

Prepared by:



# PROPOSAL

IN RESPONSE TO REQUEST FOR PROPOSAL FOR  
CITY OF SUPERIOR - CONNECTS SUPERIOR FIBER  
ENGINEERING PHASE 2 RFP

Prepared for:

**City of Superior, Wisconsin**

September 10, 2024



## SUPERIOR

W I S C O N S I N

Living up to our name.





105 Kent Street  
Iron Mountain, MI 49801

## 1. Cover Letter

September 10, 2024

### Dan Shea

City IT Director  
City of Superior  
1316 North 14th Street  
Superior, WI 54880

### RE: Request for Proposal for City of Superior ConnectSuperior Fiber Phase 2 Engineering Project

It is our pleasure to present this ConnectSuperior Fiber Phase 2 Engineering Project proposal to the City of Superior ("City") on behalf of CCI Systems, Inc. ("Firm").

The Firm confirms that our team of professionals have read and fully understand the requirements for this RFP in providing the engineering design for Phase 2 of the ConnectSuperior fiber to the premise build (FTTP) in the City of Superior. **This FTTP network will provide approximately 11,235 residential customers and 480 business customers access to the high-capacity network provisioned by the City of Superior at a baseline of hundred (100) Mbps symmetric service.**

With proper licensing and a team of over 1,100 experts serving the telecommunications, power, broadband, municipal, educational institution, and tribal communities, **we are well equipped to assist the City in achieving their goals outlined in this RFP**, and have the ability to complete this project in a very favorable timeframe.

Our team includes some of the industry's most experienced broadband engineers, allowing us to provide a comprehensive offering of OSP engineering, make-ready engineering, permitting, design, GIS, and environmental services to meet our clients' needs and support the network architecture requested. **The experience and knowledge of our team allows us to help you achieve your desired network results and to manage your project cost-effectively in addition to ensuring compliance with all applicable laws, regulations, and guidelines.** The Firm offer decades of practical experience in telecommunications, technology, media, and policy and regulation, market assessment and entry, community outreach and stakeholder engagement, technical design and support, network deployments, project financing, business model incubation, and strategic program development and management – in both developed and emerging markets.

In addition, our **permit specialists provide the expertise to ensure compliance with all applicable permitting requirements, regulations**, and guidelines to support an expeditious and economical completion of this project.

The following person is a duly authorized officer of the Offeror empowered to bind the Offeror and any subcontractors:

Name: **Stuart Lahti**  
Address: **105 Kent Street**  
**Iron Mountain, MI 49801**  
Email Address: [stu.lahti@ccisystems.com](mailto:stu.lahti@ccisystems.com)  
Phone Number: **(906) 282-3793**  
Website: [www.ccisystems.com](http://www.ccisystems.com)

Should there be any questions or concerns regarding our submission, please do not hesitate to contact us. Our team appreciates the opportunity and your consideration, and we would be pleased to participate in any interview that may be requested.

Sincerely,

*Stu Lahti*

Stuart Lahti  
Senior Vice President and CTO  
CCI Systems, Inc.  
(906) 282-3793  
[stu.lahti@ccisystems.com](mailto:stu.lahti@ccisystems.com)

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**CCI Systems**  
**City of Superior - ConnectSuperior Fiber Engineering Phase 2 RFP**

**Response for the City of Superior, Wisconsin**

This response for the City of Superior, Wisconsin is presented by CCI Systems, Inc. ("CCI").





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**9. Engineering Services for Fiber Phase 2 Engineering**

Date: 09/05/24

City of Superior, Wisconsin

I/we, the undersigned, being familiar with your local conditions, having made a field inspection and investigation that I/we deemed necessary, having studied the plans and specifications for the work and being familiar with all the factors and other conditions affecting the work, are hereto attaching the following documents:

- 1) Subcontractors & Suppliers List
- 2) Addenda Acknowledgment
- 3) Qualification & Evaluation Checklist
- 4) References

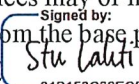
I/we, the undersigned, hereby propose to furnish all labor, tools, materials, skills, equipment and all else necessary to execute the work, in accordance with the specifications and are hereby submitting the following proposal:

**Total Cost (Not-to-Exceed):** \$284,115.00

**Amount in written figures:** Two hundred eighty four thousand, one hundred fifteen dollars and zero cents

**Completion Date:** 05/15/25 (date)

Interested firms may, at their discretion, suggest additional services not explicitly requested by this RFP. Proposals should include line item costs for additional services. Please note that additional services may or may not be awarded by the City and that costs for additional services are excluded from the base proposal.

SIGNED BY:  Date 09/05/24

Print Name Stuart Lahti, Senior Vice President and CTO

Name of Company CCI Systems, Inc.

Address 105 Kent Street Iron Mountain, MI 49801

Phone (800) 338-9299 Fax \_\_\_\_\_

E-mail Address stu.lahti@ccisystems.com

**10. Subcontractors Listing** (Must be submitted with proposal.)

**Engineering Services for Fiber Phase 2**

The undersigned agrees to employ the following listed **subcontractors** for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	<u>N/A - No Subs will be used</u>	<u></u>
2)	<u></u>	<u></u>
3)	<u></u>	<u></u>
4)	<u></u>	<u></u>
5)	<u></u>	<u></u>

Submitted by: COMPANY CCI Systems, Inc.  
ADDRESS 105 Kent Street Iron Mountain, MI 49801  
COMPANY REPRESENTATIVE Stuart Lahti, Senior Vice President and CTO

**11. Addenda Acknowledgement** (Must be submitted with Proposal)

**Engineering Services for Fiber Phase 2**

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. <u>1</u>	Dated	08/26/24
Addendum No. <u>2</u>	Dated	09/04/24
Addendum No. _____	Dated	
Addendum No. _____	Dated	

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

\* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

CCI Systems, Inc.

Company:

*Stu Lahti*

Representative Signature

Stuart Lahti, Senior Vice President and CTO

**12. Qualification Evaluation Checklist**

Owner: CCI Systems, Inc.

Contact Person: Lindsay Kraemer

Address: 105 Kent Street

City: Iron Mountain State: MI

Zip: 49801

Telephone: (800) 338-9299

Instructions:

1. When filling out the checklist check "YES" only to those services provided "in-house" by your firm (or prior experience of key personnel anticipated to perform a substantial amount of the project work) and check "SUB" for services you intend to subcontract out. List the subcontracting firm in the "Comments/Explanation" area.
2. Respondents are encouraged to add comments and to attach more detailed information where appropriate in response to checklist items. Such clarification can greatly assist the evaluation process. **Firms may include other information as they deem appropriate.**
3. Attach to this checklist any appropriate licenses, certification, degrees, or appropriate training that will assist in qualifying your firm for these services.
4. Consultant qualifications will be determined using this checklist along with the information provided as outlined in the "Requirements for Statement of Qualifications".
5. Firms are expected to answer "YES" to some of the checklist items, but not all of them.
6. False, inaccurate or misleading information shall be grounds for disqualification at any time during and after the selection process. When in doubt attach a detailed answer or call for clarification.

