

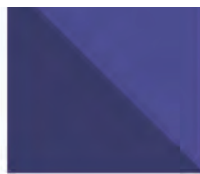


**Proposal**

# Broadband RFI & Partnership Development

**Prepared For:** City of Lakeland, FL  
Terry Brigman  
CIO

**Prepared By:** John Honker  
Magellan Advisors  
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450 Alton Road, Suite 1402  
Miami, FL 33139



# Cover Letter

February 6, 2018

Terry Brigman  
CIO  
City of Lakeland, FL

Dear Terry,

As the City of Lakeland moves forward with the next steps in its broadband initiative, Magellan Advisors is prepared to assist you in evaluating proposals, negotiating with broadband providers and moving toward a P3 (public-private partnership) with one or more broadband providers or enabling the City to become its own Internet Service Provider (ISP). We have a strong track record of assisting public organizations through this process and are excited at the opportunity to help you transform Lakeland into a Gigabit Community.

We understand that the City's goals are to accelerate the deployment of next-generation broadband services for its citizens, businesses and community anchors. To do so, the City is interested in leveraging its existing conduit, pole lines, existing excess fiber-optic capacity, and related infrastructure with providers to speed the process, reduce the cost and streamline deployment of fiber-based broadband. The objectives of Lakeland's broadband initiative are to promote economic growth and competitiveness in the area, drive job creation, foster innovation, enhance healthcare delivery, improve education and to support the Lakeland community. Through this process, Lakeland will solicit, and engage providers who have common goals, and who can advance this initiative forward. In the end, Lakeland will reserve the right to toss out all bids, and go at it alone, if sufficient partners are not identified.

To successfully achieve these goals, the City will need to evaluate information and proposals from broadband providers to determine how each response meets the overall goals of the project and the needs of the community. As the City moves forward with the potential respondent(s), the City will need to navigate key P3 issues to protect the public interest and ensure that the private partner meets the needs of the community. This includes evaluating the capabilities of private service providers from technical, operational, business organizational and financial perspectives to ensure that the potential partnership(s) developed between the City and provider(s) are well aligned.

Magellan Advisors has significant experience representing public organizations in broadband RFI, RFP and ITN ("Invitation to Negotiate") solicitations. For the City, we propose to provide our professional consulting services to assist you through the next phase of preparing and soliciting an RFI, along with evaluation and selection of the most responsive broadband provider from the RFI, which we refer to as Phase 1 in the scope below. Magellan will also provide the City with a proposal for services in support of the next steps, or Phase 2, which would entail representing the City's interests in negotiating with provider(s) and working toward a MOU and an ultimate definitive agreement for the P3, at the conclusion of this Phase 1 engagement.

Sincerely,

Courtney Violette, COO & Managing Partner, Magellan Advisors



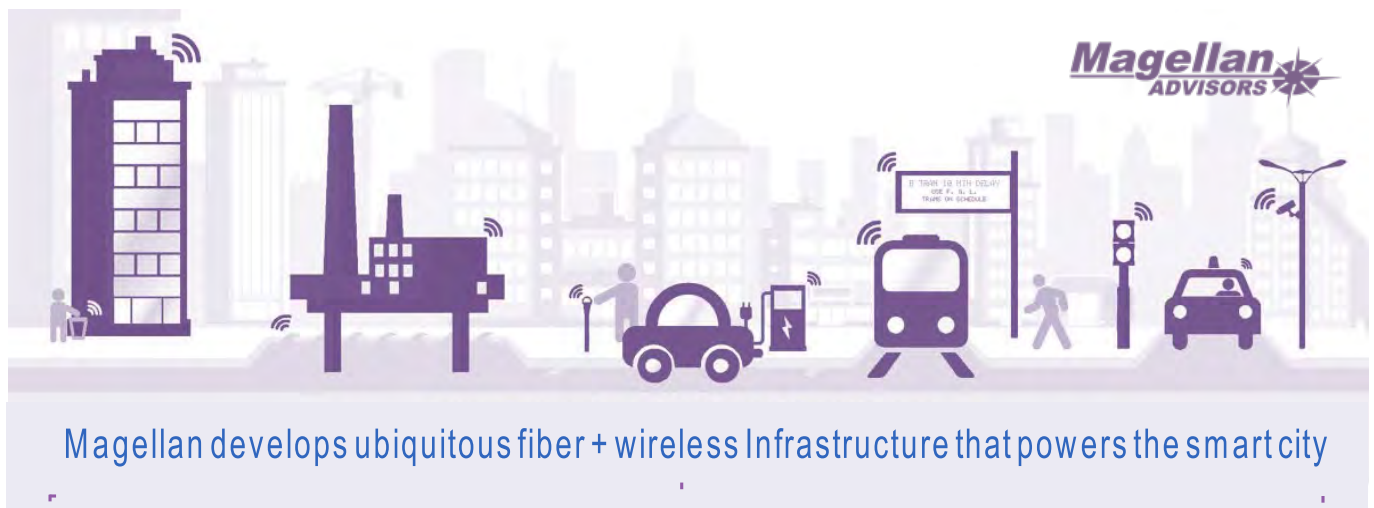
## Overview of Magellan Advisors

Magellan provides leading broadband, smart city, information technology and security consulting services to public and private organizations. We are a full spectrum planning and implementation firm that brings together technology, communications and utility consulting to create smart gigabit cities of tomorrow.

