

CITY OF GAINESVILLE, FL



Broadband Business Plan Strategy RFP

Prepared for:
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A. Table of Contents

1. TECHNICAL PROPOSAL	6
STATEMENT OF ALL QUALIFICATIONS	6
2. METHODOLOGY	15
PROJECT PLAN	17
3. SCOPE OF WORK	17
TASK ONE – DOCUMENT REVIEW	17
TASK TWO – BUSINESS MODEL SCENARIOS	18
TASK THREE – DIGITAL INCLUSION STRATEGY	19
FUTURE TASK FOUR – BUSINESS PLAN DEVELOPMENT	20
4. PRICE PROPOSAL	32

Cover Letter

January 7, 2021

Gayle Dykeman
Procurement Specialist 3

Dear Mrs. Dykeman,

Magellan Advisors is eager to assist the City of Gainesville with the development of its Broadband Business Plan Strategy, focusing on bringing next-generation broadband services to each and every Gainesville citizen, through development of a robust Digital Inclusion program, and various Smart City initiatives already underway in the City. Magellan will provide the City with a comprehensive business, technical and operational strategy for deploying fiber and wireless based broadband across its community, using tried and true techniques that have been successful in over 50 municipal broadband networks that we have built over the past 10 years. No other firm has the combined engineering, financial, operational and business experience. We plan, deploy and manage municipal broadband networks every day and have a track record of successful implementations that have enabled our muni and utility clients to usher in the future of their communities.

Magellan will develop a Broadband Business Plan Strategy which will provide Gainesville with a comprehensive strategy to deploy broadband to its service area using a measured approach that conserves capital and addresses opportunities and risks in the deployment, with a year-by-year strategy to deploy tactically into areas where Gainesville maintains existing facilities and infrastructure. This Plan will find ways to maximize the use of any of Gainesville's existing conduit, fiber and vertical structure assets, and any existing municipal operations which can conserve capital investment and accelerate deployment of broadband services, reducing the City's risk while leveraging its existing assets for new purposes, including its Digital Inclusion initiatives.

We will guide you through the best business and operational strategies that will ensure that Gainesville offers leading-edge broadband to its citizens and businesses, building on the strong reputation of your brand and your commitment to service and reliability. We will ensure the strategy works to meet the objectives and vision outlined by the Gainesville City Commission.

Magellan's core business plans have been essential in deploying networks from Florida to California, and in urban and rural communities. Our customers rely on our business plans

to make strategic decisions on how they will deploy their networks, what to charge, how to manage and where to build first.

Magellan has worked with major utility and municipal providers across Florida and it is our home state. We understand the unique regulatory environment, build conditions, costs and telecommunications providers that will all factor into the development of your business plan.

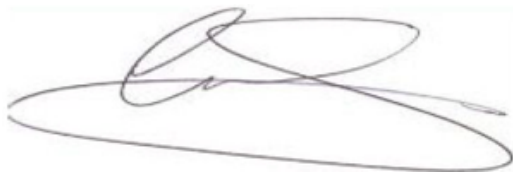
Some of our key customers that have used our business and market plans to deploy fiber to the home networks include:

- Fort Pierce Utility Authority (FPUA), FL
- City of Lakeland, FL
- City of Fort Collins, CO
- City of Loveland, CO
- Sacramento Municipal Utility District, CA
- Salt River Project, AZ
- CLECO, LA
- Riverside Public Utilities, CA
- Tennessee Valley Authority, TN
- BrightRidge Utilities, TN
- City of Hudson, OH
- Waverly Utilities, IA
- Middle Tennessee Electric Cooperative, TN
- Appalachian Electric Cooperative, TN
- Holyoke Gas & Electric, MA
- Vermont VELCO, VT
- Morrisville Water & Light, VT
- Lenoir City Utilities, TN
- City of Rancho Cucamonga, CA
- City of Portsmouth, VA

Gainesville’s business plan should be developed with a partner that has deep implementation and operational experience in broadband. Magellan stands ready to assist Gainesville to develop a business plan that is customized for the needs of your organization and your community, achievable by your organization and grounded in business fundamentals. We look forward to serving as your partner to bring world-class broadband to Gainesville.

If you have any questions or we can be of assistance in any way, please feel free to contact me with any questions or comments. You can reach me directly at 386-931-3520 or cviolette@magellan-advisors.com.

Sincerely,



Courtney Violette

Chief Operating Officer, Magellan Advisors

BID COVER PAGE



City of Gainesville
Procurement Division
200 E University Avenue, Rm 339
Gainesville, FL 32601
(352) 334-5021(main)
Posted: November 9, 2020

REQUEST FOR PROPOSAL (RFP): ITDX-210005-GD:Broadband Business Plan Strategy

DUE DATE FOR SUBMITTING PROPOSAL ON DEMANDSTAR.COM: January 8, 2021, 3:00pm

PRE-PROPOSAL MEETING: Non-Mandatory Mandatory N/A Includes Site Visit
PRE-PROPOSAL MEETING DATE/TIME: November 18, 2020, 2:00pm
PRE-PROPOSAL MEETING LOCATION: Reference Exhibit F for ZOOM access information.

BIDDER QUESTIONS DUE DATE: December 2, 2020, 3:00pm

SUMMARY OF SCOPE OF WORK:

The City of Gainesville, Florida is seeking a business partner to create an investor grade Business Plan Strategy for the City to function as a broadband utility.

For questions relating to this solicitation, contact:

Gayle Dykeman, Procurement Specialist 3, (352) 393-8789; dykemangb@cityofgainesville.org

Bidder is not in arrears to City upon any debt, fee, tax or contract: Bidder is NOT in arrears Bidder IS in arrears
 Bidder is not a defaulter, as surety or otherwise, upon any obligation to City:
 Bidder is NOT in default Bidder IS in default

Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # Addendum 1 issued 11/20/20

Legal Name of Bidder: Magellan Advisors, LLC.

DBA: _____

Authorized Representative Name/Title: Courtney Violette, Chief Operating Officer

E-mail Address: cviolette@magellan-advisors.com FEIN: 65-1218484

Street Address: 999 18th Street, Suite 3000, Denver, CO 80202

Mailing Address (if different): 450 Alton Road 1402, Miami, FI 33139

Telephone: (888) 960-5299 Fax: (_____) _____

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

SIGNATURE OF AUTHORIZED REPRESENTATIVE: 

SIGNER'S PRINTED NAME: Courtney Violette **DATE:** 1/8/2021

This page must be completed and uploaded to DemandStar.com with your Submittal.

B. Technical Proposal

STATEMENT OF ALL QUALIFICATIONS

Magellan Advisors, LLC is a Denver-based firm with local offices in Orlando, Miami, Los Angeles, and Kansas City. Magellan’s primary address is 999 18th Street, Suite 3000 Denver, CO 80202. Magellan’s web address is www.magellan-advisors.com. Magellan Advisors, LLC was founded in January of 2004 and has been in operation as a Limited Liability Company since inception. Our Federal EIN is 65-1218484. Magellan maintains a staff of over 50 full and part time employees. Magellan’s office number is 888-960-5299. The contact for this contract is Magellan’s COO, Courtney Violette, who can be reached at 386-931-3520 and by email at cviolette@magellan-advisors.com.

Magellan provides leading wireless, broadband, smart city, turnkey design and engineering, and project and construction management 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 public-private partnerships or deploying Smart City networks. We are a “hands-on” firm with strong project management abilities and implementation skills to see our clients’ 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. 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.

OUR TURNKEY FIBER & WIRELESS SOLUTIONS

 <p>Broadband Planning</p> <p>Fiber master plans, business plans and implementation roadmaps that give you real-world guidance and results you can count on when deploying fiber and broadband.</p> <p>Learn more →</p>	 <p>Feasibility Studies</p> <p>Honest, unbiased and independent advice from the firm that has more experience implementing fiber and broadband networks.</p> <p>Learn more →</p>	 <p>Grants & Funding</p> <p>Funding strategy, grant writing and compliance for all major federal and state fiber and broadband grant programs.</p> <p>Learn more →</p>	 <p>Design Engineering</p> <p>Cutting edge fiber and broadband engineering to connect more sites, more devices and more customers at the speed of light.</p> <p>Learn more →</p>
 <p>Turnkey Implementation</p> <p>A single, trusted partner to manage your entire network implementation, with over 50 fiber and broadband deployed networks across the US.</p> <p>Learn more →</p>	 <p>Construction Management</p> <p>We manage the entire construction process to ensure your fiber and broadband networks are built to specification and your construction standards are followed, while minimizing impact to the community.</p> <p>Learn more →</p>	 <p>Network Management</p> <p>We take the heavy lift out of managing fiber and broadband networks by providing centralized resources to provide monitoring, tech support and emergency repairs.</p> <p>Learn more →</p>	 <p>Retail ISP Services</p> <p>LightSpeed, powered by Magellan Advisors serves your community with fast, reliable and affordable internet services, built on a culture of delivering superior service.</p> <p>Learn more →</p>

Solutions Provided to Public and Utility Clients

Customer	State	Market Analysis	Feasibility Studies	Grant, Loan & Funding	Fiber Engineering	Procurement	Construction Management	Operate & Manage	Sales & Marketing
Hudson Utilities	Ohio	✓	✓	✓	✓	✓	✓	✓	✓
Newport Utilities	Tennessee	✓	✓	✓	✓	✓	✓	✓	✓
Rock Falls Utilities	Illinois	✓	✓	✓	✓	✓	✓	✓	✓
City of Clermont	Florida	✓	✓	✓	✓	✓	✓	✓	✓
City of Mont Belvieu	Texas	✓	✓	✓	✓	✓	✓	✓	✓
City of Rancho Cucamonga	California	✓	✓	✓	✓	✓	✓	✓	✓
City of Portsmouth	Virginia	✓	✓	✓	✓	✓	✓	✓	✓
Niagara County	New York	✓	✓	✓	✓	✓	✓	✓	✓
Waverly Utilities	Iowa	✓	✓	✓	✓	✓	✓	✓	✓
City of Jupiter	Florida	✓	✓	✓	✓	✓	✓	✓	✓
City of Palm Coast	Florida	✓	✓	✓	✓	✓	✓	✓	✓
City of Centennial	Colorado	✓	✓	✓	✓				
City of Loveland	Colorado	✓	✓	✓	✓				
City of Fort Collins	Colorado	✓	✓	✓	✓				
City of Yuma	Colorado	✓	✓	✓	✓				
City of Wray	Colorado	✓	✓	✓	✓				
Yuma County	Colorado	✓	✓	✓	✓				
City of Fort Morgan	Colorado	✓	✓	✓	✓				
City of Davenport	Iowa	✓	✓	✓	✓				
City of Winter Park	Florida	✓	✓	✓	✓				
Salt River Project	Arizona	✓	✓	✓	✓				
Tennessee Valley Authority	Tennessee	✓	✓	✓	✓				
Johnson City	Tennessee	✓	✓	✓	✓				
Lenoir City Utilities	Tennessee	✓	✓	✓	✓				
Sequachee Valley Electric	Tennessee	✓	✓	✓	✓				
Appalacean Electric	Tennessee	✓	✓	✓	✓				
Morrisville Utility Systems	Tennessee	✓	✓	✓	✓				
City of Tuscaloosa	Alabama	✓	✓	✓	✓				
City of Fort Lauderdale	Florida	✓	✓	✓	✓				
City of Winter Garden	Florida	✓	✓	✓	✓				
Indianola Municipal Utilities	Iowa	✓	✓	✓	✓				
Minden	Louisiana	✓	✓	✓	✓				
Rancho Santa Fe	California	✓	✓	✓	✓				
City of Huntington Beach	California	✓	✓	✓	✓				
South Bay COG	California	✓	✓	✓	✓				
City of Manhattan Beach	California	✓	✓	✓	✓				
City of Ketchum	Idaho	✓	✓	✓	✓				
City of Missoula	Montana	✓	✓	✓	✓				
Missoula County	Montana	✓	✓	✓	✓				

Customer Testimonials

The deployment of fiber throughout the City will open doors and offer benefits that we have only begun to fathom. It is critical that we approach this project with a strategic mindset, and that's why we're so pleased to have Magellan Advisors on our team. They, along with our regional partners in Hampton Roads, will help us all take a giant leap into the future.