Yes	Sub	No	#	Question
			1.	How many years has your firm been engaged in the consulting business under the present firm name? <u>60 years</u>
<input type="checkbox"/>		<input checked="" type="checkbox"/>	2.	Has your firm ever failed to complete any work awarded to you? Comment/Explanation:



Yes	Sub	No	#	Question
<input checked="" type="checkbox"/>		<input type="checkbox"/>	3.	Is your firm willing to provide (at no cost to the City) an on-site presentation to the City regarding your firm's qualifications? Comment/Explanation:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.	Does your firm have experience developing construction costs and ongoing maintenance costs for a similar project? Comments:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5.	Does your firm possess all of the necessary licenses and credentials to perform the work as specified? Is your firm licensed in Wisconsin? Comment/Explanation:

**\*Reference List is included in attached proposal\***

**13. Statement of Qualifications Reference Form**

Applicant Firm Name: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, and Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_

Reference #1

Owner or Company Name: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Type of Service(s) Provided: \_\_\_\_\_  
Calendar Year(s) of Service(s) Provided: \_\_\_\_\_  
City, State, and Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_

Reference #2

Owner or Company Name: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Type of Service(s) Provided: \_\_\_\_\_  
Calendar Year(s) of Service(s) Provided: \_\_\_\_\_  
City, State, and Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_

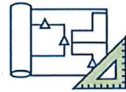
Reference #3

Owner or Company Name: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Type of Service(s) Provided: \_\_\_\_\_  
Calendar Year(s) of Service(s) Provided: \_\_\_\_\_  
City, State, and Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_

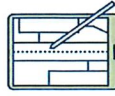
## 2. ORGANIZATIONAL INFORMATION



**1100+**  
skilled workforce



**17,853**  
avg miles designed  
per month



**8,576**  
avg miles avg miles  
fielding walkout per  
month



**400+**  
current clients  
served



**60+**  
years expertise

### ▶▶ History

CCI Systems, Inc. has a rich history dating back to 1955 when it was founded by James Klungness and Charles Henry. Their first project was the construction of a cable television system in the Iron Mountain, MI area, and they continued to expand their services over the years. In addition to building and operating one of the largest terrestrial microwave systems in the U.S., they also franchised, designed, and built systems for themselves, partners, and others. Their impressive system served over 39 cable systems, five broadcasters, and 50 radio stations, serving over 175,000 subscribers in 25 locations spanning multiple states. Eventually, this system was sold, but its legacy and impact on the telecommunications industry remain.

With the initial formation of CCI Systems in 1964, the company started with a 10-man construction crew and primarily operated in the Midwest. However, with growth and experience, CCI has expanded to cover the entire country and has built and upgraded hundreds of thousands of miles of broadband networks. Currently, CCI Systems employs approximately 1,100 people internationally. In addition to their cable construction activities, Klungness and Henry also founded Klungness Electronic Supply (KES). KES provides and manages all types of hardware and equipment for broadband systems.

CCI Systems Inc. was officially incorporated in 1981 as Cable Constructors, Inc. Despite the name change from Cable Constructors, Inc. to CCI Systems, Inc. on October 8, 2008, the company's federal identification, 38-2356585, officers, and board of directors have all remained the same. The change in name was simply a strategic decision to better align with the markets we serve today.

In addition to CCI, three other subsidiary companies have been formed over the years, Econ Electric, Astrea, and Guide Star. Econ Electric and Astrea were both formed as a result of our construction roots and have contributed to the growth and expansion of our company over the years. Guide Star emerged from within CCI as a new set of services offering a fresh take on existing technologies. Together, all three companies have formed a strong foundation for our continued success as innovators and have played a crucial role in advancing communication technology. While CCI remains our main focus, our subsidiary companies have flourished in their respective industries, showcasing our ability to diversify and adapt to



new markets. Econ Electric, an electrical construction company was sold by CCI in 2012, and Astrea was sold in 2024.

Since its inception in 2021, Guide Star has been driven by a team of experts committed to providing top-of-the-line security solutions and comprehensive managed IT services. With a strong belief in the potential of small to medium businesses, the company's focus is centered around addressing the challenges and risks faced by the SMB community, such as a distributed workforce, globalization, cyber threats, access to talent, and increased regulation. As a result of their dedication and success, Guide Star has continued to grow and expand nationally, solidifying their position as a leader in the IT industry.

### ▶▶ Capabilities

CCI Systems, Inc. has evolved into a highly reputable and innovative company with over 60 years of experience in providing customizable communication network solutions on a national scale. With a team of over 1,100 professionals, we are dedicated to staying ahead of the curve and developing cutting-edge solutions for our clients in various industries such as telecommunications, power, CATV, municipal, education, tribal communities, and private markets. As a turnkey company, we offer a wide range of services including consulting, engineering, construction services, network operations, and cybersecurity, making us a one-stop-shop for all communication and broadband network needs. Our commitment to staying at the forefront of technology and industry trends allows us to provide our clients with tomorrow's solutions today.

As a leading provider of communication and broadband services, CCI can support your network needs and requirements. From consulting and grant application preparation to cybersecurity and network operations, we have the experience and knowledge to help you achieve your desired network goals. Our services also include financial modeling, environmental and climate reviews, broadband and network asset mapping, network design, custom solution technical engineering, GIS, permitting, joint use services, construction management and inspection, fiber splicing, activation, testing, and documentation. We are dedicated to providing comprehensive and cost-effective solutions to ensure the success of your project.

### ▶▶ Ownership

As an employee-owned company, CCI Systems, Inc. prioritizes the well-being and success of its employees. The Employee Stock Ownership Plan (ESOP) allows all employees to have a stake in the company's success and fosters a sense of ownership and teamwork within the organization. The leadership of CEO John Jamar and original founders, Klungness and Henry, further reinforces the company's commitment to upholding the highest standards and delivering exceptional results. This unique ownership structure sets CCI Systems apart and contributes to its continued success and growth.



At CCI Systems, our team of employee owners is constantly embracing the challenges that come with the rapidly advancing world of technology. We strive to provide our ever-growing client base with the most cutting-edge optical, network, and broadband services available. By remaining an ESOP company, we maintain the same entrepreneurial and technological spirit that founded CCI and continue to provide the best value to both our customers and our employees.

#### ▶▶ Financial

In order to ensure the success of our projects, CCI Systems, Inc. has a comprehensive system for working with subcontract labor. This system includes detailed contract documents, necessary tax information, appropriate insurance coverage, and strict adherence to safety requirements. Additionally, we provide in-house supervision to ensure that subcontracted work meets our high standards of quality. While we may subcontract some aspects of our projects, we only work with trusted and experienced subcontractors who meet our rigorous standards for professionalism, safety, licensing, and compliance.

CCI Systems maintains insurance levels more than those normally required in this industry, and our bonding capacity is substantially greater than the size of this project. This demonstrates our commitment to safety and risk management, and our ability to handle projects of any size. Our high insurance and bonding levels provide peace of mind to our clients, knowing that they are working with a company that prioritizes their safety and financial security.

Our company, CCI Systems, is dedicated to maintaining a strong financial position. We have a conservative balance sheet and utilize our available line of credit judiciously, all while minimizing our debt. Our current ratio of 2 to 1, sufficient working capital and a substantial equity base built from retained earnings, allows us to support fiscally sound growth over the long term. Our primary focus is on generating a reasonable profit that ensures the longevity of our company. This strong financial foundation allows us to invest in new technologies, expand our capabilities, and deliver top-notch services to our clients. We are committed to maintaining this financial stability and using it to drive our company towards sustainable growth and success.

#### ▶▶ Corporate

CCI Systems, Inc. is a Sub "S" Michigan Corporation located at:

**105 Kent St, Iron Mountain, Michigan, 49801**

**Corporate phone: 906.774.6621 Fax: 906.774.9120**

President and CEO, John P. Jamar started with the company in 1978 and remains located in Iron Mountain, MI today. John Jamar can be reached directly at 906.776.2601, on his cell at 906.282.3678 or via email [john.jamar@ccisystems.com](mailto:john.jamar@ccisystems.com).



### 3. TEAM QUALIFICATIONS

CCI has been providing consulting and engineering services for clients in the telecommunications, power, municipal, educational institution, tribal community, and private markets for more than 60 years, and continues to provide support to clients in these markets across the country. As a result, many long-term relationships have been formed by our team resulting in our ability to provide a wide range of services to them, including the implementation and deployment of new robust fiber networks on their behalf, both through direct funding and grant funded programs, as well as assistance with maintaining their network.

#### The services CCI has and continues to provide to these markets include:

- ▶▶ Pre-Grant and Post-Grant Award Consultations
- ▶▶ Grant Application Support
- ▶▶ Feasibility Studies
- ▶▶ Cybersecurity Measures
- ▶▶ Detailed Fiber & Network Design
- ▶▶ Mapping
- ▶▶ Make Ready Assessments
- ▶▶ GIS
- ▶▶ Permitting & Environmental Services
- ▶▶ Construction Services
- ▶▶ Project Management & Inspection
- ▶▶ Fiber Splicing
- ▶▶ NOC Services
- ▶▶ Call Center
- ▶▶ Network Maintenance
- ▶▶ Grant Compliance & Reporting

#### ▶▶ Experience in the Design and Deployment of Underground and Aerial Fiber Optic Networks

With CCI's team of design specialists, we can assist you with the design and deployment of your aerial and underground fiber optic network. In addition to handling projects of all sizes, we have the knowledge and expertise to support copper, fiber, and coax infrastructure.

CCI's engineering and design team has extensive experience with FTTX and other fiber optic deployments for Tribes, educational institutions, municipalities, telephone companies, broadband providers, and multi-service providers across the country. Our engineering experts provide a comprehensive offering of OSP engineering, design, GIS and environmental services that allow us to meet our clients' specific needs on every project. In addition to being proficient in a variety of communication solution software, our team provides design layouts to support the network architecture requested, including Active Ethernet, PON, GPON, XG-PON or XGS-PON. The experience and knowledge of our team allows us to help you achieve your desired network results and to manage your project cost-effectively.

#### ▶▶ Experience in GIS & Mapping

To ensure spatial understanding, our teams incorporate geographic data and mapping technology into the planning and execution process. Our GIS department makes use of ESRI products to collect, analyze,



and manage large quantities of spatial data in real time, both internally and for our customers. The services we provide range from Map Book Creation to Workflow Planning, Data Management to Data Collection, and Data Conversion to Asset Inventories.

Our mapping software expertise includes ESRI GIS products, AutoCAD, O-Calc Pro, Spida-Calc, VETRO and others. Our GIS team obtains data along the project route which includes the most recent aerial photography, address data, right-of-way data, and parcel data, along with any other data our clients request to be included in the project area. Once we have gathered the data from the county, state, and other sources, our GIS team uses the data that our field team has collected to generate a land base map of the overall project route.

Additionally, we can offer our clients real-time progress updates through ESRI-based dashboards. These updates allow for easy group sharing of project information, providing clients with a comprehensive view of the project's progress, and includes the ability to track any re-routing necessary to approve change orders. Our clients can also view as-built drawing conversions into GIS and effectively manage the project through our processes. These dashboards can be accessed shortly after the project has begun, providing clients with visual representations of the progress.

#### ► Experience and Understanding of NESC Specifications

CCI Systems, Inc. is very well versed in the understanding of NESC specifications and utilizes these guidelines daily in the work we provide for our clients across the country. Our team has approximately 50 years combined experience in pole loading, including the process of analyzing the forces acting upon a utility pole. This process considers the size and strength of a pole, and the forces acting on a pole such as equipment, attachments, and guying. This allows us to evaluate both existing and proposed pole conditions (such as a new fiber attachment) against weather patterns that are possible in a pole's geographic location, usually defined using NESC Loading Zones.

While all pole owners have different specifications and requirements in place for pole loading, CCI Systems has the ability to support their needs through our experience and utilization of industry leading pole loading analysis tools. These tools include the following software platforms:

**SPIDAcalc** - Acquired by Bentley, SPIDA Software is one of the most powerful tools used for pole loading. It has a robust JSON import functionality for integrating with data collection tools as well as a flexible user interface.

**O-Calc Pro** - Created by Osmose, O-Calc is a capable pole loading solution with strength in modeling and visually representing difficult distribution scenarios (such as H-frames).

#### ► Experience in the Permitting Process with Local Government Agencies and Utility Companies

CCI's team of experienced designers and permit coordinators offer an abundance of knowledge in the



procedures associated with application, submission, and coordination of permits, both in the aerial and underground environment. We are efficient at preparing and submitting all necessary permits and identifying the required local permitting authorities, such as the DOT, county, municipality, railroad, DNR, USFS, and tribal authorities.

In addition to the underground permitting process, our permitting department proudly showcases advanced proficiency in leveraging Katapult Pro software, significantly enhancing our capabilities in field data collection, make-ready processes, pole loading analysis, one-touch make-ready, and virtual as-built ride-outs.

Our adept use of Katapult Pro not only streamlines these essential tasks but also enables us to harness powerful analytics for detailed and customized analysis and reporting. This expertise allows us to deliver unparalleled precision and efficiency in our projects, setting a new standard for excellence in our industry.

**CCI's pole loading experts provide the joint use experience and understanding to process all necessary pole permits. This includes, but is not limited to:**

- ▶▶ Pole Attachment Contract Coordination
- ▶▶ Pole Fielding / Data Collection
- ▶▶ Power Conductor Loading
- ▶▶ Communication Span Ice Loading
- ▶▶ Make Ready Design & Coordination
- ▶▶ CommScope
- ▶▶ O-Calc Pro Expertise
- ▶▶ SPIDAlc Experience
- ▶▶ NESC Compliance
- ▶▶ Permit Application & Submittals
- ▶▶ One Touch Make Ready
- ▶▶ Post Construction Inspection & Documentation
- ▶▶ Finalize Attachment Updates

**▶▶ Experience in Preparing Detailed Aerial and Buried Fiber Designs & Steps Necessary to Collect All Information Needed to Deliver Precise Design Plans**

The CCI team has extensive experience designing both aerial and buried communication systems.

For buried projects, our field teams use EOS Arrow GPS units to collect data along the project routes. As part of our pole profile collection process for aerial plants, a variety of data collection options are available. Our experience includes the use of telescoping height sticks, Katapult software, and Osmose DMT (Digital Measuring Technology).

Our mapping software expertise includes ESRI GIS products and AutoCAD. The GIS team at CCI obtains data along the project route which include the most recent aerial photography, address data, right-of-way data, and parcel data, along with any other data our clients request to be included in the project area. Once we have gathered the data from the county, state, and other sources, our GIS team uses the data that our field team has collected to generate a land base map of the overall project route.





Our outside plant design team collaborates with our GIS and field crews to engineer the layout of the network for our clients. As part of our initial process, we utilize VETRO fiber map software in order to ensure an overall design that will provide our clients with the network options they requested in their scope of work. In addition to proposing and tracking the infrastructure to be placed, our engineers also determine the most effective method of constructing the facilities.

For the analysis of pole structures, our engineering team uses both O-Calc Pro and Spidacalc software platforms, along with Commscope Spanmaster for the loading of midspan conductors. We are also able to perform any requested make ready engineering services on behalf of the pole owners if necessary.

CCI's team combines all of these steps within the project into a "job packet" that includes overview maps, symbology legends, bill of materials (BOM), construction notes, permit requirements, typical drawings, and detailed staking sheets. Our final detailed design is set to the scale requested by our client and as required by the permit entities.

As part of our comprehensive job packets, we also provide permit application support, including detailed staking sheets.

CCI's technical engineering team also offers additional services upon request from our clients. Among the services offered are route selection, environmental permitting, construction project management and inspection, as well as project as-builts and records keeping. We are able to provide nearly any service to our clients from the conception of their project through completion. Following the initial build-out, CCI strives to become your partner to support your network now and in the future.

#### ▶▶ Experience in Construction Management & Inspection

As part of our Construction Management Program, CCI provides project managers and construction inspectors on the job site with your construction crews to offer a variety of coordination, inspection, post inspection, and data collection services. In addition, we offer in depth construction oversight to include coordination of all pre-construction activities, including the pre-construction meeting, any bid addenda, and release of the construction RFP.

#### ▶▶ Environmental

CCI Systems provides a full spectrum of environmental and professional services to our clients in the water/wastewater industries, telecommunications and power delivery markets, and municipal and private clients. Our Environmental Staff brings a wealth of knowledge and expertise in the industry to each and every one of our projects, and works directly with our utility designers, surveyors, and civil engineers, allowing these project components to be completed simultaneously and to ensure your project complies with all environmental rules and regulations.

CCI specializes in using a streamlined approach to identify environmental conflicts early in project planning, working with the client to create cost effective solutions, minimize risks, and reduce construction lead time so that the projects are designed for avoidance to minimize the potential for adverse impacts on the environment

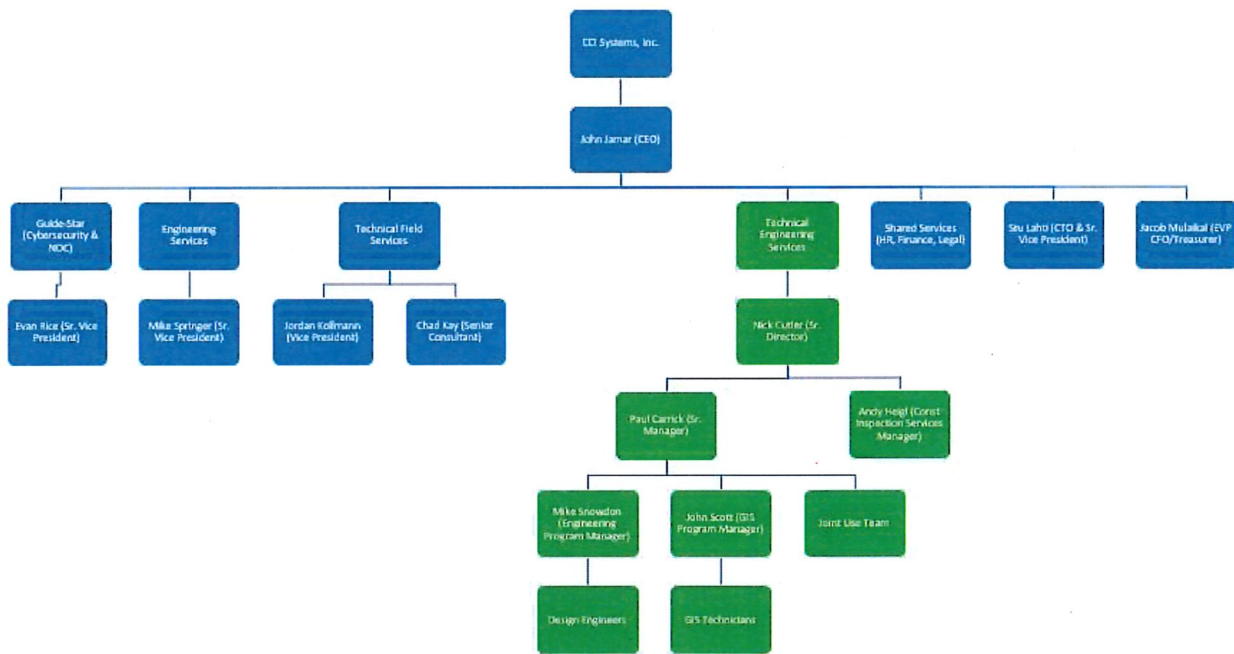


## 4. KEY PERSONNEL

Our CCI Engineering and Construction Management team specializes in engineering services, permitting, and construction management specific to the telecommunications, power, municipalities, private network providers, and the Tribal Communities. The leaders on our team are industry veterans and have decades worth of experience in the telecommunications industry. We have provided consulting to design, engineer, permit, manage and construct hundreds of miles of fiber networks, provide make-ready and joint use services across the country, and offer project management/inspection services for ongoing fiber projects. Our qualified team members listed below will be involved in some capacity with the services provided to the City.

### CCI Systems, Inc. Organizational Chart

**\*\*This chart only reflects our business units, senior management, and the qualified team that will be involved with the City.\*\***



**Green Box - Qualified Team Leading the City of Superior ConnectSuperior Fiber Phase 2 Engineering Project**





### **Matt Kelley**

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Technical Engineering Services OSP Design Project Manager

Years of experience with current firm: 2 years

Years of experience with other firm(s): 23 years

Total years of experience: 25 years

Education: Michigan State University, 1997-1998, Northwestern Michigan College, 1998-1999, Corning CATV/OSP Fiber Optic course, 1999, Fiber Optic Association, Certified Fiber Optic Technician (CFOT), 2000, NCTI, Fiber Optic Technician, 2001, Global Knowledge: IT Project Management, 2014, COBIT 5 Foundations, 2016, ISC2, Certified Information Systems Security Professional (CISSP).

### **Summary of skills and areas of expertise:**

Matt joined CCI in 2022 as a Network Engineer, coming from a Michigan ILEC/ CLEC provider as the Director of Infrastructure. Matt's role as Project Manager is to lead CCI's OSP Designers in delivering exceptional designs that exceed the expectations of the customer in addition to coordinating all construction inspection efforts, ensuring a successful and timely completion. Matt works closely with our clients to assess existing broadband infrastructure and recommend the most efficient design to meet their current and future needs. His expertise includes the following:

- Designing complete fiber-to-the-home networks to replace hybrid fiber-coax (HFC) and copper networks.
- The analysis of FCC broadband map data in order to identify broadband service locations that may be eligible for state or federal funding in order to receive FTTH service.
- Implementing multiple design concepts and architectures to reach client's goals.

### **Project assignments:**

#### **Project client and facility: Cherry Capital Communications – Broadband Buildout**

Date of assignment: August 2023 – Current

Role on project: OSP Design Project Manager

Brief description of assignment: Manage the design and engineering for numerous broadband grant funded projects and provide guidance and determinations on feasible routes best for constructability. Detailed design includes in depth fielding, permitting, BOM creation, and GIS staking sheet creation.

#### **Project client and facility: Red Cliff Band of Chippewa Indians – NTIA Grant Project**

Date of assignment: January 2023 – Current

Role on project: OSP Design Project Manager

Brief description of assignment: Manage the design and engineering for a 90-mile NTIA funded projects and provide guidance and determinations on feasible routes best for constructability. Detailed design includes in depth fielding, permitting, BOM creation, and GIS staking sheet creation.

*\*There are dozens of other projects Matt has been involved with over his career that are similar in nature.*





### **Corey R. Rospiko**

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Senior Operations Manager – Permitting

Years of experience with current firm: 2 years

Years of experience with other firm(s): 17 years

Total years of experience: 17 years

Education: He holds certificates in project management from Arizona State University and has achieved the Six Sigma Black Belt certification.

### **Summary of skills and areas of expertise:**

Corey Rospiko serves as the Senior Permitting Operations Manager at CCI Systems, Inc. With over 17 years of experience in business operations, project management, and telecommunications construction and permitting, Corey oversees the intricate processes of securing permits, ensuring regulatory compliance, and facilitating smooth operational transitions for broadband infrastructure projects.

His dedication to the intersection of regulatory understanding, project management acumen, and commitment to ensuring his clients' permits are handled with care and within regulations, mitigates risks for his clients. He is passionate about driving forward initiatives that bridge the digital divide and ensure that connectivity reaches every corner of our communities.

Prior to joining the CCI team, Corey was a Senior Project Manager, where his strategic leadership and project execution skills were pivotal in the successful completion of complex telecommunications projects. He was also a Principal Technical Analyst, where he provided in-depth technical assessments and solutions that underpinned the strategic direction of broadband initiatives.

### **Project assignments:**

#### **Project client and facility: RDOF – Permitting Charter**

Date of assignment: 2022

Role on project: Senior Operations Manager

Brief description of assignment: Rural Digital Opportunity Fund (RDOF) project spanning multiple states, covering aerial, underground, and right-of-way permits across various government jurisdictions.

#### **Project client and facility: RDOF – Permitting Comcast**

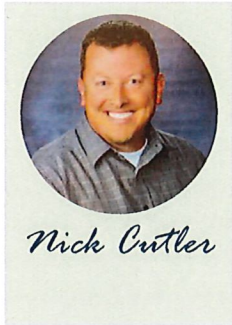
Date of assignment: 2022

Role on project: Senior Operations Manager

Brief description of assignment: Work with key stakeholders, including municipal authorities and regulatory agencies, to expedite permit approvals. Facilitated compliance with federal, state, and local regulations to provide critical broadband services and ensure the seamless execution of broadband deployment initiatives.

*\*There are dozens of other projects Corey has been involved with over his career that are similar in nature.*





### Nick Cutler

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Senior Director of Technical Engineering Services

Years of experience with current firm: 3 years

Years of experience with other firm(s): 23 years

Total years of experience: 26 years

Education: Nick holds a Bachelor of Science Degree in Geography with a Minor in Information and Computer Science from the University of Wisconsin Green Bay.

### Summary of skills and areas of expertise:

With more than 26 years of experience in the utility industry, Nick has held the positions of Outside Plant Engineer, Construction Inspector, Field Supervisor, Project Manager, and Director of Professional Engineering and Environmental Services. Nick oversees the Technical Engineering Services team with his profound background and expertise in engineering, permitting and environmental services. Nick is a member of the Northeast Wisconsin Technical College Curriculum Advisory Committee for their Telecommunications Program. He also sits on NWTC's hiring committee to interview teaching candidates for this program.

### Project assignments:

#### Project client and facility: Michigan Broadband Services – Numerous FTTP Projects

Date of assignment: January 2023 – Current

Role on project: Senior Director

Brief description of assignment: Oversee entire engineering and design team's initiatives to design, engineer, permit, and provide construction management of ongoing fiber projects, and grant funded projects (such as ReConnect). Review and provide guidance on detailed design including in depth fielding, specialty permitting, pole loading analysis, and environmental services.

#### Project client and facility: Bug Tussel Fiber Projects

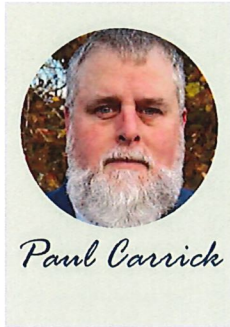
Date of assignment: March 2023 – Current

Role on project: Senior Director

Brief description of assignment: Oversee entire engineering and design team's initiatives to design, engineer, and permit ongoing fiber projects. Review and provide guidance on detailed design including in depth fielding, specialty permitting, and environmental services.

*\*There are dozens of other projects Nick has been involved with over his career that are similar in nature.*





### Paul Carrick

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Senior Manager of Technical Engineering Services

Years of experience with current firm: 3 years

Years of experience with other firm(s): 14 years

Total years of experience: 17 years

Education: Bachelor of Science Degree in Construction Management and an associate degree in Drafting and Design.

### Summary of skills and areas of expertise:

With more than 17 years of experience in the utility industry, Paul has held the positions of Outside Plant Engineer, Construction Inspector, Field Supervisor and Sr. Project Manager of the communications department. Paul leads our CCI Joint Use Services team as the resident expert in joint use services and make-ready engineering. Paul is a member of the Northeast Wisconsin Technical College Curriculum Advisory Committee for their Telecommunications Program.

### Project assignments:

#### **Project client and facility: Michigan Broadband Services – Drummond Island Overlash Pole Loading Project**

Date of assignment: December 2023 – Current

Role on project: Senior Manager

Brief description of assignment: Oversees the joint use team on the necessary pole loading and make-ready analysis needed for approx. 800 poles on this project.

#### **Project client and facility: Nsight – Various Pole Loading Projects**

Date of assignment: January 2023 – Current

Role on project: Senior Manager

Brief description of assignment: Oversees the joint use team to field and design pole attachments utilizing industry specific software. Provide pole profile sheets, loading calculations, and make-ready design.

*\*There are dozens of other projects Paul has been involved with over his career that are similar in nature.*





### Mike Snowdon

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: TES Engineering Program Manager

Years of experience with current firm: 24 years

Years of experience with other firm(s): 11 years

Total years of experience: 35 years

Education: Mike attended Bay De Noc College with his education focus on engineering, drafting, and design.

### Summary of skills and areas of expertise:

With 35 years of experience in this industry, Mike has held the positions of Field Operations Manager, Project Manager, and Quality Control Manager. Mike is the past president of the CCI Systems, Inc. ESOP committee which focused on the key values promoted for all employees of CCI. He continues to participate in these functions.

### Project assignments:

#### Project client and facility: Michigan Broadband Services – Various FTTP Projects

Date of assignment: January 2023 – Current

Role on project: Engineering Program Manager

Brief description of assignment: Oversee the engineering and design team to implement various FTTP network projects. Provide detailed engineering design and GIS staking sheets creation, oversee the fielding and design of pole attachments utilizing O'Calc Pro, provide pole profile sheets, loading calculations and make-ready design.

#### Project client and facility: Bug Tussel Fiber Projects

Date of assignment: March 2023 – Current

Role on project: Engineering Project Manager

Brief description of assignment: Oversee the engineering and design team to implement hundreds of miles of middle mile fiber distribution and transport fiber network. Detailed design includes in depth fielding, environmental assessments, permitting, and staking sheet creation.

#### Project client and facility: TDS Fiber Projects

Date of assignment: April 2023 – Current

Role on project: Engineering Project Manager

Brief description of assignment: Oversee the engineering and design team to engineer, design, and permit numerous ACAM and PON projects utilizing ArcGIS and VETRO software throughout the Midwest region. Detailed design includes in depth fielding, permitting, and staking sheet creation.

*\*There are dozens of other projects Mike has been involved with over his career that are similar in nature.*





### John Scott

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Geographic Information Systems (GIS) Program Manager of Technical Engineering Services

Years of experience with current firm: 3 years

Years of experience with other firm(s): 9 years

Total years of experience: 12 years

Education: John holds a Bachelor of Science degree in Geography and Planning with a Minor in Environmental Sciences from Grand Valley State University in Allendale, Michigan. John holds a post baccalaureate certificate in Geographic Information Systems.

### Summary of skills and areas of expertise:

With more than 12 years of experience in GIS, John has held the positions of GIS Technician, Field Technician, Field Supervisor, and Project Manager. The GIS department's main goal is to give design and mapping support to provide detailed information utilizing several GIS and utility software programs to ensure the best quality product is produced for CCI and our clients.

### Project assignments:

#### Project client and facility: Michigan Broadband Services – De Tour FTTH Overbuild

Date of assignment: December 2023 – Current

Role on project: GIS Project Manager

Brief description of assignment: Oversee the GIS components of the engineering and design to implement a Fiber-to-the-Home (FTTH) network project designated as the De Tour FTTH Overbuild with an estimated 40 miles of proposed fiber routes. Provide detailed engineering design and GIS staking sheets creation, oversee the fielding and design of pole attachments utilizing O'Calc Pro, provide pole profile sheets, loading calculations and make-ready design.

#### Project client and facility: Bug Tussel Fiber Projects

Date of assignment: March 2023 – Current

Role on project: GIS Project Manager

Brief description of assignment: Oversee GIS components of engineering and design to implement hundreds of miles of middle mile fiber distribution and transport fiber network. Detailed design includes in depth fielding, environmental assessments, permitting, and GIS staking sheet creation.

#### Project client and facility: TDS Fiber Projects

Date of assignment: April 2023 – Current

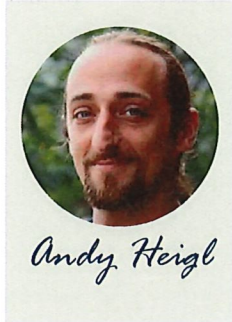
Role on project: GIS Project Manager

Brief description of assignment: Oversee the GIS components of the engineering and design to engineer, design, and permit numerous ACAM and PON projects utilizing ArcGIS and VETRO software throughout the Midwest region. Detailed design includes in depth fielding, permitting, and GIS staking sheet creation.

*\*There are dozens of other projects John has been involved with over his career that are similar in nature.*







### Andy "Bear" Heigl

Firm Name: CCI Systems, Inc.

Current Office Location: Iron Mountain, MI

Title: Construction & Inspection Services Manager TES

Years of experience with current firm: 24 years

Years of experience with other firm(s): 1 year

Total years of experience: 25 years

Education: Andy attended Michigan Technological University for Business and Electrical Technologies and Bay De Noc College for Business Administration.

### Summary of skills and areas of expertise:

Andy has held positions of AutoCAD Drafter and Fiber Designer, Project Estimator and Document Specialist and Construction Program Manager of our provider division handling all OSP construction projects for FTTx, Long Haul Fiber, and Coaxial cable extensions, including maintenance and emergency needs. He has worked with several pole owners and various permitting entities to ensure projects were built within industry standards both in the overhead and buried worlds.

Andy joined CCI in 2000 to assist in broadening CCI's scope of services in the utility industry. With the additional technical services in the engineering and construction field, CCI continues to grow their strong brand of services in the utility market.

Andy was part of a team from CCI that was deployed following Hurricane Sandy as the on-site field documentation and coordination specialist. He has been nominated for the corporate Operational Excellence award and has been awarded the Culture Champion award due to his "Customer First" approach and passion for the industry.

### Project assignments:

#### Project client and facility: Laguna Economic Advancement, Pueblo of Laguna, NM

Date of assignment: June 2024 – Current

Role on project: Project Manager

Brief description of assignment: Coordinate and project manage working with 3rd party contractors to facilitate design and construction of FTTP network.

#### Project client and facility: Red Cliff Band, Multiple Towns in Upper MI

Date of assignment: January 2024 – Current

Role on project: Construction Manager

Brief description of assignment: In house Fiber Splicing, Subcontractor coordination / Management, material tracking, inspection & quality assurance.

*\*There are dozens of other projects Andy has been involved with over his career that are similar in nature.*



## 5. RELATED EXPERIENCE AND REFERENCES



### Bug Tussel

Project: Various Projects- Engineering & Design  
 Contact: Tom Lieberherr | Tom.lieberherr@btussel.com | 920-366-1735  
 Pine Street, Green Bay, WI  
 Date of Completion: Various projects ongoing

Project SOW: Design, engineer, and permit of miles of middle fiber network. Detailed design includes in depth fielding, environmental assessments, detailed specialty permitting, splicing schematic/configurations, redline documentation, environmental permitting and assessments.



### Red Cliff Band of Lake Superior Chippewa Indians

Project: NTIA Grant Project  
 Contact: Evan Cutler | Evan.cutler@redcliff-nsn.gov | 715-292-7366  
 88455 Pike Road, Bayfield, WI  
 Date of Completion: Project ongoing

Project SOW: Consult, design, permit, and provide construction management and inspection services for an NTIA grant funded FTTH project that connects the Tribe's infrastructure and various Tribal properties. Detailed design includes in depth fielding, detailed specialty permitting, splicing schematic/configurations, redline documentation, environmental permitting and assessments.



### TDS

Project: Various projects – Engineering & Design  
 Contact: Matt Schulte | Matt.schulte@tdstelecom.com | 262-754-3063  
 16924 W Victor Road, New Berlin, WI  
 Date of Completion: Various projects ongoing

Project SOW: Design, engineer, and permit numerous fiber projects utilizing ArcGIS and VETRO software throughout the Midwest region. Detailed design includes in depth fielding, detailed specialty permitting, and documentation to be uploaded into TDS's online organization.



### Grand Traverse Band of Ottawa and Chippewa Indians

Project: Various projects since 2017- FTTH and Backbone Fiber Builds  
 Contact: George McClellan | George.mcclellan@gtbndians.com  
 100 Grand Traverse Resort Blvd, Acme, MI | 231-534-8479  
 Date of Completion: Various projects completed and ongoing

Project SOW: Consult, design, engineer, permit, and provide construction management for backbone fiber projects, FTTH projects, and grant funded projects that connect the Tribe's infrastructure and various Tribal properties. Detailed design includes in depth fielding, detailed permitting, splicing schematics/configurations, redline documentation, and environmental assessments.





### N-sight

Project: Various projects – Fielding & Designing Pole Attachments  
 Contact: Rick Vincent | 920-617-7316  
 470 Security Blvd, Green Bay, WI

Date of Completion: Various projects completed and ongoing

Project SOW: Field and design new attachments on existing poles utilizing industry specific PLA software. Provide client with pole profile sheets, loading calculations, and make ready design.



### Norwood Light Electric & Broadband

Project: FTTH Design Services Project  
 Contact: Darryl Hanson | dhanson@norwoodlight.net | 781-762-1240  
 136 Access Rd, Norwood, MA

Date of Completion: Various projects ongoing

Project SOW: Design and engineer a 120 miles FTTH network project. Detailed design includes a high level design, in depth fielding, low level design, and creation of construction documents.



### Easton Utilities

Project: FTTH Projects  
 Contact: Ted Book- Vice President | tbook@euemail.com | 410-763-9477  
 201 N Washington St., Easton, MI 21601

Date of Completion: Various projects over the last 20 years

Project SOW: Consulting services to support their cost mode, design., and engineering and fiber splicing and upgrades for their FTTH project in Easton.



### Cherry Capital Connection, LLC

Project: Various Broadband Grant Funded Projects  
 Contact: Tim Maylone  
 95 Lake St, Elk Rapids, MI 49629

Date of Completion: Various projects completed and ongoing

Project SOW: Consult, design, engineer, and permit for numerous grant funded broadband projects. Detailed design includes in depth fielding, detailed specialty permitting, PLA, splicing schematic/configurations, redline documentation, environmental permitting and assessments.



### CINC (Chippewa Valley Internetworking Consortium)

Project: Various projects since 2007- Design and Engineer Fiber Network  
 Contact: Daren Bauer | 715-836-5286  
 Eau Claire, WI

Date of Completion: Various projects completed and ongoing

Project SOW: Consult, design, build/splice, and integrate a multi-entity, multi-layered fiber network for various municipalities, educational institutes, and non-profit organizations. Detailed design includes in depth fielding, detailed permitting, splicing schematic/configurations, and redline documentation.



## 6. SCOPE OF WORK AND APPROACH

CCI is with a very good understanding of the scope of work required in this RFP for the City. It would be our intent to have a pre-project meeting with the City to ensure that all expectations, deliverables, and timelines for this project are identified and communicated up front.

### ▶▶ **Communication Skills and Support for How Company Would Function as An Extension of the City**

Our CCI team is committed to working one on one with our clients to provide you with the customized solution you require to achieve your desired network result. As part of this commitment, CCI takes the time to understand your business needs so that we can accommodate your requests and provide you with the quality product and high-level of communication expected.

CCI's team implements and offers a variety of communication and tracking options to assist with the most effective and efficient means of ensuring a successful project. These options include daily and weekly progress updates, weekly or bi-weekly production calls, and project and permitting trackers, and also includes the necessary reporting to ensure compliance with all applicable laws and regulations.

It is CCI's belief that the key to success is communication. CCI is here to support our clients and provide the highest level of quality and communication required to meet your expectations.

