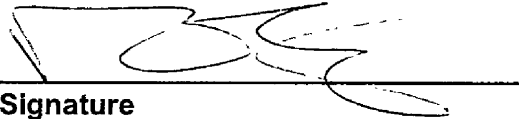
**Print Name**

VP of Customer Service

**Title**

(248) 644-5988

**Telephone No.**



**Signature**

11-22-00

**Date**

(248) 647-0526

**Fax No.**

**Address:**

600 South Adams

Suite 210

Birmingham

MI

48009

**THIS PAGE MUST BE COMPLETED AND SIGNED**

**AFFIDAVIT**

By my signature below, I, the undersigned officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical expertise, managerial ability, and financial capability to provide alternative local exchange company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I attest that I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules and orders.

**Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, "Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083."**

**UTILITY OFFICIAL:**

Tim Sefton

**Print Name**

VP of Customer Service

**Title**

(248) 644-5988

**Telephone No.**



**Signature**

11-22-00

**Date**

(248) 647-0526

**Fax No.**

**Address:**

600 South Adams

Suite 210

Birmingham

MI

48009

## **LIST OF ATTACHMENTS**

**FINANCIAL INFORMATION**

**MANAGEMENT INFORMATION**

**STATEMENT OF FINANCIAL CAPABILITY**

## FINANCIAL INFORMATION

## MANAGEMENT INFORMATION

## **Michael J. Betts**

e-mail [mbetts@rust.net](mailto:mbetts@rust.net), web [www.rust.net/~mbetts](http://www.rust.net/~mbetts)

**Current Venture:** May 99 to date--Joined SupplySolution ([www.supplysolution.com](http://www.supplysolution.com)) as vice president of operations. The company is based out of Santa Barbara, CA but maintains it's sales and marketing headquarters in the Metro Detroit area. SupplySolution is an application service provider serving the automotive manufacturing market with a web based supply chain inventory management solution.

Currently serve on the board of directors of [bCandid.com](http://bCandid.com)

**My Last Venture:** Aug. 96 - Jan. 99-- Founded [ISPNews, Inc.](http://ISPNews.Inc) to provide carrier-class Usenet outsourcing services to business customers from start-up Internet service providers (ISPs) to RBOCs and national backbone providers. Negotiated and completed the merger of ISPNews with HighWind software (the leading developer of Usenet server software) to form ISPNews-Highwind in the fall of 1998. While President & CEO of ISPNews-Highwind, the company grew to profitability in 24 months with 14 employees and over 3 million in revenue. Today the company is known as [bCandid](http://bCandid). See press release--[ISPnews and HighWind Merge, Intensifying competition.](#)

**Past Ventures:** 1991 founded SelectAire corporation with two partners. Turned a college study session idea for a multi-scented air-freshener into a product sold in major grocery and mass merchant stores in over 20 states. My partners and I raised \$1 million in angel financing, made national chain retail sales calls and set up an assembly facility in Reynosa Mexico--before NAFTA. By 1994, a fortune 500 company had emulated our product in Europe and began buying our shelf space (via slotting fees) ultimately crushing our grocery distribution and crippling the company. This venture was my on-the-job MBA; a major stress test.

1994 founded Safari On-line Services--a BBS based internet service provider and web design shop with 2000 dial-up subscribers. Sold Safarinet in January 1996.

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## **CAPSULE HISTORY:**

Served six years in the U.S. Navy nuclear submarine service (1979-85). In 1990, I earned my B.S.M.E. from GMI Engineering & Management Institute and pursued employment as an automotive design engineer. In 1991, I co-founded and raised \$1 million in angel financing for SelectAire corporation--manufacturer of a multi-scented household air freshener sold in grocery and mass merchandise accounts.





# Dave Marshall

3186 Breakwater Dr. ♦ Okemos, Michigan 48864 ♦ (517) 381 - 4444 ♦ 101 ♦ E-mail: ICTdave@aol.com

Senior Executive with domestic and international experience in business development, increasing sell in penetrations, launching new and competitive telecommunications services and winning back subscribers through creative marketing and retention programs .