– Rick West, Mayor of Chesapeake

Without Magellan, our network would have been double the estimated project costs and taken longer to complete. We could not be more pleased with the level of service and professionalism and would highly recommend Magellan to any city looking for fiber solutions for their community.

- Nathan Watkins, Assistant City Manager, City of Mont Belvieu

We're excited to build this network to serve our community with gigabit fiber! Just wanted to say thank you and we are fortunate to have partnered with Magellan.

- Carmen Lichty, Manager, Newport Utilities, TN

We were seeking a broadband consulting firm that could give us actionable and practical steps toward developing a Gigabit broadband network. Magellan's real-world experience has allowed us to take the next steps in achieving our broadband goals. Today, our network serves key businesses throughout Hudson with Gigabit fiber.

- Paul Leedham, Manager, City of Hudson, OH

Magellan's been our continued partner providing network design, implementation and project and construction

management services. Their on-time delivery and creative approaches and vast experience has been valuable in guiding the development of our network.

- Don Dennis, CIO, City of Clermont

Magellan's staff are exceptionally knowledgeable in all areas of broadband and have helped us develop our business strategy to provide services across the county.

- Lewis Foster, Broadband Utility Manager, Columbia County Broadband

Magellan has brought true value to our broadband deployment by providing a single-source solution across the planning and implementation of our network.

- Melinda Miller, Director, Town of Jupiter

Magellan has added significant value to broadband development in Southwest Florida, particularly through driving collaboration between providers and governments in our region.

- Jennifer Pellechio, Manager, Southwest Florida Regional Planning Council

Project Team Bios



Courtney Violette: Chief Operating Officer – Project Executive

Courtney has led over one hundred municipal broadband planning and implementation projects across the country and the state of Florida. Courtney has worked with dozens of municipal utilities across the US to create sustainable broadband business plans that guide his clients through funding, designing, building, operating and maintaining world class broadband networks. He was the project executive for successful broadband networks in communities similar to Gainesville including; Hudson, OH, Rancho Cucamonga, CA, Waverly, IA, and the City of Portsmouth, VA.

He is a Certified Fiber to the Home Professional and holds several technical certifications in broadband, information technology and information security. Prior to joining Magellan, he spent six years as the CIO for the City of Palm Coast. During this time, he planned and built the first true City-owned open-access network in the Southeast. Through his leadership, the network grew to serve government, business, education and healthcare needs across the City, saving these organizations millions of dollars and providing gigabit connectivity to meet the community's needs. Courtney holds an MA in Information Technology Management and a BS in Computer Science from Webster University.



Dr. Greg Laudeman: Sr. Broadband Consultant – Project Manager

Dr. Laudeman is a leader in innovative, talent and technology-based economic development strategy, research, and implementation. For the past 5 years he has led over 50 municipal broadband projects for Magellan with a keen eye for the economic opportunities that state of the art broadband availability brings to communities. Prior to Magellan, for over a decade, Greg led community technology outreach efforts for the Georgia Tech Enterprise Innovation Institute where he assisted electric utilities and municipalities to understand how to use strategic business planning to close the digital divide and bring new economic opportunities to their communities.

With over 30 years of experience working in technology and tech startups, Greg brings a diverse background to community broadband to support economic development and world class connectivity. Greg's diverse experience as an analyst, communicator, facilitator, and organizer has always focused on how technology can make communities and organizations more competitive, innovative, and productive. Greg has a doctorate in Learning and Leadership from the University of Tennessee at Chattanooga, has master

degrees in Public Policy from Georgia Tech and Telecommunications from Michigan State, and a bachelor degree in Mass Communication from UTC.



David Brevitz: Senior Consultant – Policy & Regulatory

David has decades of experience in the telecommunications industry from an extensive array of telecommunications engagements in the U.S. and internationally. This experience provides depth and capability in the subjects of broadband trends and planning, market analysis and surveillance, telecommunications stakeholder engagement, wireless and wireless broadband trends and developments, industry financial reporting and analysis, telecommunications company operations, back office systems and business plans, interconnection and unbundled network element pricing, telecommunications service costing and universal service goals and objectives.

David has worked with Magellan since its inception ensuring communities have a firm grip on the regulatory environment and the implications they have for their broadband startups. He has worked on over a hundred broadband planning and businesses planning projects. He is a frequent visitor to the City of Gainesville for his work at the Public Utility Research Center at the University of Florida, where he serves as a Senior Fellow. David is a regular lecturer at PURC’s semi-annual Utility Regulation and Strategy Training Programs which provide comprehensive training in utility practices for commissioners and staff of national utility regulatory agencies across the world. David also served as PURC’s Project Leader to produce the Report to the State of Florida on “Strategic Planning for Florida Governmental Broadband Capabilities”.



Dr. Gillian Violette: Research Analyst – Project Management Analyst

Gillian joined the Magellan team in the capacity of research, publication, and quality assurance in reporting in 2016. In that time, she has assisted project managers and executives with client and project management, broadband market analysis and deliverable development for dozens of broadband planning and implementation projects. Gillian has over a decade of experience working in business management and sales in fields of pharmaceuticals, hospitality, insurance, and training and development. She has experience in managing human resource related functions, staffing, and project management. She holds a doctoral degree in Educational Leadership where her research focus was related to broadband Internet in K-12 schools and the digital divide, an MBA in Business Administration, and a BS in Business with a minor in Human Resources.



Matthew Southwell: Associate Project Manager – Network Design and Mapping

Matthew Southwell has over 15 years in the telecommunications field. Matthew's career began as a U.S. Army Sergeant where he worked on tactical communication systems, Sat-Com radio systems, and deploying weekly COMSEC key changes OTAR (Over the Air Rekeying) with newly deployed radio systems during two Operation Enduring Freedom deployments. Matthew's private sector work includes work with a Motorola radio distributor and contractor where he supported many Federal, State, and local County entities to include: Department of Homeland Security, Immigration and Customs Enforcement, Drug Enforcement Administration, Florida Highway Patrol, Greater Orlando Airport Authority, Orange County Sheriff's Office, and the Lake County Sheriff's Office. Matthew joined Magellan Advisors in 2016 as a telecommunication analyst where he has contributed his knowledge and technical expertise to over 65 broadband projects. Matthew's current role within Magellan includes analysis of client GIS data and mapping, creating conceptual network designs and costing estimates for future fiber builds. Matthew is a Certified Fiber to the Home Professional (CFHP) and holds a Business Management Degree with High Honors from Keiser University in Orlando, FL.



Mark Lane: Senior Technical Consultant

Mark Lane has over 30 years of experience in enterprise IT, carrier network operations, and technology consulting. While serving as CTO for Bristol Virginia Utilities OptiNet, he helped provide the strategic direction and practical implementation responsible for their fiber-to-the-premise (FTTP) network build-out and broadband service deployment for eight counties in Southwest, VA. His vision and leadership contributed to Bristol, VA being selected as an Intelligent Community Forum Top 7 Intelligent City in 2009. Mark received a bachelor in computer science from the University of Tennessee.



Jessica Zufolo: Vice President of Rural Broadband Strategy

Jessica joins Magellan after serving in various senior leadership roles throughout federal government and non-profit sectors for over 20 years. Prior to joining Magellan, Jessica served for over five years as the Senior Advisor for Strategic Partnerships for the Lifeline Division at the Universal Service Administrative Company (USAC) where she managed all state, federal and tribal engagements that led to the establishment of the Lifeline National Eligibility Verifier. Prior to her tenure at USAC, Jessica was appointed by former President Barack Obama to serve as the Deputy Administrator for the Rural Utilities Service (RUS) at the U.S. Department of Agriculture (USDA) where she helped oversee a \$65 billion federal

loan and grant portfolio that finances water systems, telecommunications and broadband networks, precision agriculture, electric utility, smart grid and renewable energy projects in rural and tribal communities. Jessica also served as the Legislative Director for the National Association of Regulatory Utility Commissioners (NARUC) where she was responsible for developing legislative strategy for all 50 state public service commissions involving telecommunications, technology, consumer protection and water. Early in her distinguished career, Jessica worked on Capitol Hill for eight years overseeing telecommunications and energy policy for the late New York Senator Daniel Patrick Moynihan, Senator Charles E. Schumer of New York and Representative Peter A. Defazio of Oregon. Jessica earned her MBA with Honors from the University of North Carolina at Chapel Hill and a BA in military history and political science from the University of Colorado in Boulder.



Scott Moehnke: Director of Operations

Scott is a 30-year veteran of the utility and telecommunications industries specializing in executive and operational management, business development, and information technology. Scott leads Magellan's implementation planning and operational planning for successful broadband startups across the US. He was integral in the development and success of the City of Mont Belvieu Texas' FTTH network. Prior to Magellan, Scott was Chief Operations Officer at Bristol Virginia Utilities (BVU), a municipal electric company known for being a global pioneer in triple play, and all-fiber broadband. BVU developed one of the first publicly owned fiber to the home networks in the United States, which became a model for others to follow in pursuing broadband goals. Prior to joining BVU, Scott established several consulting firms to assist telecom companies in all facets of business operations. He worked with Lafayette Utilities Service as lead project manager for their FTTH deployment. Scott holds a BS in Computer Science from the University of Texas, Austin.

Methodology

The purpose of the statement of work is to provide key planning elements that enable the City of Gainesville to create a sustainable broadband business and deployment plan that leverages its existing assets and organizational capabilities to expand broadband services supporting a resilient local Gainesville economy. Magellan proposes to assess the recently completed 2019 broadband study, to conduct a detailed market and infrastructure analysis detailing the digital assets available throughout the City. Further, Magellan will document options for consideration which could allow the City to function as an Internet Service Provider (ISP), with goals of providing affordable broadband, high-speed fiber or innovative wireless infrastructure to support businesses and residents with a minimum symmetrical speed of 50 Mbps, but with a capability of up to 1 Gigabit (Gbps) service. Magellan has a strong understanding of GRUCom's current operations and network, as well as the general Gainesville market area.

The business plan will contain strategies and solutions, preliminary engineering and construction cost estimates, organizational and operational recommendations for network implementation and funding strategies for portions of the project. It will consider a number of scenarios, strategies and opportunities and will be based on Gainesville's capabilities, access to funding, demand from the community and overall goals of the City.

Our core methodology for developing an actionable business plan for the City first requires a clear definition of the City's objectives, capabilities, organization and constraints. We will work with the Gainesville team to clearly define the objectives of the network and the timeframe for deployment. We will learn about your capabilities and create strategies that leverage your existing network to expand broadband access quickly and efficiently.

For example, in Johnson City, TN, we developed a business plan for BrightRidge Utilities to utilize their existing fiber backbone to deploy commercial Internet and voice services to over 50% of their local businesses that were within 2,000 feet of the existing network, saving significant capital and making service available to over 10,000 businesses within the first year. These types of strategies allow you to deploy quicker and more cost effectively to establish service in the market.

Magellan's team will deliver Gainesville a full plan that you can utilize from day one to begin laying out the steps to finance, operate, maintain, staff, and design and build a broadband network with the most future proof technology and financially sound methods in the industry. Magellan's team consists of leaders with over 200 years combined telecommunications experience that includes building and operating successful


broadband networks for municipal utilities. Our team has the hands-on knowledge that will assist Gainesville in avoiding the pitfalls that utilities often experience in the startup phase of the network, and we will develop long-term operational strategies that enable you to grow profitably and expand service to cover the greatest amount of your customers.

The City of Gainesville's Broadband Business Plan will include the following deliverables:

- Gainesville's Broadband Business Plan narrative including all sections stated in the below Scope of Work.
- Business SWOT analysis that identifies risk and remediation strategies. On-going review of both local, state and federal regulatory environment and potential issues and possible remediation strategies where applicable.
- Go-to-market launch strategies based on geographies where Gainesville has assets and customers demonstrate need.
- Outreach and evaluation of "Content Provider" opportunities, partnerships, and vendor relationships to support the direct retail business model.
- Updated market analysis based on tactical opportunities across Gainesville's service area.
- Multi-dwelling commercial, residential and student facilities to assess significant bulk revenue opportunities for business and residential services, understanding that GRUCom already serves a large segment of this market in the service_area.
- Direct market analysis with major anchor institutions and enterprises in the Gainesville city limits to assess market demand.
- Complete branding, marketing and sales plans for Gainesville to provide Internet, television and telephone services.
- Complete operational plans of Gainesville's broadband business, including staffing, expertise, systems, tools, testing equipment and training. Clear delineation of Gainesville's managed functions versus outsourced functions and the costs of each.
- Refined and finalized broadband financial plan, including Magellan's Broadband Financial Sustainability Plan, investment-ready pro-forma financial statements, capital and operational costs, renewal and replacement costs, and financial performance analysis with accompanying financial summary.

PROJECT PLAN

Magellan estimates a 6-month period for completion of the City of Gainesville’s Broadband Business Plan. Magellan Advisors’ project team will be dedicated to the City of Gainesville’s project. Our project teams are managed regionally, allowing our teams to focus on local clients, reducing travel and allowing our project teams to dedicate their time to the successful completion of our clients’ projects on time and budget.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Task One: Document Review	■	■				
Task Two: Business Model Scenarios			■	■		
Task Three: Digital Inclusion Strategy				■	■	
Task Four (Future): Business Plan Development				■	■	■

Scope of Work

We have thoroughly reviewed this RFP document, statement of work, and deliverable requirements, and believe Magellan Advisors is best suited to be the City of Gainesville’s partner as it navigates this planning process. We have developed a response to the statement of work specifically addressing several key elements of the strategy more fully below in the breakdown and summary of each Task.

TASK ONE – DOCUMENT REVIEW

Magellan Advisors will thoroughly review all existing related city documentation, as well as the previous study completed by CCG Consulting in June of 2019 and will provide an analysis of the following aspects:

- A. Magellan will validate the data used and assumptions of the previous study and will use any readily available data to update its assertions. Specific attention will be paid to:
 - a. What are the capabilities, capacities, and resiliencies of the existing digital infrastructure?

- b. What are the gaps in knowledge of existing digital infrastructure that prevent efficient or effective decision-making?
 - c. How well is the service provider broadband market performing on a granular geographic basis? What are the areas of improvement in affordability, reliability, and speeds necessary to support residents and businesses, and where are these improvement areas located?
 - d. What are the gaps in the City and service provider digital infrastructure that would prevent scaling existing or future initiatives?
- B. Magellan will review the existing GRUCom business model and assets and provide observations relevant to the desired outcomes documented in this solicitation.
- C. Building upon the work of the previous study, Magellan will provide additional insights from other jurisdictions, particularly in Florida, that will inform our next steps.

TASK TWO – BUSINESS MODEL SCENARIOS

Magellan will work to develop multiple high-level scenarios (a minimum of three (3)), that will support any objectives and initiatives identified through development of a Digital Inclusion Strategy for the City. Our consulting team will workshop these scenarios with City staff and leadership and will also prepare presentations for the City Commission so they may provide feedback and input into the process.

Magellan will provide the City a side-by-side comparison of each of the feasible business models for expanding broadband in Gainesville. This comparison will provide the essential functions of each business model, the financials, risks, rewards and control elements that are important for the City's consideration as it evaluates expanding broadband. Magellan will also provide many real-world examples of other cities that have implemented each business model to help the City better understand the best practices, successes and failures.

Magellan believes that the City should consider the following business models and we are open to evaluating other options for the City as the project unfolds, as we find unique opportunities in each community that may not conform to a particular business model.

- Retail services – business and residential
- Retail services – business only
- Retail services – residential only
- Public-private partnership
- Public-public partnership
- Open-access
- Dark fiber leasing

Some of the key questions that we will address in this section include:

- What immediate steps could the City take to improve broadband and what business models would be most effective?
- What would it take for the City to provide all retail services to homes and businesses?
- Could the City work with local partners, such as the University of Florida, to reduce risk and bring broadband services to Gainesville more quickly?
- Would a public-private partnership be appropriate for Gainesville and what are the tradeoffs that the City should consider?
- Could the City provide business services first to support economic development, followed by expansion into residential?
- Should the City provide services outside of the city limits?
- What levels of investment should the City consider for new technologies?
- What is the financial performance of each business model? What are the costs and how long would it take for the City to break-even on each business model?
- What are the financial and non-financial risks of each business model?

TASK THREE – DIGITAL INCLUSION STRATEGY

Our team will work to identify key areas of the City which would require infrastructure investments to support any Digital Inclusion initiatives that may be identified.

We will call out any required decision points which Gainesville may face, and will make recommendations based on our vast experience, or that of relevant examples and case studies from other successful municipalities. Our recommendations will help the communities generate business processes and workflows that will improve internal and external partnerships for streamlining the communities' expansion of broadband and ability to address broadband gaps and the digital divide.

Digital inclusion plans focus on creating a more resilient society with new competencies, in particular digital ones that, as we know, are constantly changing and evolving. Many social interactions happen online and are mediated by electronic devices. As such, requiring basic digital skills is part of exercising a full citizenship.

Digital competencies are understood at a broader level, to include the notion of digital literacy, meaning the ability to access digital media and Information Communications Technologies, to understand and critically access contents and to communicate effectively.

Our consulting team will work with Gainesville, and your stakeholders and partners, to identify new opportunities and programs to build and implement a broad digital inclusion

plan across the city. This starts with having abundant, accessible, and affordable internet access, as well as enriching programs which can teach and train these new skills to people of all ages and all income levels. Further, through the detailed survey analysis, we will target issues that affect the local population specifically.

Digital inclusion initiatives can include:

- Providing inexpensive or free access to devices for those in need
- Digital access to municipal services
- Remote learning/education opportunities
- Remote telehealth/telemedicine opportunities
- Early childhood learning and youth programs
- Digital initiatives focused on aging in place for older populations
- Identifying and working with private partnerships that incentivize those partners to provide reduced or free services to the underserved communities.

Initiatives such as these can assist Gainesville to improve access, adoption, and affordability for low-income households with students, seniors over the age of 65, or other underserved segments and small business, incubators, and entrepreneurs.

FUTURE TASK FOUR – BUSINESS PLAN DEVELOPMENT

If the City Commission authorizes moving forward with one or more of the business model scenarios, Magellan will develop the detailed Broadband Business Plan which includes the following:

Operating Plan

Magellan will provide a detailed Broadband Operating Plan which would outline key considerations that must be considered should the City move forward with delivering broadband services. The Operations Plan component of the Business Plan will focus on the best strategy for startup and ongoing operations of Gainesville’s broadband utility. We believe that ample time should be allocated for this portion of the Business Plan as there are many inputs and variables that will impact how Gainesville provides service to its customers and ultimately, the cost structure that Gainesville will operate under. These decisions also have a direct impact on the levels of service that Gainesville provides to its customers. We believe it is paramount to create a detailed Operations Plan that covers all aspects of operating a broadband utility and that the City follows the Plan to ensure that the business is built on a solid foundation ensuring Gainesville maintains its brand reputation of providing reliable services and excellent customer service.

Our holistic goals in the Operations Plan are to:

- Define operations functions and processes under a number of different business scenarios, such as cases where Gainesville provides all services and others where Gainesville outsources certain functions to outside firms or partners.
- Assess the City's current strengths and capabilities to meet the requirements for these operations.
- Determine the capacity of Gainesville's existing systems and resources.
- Define where gaps exist and assess a number of operational strategies to fill the gaps.
- Determine the most appropriate operating model for Gainesville for at least three phases of its broadband utility – startup phase, growth phase and mature phase.
- Identify the human, system and financial resources that are required at each phase and document those resources in the financial plan(s).

We believe this analysis should cover the key aspects of broadband operations, including the following areas:

- General management, governance strategy and management responsibilities
- Organizational structure, reporting lines and staff responsibilities
- Accounting and finance, ensuring separation between general funds and broadband utility enterprise funds
- Marketing and sales
- Legal and regulatory strategy, state and federal authorities, reporting and compliance plan
- Broadband staffing plan
- Integration strategies with the existing municipal structure and operations, enabling cross training and cost allocation
- Work order management
- Security and privacy
- Business process documentation, policies and procedures
- Customer provisioning and changes
- Billing, cycles, presentation and structure
- Customer service, agents, supervisors, equipment and policies
- Customer installation practices, vendors and management
- Network operations strategies, NOC facilities, equipment and personnel
- Outage management, notification and escalation
- Financial planning and budgets for the pre-construction planning phase, startup and ongoing phases of network deployment

We will approach the Operations Plan through a series of meetings with Gainesville staff and management to determine the best organizational structure for the broadband utility enterprise. We will recommend best practices from other municipal and utility providers that have implemented broadband programs and advise on how they have managed their organizations from startup to maturity. Our team has managed deployment of over 50 muni/utility-based broadband networks and we have seen many different strategies, some that have been successful, others that have been less successful. We will give you direct guidance on what strategies have worked given our understanding of Gainesville's organization and specific goals for deployment. We approach this study from the perspective of ensuring long-term financial sustainability and achievement of Gainesville's goals.

From this, we will work to define the organizational chart with roles and responsibilities that defines the key functions of management and staff within the broadband organization. We suggest also tying in any utility, public works and customer services departments that may create positive synergies with broadband operations.

Individual job descriptions and functions will be supplied for each of the roles defined in the organizational chart and a plan will be developed for Gainesville to fulfill these roles over time. It will focus on a controlled-growth model whereby operations start small and grow over time as the business strategy is executed and matures. We will assess each function listed above and work through the best model for Gainesville to build its broadband operations, starting with the essential personnel and systems during the startup phase and growing over time with the deployment of services to every business and home in the City, and possibly beyond.

Network Architecture and Design

In order to understand the capital costs for the construction of a network, Magellan's team will develop a conceptual design, with a detailed bill of materials and preliminary engineer's estimates to provide a detailed cost breakdown for the City. This conceptual design would then be utilized as the basis for any future construction ready low-level design (LLD) drawings should the City move forward with the project. Magellan's Design Team will provide a team of subject matter experts to complete quality deliverables for the conceptual design portion of this project. The overall network design recommendations will be based on the needs of the residents, businesses, and anchors that will utilize it. This will determine the bandwidth, performance, redundancy and scalability requirements along with solutions-specific recommendations.

Magellan will recommend infrastructure that best aligns with the needs found in the course of the study, and believes it should be capable of supporting the following:

- Gigabit-capable minimum with a path to 10-gigabit
 - High-performance, dedicated connectivity up to 100-gigabit
 - Reliable and redundant
 - Flexible to support multiple technologies, such as GPON, 10G-PON and Active Ethernet simultaneously
 - Support for Software Defined Networks/Network Function Virtualization
 - Should extend to support Wireless Overlay technologies, including in the last-mile potentially
 - Flexible to support multiple third-party providers for backhaul – WISPs, 5G etc.
 - Scalable to support future growth, density and bandwidth requirements
 - Multi-service in design – voice, video, data, with the necessary QOS management.
 - Administratively lean
- Able to support Smart City applications

Our proposed design solution is driven by our experience providing engineering design services for FTTH and wireless networks all over North America. We are positioned to provide a complete end-to-end engineering solution, from Basemap preparation through as-builts. For this project, we realize that full engineering is beyond the scope of the Business Plan. However, we will provide a significant level of detail in a conceptual design that provides the City with accurate estimates on costs and important business intelligence that informs you how to prioritize your deployment, based on cost, customers served, demographics and other factors. Magellan provides sophisticated analytics that will allow Gainesville to determine the best way to phase deployment of its network over time with a focus on controlling capital costs and deploying efficiently to serve customers.

We will also provide a series of alternative designs based on the City's goals for deployment. This may include analyzing a number of design options for deployment around the City's existing backbone to reduce capital expense and deploy services more quickly and can also include GRUCom assets if appropriate. We will also help you analyze alternative last-mile fiber and wireless options that could reduce cost in areas where these technologies could be utilized.

The preliminary design will include cable routes, placement and sizing, splice counts and locations, splitter counts and locations, data center and backend equipment, security and privacy needs, and other important features of a FTTH design.

With our experienced design engineers and proven software tools, we will ensure that the preliminary design adheres to the following criteria:

- Has the lowest cost
- Has a consistent output – all attributes are present, complete and linked
- Is easily iterated – the flexibility of our approach allows for design parameters to be modified and iterated for comparative analysis.

Using the results of the preliminary design, we will deliver a high-level cost estimation that will provide an indication of the average cost per home passing, the total amount of aerial and underground construction required, and the quantity of fiber and equipment needed to construct the network. This cost estimation will assist the City in planning its build strategy, as well as identifying areas that may be cost prohibitive to build.

This design will partition the City into multiple fiber zones that gives you granular cost and deployment information at a neighborhood level. This information will be extremely helpful to plan the phased deployment of FTTH and prioritize areas based on cost fundamentals, demographics and other factors.

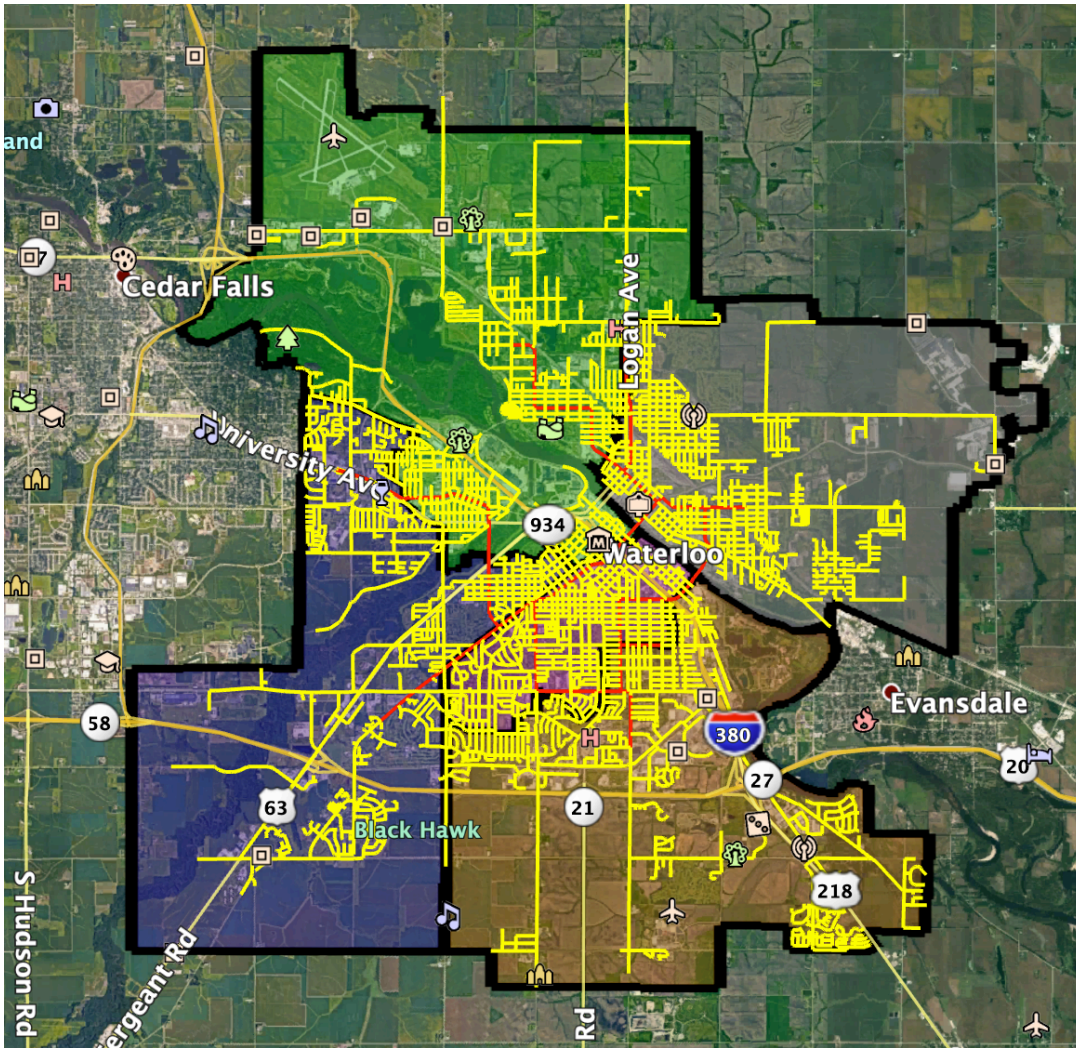


Figure 1: High-Level System Design Example

Backbone Underground Estimate

Assumptions					
all 100% underground - does not include equipment or drop costs					
assumes 288 backbone cable					
24" min depth					
(2) 2" conduits					
50' slack in each vault					
hand holes every 600'					
straight splice every 5000'					
assumes no rock adder					
pricing include soft surface restoration & Maintenance of traffic					
Labor	Price	Unit	Quantity	Subtotal	Notes
Budget for OSP design & permitting, stamps etc	1.60	Ft	71,580.00	\$114,528.00	Underground
Budget for permit fees	0.50	Ft	71,580.00	\$35,790.00	
Directional Bore (2) 2"	14.00	Ft	28,632.00	\$400,848.00	assumes 40% of build
Trench (2) 2"	7.00	Ft	42,948.00	\$300,636.00	assumes 60% of build
Install Muletape in New duct	0.25	feet	143,160.00	\$35,790.00	
Install #12 Tracer wire	0.25	feet	71,580.00	\$17,895.00	
Install Fiber Cable in Duct - Including All Slack	1.00	feet	76,692.86	\$76,692.86	assumes 50' slack in each handhole
Remove & Restore Concrete	18.00	sq. feet	715.80	\$12,884.40	assume 1 sq. feet per 100 feet of ug install
Install Handhole	450.00	each	102.26	\$46,015.71	every 700'
Install New Splice Case & Prep Cable	250.00	each	15.34	\$3,834.64	assumes straight splice every 5000'
Ground Splice case	150.00	each	15.34	\$2,300.79	
Prep Cable in Panel	750.00	each	4.00	\$3,000.00	assume (2) 288 fibers in 4 panels
Splice Fibers	30.00	each	4,417.51	\$132,525.26	assumes backbone 288 fibers
Install Loaded 4u Panel	250.00	each	4.00	\$1,000.00	
Terminate Fibers	35.00	each	576.00	\$20,160.00	
Test Network	2500.00	all	1.00	\$2,500.00	
Install Marker Post	35.00	each	76.69	\$2,684.25	75% of handholes
Install Marker Post with Test Station	50.00	each	25.56	\$1,278.21	25% of handholes
Labor Total				\$1,210,363.12	
Material	Price	Unit	Quantity	Subtotal	Notes
Mule tape	0.05	feet	143,160.00	\$7,158.00	
288 ct Fiber	2.00	feet	80,527.50	\$161,055.00	includes 5% waste
Splice Trays	45.00	each	184.06	\$8,282.83	
Splice Cases	706.00	each	15.34	\$10,829.03	large style closure
Handholes	650.00	each	102.26	\$66,467.14	
#12 Tracer Wire	0.35	feet	71,580.00	\$25,053.00	
Ground Rods	25.00	each	15.34	\$383.46	
Marker Post	45.00	each	76.69	\$3,451.18	
Marker Post with Test Station	65.00	each	25.56	\$1,661.68	
2" Pipe	1.25	feet	143,160.00	\$178,950.00	
4u Fiber Panels - Loaded	4668.00	each	4.00	\$18,672.00	
Material Total				\$481,963.32	
Total Backbone				\$1,692,326.45	23.64

Figure 2: Fiber Construction Bill of Material

Network Operations and Management

Network operations will be a critical factor to ensure that Gainesville's broadband services meet its customers' expectations of high-speed, reliable, affordable Internet access with responsive **local** customer service. We will work with the City to define the operations department that will be responsible for managing the network and meeting service level agreements with customers. We believe that this should begin with an organizational chart that lays out all full-time employees (FTE) that will be within network operations, along with their job descriptions, roles and responsibilities. We will help you determine the right staffing levels for each phase of your deployment – startup, growth and mature. This will help you ensure that you are meeting the essential requirements of the business over time but not in excess of personnel needed to manage operations.

The plan should also consider key functions that Gainesville may choose to outsource, such as installation, support and even portions of operations. In many cases, broadband utilities utilize outsourced installers for fiber drop and in-home installations. We will help Gainesville assess the pros and cons of using such installers versus insourcing installation. The staffing plan will include a budget with year-by-year FTE costs, for both employees and subcontractors/vendors, with the appropriate city overheads applied.

This section of the plan should also focus on the systems and tools your operations department will need to manage the network, which include:

- Network performance monitoring
- Alarm monitoring and management
- Proactive and reactive troubleshooting tools
- Capacity planning
- Service level agreement (SLA) management and metrics
- Firewalling and security monitoring

We will develop a capital and operational budget for network operations that gives you accurate estimates for hardware, software, licensing, renewals and related costs to manage these systems. These should be incorporated into the overall phasing plan and financial model.

Financial Modeling

Magellan believes that the financial model for this project must be of investment-grade quality to support the due diligence in funding a broadband project of this size. We routinely utilize our financial models to support utility and municipal revenue bonds, general obligation bonds, general fund loans, bank loans and other types of financing. We realize the importance of accurate estimates and documented assumptions for each cost and revenue item in the financial model. Therefore, we propose to provide a full package of engineer’s estimates for costs within the model. This will include not only the costs of design and construction for the FTTH network, but also actual costs for network electronics, home equipment, professional

Magellan Advisors' Broadband Financial Sustainability Model

Our tools provide deep analytics around broadband demographics, usage, adoption and growth. We use this information to evaluate potential broadband investments across regions to determine the financial and nonfinancial outcomes of public and private funding. This data enables policymakers to make clear delineations on what areas should be targeted for funding programs. Using a valuation-based approach, policymakers can easily determine the impact of broadband investments in specific geographies, at a census tract, city, county, regional or statewide level. We also aggregate data into our easy to use dashboard that tracks investments across jurisdictions, giving policymakers a high-level performance-tracking tool for their broadband programs.

- Demographic Analysis
- Business & Industry Evaluation
- Economic Development Analysis
- Community Anchor Analysis
- Underserved & Unserved Analysis
- Fiber To The Premise & Wireless Options



Our industry-leading Broadband Financial Sustainability Plans incorporate market, demand, cost, revenue, and funding factors to build a complete financial picture of investments for the policy organization. They provide important funding support tools that are many times utilized in federal, state and local grant applications. These tools also assist policymakers track the progress of broadband investments by monitoring their financial performance. This helps policymakers understand the impact of broadband investments in communities across their regions and where to focus future funding programs.

- ARPU Analysis
- Uptake and Growth Analysis
- Demand Aggregation Strategies
- Financial Return On Dollars Invested
- Community Value On Dollars Invested
- Regional Economic Impact Analysis

services, installation, startup, licensing, renewals and upgrades.

For the revenue side of the financial model, we will use the findings from the CCG Study, as well as our own analysis of the available market data to set pricing, take rates, customer distribution and ramp-up periods across the startup, growth and mature phases of the network. This will yield highly accurate revenue estimates for the broadband utility, based on valid, available market information. We believe this is a critical element to support funding of the network.

Magellan believes that the following schedules should be produced within this task:

- Income Statement
- Balance Sheet
- Projected Revenues and Benefits
- Statement of Cash Flows
- Capital Plan with Metrics (Per Passing Cost, Homes Connected Costs, Drop Costs)
- Depreciation Schedules
- Direct Costs
- Overhead Costs
- Operational Expenses
- Uses and Sources of Funds
- Debt Amortization
- Debt Service Analysis including Bond Issuance and Principal and Interest Payments
- Renewal and Replacement
- Staffing Plan
- Cumulative and Yearly Demand
- Financial Ratio Schedule (Times Interest Earned, Debt to Asset, Debt Coverage, Working Capital)
- Discounted Cash Flow Valuation, Net Present Value and Internal Rate of Return
- Key Assumptions and Escalators
- Documentation on Key Assumptions and Escalators

This information will be incorporated into an investment-ready funding plan for Gainesville that includes the required pro-forma financial statements and financial metrics. This information will be incorporated into an investment-ready funding plan for Gainesville that includes the required pro-forma financial statements and financial metrics. A phased financial plan will be developed that provides detailed revenues, costs and funding requirements for each individual phase of the deployment. The goal of this approach is to enable Gainesville to have clear and concise financial information for each phase that it can use in a fiscally conservative buildout and set targets for the broadband

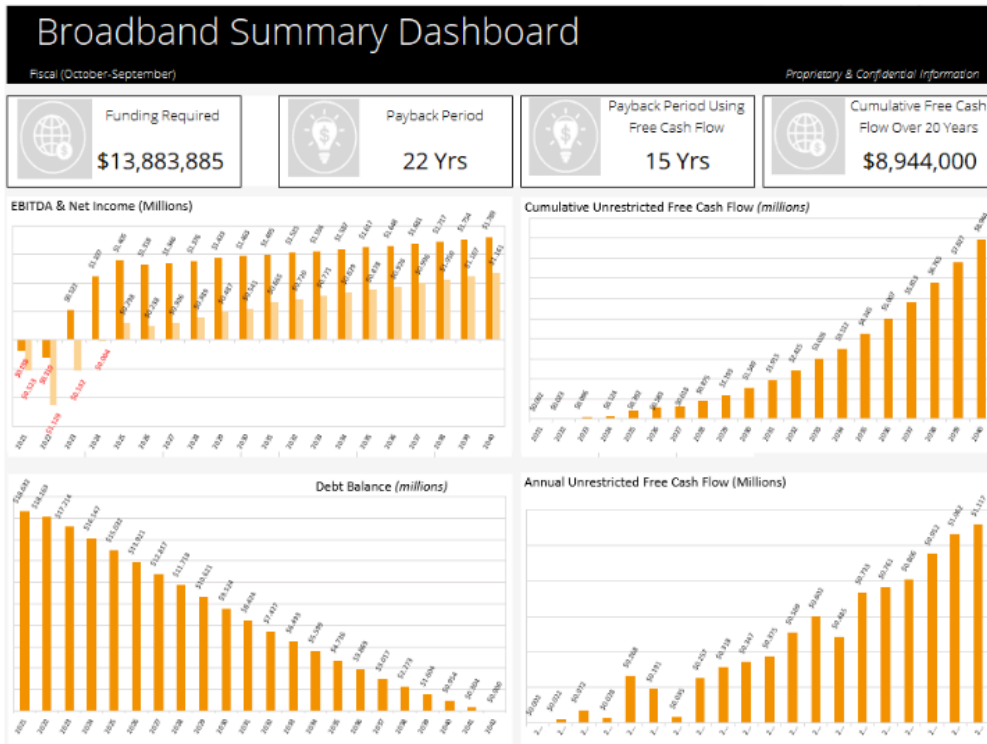
business to achieve over time. The goal of this approach is to enable Gainesville to have clear and concise financial information for each phase that it can use in a fiscally conservative buildout and sets targets for the broadband business to achieve over time. The financial plan will focus on controlling capital investment in the initial deployment to help Gainesville manage risks of deployment. The financial plan will focus on controlling capital investment in the initial deployment to help Gainesville manage risks of deployment.

We have included sample financial reporting and dashboards on the following pages.

Examples of a few of the model outputs:

Pro Forma	Fiscal (October-September)					Pro
Core Only-Barred	2020	2021	2022	2023	2024	
	Year #					
EBITDA	\$ (198,400)	\$ (309,701)	\$ 521,664	\$ 1,107,310	\$ 1,404,787	\$
Depreciation & Amortization						
Depreciation	\$ 324,857	\$ 616,773	\$ 672,782	\$ 723,319	\$ 724,188	\$
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	\$
Subtotal: Depreciation & Amortization	\$ 324,857	\$ 616,773	\$ 672,782	\$ 723,319	\$ 724,188	\$
EBIT	\$ (523,257)	\$ (926,475)	\$ (151,118)	\$ 383,999	\$ 680,599	\$
Interest						
Borrowing	\$ -	\$ 202,641	\$ 381,175	\$ 387,922	\$ 382,266	\$
Subtotal: Interest Expenses	\$ -	\$ 202,641	\$ 381,175	\$ 387,922	\$ 382,266	\$
NET INCOME	\$ (523,257)	\$ (1,129,116)	\$ (532,294)	\$ (3,923)	\$ 298,333	\$
Debt/Principal Payments						
Borrowings	\$ -	\$ 248,397	\$ 481,217	\$ 548,636	\$ 603,066	\$
Subtotal: Principal Payments	\$ -	\$ 248,397	\$ 481,217	\$ 548,636	\$ 603,066	\$
Reserve Fund Requirements						
Operating Reserve Fund	\$ -	\$ -	\$ -	\$ 10,357	\$ 9,341	\$
Renewal & Replacement Fund	\$ -	\$ -	\$ -	\$ 1,520	\$ 1,500	\$
Capital Expansion Fund	\$ -	\$ -	\$ -	\$ 710	\$ 935	\$
Subtotal: Annual Reserve Fund Requirements	\$ -	\$ -	\$ -	\$ 12,511	\$ 12,086	\$
Subtotal: Cumulative Reserves	\$ -	\$ -	\$ -	\$ 12,511	\$ 24,597	\$
Capital Spending						
Capital Budget	\$ 5,789,749	\$ 5,349,377	\$ 729,664	\$ 505,096	\$ 8,680	\$
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$
Subtotal: Capital Spending	\$ 5,789,749	\$ 5,349,377	\$ 729,664	\$ 505,096	\$ 8,680	\$
TOTAL NON-OPERATING, CAPEX AND RESERVES	\$ 5,789,749	\$ 5,597,774	\$ 1,220,881	\$ 1,066,302	\$ 623,832	\$
Cash Flow						
Beginning of Year	\$ -	\$ 1,600	\$ 23,496	\$ 95,942	\$ 123,894	\$
Add Net Income	\$ (523,257)	\$ (1,129,116)	\$ (532,294)	\$ (3,923)	\$ 298,333	\$
Add Depreciation	\$ 324,857	\$ 616,773	\$ 672,782	\$ 723,319	\$ 724,188	\$
Add New Funding	\$ 5,789,749	\$ 5,349,377	\$ 729,664	\$ 505,096	\$ -	\$
Less: Non-Operating, CAPEX and RESERVES	\$ -	\$ -	\$ -	\$ -	\$ -	\$
End of Year Cash Flow - Pre Working Capital	\$ (198,400)	\$ (759,139)	\$ (317,233)	\$ 254,132	\$ 522,584	\$
Add Add Working Capital	\$ 200,000	\$ 800,000	\$ 500,000	\$ -	\$ -	\$
Less: Working Capital Principal/Interest	\$ -	\$ 17,395	\$ 86,425	\$ 152,239	\$ 100,230	\$
End of Year Cash Flow Final	\$ 1,600	\$ 23,496	\$ 95,942	\$ 123,894	\$ 392,346	\$
End of Year Cash Flow Final 20 Yr Total	\$ 8,944,000					

Borrowing Summary	Fiscal (October-September)				
	Year #	2021	2022	2023	2024
Total Capital Assets					
20 Yr - Fiber Plant & Facilities	\$	2,235,269	4,316,343	4,321,561	-
10 Yr - Network Equipment	\$	2,429,880	1,071,400	143,000	166,960
3 Yr - Core Equipment	\$	1,171,000	-	487,800	170,504
Total	\$	5,836,149	5,387,743	4,952,361	337,464
Total To Be Financed					
20 Yr - Fiber Plant & Facilities	\$	2,235,269	4,316,343	4,321,561	-
10 Yr - Network Equipment	\$	2,392,540	1,071,400	143,000	166,960
3 Yr - Core Equipment	\$	1,395,416	-	487,800	170,504
Total	\$	5,923,225	5,387,743	4,952,361	337,464
Financing - Fiber Plant & Facilities					
2021 Maturity	\$	3,989	-	112,002	163,500
2022 Maturity	\$	-	-	151,205	143,506
2023 Maturity	\$	-	-	173,171	173,659
2024 Maturity	\$	-	-	-	162,844
Financing - Network Equipment					
2021 Maturity	\$	3,589	-	35,633	28,027
2022 Maturity	\$	-	-	18,500	12,833
2023 Maturity	\$	-	-	14,620	17,232
2024 Maturity	\$	-	-	-	48,550
Financing - Core Equipment					
2021 Maturity	\$	3,589	-	10,455	10,000
2022 Maturity	\$	-	-	11,074	15,800
2023 Maturity	\$	-	-	10,365	11,930
2024 Maturity	\$	-	-	-	25,370
Financing - Working Capital					
2021 Maturity	\$	3,589	-	103,504	150,000
2022 Maturity	\$	-	-	1,000	6,837
2023 Maturity	\$	-	-	248,237	245,833
2024 Maturity	\$	-	-	-	28,000
Annual Capital Asset Financing					
Annual Interest	\$	4,294,383	-	382,441	381,015
Annual Principal	\$	12,789,282	-	248,237	488,217
Subtotal Debt Service	\$	16,818,868	-	630,678	869,232
Annual Working Capital Financing					
Annual Interest	\$	453,564	-	1,388	34,437
Annual Principal	\$	1,589,889	-	16,345	73,327
Subtotal Debt Service	\$	1,993,544	-	17,733	107,764
Total Annual Interest	\$	4,747,947	-	383,829	415,452
Total Annual Principal	\$	14,378,871	-	264,582	566,544
Total Debt Service	\$	19,126,818	-	648,412	981,996

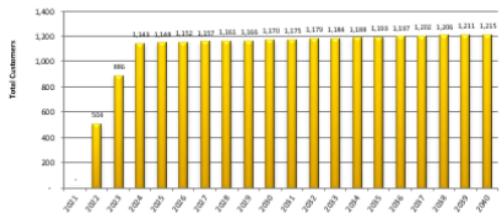


Demand Dashboard

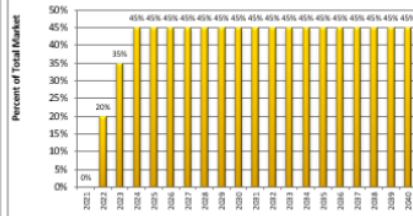
Fiscal (October-September)

Proprietary and Confidential Information

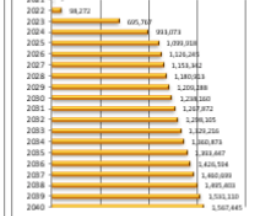
Residential Customers



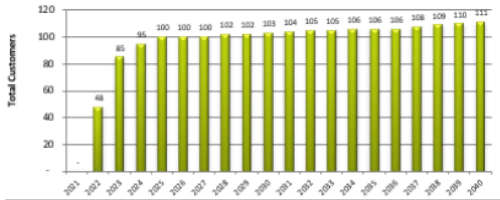
Percent of Total Market - Residential



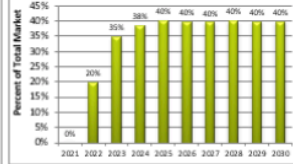
Revenues - Residential



Business Customers



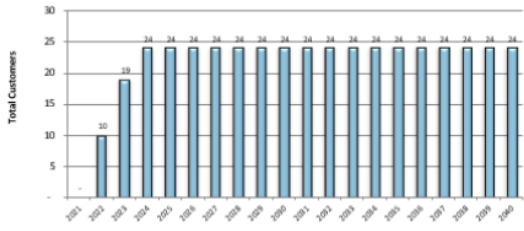
Percent of Available Market - Business



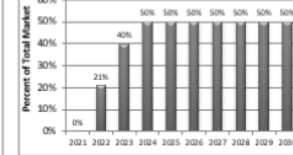
Revenues - Business



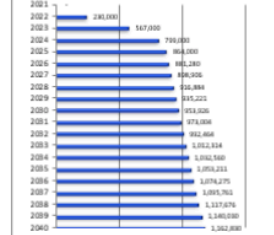
Anchor Customers



Percent of Total Market - Anchor



Revenues - Anchor & Dedicated



C. Price Proposal

The total cost to the City of Gainesville and for the Broadband Business Plan Strategy is \$145,400 and includes all work to be completed by Magellan as stated in this proposal. Magellan’s hourly rate for all services documented within this proposal is \$180 per hour.

Magellan will bill six (6) equal monthly installments during this engagement on the first day of the month for the current month’s services. Travel and incidental expenses will be billed as incurred at a not to exceed rate of \$5,000. Invoices are payable on net 30 terms from the date of invoice.

LUMP SUM PRICING BY TASK

Task/Description	Hours	Cost
Task One: Document Review	60	\$10,800
Task Two: Business Model Scenarios	120	\$21,600
Task Three: Digital Inclusion Strategy	175	\$31,500
Task Four (Future): Business Plan Development	425	\$76,500
Total for Magellan’s Services	780 Hours	\$140,400
Travel		\$5,000
Total Not-to-Exceed		\$145,400

RATES BY PROJECT RESOURCE

Resource	Hourly Rate
Courtney Violette	\$180
Greg Laudeman	\$180
Dave Brevitz	\$180
Gillian Violette	\$180
Mark Lane	\$180
Matt Southwell	\$180
Jessica Zufolo	\$180

OTHER SERVICES

Magellan Advisors provides other services as indicated below.

Description	Cost
Underground Design (conduit/fiber)	\$1.25/foot
Aerial Design (pole lines/fiber)	\$.90/foot
P.E. Stamps	\$180 (Pages 1-10)
	\$165 (Pages 11 - 20)
	\$150 (Pages 21+)
Project Management Services	\$150/hour
Construction Management	\$135/hour
Construction Inspections	\$125/hour

PART 7 – PRICE PROPOSAL PAGE

Proposers are required to submit three (3) components in the pricing proposal:

- 1) Lump Sum price for the entire project – all-inclusive of travel, administrative costs and other expenses. **NOTE:** Travel for the city will only be approved for coach class airline travel, administrative costs must be billed at-cost – no mark-up.
- 2) Provide a breakdown of the lump sum by task
- 3) Detail hourly rate of each of the positions within Proposer’s company that will be participating in the development of the Downtown Gainesville Strategic Master Plan.

Submitted by:	
Courtney Violette	
_____ Name (printed)	_____ Signature
1/8/2021	Chief Operating Officer
_____ Date	_____ Title
Respondent’s Company Name: <u>Magellan Advisors, LLC.</u>	
Contact Name:	<u>Courtney Violette</u>
Contact Email:	<u>cviolette@magellan-advisors.com</u>
Contact Phone:	<u>386-931-3520</u>

**Failure to provide costs as requested
in this RFP, may deem your proposal non-responsive.**

This page must be completed and uploaded to DemandStar.com with your Submittal.

Drug-Free Workplace Form

Exhibit A - DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

Magellan Advisors, LLC.

does:

(Name of Bidder)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder's Signature

1/7/2021

Date

In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

RFP #ITDX-210005-GD - Page 35 of 43

Bidder Verification Form

Exhibit B - BIDDER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- Business Tax Receipt
- Zoning Compliance Permit

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree:

(Check one)

- Living Wage Ordinance does not apply (check all that apply)
- Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# L04000007658)

If the answer is "NO", please state reason why: _____

Magellan Advisors, LLC.

Bidder's Name

Courtney Violette, Chief Operating Officer

Printed Name/Title of Authorized Representative

Signature of Authorized Representative

1/7/2021

Date

This page must be completed and uploaded to DemandStar.com with your Submittal.

RFP #ITDX-210005-GD - Page 36 of 43

References Form

Exhibit E - REFERENCE FORM

Name of Bidder: Magellan Advisors, LLC.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (For Example: 1/2018 to 12/2019): 8/2016 to Present

Company Name: City of Portsmouth, Virginia

Address: City of Portsmouth 801 Crawford Street

City, State Zip: Portsmouth, VA 23704

Contact Name: Daniel Jones

Phone Number: 757-393-8398 ext. 2177 Fax Number: _____

Email Address (if available): jonesd@portsmouthva.gov

#2 Year(s) services provided (For Example: 1/2018 to 12/2019): 8/2019 to Present

Company Name: City of Waterloo, Iowa

Address: 715 Mulberry Street

City, State Zip: Waterloo, Iowa 50703

Contact Name: Andy Van Fleet

Phone Number: (319)291-4323 Fax Number: _____

Email Address (if available): andy@vlgux.com

#3 Year(s) services provided (For Example: 1/2018 to 12/2019): 8/2019 to Present

Company Name: City of Dayton, Texas

Address: 117 Cook Street

City, State Zip: Dayton, TX 77535

Contact Name: Theo Melancon, City Mgr

Phone Number: (936) 258-2642 Fax Number: _____

Email Address (if available): citymanager@daytontx.org

This page must be completed and uploaded to DemandStar.com with your Submittal.

Certification of Compliance

Not applicable

Bidder's W-9

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ▶ Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.
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Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Magellan Advisors, LLC.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ P <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> <input type="checkbox"/> Other (see instructions) ▶	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
	5 Address (number, street, and apt. or suite no.) See instructions. 450 Alton Road 1402	Requester's name and address (optional) City of Gainesville
	6 City, state, and ZIP code Miami, FL 33139	
	7 List account number(s) here (optional)	Requester's name and address (optional)

Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="11" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td><td style="width:30px;"> </td> </tr> <tr> <td colspan="11" style="text-align: center;">or</td> </tr> <tr> <td colspan="11" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width:30px;">6</td><td style="width:30px;">5</td><td style="width:30px;">-</td><td style="width:30px;">1</td><td style="width:30px;">2</td><td style="width:30px;">1</td><td style="width:30px;">8</td><td style="width:30px;">4</td><td style="width:30px;">8</td><td style="width:30px;">4</td><td style="width:30px;"> </td> </tr> </table>	Social security number																						or											Employer identification number											6	5	-	1	2	1	8	4	8	4	
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 12/14/20
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Current licenses and/or certification required by City/County/State

State of Florida Department of State

I certify from the records of this office that MAGELLAN ADVISORS LLC is a limited liability company organized under the laws of the State of Florida, filed on January 28, 2004.

The document number of this limited liability company is L04000007658.

I further certify that said limited liability company has paid all fees due this office through December 31, 2020, that its most recent annual report was filed on January 15, 2020, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fourth day of January, 2021*



Ronald R. DeSantis
Secretary of State

Tracking Number: 7676023263CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Exceptions to the RFP

Magellan Advisors does not have any exceptions to the RFP for Broadband Business Plan Strategy.

Identification of Alleged Wrongdoings, Litigation, Settlements, Fines, Penalties

Magellan Advisors does not have any alleged Wrongdoings, Litigation, Settlements, Fines, or Penalties.

CV's for each member of the Consultant's Project Team

Courtney Violette, CISSP – Chief Operating Officer

Education:

Masters in Information Technology Management

Webster University – St. Louis, MO

Bachelor of Science in Computer Science

Webster University – St. Louis, MO

Strengths:

- Strategic Planning
- Broadband Deployment
- Market Planning
- Funding Strategies & Procurement
- Financial Planning
- Performance Management
- Contract Negotiations
- Operations Planning
- Technical Planning
- Technical Design
- Technical Implementations
- Operations Management

Courtney has nearly 23 years in the IT/telecommunications sector, and has led hundreds of municipal and utility broadband planning and implementation projects across North America. He is a Certified Fiber-To-The-Home Professional and holds several technical certifications in broadband, information technology and information security. Prior to joining Magellan, he spent six years as the CIO for the City of Palm Coast. During this time, he planned and built the first true City-owned open-access network in the Southeast. Through his leadership, the network grew to serve government, business, education and healthcare needs across the City, saving these organizations millions of dollars and providing gigabit connectivity to meet the community's needs.

Magellan Advisors LLC – Orlando, FL

Chief Operating Officer/Managing Partner - Courtney has focused his consulting efforts on strategic technology planning, broadband and network deployment, as well as smart city/IoT innovations. He leads teams across the company, performing technical consultations, network and system deployments, and policy/legislative initiatives that further his clients' missions.

Courtney has co-led Magellan's growth over the last 10 years, including the launch of a full EPC division responsible for leading design, permitting, construction management and inspections of implementation projects. In addition, he has led customer growth into the Canadian market, broadening Magellan's reach beyond the United States.

City of Palm Coast – Palm Coast, FL

CIO - The City of Palm Coast located in North Florida serves a population of nearly 80,000. This full service city is a leader in Florida with investments in technology initiatives in commercialized broadband infrastructure geared toward providing business class services to regional anchor institutions and the Palm Coast business community.

Certifications:

- CISSP – Certified Information Systems Security Professional
- ITIL v3 Foundation
- CCIO – Certified Chief Information Officer
- CCNA – Cisco Certified Network Associate
- MCSE – Microsoft Certified Systems Expert

As Director of Technology and Communications/CIO, managed full services department of IT professionals in areas of Network/Telecommunications, Application Development, Geographic Information Systems and Video Broadcasting. Managed the implementation of Palm Coast FiberNET, Florida's first municipal owned "carrier-class" open-access network. Created departmental goals and objectives that directly aligned with the organization's vision, values and strategic plans. Responsible for risk management, information security audits, physical security and all federal regulations related to organizational data and infrastructure.

Valencia College – Orlando, FL

Associate Professor - Valencia College ranks among the nation's top two-year colleges and is considered a premier learning college that provides opportunities for academic, technical and life-long learning in a collaborative culture dedicated to inquiry, results and excellence. Courtney served as both full-time Associate Professor and Adjunct Professor of the Computer Engineering Technology Department specializing in instruction in areas of Telecommunications, Network Services and Information Security.

Greg Laudeman, Ed.D. – Senior Broadband Consultant

Education:

Doctorate of Learning & Leadership, University of Tennessee at Chattanooga

Master of Science, Public Policy, Georgia Institute of Technology

Master of Arts, Telecommunication, Michigan State University

Bachelor of Arts, Mass Communication, University of Tennessee at Chattanooga

Strengths:

- Community & Economic Development
- Entrepreneurship
- Group Processes
- Project & Program Management
- Qualitative & Quantitative Research
- Stakeholder Engagement
- Strategic Planning
- Systems Design
- Talent & Technology Strategies

Greg has over 30 years of experience working at the intersection of community and technology. He has diverse experience in academia, major corporations, and startups. He has worked with leaders from small businesses and communities to major enterprises and metros to mobilize stakeholders for growth and innovation.

Eduity, LLC – Chattanooga, TN

Executive & Founder – Eduity provide talent and technology based economic development services, including consulting and software-as-a-service, to mobilizes entire communities to make sure people and employers have the capabilities they need to succeed—the right skills and the right tools in the right place at the right time.

Provide insight, strategy, and vision for Eduity and its customers, including business models, financial plans, marketing strategies, and system designs. Develop and lead development teams. Conduct customer discovery, cultivate market opportunities, and engage stakeholders to ensure success. Develop and promote a vision for transforming community, economic, and workforce planning & development as a truly collaborative, participatory process. Developed and lead the Northwest Georgia Regional Commission’s Digital Region 1 initiative to foster top-line growth via software, skills, and services.

Senior Consultant to Magellan Advisors, is a full service consulting and technology services firm, specializing in telecommunications planning, deployment and management for public and private sector organizations

Senior Consultant focused on Broadband Strategy. Performs market and technical assessments for broadband services. Engage community stakeholders and lead associates to gain buy-in and generate assessment information. Assists organizations in the development of strategic management/technical plans focusing on alignment of technology initiatives with that of the business units. Coordinate and manage broadband projects for clients to ensure economic impact and viability.

Georgia Tech Enterprise Innovation Institute – Atlanta, GA

Program & Project Manager - The Enterprise Innovation Institute (EI2) is the outreach, public service, and technical assistance arm of the Georgia Institute of Technology. EI2 is the nation's largest and most comprehensive university-based program of business and industry assistance, technology commercialization, and economic development.

Developed and lead innovative programs for community- and technology-based economic development, including an innovation district plan for Midtown Atlanta and university-based inter-firm network for small- to medium-sized technology companies in the Atlanta area. Worked throughout rural Georgia and in mid-sized cities to increase the availability and use of broadband. Conducted research, developed program proposals, lead planning processes, and prepared and delivered workshops, seminars, presentations, and other programs for diverse groups of stakeholders.

David Brevitz C.F.A - Senior Broadband Consultant

Education:

Chartered Financial Analyst, CFA Institute - Charlottesville, VA

M.B.A., Finance, Michigan State University Graduate School of Business, East Lansing

B.A., Justice, Morality and Constitutional Democracy, James Madison College, Michigan State University

Strengths:

- Statewide Broadband Planning
- Telco Financial Analysis, Acquisition Cases
- Telco Management & Operational Analysis
- Telecom Market Analysis & Surveillance
- Telecommunications Trend Analysis
- Cost of Service, TELRIC, LRIC and FDC
- Stakeholder Interviews and Engagement
- Competitive Policy Development
- Telco Business Planning

Mr. Brevitz has over 30 years of experience in the telecommunications industry based on work for U.S. and international clients, and telecommunications regulatory agencies. This experience provides depth and capability in the subjects of broadband trends and planning, market analysis and surveillance, market liberalization and competitive policy implementation, telecommunications stakeholder engagement, wireless and wireless broadband trends and developments, industry financial reporting and analysis, telecommunications company operations, back office systems and business plans, interconnection and unbundled network element pricing, telecommunications service costing and pricing, and universal service goals and objectives.

Magellan Advisors LLC - Topeka, Kansas

Senior Broadband planner/Senior Consultant - Focused on Technology, Broadband Deployment and Government Services. Performs technical consultations in the specific areas of network implementation and management, telecommunications services and information security. Assists organizations in the development of strategic management/technical plans focusing on alignment of technology initiatives with that of the business units. Coordinate and manage Data/voice/video projects for clients to include the negotiation and provisioning of carrier services from major telecommunications and upstream providers.

Brevitz Consulting Services -Topeka, Kansas; 1994 - Present

Independent Telecommunications Consultant -Mr. Brevitz has conducted numerous telecommunications engagements for national and international clients. Most recently, Mr. Brevitz completed work as the Project Leader for the State of Florida on Strategic Planning for Florida Governmental Broadband Capabilities. Mr. Brevitz has provided expert testimony on numerous issues including a number of telco local division spin-offs, acquisitions and combinations, broadband and broadband competition, telecommunications competition, industry and market structure, service bundles, substitutability of VoIP and wireless for local exchange service, resale, unbundled elements, TELRIC/cost studies, network modernization, access charges, rate design, cost allocations, universal service and other matters.

- Competitive Pricing Analysis
- Interconnection Policy

Certifications:

- C.F.A Certified Financial Analyst

University of Florida, Gainesville - 2009 to Present

Senior Fellow, Public Utility Research Center - Mr. Brevitz has been designated as a Senior Fellow by the Public Utilities Research Center at the University of Florida. This designation is reserved for knowledgeable and experienced professionals who foster strong ties to academia, industry, and government, who embody PURC's values of respect, integrity, effectiveness and expertise, and who support PURC's mission to contribute to the development and availability of efficient utility services through research, education, and service.

KCPR, Topeka -1987-1994

Director of Regulatory Affairs- Duties included monitoring of and participating in state regulatory affairs on behalf of twenty independent local exchange companies in Kansas that compose the partnership of KCPR. Active participation in statewide industry committees in the areas of access charges, optional calling plans/EAS, educational interactive video, dual party relay systems and private line/special access merger.

Gillian Violette, Ed.D. – Research Analyst

Education:

Ed.D. Educational Leadership

University of Central Florida – Orlando, FL

Master’s in Business Administration

University of Central Florida – Orlando, FL

Bachelor of Science in Business Administration

University of Central Florida – Orlando, FL

Strengths:

- Human Resources
- Project Management
- Training and Development
- Staffing
- Organizational Behavior and Management
- Operations Management
- Research and Writing

Gillian has over a decade of experience working in business management and sales in fields of pharmaceuticals, hospitality, insurance, and training and development. She has experience in managing human resource related functions, staffing, and project management. Gillian joined the Magellan team in the capacity of research, publication, and quality assurance in reporting. She holds a doctoral degree in Educational Leadership where her research focus was related to broadband Internet in K-12 schools and the digital divide.

Magellan Advisors LLC – Orlando, FL

Research Analyst - Assists in fulfillment of client engagements, providing valuable insight and analysis into various tasks and components related to broadband projects. Provides support to project managers and leads in areas of Market Analysis and Research, GIS Mapping and Analysis, and other tasks as assigned. Supporting fulfillment activities where required. Takes the lead on research activities and corporate publications.

University of Central Florida – Orlando, FL

Research Assistant – The University of Central Florida College of Education and Human Performance
Part-time Research Assistant for an Assistant Professor of Personalized Learning and Educational Technology conducting interviews, creating reports, and organizing data for a research-based study of the implementation of the IStation software program in K-8 schools in Florida.

ProSolutions – Orlando, FL

Project Manager – training and development for the hospitality industry
Managed client projects of mystery shop calls on a monthly basis, including staffing, scheduling, quality control, report generation, and client support. In addition, provided mystery shop telephone calls to sales and catering managers in hotels across the United States and Puerto Rico, in person mystery shop calls to hotels in Orlando, FL; Baltimore, MD; Philadelphia, PA; and Aruba.

Florida Healthcare Plans – Holly Hill, FL

Staffing Coordinator – large physician practice and insurance company

Staffing for 12 physician offices and main insurance office in Volusia County, FL. Conducted employee searches, interviews, assessments, background checks, orientations and trainings, along with human resource project team collaboration, when necessary.

FFF – Temecula, CA

Account Executive – pharmaceutical sales

Outside sales position of intravenous blood plasma products contacting physician offices throughout Florida, Georgia, Alabama, and Mississippi.

Matthew Southwell – Associate Project Manager – Design

Education:

Business Management
Degree with High
Honors

Keiser University in
Orlando, FL.

Strengths:

- In-Depth Research
- Cloud-Based Mapping
- OSP Design/Costing
- Management & Leadership
- Quantitative Analysis
- Client Assessment
- Team Development
- Conflict Resolution
- G.I.S

Memberships:

- CHFP

Matthew Southwell has over 13 years in the telecommunications field. Matthew's career began as a U.S Army Sergeant where he worked on tactical communication systems, Sat-Com radio systems, and deploying weekly COMSEC key changes OTAR (Over the Air Rekeying) with newly deployed radio systems during two Operation Enduring Freedom deployments. Matthew's private sector work includes work with a Motorola radio distributor and contractor where he supported many Federal, State, and local County entities to include: Department of Homeland Security, Immigration and Customs Enforcement, Drug Enforcement Administration, Florida Highway Patrol, Greater Orlando Airport Authority, Orange County Sheriff's Office, and the Lake County Sheriff's Office. Matthew joined Magellan Advisors in 2016 as a telecommunication analyst where he has contributed his knowledge and technical expertise to over 65 broadband projects. Matthew's current role within Magellan includes analysis of client GIS data and mapping, creating conceptual network designs and costing estimates for future fiber builds. Matthew is a Certified Fiber to the Home Professional (CFHP) and holds a Business Management Degree with High Honors from Keiser University in Orlando, FL.

Magellan Advisors, LLC. - Orlando, FL

Associate Project Manager/Design - Magellan Advisors is a full-service consulting and technology services firm, specializing in telecommunications planning, deployment and management for public and private sector organizations.

Led OSP design fulfillment across multiple project engagements to include, research, GIS mapping and costing analysis.

Magellan Advisors, LLC. - Orlando, FL

Telecommunications Analyst - Provided broadband market and provider analysis. Assisted in conceptual network design, labor and material costing integrating geographical information systems.

Bandit Installations - Wake Forest, NC

Installation Manager - Led team of technicians installing access control, card readers, electronic locks, and motion detection.

Wireless Technology & Equipment - Orlando, FL

Installer II - Deployed and maintained public safety radio systems for local, state, and federal agencies.

Task Force Phoenix - Kabul, Afghanistan

Communications Sergeant - Fielded and maintained secure Sat-Com, RF, and GPS technology during forward operations.

FLANG - US Army - Orlando, FL

Sergeant-E5, Signal Support Systems Specialist-HHC 2-124

Infantry Battalion - Provided secure radio systems support for Tactical/Emergency Operations Centers.

Mark Lane – Senior Technical Consultant

Education:

Bachelors of Arts in
Computer Science –
University of Tennessee,
Knoxville, TN

Extensive product-
specific training and
experience
on Metaswitch platform,
Microsoft Mediaroom,
Microsoft Exchange,
Ruckus Networks Wi-Fi,
PRTG,
and Atilo Networks
SMP.

Awards and Recognition:

- Best Networked
Hospitals Award -1995
Healthcare
Technology
- Imagining Innovator A
ward – 1996
Healthcare Informanti
cs
- 100” Most Wired”
Hospitals – 1997
Healthcare
Technology
- Panelist at
IEC Supercomm – June
2005
- Presenter FTTH
Council for various
fiber-based
broadband services

Mark has over thirty years of experience in Information Technology and broadband service provider operations and management.

Magellan Advisors, LLC. – Denver, CO

Senior Technical Consultant - Senior Technical Consultant focused on Technology, Broadband Deployment and Government Services. Performs technical consultations in the specific areas of network implementation and management, telecommunications services and information security. Assists organizations in the development of strategic management/technical plans focusing on alignment of technology initiatives with that of the business units. Coordinate and manage Data/voice/video projects for clients to include the negotiation and provisioning of carrier services from major telecommunications and upstream providers.

BVU OptiNet – Bristol, VA

Network Engineering Manager – Bristol Virginia Utilities is one of America’s first community broadband networks beginning in 2001, growing to over \$60 million project.

As Network Engineering Manager Mark spent 14 years responsible for the OptiNet network deployment, service delivery, and operational management of the network.

3rd Wave – Bristol, TN

Owner and Principal Consultant- Provide technology solution development, deployment planning, and project management for clients. Regional ISP providing dialup and dedicated Internet access, website development and hosting, and co-location services to a customer base of 3000+ subscribers. Sold in October 1999 to Planet Systems, Inc.

Wellmont Health System- Kingsport, TN

Co-Director of Information Services - Responsible for co-directorship of Information Services department, including a staff of 43 and an annual operating budget of \$5 million.

- Bristol, VA selected as 2009 Intelligent Community Forum Top 7 finalist due to OptiNet broadband deployment

Jessica Zufolo: VP of Rural Broadband Strategy

Education:

(MBA); OneMBA Global Business Strategy and Finance

North Carolina at Charlotte

University of North Carolina Kenan-Flagler Business School

Chapel Hill, NC

Bachelor of Arts (BA), Military History and Political Science
University of Colorado Boulder, CO

Strengths:

- Strategic
- Employee Engagement Strategies
- Data Analytics
- Enterprise Strategy Execution
- Risk Mitigation
- Federal Procurement Strategies
- Coalition Building
- Continuous Process Improvement
- Team Leadership
- Hiring & Mentoring Talent
- Infrastructure Financing
- Industry and Regulatory Analysis

Experienced business executive with exceptional skills overseeing complex operations involving rural utility, broadband and precision ag projects in underserved and tribal areas. An infrastructure strategist with extensive industry and non-profit stakeholder relationships and regulatory/legislative expertise across the technology and electric utilities sector. A problem solver with a proven track record of initiating and delivering new market strategies and solutions that result in business growth and long-term profitability. Strong record of forging and developing strategic partnerships that lead to sustainable funding and client/customer loyalty.

Magellan Advisors LLC – Orlando, FL

VP Rural Broadband Strategy - Focused on rural broadband Deployment and government Services. Assists organizations in the development of strategic management/technical plans focusing on alignment of technology initiatives with that of the business units. Coordinate projects for clients to include the negotiation and provisioning of carrier services from major telecommunications and upstream providers.

Universal Service Administrative Company (USAC) – Washington, DC

Senior Advisor, Strategic Partnerships – Established and managed a new business unit comprised of 5 team members within the Lifeline program that negotiated and implemented Application Program Interface (API) connections with data owners nationally.

U.S. Department of Commerce, First Responder Network Authority (FirstNet) – Washington, DC Director, Rural Infrastructure and Grants Strategy (Presidential Appointment)

Established FirstNet’s federal funding coordination strategy to align all federal agency program regulations and budgets governing federal and state grant programs to finance emergency communications, public safety radio equipment, devices and applications

- Community and Economic Development
- Project Management
- Cultivating Internal & External Stakeholders

Certifications and Memberships:

- Recipient of the UNC Leadership Development Initiative Program curriculum and recognition
- Inducted into the Gamma Beta Sigma Business Honors Society

U.S. Dept of Agriculture, Rural Utilities Service (RUS) - Washington, DC
Deputy Administrator (Presidential Appointment: Sr Executive Service) - Co-managed a \$65 billion federal loan and grant portfolio that finances water and waste treatment systems, telecommunications and broadband networks, precision agriculture, electric utility, smart grid and renewable energy infrastructure projects in rural and tribal communities across 56 states and territories

Medley Global Advisors - Washington, DC and New York, NY
Sr Director, Telecom, Media & Technology (TMT) Equity Research
- Established an independent telecommunications and technology investment research franchise serving over 30 institutional investors and hedge funds with actionable research on the financial impact of State, federal regulatory and legislative policy risk

National Association of Regulatory Utility Commissioners
NARUC - Washington, DC
Legislative Director, Telecommunications and Consumer Affairs - Directed the Association's federal legislative advocacy and grassroots activities on telecommunications, consumer protection and water issues before Congress, federal agencies, the executive branch and state legislatures.

Scott B. Moehnke – VP of Network Implementation

Education:

BA Degree with Honors,
Computer Science
University of Texas
Austin

Strengths:

Executive, Operational,
and Project
Management

- Operational planning, execution and implementation in:
 - Fiber Optics / Broadband
 - IP Telephony
 - Telecommunication s
 - Utility (Electric, Water, Waste Water)
 - Inside/outside plant operations
 - Network monitoring and support
 - Call center planning and operations
- Large-scale Project Management
- Business Strategy and Planning
- Project Sustainability
- Capital Asset Management
- Financial Management

Established professional with over 30 years of experience in executive management, project management and information technology related positions for various organizations involved in broadband/fiber, telecommunications, utility (electric, water, wastewater), health and hospitality services. Expertise in executive and operational management, budgeting and fiscal responsibility, strategic planning, business development, organization structure emphasizing streamlined synergies, incorporation of new technologies as supported by cost benefit analyses, customer support and call centers, inside/outside plant, engineering, data center operations, networks, consumer and technical support, help desk, and software development.

Wide ranging experience is all facets of project administration for ventures from start-ups to large, multimillion dollar projects. Majority of projects have dealt with leadership from conception through implementation. Areas include Request for Proposal (RFP) creation, vendor liaison, RFP analysis, vendor award and contract, project coordination of tasks, vendors, in-house staff, and users during implementation/post-implementation periods. Also responsible for data conversions, operational processes, and concise tracking of expended time and costs to project budget. Managed \$36M government grant for a telecommunications provider encompassing all aspects of operations, reporting, and interfacing to governmental entities.

Expert in leadership and team dynamics. Thrives in both independent and collaborative work environments. Participated in the following community broadband project: Chief Operating Officer Bristol Virginia Utilities for the town of Bristol, VA. One of America's first community broadband networks beginning in 2001, growing to over a \$60 million project. Scott was also in charge of Operations for a \$90+ million broadband project for the cities of Mooresville, Davidson and Cornelius, North Carolina.

BVU Authority – Bristol, VA.

Chief Operating Officer – Responsible for all day-to-day operational management for the company providing electric, water, and wastewater services along with being a global pioneer in triple-play, and all-fiber broadband. Areas included customer service, inside

- Customer Relations
- Business Analysis
- OSS/BSS selection and implementation

and outside plant, construction, network operations, engineering, and OSS/BSS. Managed \$36M Federal BTOP project to expand fiber network build out of 380 miles for SW Virginia. Also, a key member of the executive team responsible for setting and implementing product development strategies. Bristol, VA won the National League of Cities Gold Award for the best sustainable community broadband network and the ICF 7 award for the best Community broadband network in America and top three in the world.

TSM & Associates - Houston, TX

Senior Partner – Managing partner of consulting firm specializing in executive management, business development, project management, information technology, and operational management for telecommunications, health and hospitality industries. During tenure, personally worked in executive and project management roles for a variety of companies and projects including manager charged with defining business requirements and best practices for a telecommunications service provider, revenue assurance auditing, designed and implemented integrity strategies to measure trends and deviations to quantify corrective actions to address discovered gaps. Also provided operational analysis for venture capitalist firms to identify potential issues affecting company which may put VC monies at risk or to establish minimum guidelines for investment.