Our professionals bring years of experience from the broadband, telecom, information technology and government sectors. We are thought leaders and real-world implementers of broadband and smart city networks that keep communities competitive in the digital world.

Unlike most consulting firms, we partner with our clients every step of the way, whether they are deploying institutional fiber networks, developing broadband P3s or deploying smart city networks. We are a “hands-on” firm with strong project management abilities and implementation skills to see our client’s projects through from concept to completion.

We are only successful when our clients are successful. Our goal is to deliver practical broadband and technology solutions that our clients are capable of implementing in their communities. Through our services, over \$1 billion of new fiber investments have been made connecting more than 1,000 schools, hospitals, libraries and governments and passing nearly 1 million homes with fiber.



Magellan develops ubiquitous fiber + wireless Infrastructure that powers the smart city

### Broadband

Fiber To The Home  
Middle-Mile Networks  
High-Speed Wireless  
Cellular & DAS

### Utilities

Smart Grid  
Smart Home Automation  
Grid Security  
Energy Efficiency

### Transportation

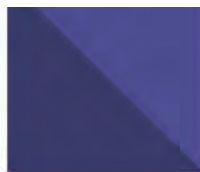
Intelligent Traffic Systems  
Vehicle Detection  
Smart Parking EV Charging

### Healthcare

Telehealth Telemedicine  
Remote Monitoring  
Records Management

### Public Safety

Video Surveillance  
Sensor Networks Secure  
Communications Emergency  
Operations



## CITY PLANNING

- Broadband & Smart City Feasibility Studies
- Policy Development
- Public-Private Partnerships
- New Market Development
- Business & Economic Models
- Market Assessments

## FINANCIAL PLANNING

- Pro Forma Development
- Economic Modeling
- Private Funding Options
- Public Funding Options
- Due Diligence
- Deal Structuring
- Public-Private Partnerships

## DESIGN & ENGINEERING

- Fiber To The Home
- Metro Networks
- Long-Haul Networks
- Wireless & WiFi
- Distributed Antenna Systems
- GPON, DWDM, Ethernet

## GOVERNMENT IT CONSULTING

- IT Strategic Plans
- IT Governance
- Network, Computing & Storage
- Virtualization
- Security Consulting, PCI Compliance
- SCADA & Utility IT

## PROJECT MANAGEMENT

- Standards & Specifications
- Vendor Selection
- EPC Contractor Management
- Construction Management
- Network Integration

## OPERATIONS MANAGEMENT

- BSS/OSS Development
- Integration
- Network Management
- Business Process Optimization
- Expansion Planning

Our combination of unmatched broadband, telecom, business and operational experience creates actionable strategies that communities use to realize their broadband and smart city objectives. We have led the planning, funding, construction and management of over 50 fiber to the premise networks passing over 1 million homes and connecting more than 1,000 schools, hospitals, government offices and community organizations. Our work has resulted in over \$1 billion in new broadband investments nationwide. Magellan has helped more communities successfully plan, implement and manage gigabit broadband networks than any other firm in the market.



## Magellan Serves Over 400 Local Government Organizations





## Scope of Work

### Task 1: Define the Requirements of the City to become an ISP or engage in a P3

Define the requirements of the City to become an ISP or for a P3, including types of services, speeds, service areas, capital requirements, operating requirements and other aspects that are important to the City. The RFI will request responders to consider technical innovations such as future wireless last-mile solutions which can deliver gigabit speeds.

- a. Meet with City leadership and staff to define the City's goal and objectives in the partnership.
- b. Define a set of criteria – negotiable and non-negotiable factors in the partnership.
- c. Document the results for inclusion into the RFI.
- d. Ensure Lakeland has the ability to “throw out” all bids, and go at the project alone should it desire.

PHASE 1		Resources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Task 1</b>	Define the requirements of the City for a public-private partnership, including types of services, speeds, service areas, capital requirements, operating requirements and other aspects that are important to the																			
1.a	Meet with City leadership and staff to define the City's goal and objectives in the partnership.	MA/CL																		
1.b	Define a set of criteria – negotiable and non-negotiable factors in the partnership.	MA/CL																		
1.c	Document the results for inclusion into the RFI.	MA/CL																		
1.d	Ensure Lakeland has the ability to “throw out” all bids, and go at the project alone should it desire.	MA/CL																		



## Task 2: Assist the City in the Preparation and Solicitation of an RFI for P3

Assist the City in the preparation and solicitation of an RFI to garner responses from broadband providers willing to partner with the City of Lakeland.

- Gather documentation on the City's fiber, conduit, pole lines and other assets available to the partnership.
- Create appendix to be attached to the RFI with this information.
- Develop the solicitation document, language, terms and conditions.
- Work with the City to ensure the solicitation document meets the City's procurement policies.
- Develop the evaluation and scoring criteria for the RFI.
- Identify the channels for release of the RFI, in compliance with the City's procurement policies. Identify individual providers and industry associations who will receive the solicitation as well.