- ♦ Started company and built to profitable \$15 million business with worldwide operations
- ♦ Presently engaged in the construction and ownership of a \$25 million state wide fiber network
- ♦ Primary contractor for Cable TV companies rebuilding existing networks and marketing new product offerings

*Skilled strategist with proven success in international cable & telephony business development.*

- ♦ Increased cable TV sell in penetrations from 7% to 30% Australia and from 17% to 52 % in Venezuelan market.
- ♦ \$12 million generated through unique marketing approach in Australia, hired and trained staff of 150.
- ♦ Provide competitive win-back marketing consultation in 8 markets for the largest cable company in America -AT&T

*Visionary leader adept at identifying and capitalizing on opportunities in an ever-changing industry.*

- ♦ \$4 million revenue attained with in two years for start up company marketing telecommunications and cable TV services.
- ♦ Launched cable TV, long-distance, local telephone and internet access in 7 markets world wide.
- ♦ Started 9 divisions in past 7 years: telemarketing, direct sales, survey/research , CSR evaluation, underground/aerial construction, cable, Telephony & internet installations, DBS call center, audit/theft detection, competitive marketing consultation

*Results-driven professional with track record of quickly achieving strong revenue growth and solidifying market position.*

- ♦ Ranked #1 nationally for technical quality control & customer satisfaction (1997) and sales volume (1996) by DBS industry leader
- ♦ Set new levels of sales productivity and hired and trained over 200 direct sales reps internationally.
- ♦ Designed sales & marketing system that produces higher than average sell in penetrations regardless of cultural differences.

## Professional Experience

INTERNATIONAL CABLE & TELEPHONE- (1991 to present)

**President/Owner, International Cable & Telephone, Lansing, MI (1995 to present)**

- Started company and built to peak of \$15 million revenues. Managed multilingual teams worldwide (Chinese /Spanish).
- Hired CEO to manage domestic operations, then focused personal efforts on global expansion & ICT owned fiber networks
- Achieved positive cash flow in each new division launched earlier than budgeted, both in the USA and OS.
- Managed direct sales, installations, telemarketing and media placement, i.e. TV, print, radio for multiple cable companies.
- Directed payroll, billing, subscriber reports, contracts for multiple companies \$3 million revenue, 150 contractors.

COMCAST CABLE

**Director of Marketing- New Haven, CT (1989-1991)**

- Created marketing plan for \$30 million business (direct mail, outdoor advertising, telemarketing, broadcast/print media placement and direct sales) Restructured organization, launched pay per view, reduced cable TV theft from 20% to 3% in an urban market.

COMCAST CABLE

**Marketing Manager- Willingboro, NJ (1987-1989)**

- Managed \$10 million operation/\$300K annual mass marketing budget. Utilized direct mail, broadcast/print, direct sales and radio. Conducted research and focus groups, negotiated contracts, channel/tier placement and launched new cable services.

GREATER MEDIA CABLE

**Sales Manager- Philadelphia, PA (1987)**

- Increased sell in penetrations from 30% to 49% in six months, hired & trained 40 sales reps. Increased sales per rep 300%.

COMCAST CABLE

**Sales Supervisor- Philadelphia, PA (1985-1987)**

- Designed all collateral pieces, increased sales volume/rep 225% and penetration from 22% to 56%. Managed 15 sales reps

ROGERS CABLE

**Direct Sales Representative- Portland, OR (1982-1985)**

- Averaged 40 sales per week, set penetration record of 82%, trained new representatives, designed collateral resulting 5% gain.

Graduate of DIT Institute of Technology, 1980 ♦ Aircraft owner / Multi/Instrument pilot ♦ Physical fitness enthusiast  
♦ Proficient with IBM and Macintosh computers, Lotus, Excel, Word, Microsoft Office, internet etc.

**Pete Empie**

Vice President of Telephony Services

International Cable and Telephone

Responsible for creation of Telephony division. Manage all aspects of telephony division, which includes marketing, operations, and engineering. Responsible for 200% growth from year 1 to year 2, projecting 600% growth from year 2 to year 3.

Prior to joining International Cable and Telephone I was Regional Engineer for TCI Network Solutions Group, one of the nation's largest Integrators of Voice, video and, data (now AT&T Network Solutions Group). While at TCI, I was responsible for design, and implementation of Wide Area Networks, new markets and business opportunities, and the management of all contractors within TCI Network Solutions Group's Midwest region.

From 1995 to 1997, I worked at Brooks Fiber Communications now merged with MCI WorldCom) where my most recent position was Second Level Technical Support on the Switching side. In that capacity, I was responsible for 44 cities through out the Nation. All software as well as hardware on the Lucent 5ESS switches.

From 1989 to 1995, I worked for MCI, holding several different technical positions in the Mid Atlantic region, as well as the Midwest.

**MARK ALLEN KNOPPER**

Cisco Systems, Inc.  
122 S. Main, Suite 280  
Ann Arbor, MI 48104

phone 734-669-8800 ext. 13

fax 734-669-8661

e-mail mknopper@cisco.com

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**EDUCATION**

The University of Michigan, Ann Arbor, Michigan. Bachelor of Science in Computer and Communications Sciences, 1980.

**EXPERIENCE**

December 1999 to present **Cisco Systems, Inc.**

Manager, Engineering – Lead of routing software development project for next generation router in Cisco's Service Provider Line of Business. Moving to larger office space in Ann Arbor (Key Bank, 100 S. Main Street), and currently hiring network engineers and programmers.

March, 1996 to December 1999 **INTERNET ENGINEERING GROUP®, L.L.C. (IEng®)**

Principal - Co-founder of company providing software for Internet routing protocols, and network engineering, training and consulting services to Internet providers and other networking companies. IEng is an independent consultant providing assistance with ISP interconnection, routing protocols, routing configuration and inter-domain routing design, peering and transit agreements, and ISP coordination. IEng's customers included Adelphia, ADP, Ascend, Avici Systems, Bellcore/Telcordia, Charlotte's Web/MRV, Cisco, Copper Mountain, France Telecom, GTE/BBN, IXC Communications, Lucent, MCI, Newbridge/Northchurch/Alcatel, Microsoft, Nokia, Nortel, Iron Bridge Networks, Redback/Siara, and UUNET.

IEng was acquired by Cisco Systems for \$25M in December, 1999.

1994 to 1996 **AMERITECH ADVANCED DATA SERVICES, ANN ARBOR, MICHIGAN.**

*Director of Network Information Infrastructure (January 1994 – March 1996)* - Leader of team responsible for product development, management and operations for Ameritech's commercial Internet access service. Principal investigator for Ameritech on cooperative agreement with National Science Foundation on NSFNET Network Access Point (NAP) Manager for the Chicago NAP. Responsible for Chicago NAP deployment, engineering, sales and operations.

1980 to 1993 **MERIT NETWORK, ANN ARBOR, MICHIGAN.**

*Manager of Internet Engineering (August 1991 - December 1993)* - Leader of team responsible for all aspects of operation, development and engineering for NSFNET Backbone. Worked closely with Advanced Network & Services, IBM, MCI and NSF as partners in the project.

*Manager of MichNet Engineering (1988-1991)* - Leader of team responsible for all aspects of operation, development and engineering for Merit's statewide Internet backbone in Michigan.

MichNet Engineering Staff (1980-1988) - Member of team responsible for all aspects of operation, development and engineering for Merit's statewide Internet backbone in Michigan. Helped backbone network grow from three universities to over 150 educational and commercial customers. One of three primary developers of PDP-11 Merit Network Operating System running on custom routers that formed the network technology for MichNet.

### **SKILLS - Managerial and Technical**

Co-founder of IEng, a software and consulting business, that is operated as a partnership.  
Managed multiple groups of technical and administrative staff on advanced projects.  
Located and recruited capable staff using many contacts in the Internet community.  
Developed and consulted on business plans and technical architecture for Internet Providers.  
Worked extensively with data communications and telecommunications hardware and software.  
Extensive experience with TCP/IP, OSI, X.25, DECNET, and other protocols.  
Advanced experience in Unix system administration.  
Experience with PC, Macintosh, Unix as development platforms.  
Development experience with C and unix, shell scripts.

### **PRESENTATIONS, PUBLICATIONS and PROFESSIONAL ACTIVITIES**

Working group chair in Internet Engineering Task Force (TUBA group 1993-1994).  
Participant in the Internet Engineering Task Force (IETF).  
Interop, and other venues: presentation on TUBA and IP Next Generation protocols.  
Chair of NSFNET Regional Techs group, 1991-1993.  
NANOG presentations on the Chicago NAP, 1994-1995.  
"Securing a Network Operations Center," (panel with Lou Steinberg, Sean Donelan and Eriks Rugelis), The Internet Security Conference, San Jose, April 12, 1998.  
"The Evolution of NAPs, Meet Points and Peering Sites," Spring Internet World 98, Los Angeles, March 12, 1998.  
"NAPs, MAEs and other Internet Interconnect Points," ONE ISPCON, San Francisco, August 10, 1996.  
"NAPs, Exchange Points and Interconnection of Internet Service Providers," White Paper series, revised February 27, 1998, available by purchase from IEng.  
"Backbone Technology for Large Internet Service Providers," White Paper series, February 27, 1998 draft, available by purchase from IEng.

Resume of  
**Tim Sefton**  
543 Vinewood Street  
Birmingham, Michigan 48009  
(248) 642-9707

**Work Experience:**

**1997 – Present**                      **Invivo**    **Birmingham, Michigan**  
President

For the past 2 years Invivo has provided CLEC formation services to business organizations entering the local exchange market. These services include regulatory activities, interconnection negotiation activities, network design, project management and implementation. To date Invivo has been and is involved in the development of over 10 CLECs spread throughout the domestic US.

**1997 - 1998**                      **SAVVIS Communications**                      **Birmingham, Michigan**  
Senior Account Manager

In March of 1997 opened the Michigan office for SAVVIS Communications. In the first year of operation achieved over \$100,000 / mo of recurring revenue. In Michigan, over 15% of the ISP market was penetrated within the first 12 months of operation. Knowledge of ATM, Frame Relay, IP routing along with telecommunications industry standards obtained at SAVVIS.

**1995 - 1997**                      **TelSoft Consultants**                      **Walled Lake, Michigan**  
Account Manager - Internet Division

Responsible for marketing and sales of Internet and computer networking products at TelSoft. Over \$4,000 mo recurring revenue developed in first 8 months of Internet divisions existence.

**1989 – 1995**                      **Variation Systems Analysis**                      **St. Clair Shores, Michigan**  
Account Manager - Ford Motor Company

Responsible for marketing and sales of all VSA products (software, training, and consulting) to Ford Motor Company. Highest profit generating account (\$2 Million plus revenue per year). Currently 25% ahead of 1994/1995 revenue goals. See attached sheet for detailed description of Account development achievements.

91-93                                      Training Manager

Responsible for development and conduction of VSA training classes. Courses addressed both internal (VSA) and external training.

89-91                                      VSA Project Engineer

Conducted VSA analysis for Ford Motor Company. Focus on door system variability and interior trim.

**1988-1991**                      **Chrysler Motors**    **Warren, Michigan**  
Assembly Line supervisor at Dodge Truck Plant.

Supervised engine dress, chassis, and final line production sections at the plant.

88-90                                      Power Train Advanced Manufacturing Engineering

Involved in the development and implementation of several large scale Power Train projects including Automated Casting Line, Automated Cylinder Head Assembly Line, Engine Assembly Line.

**Educational Background:**

**1982-1987**  
**University of Colorado**    **Boulder, Colorado**  
BSME - Strong emphasis on computer science and electronics.

**Interests & Hobbies**

Computers.- familiar with both UNIX, and PC platforms. knowledgeable in network solutions, and telecommunications methods. Home Brewing and Skiing, References available upon request.

**STATEMENT OF FINANCIAL CAPABILITY  
VIVO-FLA, LLC**

VIVO-FLA, LLC has sufficient financial capability to provide the requested service in the State of Florida and has sufficient financial capability to maintain the requested service and to meet its lease or ownership obligations. In support of VIVO-FLA, LLC's stated financial capability, a copy of a Balance Sheet as of November 28, 2000 and Current Account Balance for VIVO-TN, LLC is attached to its application. VIVO-FLA, LLC intends to fund the provision of service through internally generated cash flow, and through capital contributions from its members, venture capital, and from VIVO-TN, LLC, which has identical ownership as Applicant. VIVO-FLA, LLC also has the ability to borrow funds, if required, based upon its financial capabilities, either alone or in conjunction with VIVO-TN, LLC.