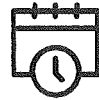


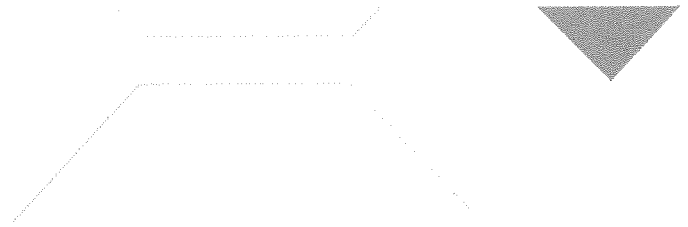


**CHC Consulting, LLC  
Proposal for City of Superior  
Fiber Connectivity Design  
Superior, WI**



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**DATE ISSUED:**  
September 9, 2024



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## Introduction To Congruex and CHC

CHC Consulting, LLC is pleased to present the following proposal to Superior Engineering for design and permit package creation as requested in their RFP dated Sept 10, 2024.

### Congruex

Congruex, CHC's parent company, was founded in 2016 and is an integrated family of best-in-class companies that specialize in the planning, permitting, engineering, construction, project management and maintenance of broadband networks. Our singular focus is on driving the future of connectivity by building better networks. Service providers and operators can tap into our combined expertise, technology, and resources to make the process of building networks faster, easier and more productive – enabling them to bring better connectivity to more people.

- Founding team comprised of highly successful broadband industry executives each with an average of 30 years' experience.
- Designed, built & operated over \$20B in broadband networks globally
- Collectively completed over 30 acquisitions
- Previous companies of founding team members have been sold for \$27B+ collectively

The leadership of Congruex has walked in our customers' shoes. We've owned, operated, engineered, and constructed networks. Knowing the challenges involved in building and operating networks and seeing the struggles in the industry, Congruex was formed to address these needs. With the insatiable demand for fiber and bandwidth, companies are reaching outside franchise markets and building large turnkey networks. The industry is filled with many small to mid-size regional companies that don't offer all the skillsets needed, and network owners need to hire and manage numerous vendors. Congruex corporate is headquartered at 1600 Pearl St, Ste 300, Boulder, CO, 80302.

### Leadership

Congruex is a company founded by industry veterans.

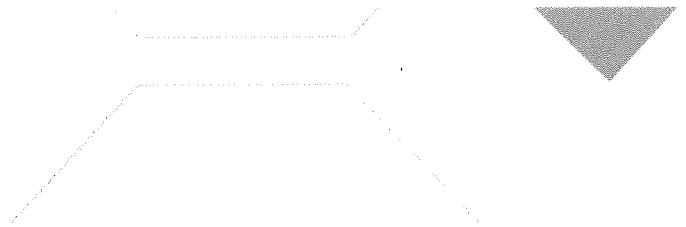
Kevin O'Hara is the Chief Executive Officer of Congruex. Prior to joining the company, Kevin served as President and CEO of Integra Telecom. He is a distinguished Co-Founder of Level 3 Communications, where he held the positions of President and COO. Additionally, Kevin was President and CEO of MFS Global Network Services. His career also commenced in the construction industry at Peter Kiewit Sons.

Bill Beans, Jr. serves as the Executive Chairman of Congruex. A seasoned leader in the telecommunications industry, Bill has previously held prominent positions including Founder, Chairman, and CEO of Open Range Communications. His extensive career also encompasses roles as President of Tele Tech Holdings, Director, President, and COO of ICG Communications, and Senior Vice President at AT&T Local Services, previously known as Teleport Communications Group. Bill began his professional journey in the construction sector with Peter Kiewit Sons and its subsidiary, MFS. Neel Dev is the Chief Financial Officer at Congruex. Before his tenure with the company, Neel was Executive Vice President and CFO at Lumen Technologies, formerly CenturyLink. His extensive leadership experience includes roles at Level 3 Communications, MCI, and MFS Communications. With 25 years of industry experience, Neel is recognized for his expertise in scaling and transforming financial operations, driving strategic business outcomes, and delivering robust financial results in leading infrastructure firms.

Shane Portfolio serves as the Chief Technology Officer of Congruex. Shane brings a wealth of experience from senior leadership roles at Comcast and Charter Communications. His background also includes 14 years of service in the US Army. With over 30 years in telecommunications, Shane holds multiple degrees, including a Bachelor's in Computer Information Systems, an MBA, and a Ph.D. in Organizational Leadership. His extensive knowledge and leadership experience significantly contribute to Congruex's technological advancements and strategic initiatives.

### CHC Consulting, LLC

CHC Consulting, LLC, a Congruex Company, has a solid track record in engineering and permitting wide area fiber optic networks with a deep understanding of both the opportunities and the challenges. CHC along with Congruex and its many seasoned industry experts have a deep record of accomplishment in developing long haul routes. Several Congruex executives were personally responsible for the development of the Level 3 long-haul network. This network is considered to be the largest broadband (Fiber) build in US history. Additionally, Congruex managers have worked on thousands of miles and hundreds of projects all involving similar issues and conditions of this build, including dark fiber deployment and provisioning as Level 3 was the largest major dark fiber provider in the country. CHC is headquartered at 903 Calle Amanecer Ste 215, San Clemente, CA, 92673.



## CHC's Experience and Qualifications

### Relevant Experience and Familiarity with this Region

CHC Consulting has over 20 years' experience in the US including 4+ years in Wisconsin. Additionally, CHC has experience working within the City of Superior. CHC was involved in the fiber overbuild for Brightspeed taking place in the City of Superior. This included creation of construction prints and application of permits, coordination with local authorities, and coordination with our sister construction companies.

CHC's experience allows us to anticipate risks and partner with clients to mitigate challenges every step of the way. In 2022 alone, our teams completed thousands of miles of fiber engineering across the country for partners including AT&T, Google, Frontier, Lumen, and Zply Fiber. CHC is the preferred vendor in California for AT&T, Ubiquity, Frontier, Comcast, and Sonic.

Our national engineering footprint allows us to work cross-functionally and create an efficient turnkey approach. In addition, our engineering model provides 24-hour production support for our clients because of our wholly owned subsidiary operation in Mohali, India.

### References

CHC has a long list of willing references, but due to the nature of our agreements, contacts cannot be provided without prior approval. Should CHC be selected as a finalist for this work, we will work with other partners to provide the references requested.

## CHC's Approach to Design and Permitting

### General Approach and Design Process

#### Early Alignment with Authorities Having Jurisdiction

The process of building a new network doesn't begin with engineering, it begins with gaining the requisite authorizations to occupy the public ROW and a license to offer services. This typically includes securing a state license, a municipal franchise in each jurisdiction the company intends to offer service or occupy the ROW, and securing the necessary pole attachment, joint use, duct occupancy and private easement agreements. These various processes can sometimes take longer than the actual construction.

Permitting agencies and potential joint use utilities, like all members of a program team, buy in when they are engaged early and when the breadth and complexity of the desired outcome is discussed openly. In the early alignment stage of a programmatic permitting process our practice includes scope overview, high level design mapping, staging and sequencing discussions, and durations. During this early alignment stage, we gather fundamental permit application material information such as ordinances, checklists, applications, design standards, and variance forms to begin to build a permitting playbook used through the design and construction stages of the network build.

While sharing goals and objectives, this stage also includes a discovery process wherein we gather information that will affect or influence the final engineering design phase of the network. Potential design influences include pavement moratoriums (i.e., roadway segments recently improved wherein new disturbances and excavations are not allowed for a period of time prescribed by the agency), current and future capital improvement projects that may create conflict with planned network installations, future development projects (commercial, industrial, residential), and areas where environmental, socio-economic, and physical conditions may create permitting or construction obstacles that may otherwise be avoided through design optimization. CHC uses this information to engineer network routes to mitigate the impact of very long lead time permits (railroad crossings, US Army Corps of Engineers permits for water crossings, etc.), uncooperative utilities, and areas of expensive or difficult construction.

### Accuracy and Completeness

The CHC permitting best practices toolbox includes the development and use of checklists, document controls, and quality assurance / quality control guidelines that provide for multiple points of review to ensure designs are accurate, complete and meet jurisdictional requirements, and that all necessary permitting application materials are included in the application on its first submittal. The most common reason for permit delays lies in the accuracy and completeness of the application. We develop an agency-specific project controls process to avoid this common pitfall. At this point in the process, the permit matrix can be finalized, and permit packages assembled as engineering drawings are completed.

### Communication Planning

Well-timed and appropriate check-in points, coordination meetings, and overall communications are a critical element of the CHC permitting process. We understand the importance of allowing the permitting authority enough time to review the application materials, but we also understand when it is advantageous to proactively communicate when expected timelines may be in jeopardy. Communication planning also includes the

development of a communication and permit matrix that outlines specific staff members, managers, owners, and elected officials that engage or influence the permitting process.

#### Client & Proponent Interaction

One of the first points of failure in any project is lack of ownership and communication. To avoid these failures, CHC will assign a Program Director dedicated to the project who will own all aspects of the project from kickoff, through each phase and close out. All customers have their own wants, needs, and requirements, and no single framework will fit all phases of the project. Thus, the Program Manager will engage the City of Superior's leadership and project team to set regular meetings and agree on update reporting that the City of Superior requires throughout the course of the project.

#### Tools & Technologies

##### **CGIS**

CGIS is a proprietary geospatial information system designed in-house that CHC can precisely tailor to individual client and project needs. Work can be completed within CGIS and exported for client use in a variety of formats, such as shapefile (SHP) or geopackage format (GPKG).

##### **ESRI**

ESRI is an aerial product CHC uses for desktop reviews, surveys, and background imagery for permit and construction drawings. It is a high-resolution aerial imagery of urban areas across the US. The imagery is updated more frequently than other sources and grants the engineering and design team with near real-time context of the areas surrounding the proposed design. ESRI imagery is easily integrated with our CAD and GIS platforms upon georeferenced exports.

##### **Mobile Fielding Tool**

CHC has developed a mobile-friendly field collection app to assist the field data collection and construction ride-out portions of the engineering process. This tool communicates directly with CHC's GIS SOR and stores all information geospatially.

#### CHC's Approach for this Project

##### Brief Statement of Work

The scope of this project requires creation and design of 7 separate OLT serving areas, complete with design packages ready to submit to construction crews. The design must be vendor neutral and meet all requirements of authorities having jurisdiction over the OLT serving areas. CHC is uniquely qualified to complete this work, not only because of



our extensive experience in this region but also because of the well-tested approach we take. The design must be carrier and vendor neutral, be able to support high bandwidth and high availability, and meet all requirements of authorities having jurisdiction. CHC is uniquely qualified to complete this work, not only because of our extensive experience in this region but also because of the well-tested approach we take.





## Pricing and Schedules

### Project Deliverables

Upon completion of the work, CHC will deliver to the City of Superior the following:

- Construction packages for each of the 7 serving areas outlined in the RFP.
- A list of any easements or ROW use agreements required.

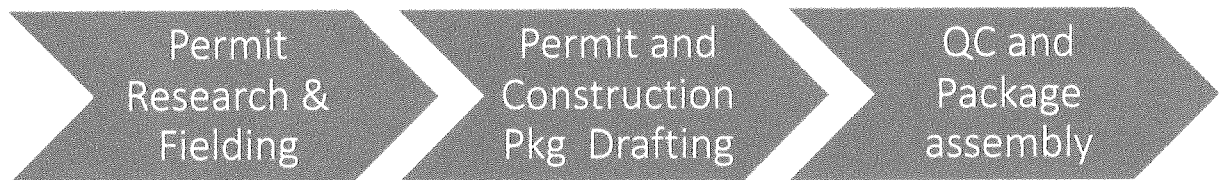
### Expectations from City of Superior

As the owner and operator of the facilities being installed, it may be necessary for the City of Superior to be involved in meetings and, if necessary, negotiations with permitting authorities.

### Schedules

#### Engineering Schedule

CHC has resources that could be assigned to this work with a short ramp period and doesn't anticipate any issues completing the work by June 30<sup>th</sup>, 2025 if the work is awarded by October 15<sup>th</sup> according to the project schedule provided by City of Superior, or within fifty working days should the award date slip.

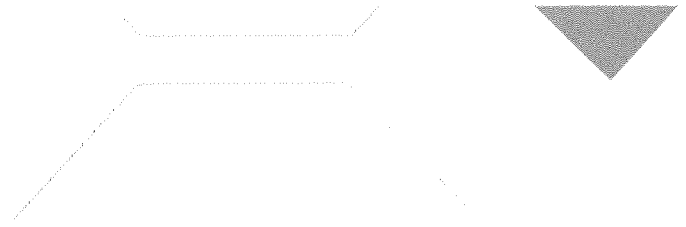


#### Permit Submittals and Tracking

This work is core to CHC's skillset and CHC is uniquely qualified through prior relationships with the local jurisdictions to submit the permit applications to the necessary entities, guide those permits through the process, track progress and provide regular status updates, and deliver permits ready for construction at the end of the process.