PHASE 1		Resources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Task 2</b>	Assist the City in the preparation and solicitation of an RFI to garner responses from broadband providers willing to partner with the City of Lakeland.																			
2.a	Gather documentation on the City's fiber, conduit, pole lines and other assets available to the partnership.	MA/CL																		
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2.d	Work with the City to ensure the solicitation document meets the City's procurement policies.	MA/CL																		
2.e	Develop the evaluation and scoring criteria for the RFI.	MA/CL																		
2.f	Identify the channels for release of the RFI, in compliance with the City's procurement policies. Identify individual providers and industry associations who will receive the solicitation as well.	MA/CL																		

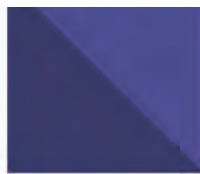


### Task 3: Release the RFI & Provide Initial Evaluation

Magellan will support the City as it releases the RFI to the market. We will assist in any pre-bid meetings, question and answer submittals, and in providing an initial evaluation of all P3 submittals received.

- a. Hold pre-bid conference calls of meetings if necessary.
- b. Respond to Q&A posed by respondents.
- c. Receive submissions.
- d. Ensure submissions meet minimum requirements.
- e. Seek clarifications from respondents.
- f. Meet with the City team to discuss and evaluate submissions.
- g. Score submissions and rank respondents with City team.
- h. Shortlist respondents.

PHASE 1		Resources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Task 3</b>	Release the RFI & Provide Initial Evaluation																			
3.a	Hold pre-bid conference calls of meetings if necessary.	MA																		
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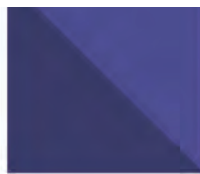


## Task 4: Evaluate and Select Most Responsive Bidder

Magellan will work to evaluate, interview and assist in the selection of the most responsive bidder.

- a. Notify shortlisted bidders and schedule onsite interviews.
- b. Notify bidders that did not make the shortlist.
- c. Onsite interviews with shortlisted bidders.
- d. Due diligence of shortlisted bidders (corporate, financial, operational, litigation)
- e. Meet with City team to discuss and evaluate shortlisted bidders.
- f. Select most responsive bidder.
- g. Create summary report of the process and selection for City leadership and the Commission.

PHASE 1			Resources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Task 4</b>	Evaluate and Select Most Responsive Bidder																				
4.a	Notify shortlisted bidders and schedule onsite interviews.	MA																			
4.b	Notify bidders that did not make the shortlist.	MA																			
4.c	Onsite interviews with shortlisted bidders	MA/CL																			
4.d	Due diligence of shortlisted bidders (corporate, financial, operational, litigation)	MA																			
4.e	Meet with City team to discuss and evaluate shortlisted bidders.	MA/CL																			
4.f	Select most responsive bidder.	MA/CL																			
4.g	Create summary report of the process and selection for City leadership and the Commission.	MA																			



## Timeline

Based on the Phase 1 Scope of Work, we believe that this portion of the project will be complete within 18 weeks, which includes the RFI release timeframe which we would expect to be no less than 30 days.

We also expect up to 4 onsite visits to occur during this time.

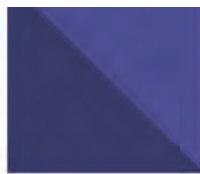
Task	Description	Month 1	Month 2	Month 3	Month 4
1	Define RFI Requirements				
2	Assist in Development of RFI				
3	Release RFI and Evaluate				
4	Evaluate and Select Most Responsive Bidder				

## Pricing and Payment Schedule

Total cost for Phase 1 is \$33,000. Magellan will bill as each Task outlined in the SOW is completed as outlined below in the Payment Schedule table. Travel and incidental expenses will be billed as incurred with a 10% administrative fee, and are estimated at \$4,000 which will include up to 4 onsite trips. Magellan will work with the City's appointed legal counsel on the project; no legal services are contained herein. If the City would like to retain outside counsel for this project, Magellan can make recommendations on qualified attorneys that may complement our services.

### Engagement Hours and Project Estimate

Description	Hours	Rate	Total
Phase 1	200	\$165	\$33,000
Total Price			\$33,000



## Payment Schedule

Magellan will invoice in 4 equal installments, monthly as the engagement is carried out. A 10% project holdback has been included, and will be billed once the engagement has been completed and accepted by the City of Lakeland.

Description	Payment Upon Completion
Month 1 (Task 1 – Requirements Spec)	\$7,425
Month 2 (Task 2 – RFI Development)	\$7,425
Month 3 (Task 3 – RFI Management)	\$7,425
Month 4 (Task 4 – Evaluation/Selection)	\$7,425
10% Project Holdback until Completion	\$3,300

Additional time commitments required past this 4-month engagement, can be continued, and billed at a rate of \$8,250 per month.

## Signature and Acceptance

Consultant: Magellan Advisors, LLC

Client: City of Lakeland, FL

Print Name: John Honker

Print Name:

Title: President & CEO

Title:

Signature:

Signature:

Date: 2/9/2018

Date: