TO: All Bidders
FROM: City of Cambridge
DATE: June 04, 2021
RE: File No. 9676 RFP for 21st Century Broadband for the City of Cambridge-Addendum No. 3

This addendum is comprised of:

1. Extension of Questions Period
2. Changes to RFP specifications

1. Extension of Questions Period:

The Deadline for Submission of Questions has been postponed to Monday, June 21st, 2021 at 10:00 AM.

Please note: an additional addendum will be posted with submitted questions and answers after the question period.

2. Changes to RFP specifications:

Please review the attached pages in detail for changes to RFP specifications and requirements. Changes to Pages 18-27 of the RFP are outlined in detail below, while pages 28-51 remain unchanged.

Changes to Task 3 are presented to align with a goal to Create City/Public-Owned Municipal Broadband Infrastructure. Accordingly, please also see additional requirements for stakeholder engagement and inclusion of underrepresented constituencies in Task 3, F1-3 as well as corresponding information in:
- Sections VII Quality Requirements (#6)
- Section VIII Evaluation Criteria – (Stakeholder Engagement).

There are no substantive changes to Section IX Required Submissions.
The following (Attachment 1) includes changes to specifications in:

- From: Task 3 – CITYWIDE MUNICIPAL BROADBAND IMPLEMENTATION PLAN (Now Page 18)
  [Formerly PROVIDE OPTIONS FOR CITYWIDE SERVICES] -Page 18]
- To: Section X- Price Proposal Form (Now Page 31)
  [Formerly Price Proposal Form--Page 27].
- NOTE: File No. 9676 – The 'OVERVIEW OF DELIVERABLES’ summary on Page 12 is changed as follows:

  TASK 3- Citywide Municipal Broadband Implementation Plan
  A. Proposed Implementation Program
  B. Complete Technical Model
  C. Full Financial Model
  D. Detailed Project Plan
  E. Plan for Management and Operations
  F. Stakeholder Engagement Plan
  G. Factor in ‘Additional Considerations; from TASK 1 Section E

All other details remain the same.

Elizabeth Unger
Purchasing Agent  Addendum No. 3
ATTACHMENT 1
TASK 3 – CITYWIDE MUNICIPAL BROADBAND IMPLEMENTATION PLAN

The City’s goal is to deliver broadband services to all businesses and residents in Cambridge. For the purposes of this RFP, the City’s interest in business models is limited to those in which the City retains ownership of the Infrastructure.

The City is interested in a range of business models for operation of the City-owned network, including, as an open access network.

Additional key considerations:

- Core network assets are considered to be infrastructure and shall be City owned.
- The City is open to a definition of public ownership that could include: City-Owned, public nonprofit organization(s), public utility, Municipal Light Plant (MLP) Cooperative as referenced in Massachusetts General Laws: Chapter 164 Section 34 and Section 47C (Please See File No. 9676 p.13; Footnotes 5 and 6)
- The City requires public ownership of infrastructure; however, The City is open to financing models that would lead to public or City ownership over a defined period of time. Proposer must provide detailed business justification and financial analysis of proposed ROI/pay-back model and timeline (the City prefers to recoup its investment within 10 years).
- The City expects proposers to articulate detailed, justifiable and feasible plans to implement a citywide Municipal Broadband solution. This shall include full feasibility analysis, thorough and detailed cost analysis; business analysis and cost/funding model; technical architecture; operations and support model; as well as, detailed project plan which includes projected time frame to completion.
- Proposer should explain how their Municipal Broadband solution(s) addresses Digital Equity connectivity requirements in Section 1.
- The City has a strong preference that respondents be able to utilize broadband and infrastructure funding recently announced as part of the American Rescue Plan Act; and that respondents have prior experience working with federal, local, or other grant funded initiatives.
- Fiber optic infrastructure, sometimes referred to as ‘FTTx’ or Fiber to the Home/Premise is identified as a base requirement of this Municipal Broadband system; however, solutions that incorporate optional or complementary wireless and/or mobile wireless options are welcomed.

GOALS FOR MUNICIPAL BROADBAND

As previously stated, the long-term goal is a financially sustainable and technologically viable fiber-optic based Municipal Broadband system that serves the needs of all Cambridge residents and businesses for decades to come.

The City of Cambridge is seeking a partner to explore options to design, implement and support the proliferation of a municipal fiber-optic based broadband network that provides ubiquitous,
equitable, reliable, affordable, high-quality internet access throughout Cambridge. The broadband network, or system will include infrastructure (Fiberoptics, radio, electronics) for which the business model shall be city-owned. Additionally, the proposer will design the operations and support model, for which the City requires analyzing a range of options, including, as an open network. The City has stated that Cambridge residents and business should have the best possible internet access. We do not want to hamper proposers with a minimum expectation of service, we realize ‘broadband’ is a constantly moving and evolving goal. Today, 1GB symmetrical is recognized as a high level or aspirational service, but that will evolve rapidly. In contrast, the federal definition of broadband is well below what we consider adequate for residents and businesses. It’s important to state that Cambridge favors symmetry between upload and download speeds. We favor consistently low latencies, and the highest overall speeds possible, recognizing that streaming is an important aspect of online education, telehealth, and work from home in addition to modern entertainment and leisure activities. Cambridge favors proactive network management and customer-oriented service delivery with proactive customer care communication; and, is opposed to throttling and otherwise manipulating people’s data traffic for any purpose other than critical network operations. The proposed system should adhere to federal limits on foreign-made information technology products and equipment.

The City wants to encourage adoption and ongoing use of the system: to create and grow businesses; thrive in early and lifelong education; encourage health and nutrition; and, to foster innovation, and more. As a fundamental rule for achieving these goals, the City is opposed to data caps, paywalls, and artificially manufactured conditions that limit use of or cause unnecessary failure in users’ connections. The City favors that a part of the network is allocated to routing small amounts of data at low speed and at low or no cost. An example of a use case to better describe this need might be emergency services, and sensor devices, such as medical monitoring. The system shall always follow internet standards to actively move/route data/packets along the system by default in a manner that is neutral and agnostic to the packets and information being routed/passed on the network. The system must be flexible, and enable uncomplicated, cost-effective growth and maintenance.

Proposed solutions should explicitly support and address modern broadband and internet policies including privacy protection, digital data usage awareness, consumer protection, and network neutrality. We seek to understand how we can bring to bear the forces and assets of the City to bring world-class broadband service as inexpensively as possible to all residents and businesses, equally, without prejudice. Proposed solution(s) for implementation must seek to be cost neutral (opex) or revenue positive -or provide explanation and model for long-term financial sustainability. City prefers to recoup any investments within 10 years.

Task 3 is intended to focus on the goal to provide a complete Municipal Broadband solution for all of Cambridge. In Tasks 1 and 2 proposers were asked to focus on digital equity connectivity. We understand that a well thought out Municipal Broadband plan may also address digital equity connectivity. If proposer’s Task 3 Municipal Broadband solution also addresses the requirements specified in Task1, please identify so in your response.
It’s the City’s overarching goal within this RFP to advance to a specific, detailed, and actionable plan for implementing Municipal Broadband throughout Cambridge. Plan will include a full technical architecture, and detailed business operating and support plan, detailed cost/funding analysis, including a full assessment of relevant City and non-City assets (poles, conduit, fiberoptic cables) a more defined neighborhood by neighborhood, street by street implementation program, and related technical, financial/business and operating structure.

A. Provide details of proposed implementation program plan including, if appropriate, any range of options for providing Municipal Broadband throughout Cambridge.

1. Assess and inventory all assets, City owned or otherwise, that are relevant to meeting the needs and goals for the City of Cambridge Municipal Broadband, including but not limited to:
   a. Fiberoptic inventory and viability (Dark, Lit, 3rd party, if appropriate).
   b. Underground – Quantity, location/routing and viability of conduits (City-owned and private, if appropriate). Number of buildings requiring new, street level connections.
   c. Above ground – Number and viability of existing poles.
   d. In Section C below, describe how availability of the above assets affects financial projections, or partnership opportunities.

2. Demonstrate how the model(s) (both business and technical) for Municipal Broadband services meets the digital equity connectivity requirements from Task 1.
   a. Identify gaps, if any, to the applicability of proposed Municipal Broadband solution in meeting digital equity connectivity needs.
   b. Affirm how proposed Municipal Broadband plan prioritizes digital equity connectivity needs.
   c. Describe how digital equity connectivity needs are being met in a manner that is interrelated to Municipal Broadband and is in no way separate or proprietary.

3. Identify any alternative business models that the City should consider.
   a. Define and justify the proposed business model(s)
   b. Describe the details of ownership of assets
   c. Assess risks
   d. Identify potential mitigations

4. Detail innovative business model or ownership approaches that the City may wish to consider.
   a. Assess risk and potential mitigations.
   b. Detail impact on costs, and benefits to the City.

5. Identify how the City might use its resources or influence to help facilitate your plan.
   a. Describe specifically how your requests of the City will positively impact the project with respect to cost, timeliness, or any other benefit(s).

B. Provide details of the complete technical model required for scaling to citywide Municipal Broadband solution.

1. Create detailed network design and associated requirements
   a. High Level
   b. By neighborhood
   c. By street
   d. By premise

2. Identify technology(ies) active and passive components
Request for Proposals for 21st Century Broadband for the
CITY of CAMBRIDGE - File No. 9676 – Addendum No. 3

a. Provide Bill of Materials
b. Include detail and summary of technology costs.
3. Identify innovative technologies or technical models the City should consider.
   a. Assess risk and mitigations.
   b. Detail delta costs, lifecycle, and how the City will benefit.
C. Provide full financial model with financing plan for achieving City ownership of
   Municipal Broadband infrastructure, delivering broadband services; and, if appropriate, a
   range of potential financial options for operations (and refresh) of the completed system.
   1. Develop and justify budgetary methodology.
   2. Submit a cost table or tables to quantify/justify your primary recommended approach
      or range of approaches. Submit separate sheets for each discreet model.
      a. Identify and breakout the costs for laying fiber and or installing radios to each
         area/neighborhood/street/house( door) including ‘make-ready’ costs.
      b. Identify and breakout costs for connecting every business and residence,
         including any construction dependencies.
      c. Breakout the cost to connect to the fiber network for every premise
      d. Breakout the cost within individual households to make final in-home
         connections.
      e. Detail how the model will address cost in delays associated with availability and
         sophistication of resident.
      f. Identify dependencies and provide details on how the model will address costs
         and timing of generalized delays.
      g. Identify specific costs related to any requirements proposer may be making of
         City, not including participation in meetings and calls.
      h. Provide details for operational costs making sure to include refresh rate of
         equipment, network management, service, support, and upstream bandwidth.
D. Provide detailed project plan for implementing citywide Municipal Broadband.
   1. Define and justify an effective order and sequence for citywide deployment.
   2. Explain how your plan builds off of the work identified in the Digital Equity section.
   3. Identify technology active and passive components.
      a. Provide resource requirements specifically focused on allocation of when
         materials and services will be needed throughout the project.
      b. Include and justify technology refresh program and costs
      c. Include summary of technical costs in financial analysis above
   4. Identify how your planning activities align, where and when possible, with
      Cambridge Five Year Construction Master Plan¹ so as to minimize additional
      work and cost.
   5. Identify any ‘outliers’ that would warrant extending the project timeline to reduce
      cost and complexity; provide financial analysis and recommendation.
E. Identify plan for managing and operating the completed Municipal Broadband system.
   The City is open to a range of business model options relevant to managing, operating
   and supporting the proposed City-Owned network.
   1. Describe the planned service levels for routine customer problems and emergencies
   2. Identify how ongoing customer satisfaction goals will be defined, validated,
      remediated.

¹ Cambridge Five Year Plan for Sidewalk and Street Reconstruction
3. Summarize the operating cost for service level management and convey details in financial section.

F. Provide a complete, detailed plan for stakeholder engagement.
   1. Describe how vendor will engage with stakeholders, throughout the entirety of the engagement, to ensure the vendor’s plan is aligned with the expectations of Cambridge: residents, businesses, City leadership, key civic, residential and business organizations or associations, and digital equity organizations.
   2. Describe specific and detailed plan as to how vendor will engage with stakeholders, throughout the entirety of the engagement, to ensure satisfaction, identify emerging expectations, and to create long-term goal alignment.
   3. Identify specifically how proposer’s plan will include traditionally underrepresented constituent populations throughout the entirety of the engagement. Examples of traditionally underrepresented groups include, but are not limited to: people with primary languages other than English, seniors, people with disabilities, and people who, for a variety of reasons, don’t currently use internet.

G. Outline how topics discussed earlier in TASK 1 Section E ‘Additional Considerations’ would be factored into citywide Municipal Broadband planning.
TASK 4 – OVERALL ANTICIPATED SCHEDULE

The following table displays what the City considers to be a reasonable, potential schedule for this project. The vendor shall supply a detailed schedule in the form of a Gantt chart timeline supporting the schedule outlined in the table below as part of their Plan of Services. If this timetable cannot be met, an explanation of factors precluding this schedule should be supplied.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Completion (Time From Notice to Proceed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Award, Notice to Proceed</td>
<td>Q2 FY22 (Within 90 Days)</td>
</tr>
<tr>
<td>Baseline Analysis Complete</td>
<td>Q2-Q3 FY22 (Within 6 Months)</td>
</tr>
<tr>
<td>Business and Ownership Model Complete</td>
<td>Q2-Q3 FY22 (Within 6 Months)</td>
</tr>
<tr>
<td>Technical Architecture Complete</td>
<td>Q2-Q3 FY22 (Within 6 Months)</td>
</tr>
<tr>
<td>Financial Model and Analysis Complete</td>
<td>Q2-Q3 FY22 (Within 6 Months)</td>
</tr>
<tr>
<td>Digital Equity Plan Complete</td>
<td>Q4-Q1 FY23 (Within 12 Months)</td>
</tr>
<tr>
<td>Municipal Broadband Plan Complete</td>
<td>Q1 FY24 (Within 24 Months)</td>
</tr>
<tr>
<td>City Acceptance of Deliverables</td>
<td>Q2 FY24 (Within 27 Months)</td>
</tr>
</tbody>
</table>
SECTION VII: QUALITY REQUIREMENTS

For a proposal to receive further consideration the proposer must unconditionally check "Yes" to each of the questions below. The City shall reject in its entirety as nonresponsive the proposal of any proposer who fails to check "Yes" or who modifies, qualifies or limits its affirmative response in any way.

Check Yes or No for each of the following requirements:

1. The Proposer is independent of and does not have proprietary business ties with wireless carriers, internet service providers, broadband equipment vendors, or construction contractors.
   - [ ] YES  [ ] NO

2. The Proposer is experienced in network/broadband infrastructure engineering and implementation, market assessment, business planning (supply side and demand side), strategic business and technology consulting and planning, including customer surveys and analyses.
   - [ ] YES  [ ] NO

3. The Proposer has completed at least two (2) Digital Equity design and implementation projects of equivalent size/scope to Cambridge, including working with communities, end-users, and adoption program implementation groups.
   - [ ] YES  [ ] NO

   Please provide here specific project names, each which identifies a Digital Equity project whose references and description are provided in the “Prior Project Experience Summary” section of the proposal:

<table>
<thead>
<tr>
<th>Project/ Client Name Page# in proposal with Description</th>
<th>Project Scale (Miles²)</th>
<th>Active Connections Established</th>
<th>Client and Project Manager’s Name</th>
<th>Reference Phone and e-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. The Proposer has experience working in the US Northeast region and shall designate a Project Manager and Deputy Project Manager at least one of whom can be onsite in Cambridge within eight (8) hours.
   - [ ] YES  [ ] NO

5. The Proposer has completed at least three (3) Municipal Broadband analysis, design and implementation projects with towns or cities that are home to major universities, businesses, residential diversity, and unique complexities and needs of these localities.
Request for Proposals for 21st Century Broadband for the CITY of CAMBRIDGE- File No. 9676 – Addendum No. 3

☐ YES ☐ NO

Please provide here specific project names, each which identifies a Municipal Broadband project whose references and description are provided in the “Prior Project Experience Summary” section of the proposal:

<table>
<thead>
<tr>
<th>Project/Client Name Page# in proposal with Description</th>
<th>Project Scale (Miles²)</th>
<th>Active Connections Established</th>
<th>Client and Project Manager’s Name</th>
<th>Reference Phone and e-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. The Proposer has completed at least two (2) projects similar in scope to Cambridge, where successful stakeholder engagement, including outreach to and partnership with: community advisory boards, community groups, business groups, citizen organizations, citizens; and, traditionally underrepresented citizen populations, was a key metric.

☐ YES ☐ NO

Please provide here specific project names, each which identifies a stakeholder engagement project example whose references and description are provided in the “Prior Project Experience Summary” section of the proposal:

<table>
<thead>
<tr>
<th>Project/Client Name Page# in proposal with Description</th>
<th>Project Scale (Miles²)</th>
<th>Active Connections Established</th>
<th>Client and Project Manager’s Name</th>
<th>Reference Phone and e-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Proposer can provide, upon request, proof of financial solvency.

☐ YES ☐ NO

**THIS QUALITY REQUIREMENT FORM PAGES 23 - 25 MUST BE SUBMITTED WITH THE NON-PRICE PROPOSAL**
SECTION VIII: COMPARATIVE CRITERIA

Plan of Services

Proposers must submit a detailed staffing plan identifying the individuals assigned to this specific project, including but not limited to, the consultant’s proposed Team Leader, and all other project team members who will perform duties under this contract.

HA – To receive a Highly Advantageous rating the detailed staffing plan must demonstrate that the proposed project team members have in the aggregate more than fifteen (15) years of experience performing the services defined within the scope of this RFP and have worked together on more than one other project.

A – To receive an Advantageous rating the detailed staffing plan must demonstrate that the proposed project team members have in the aggregate at least fifteen (15) years of experience performing the services defined within this RFP and have worked together on one other project.

NA – To receive a Not Advantageous rating the detailed plan must demonstrate that the proposed project team members have in the aggregate at least ten (10) and less than fifteen (15) years of experience performing the services defined within the scope of this RFP.

UA – To receive an Unacceptable rating the detailed staffing plan demonstrates that the proposed project team members have in the aggregate less than ten (10) years of experience performing the services defined within the scope of this RFP.

Digital Equity Experience

Proposers must submit examples of Digital Equity projects completed within the last five (5) years by the proposing team collectively or any of its member firms or individuals.

HA – To receive Highly Advantageous, proposals must show two (2) detailed examples of relevant Digital Equity projects completed by the proposing team together. Project examples must include success measures as well as key subcomponent work in customer-facing adoption services, i.e., device validation and training.

A – To receive Advantageous, proposals must show one (1) detailed examples of relevant Digital Equity projects completed by the proposing team as a group or by any of its member firms or individuals. Examples must include success measures as well as any subcomponent work in customer-facing adoption services, i.e., device validation and training.

NA - To receive Not Advantageous, proposals will not show any detailed examples of relevant Digital Equity projects completed.

UA – Any proposal that does not meet at least the Not Advantageous standard will be rated unacceptable for this criterion.
Commonwealth of MA Supplier Diversity Office (SDO) Certified Disadvantaged Vendor

Proposer is certified by the Commonwealth of MA Supplier Diversity Office (SDO) as a disadvantaged vendor.

HA - To receive Highly Advantageous, Proposer’s team is a SDO Certified disadvantaged vendor.

NA - To receive Not Advantageous, Proposer's team is not a SDO Certified disadvantaged vendor.

Municipal Broadband Implementation Experience

Proposers must submit examples of Municipal Broadband implementation projects completed within the last seven (7) years.

HA – To receive Highly Advantageous, proposals must show at least three (3) detailed examples of relevant Municipal Broadband implementation projects completed. Project examples must include success measures, network architecture (backbone to premise) and connecting customers, both residential and business.

A – To receive Advantageous, proposals must show two (2) detailed examples of relevant Municipal Broadband implementation projects completed. Project Examples must include success measures, network architecture (backbone to premise) and connecting customers, both residential and business.

NA - To receive Not Advantageous, proposals must show one (1) detailed example of Municipal Broadband implementation project completed. Project Examples must include success measures, network architecture (backbone to premise) and connecting customers, both residential and business.

UA – To receive Unacceptable, proposals will not show any detailed example of relevant Municipal Broadband implementation projects completed.

Broadband Business and Technical Consulting Experience

Proposers must submit examples of Municipal Broadband project consulting experience completed within the last five (5) years.

HA – To receive Highly Advantageous, proposals must show at least three (3) detailed examples of relevant Municipal Broadband consulting projects completed. Project examples must include: success measures, business models, technical architecture, funding, financial and risk analysis.

A – To receive Advantageous, proposals must show two (2) detailed examples of relevant Municipal Broadband consulting projects completed. Examples must include: success measures, business models, technical architecture, funding, financial and risk analysis.

NA - To receive Not Advantageous, proposals must show one (1) detailed example of Municipal Broadband consulting project completed. Examples must include your success measures related to one more of the following: network architecture (backbone to premise) and connecting Customers, both residential and business.
UA – To receive Unacceptable, proposals will not show any detailed example of relevant Municipal Broadband consulting project completed.

**Broadband Technical Expertise**

HA – To receive Highly Advantageous, proposals must show expertise in three (3) or more relevant Municipal Broadband technologies.

A – To receive Advantageous, proposals must show expertise in two (2) relevant Municipal Broadband technologies.

NA - To receive Not Advantageous, proposals must show expertise in one (1) relevant Municipal Broadband technology.

UA – To receive Un acceptable, proposals will show no expertise in relevant Municipal Broadband technology.

**Stakeholder Engagement**

Proposers must submit examples of projects completed within the last five (5) years where stakeholder engagement was a key success factor.

HA – To receive Highly Advantageous, proposals must show two (2) projects where stakeholder engagement was a key success factor.

A – To receive Advantageous, proposals must show one (1) project where stakeholder engagement was a key success factor.

NA - To receive Not Advantageous, proposals will not show any projects where stakeholder engagement was a key success factor.

UA – Any proposal that does not meet at least the Not Advantageous standard will be rated unacceptable for this criterion.
SECTION IX: REQUIRED SUBMISSIONS (No Substantive Changes From Original File 9676)

1. Anti-collusion and Tax Compliance Certification
2. Cori Compliance Form
3. Wage Theft Prevention Certification
4. Quality Requirements
   The Quality Requirements can be found in Section VII on pages 23 and 24 of this document. Please complete the Quality Requirements form and include in the non-price proposal. A no response, alteration of, or failure to respond to any of the Quality Requirements will result in a rejection of your proposal.
5. Price Proposal Form:
   The Price Proposal form can be found in Section X, on page 30 of this document. This form must be completed as instructed. No substitute form will be accepted. Pricing must remain firm throughout the contract.
   The Price Proposal form must be submitted separate from the non-price proposal, as described above. The proposer should make no reference to pricing, in any other part of the proposal. Failure to adhere to this may result in disqualification of the proposal.
6. Prior Project Experience:
   Proposer shall summarize their prior experience and outcomes with projects of similar scope and size, including BOTH Digital Equity and Municipal Broadband examples.
7. Proposers must provide a complete list of customers for whom Digital Equity design and implementation services have been provided over the last three (3) years which are similar in size and scope to this project with contact names and telephone numbers.
8. Proposers must provide a complete list of customers for whom Municipal Broadband consulting, design and implementation services have been provided over the last five (5) years which are similar in size and scope to this project with contact names and telephone numbers.
9. Proposers must provide a complete list of customers for whom BOTH Digital Equity AND Municipal Broadband services have been provided over the last five (5) years which are similar in size and scope to this project with contact names and telephone numbers.
10. Proposers must provide the names and resumes of all key personnel who will be assigned to work on this project. Proposers must identify the project manager and deputy project manager.
11. Proposers must provide all relevant certifications.
12. Proposers shall submit the required Support from the City including a description of any and all support services needed from the City, other than availability of appropriate individuals to meet with the proposer’s project team for coordination purposes.

13. Proposers shall provide examples of innovative business or technological approaches they have utilized to enable project successes for projects of similar size and scale.

14. Proposers shall provide examples of prior project communications and documentation examples including, but not limited to: Project planning and updates, Engineering documentation, Customer communications, Acceptance Testing Program details, and ‘as-built’ documentation.

15. Plan of Services

The following is a listing of items that must be included in the Plan of Services. Any proposal that does not include the requested information shall be rejected.

a. A concise but responsive description of methods and technologies to be used, including specifics requested in this RFP, for all tasks identified under the Deliverables, including a description of any proposed business and technical alternatives.

b. Identify Proposer’s typically deployed business model for Digital Equity connectivity and for Municipal Broadband.

c. Identify Proposer’s typically deployed network architecture for Digital Equity connectivity and for Municipal Broadband.

d. Identify Proposer’s typically deployed technologies, including specific vendors and model numbers.

e. A clear description of activities to be subcontracted, including the name and address of subcontractor. Subcontracts are subject to provisions in the City’s Articles of Agreement.

f. A work schedule, timeline, and communications plan with proposed major delivery milestones, key dependencies, including City responsibilities.

g. Testing, validation and documentation procedures.
SECTION X: PRICE PROPOSAL FORM

This price proposal form must be submitted in a sealed envelope, separate from the technical proposal. Failure to adhere to this instruction will result in automatic disqualification of your proposal. Price must remain firm or be reduced for the entire contract. If there is a discrepancy between the total price in numbers and the total price in words, the written word shall prevail.

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project Deliverable</th>
<th>Proposed Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Baseline Analysis</td>
<td>$</td>
</tr>
<tr>
<td>2</td>
<td>Business and Ownership Model</td>
<td>$</td>
</tr>
<tr>
<td>3</td>
<td>Technical Architecture</td>
<td>$</td>
</tr>
<tr>
<td>4</td>
<td>Financial Model and Analysis</td>
<td>$</td>
</tr>
<tr>
<td>5</td>
<td>Digital Equity Implementation Plan and Cost</td>
<td>$</td>
</tr>
<tr>
<td>6</td>
<td>Municipal Broadband Implementation Plan and Cost</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Total of lines 1-6</td>
<td>$</td>
</tr>
</tbody>
</table>

Total price in words items 1-6: ________________________________________________________

Signature of Proposer: ______________________________________________________________

If Addenda issued by the City, this proposal includes addenda numbered: _____________

Signature of Individual submitting proposal: _____________________________________________

Name of business: __________________________________________________________________

Address of Proposer: __________________________________________________________________

Telephone Number: ___________________________________________________________________

Email Address: _____________________________________________________________________

Please check one of the following and insert the requested information:

( ) Corporation, incorporated in the State of: _______________________________________

( ) Partnership. Names of partners: _________________________________________________

( ) Individual: ____________________________________________________________________

END OF PRICE PROPOSAL FORM.

THIS PRICE PROPOSAL FORM MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOPE MARKED “PRICE PROPOSAL - REQUEST FOR PROPOSAL FOR 21st CENTURY BROADBAND”