The following includes a summarized planned approach of the process CCI would propose to the City to ensure compliance with the project requirements:

- ▶▶ **Meetings:** Hold weekly project meetings with the City and any other involved entities.
- ▶▶ **Preliminary Design (High-Level Design):** Creation of a high-level design (not to be used for construction) for this project for the fiber build-out area. Design will detail network connections and passing's and include site plans showing the location of all required facilities, conduit, cable, and other infrastructure. These HLD's will be based on the on-site fielding and review of the proposed fiber routes and will include a written description of design specifications that will be used for the creation of the final design. Preliminary design documents will feature network topology, proposed fiber routes, location of nodes, and other critical infrastructure elements, including preliminary specifications for equipment and materials.
- ▶▶ **Field Validation:** Conduct design improvement meetings with project stakeholders to improve and assure final design constructability. Perform design field routing and review using industry



engineering and survey standards and practices. Document field findings and resolve any/all constructability issues to maintain maximum design efficiency while still meeting minimum requirements.

- ▶▶ **Permitting:** Permit Application and Preparation. Prepare all necessary permits, which could be governed by some or all of the following: DOT, (Various) County Highway Department(s), additional governing municipalities, railways, DNR, USFS, bridge crossings, tribal, and potentially federal lands. This also includes all necessary pole loading, make-ready, and pole lease applications.
  
- ▶▶ **Final Design (Low Level Design):** Creation of the “job packet” for construction, which would include overview maps, symbology legends, bill of materials (BOM), construction notes, restoration details, site plans, typical drawings, splicing schematics, and detailed staking sheets (project detail sheets with running line), including the locations for the hand holes, slack spans, and potential aggregation points for the expansion of the network. This will support the final construction plan documents needed for the construction of all facilities and infrastructure required for the network. In addition to the construction specifications, any requirements and specifications for the City and any other Stakeholders will also be written and submitted.

#### ▶▶ **Environmental Disclaimer**

Any environmental or other state permitting requirements are outside the scope of this work and would be considered an additional scope should the need arise.



## 7. COST PROPOSAL

Customer will issue Purchase Orders in accordance with the following Service Pricing scenario. Please note, our price does not include a P.E. stamp. That would be an additional fee, if needed.

Service Description	Price (USD)
Design & Engineering	\$268,640.00
Erosion / Grading Control Plan	\$11,475.00
Construction Bid Documents, Construction Cost Estimates and Required Meetings	\$4000.00
<b>Total Project Price (Not to Exceed)</b>	<b>\$284,115.00</b>

All payments from Customer are due within thirty (30) days after receipt of the invoice. A 1 1/2% per month service charge will be applied and become payable on all invoices not paid within the specified period of time. The customer is responsible for payment of taxes associated with this work such as sales and use taxes.

Pricing premised upon Services provided by non-union labor.

**Date of Submittal: 09/10/24**



## 8. PROJECT SCHEDULE

Services will commence after proposal has been accepted by the City and a contract/ statement of work has been executed by CCI. Unless otherwise agreed, the following tasks will be scheduled accordingly. These dates will be discussed and agreed upon with the City to ensure they comply and support an expeditious and economical completion of this project. Please note that many of these deliverable tasks will be worked simultaneously to meet the tentative deadlines.

▶▶ **Proposal Award:**

- Week of October 28, 2024.

▶▶ **Preliminary Design (High-Level Design):**

- Tentatively targeted for completion within 10 working days after start date of November 1.

▶▶ **Field Validation:**

- Tentatively targeted for completion within 20 working days after completion of HLD.

▶▶ **Final Design (Low Level Design):**

- Tentatively targeted for completion within 25 working days after completion of field validation.
- Staking sheets for construction targeted for completion within 25 working days after completion of LLD.

▶▶ **Permit Preparation:**

- Tentatively targeted for completion – April 1st.

### 8.1 Engineering Value Add

CCI's team of experts offer a wealth of experience working with various communication network providers across the Country. We offer a range of services from consultation, to field data collection, to network engineering, to permitting in both aerial and buried environments. We also offer construction project management and inspection services.

Our goal is to assist our clients from initial project planning through the construction process and network turn up. The experience and knowledge of our team allows us to help you achieve your desired results and to manage your project cost effectively.

CCI prides itself on being a leader in utilizing technology and cutting-edge software systems designed for the utility industry. CCI has an in-house "Continuous Improvement Team" that vets our processes and software systems to constantly improve our services to our clients.

With this knowledge and effort, CCI is able to offer a unique perspective and understanding on the entire process of building, expanding, or upgrading networks. Our commitment to providing these services to our clients has led to the development and implementation of specific plans and processes over an extended period of time that have provided us the ability to implement a successful and expedited path to network turn-up.



## 9. DOCUMENT DELIVERABLE REVIEW AND APPROVAL PROCESS

For document deliverables that are subject to review and approval from Customer, the parties will adhere to the following review and approval process:

- ▶▶ CCI will present a draft of the document deliverable to Customer when the document is ready for review and approval.
- ▶▶ Customer shall review the draft of the document deliverable with CCI, providing written comment or approval of the document deliverable within ten (10) business days immediately after the completion of such review.
- ▶▶ If no comment or approval is received by CCI within said time period, the document deliverable as provided by CCI is deemed accepted by Customer.
- ▶▶ If Customer provides comments, CCI shall address them in a timely manner. After that, the process for review and approval will be repeated.
- ▶▶ No further Services will be performed until Customer's acceptance of the document deliverables is received by CCI.
- ▶▶ If Customer insists on CCI performing further Services, the relevant document deliverables as presented by CCI will be deemed accepted.

## 10. CHANGE MANAGEMENT PROCEDURES

A request for a change may be initiated by either party in accordance with the procedure outlined below. The party requesting the change will deliver a Change Request to the other party, an example of which CCI can provide upon request. The Change Request will describe the nature of the change, the reason for the change, and details of the likely impact, if any, on the project's schedule, scope, pricing, and payment. The parties will evaluate the Change Request and negotiate in good faith the changes to the Services and additional fees, if any, required to implement the Change Request. If both parties agree to implement the Change Request, both parties will sign the Change Request, indicating acceptance of the changes. Upon execution of the Change Request, the Change Request will be considered an amendment to this SOW. CCI is under no obligation to proceed with the Change Request until both parties agree to and sign the Change Request.

Whenever there is a conflict between a fully executed Change Request and the original Proposal, or a previous fully executed Change Request, the terms and conditions of the most recent fully executed Change Request will prevail.

It may become necessary to amend this Proposal for reasons including, but not limited to:

- ▶▶ Changes to the project requirements for the Services and Deliverables.
- ▶▶ Changes to the project schedule.
- ▶▶ Unavailability of resources which are beyond either party's control.
- ▶▶ Environmental or architectural conditions not previously identified.







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