#### List of Subcontractors

Due to the nature of our agreements with subcontractors and clients, an exhaustive list of subcontractors can not be provided at this time. If CHC were to be awarded this work, a list of subcontractors can be provided to the City of Superior for prior approval.



### Clarifications and Exclusions

Field meet points and OLT locations are assumed to be reasonable based on what is known at the time of this proposal. If suboptimal, CHC will be designing them in a more optimal manner.

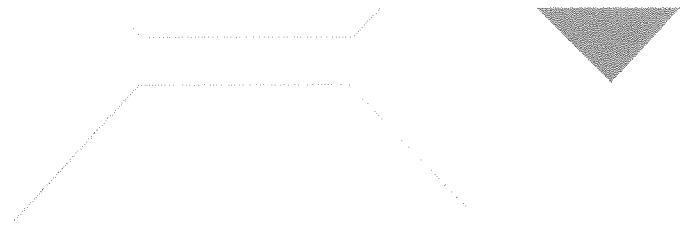
The deliverables for this scope of work include only preparation of packages ready for construction, and all information that will be relevant for the successful permitting of the work. Submitting for and obtaining permits is not included, however, CHC can provide these services if needed.

### Pricing

CHC Consulting, LLC is pleased to provide the following pricing for the above proposed work: **\$807,262.27 – Eight Hundred Seven Thousand, Two Hundred Sixty Two and 27/100, Lump Sum.**

### Closing Statement

We look forward to working with you on this project. If you require any further clarification, please do not hesitate to call **Sean Glenn, VP Sales at Congruex, at 303-589-5416**. We are happy to discuss any aspects of our RFP to ensure we are a part of this project. Thank you for this opportunity.



## Appendix A: Pricing Form

Task	Task Description	Quantity	UoM	Price per Unit	Total Price
Engineering Services	Engineer and create construction packages ready for submittal. Provide permitting information to City of Superior	1	Lump Sum	\$807,262.27	\$807,262.27

Assumptions: Approximately 83% aerial. 528,000 Total Engineering Footage

Task	Task Description	Quantity	UoM	Price per Unit	Total Price
Billable Engineering Rate	On Site Engineer rate	1	Per Hour	\$68.56	N/A

# MAPS Co-Executive Director Job Description

Mid America Physician Services (MAPS) is the area's largest independent physician-owned women's health practice. We pride ourselves on providing quality healthcare and exceptional customer service for women. Our organization is comprised of 30 OB/GYN physicians, multiple mid-level providers and six office locations across the Shawnee Mission/south Overland Park, Kansas area. To learn more about Mid America Physician Services, we invite you to visit us at [www.midamericaphysicians.com](http://www.midamericaphysicians.com).

Mid America Physician Services is currently seeking an experienced **Co-Executive Director** to join our executive team. Successful candidates will have 5+ years of recent healthcare management experience in a large clinic or hospital setting. A Bachelor's degree in business administration/accounting, healthcare administration or a related field is required to apply; Master's degree preferred. Interested applicants may send their resume to [mford@mapsbilling.com](mailto:mford@mapsbilling.com).

## **Duties and Responsibilities (in conjunction with the Co-Executive Director):**

- Provide oversight, direction and leadership to the onsite managers at each of the 4 OBGYN Divisions in MAPS. This will be accomplished by working in each of the clinics on a rotating basis so relationships with physicians and staff can be developed and maintained. Establish a schedule of regular virtual meetings with clinical and administrative onsite managers to foster teamwork, brainstorm problems and further strengthen the vision and culture of MAPS.
- Together with the onsite managers, identify best practices and protocols for MAPS offices to follow to maintain outstanding levels of patient care and customer service.
- Determine appropriate staffing levels at each location, participate in hiring decisions and review/approve major expenditures along with physicians and

Co-ED when necessary.

- Identify areas where cost savings might be accomplished by consolidating vendors and negotiating discounted MAPS pricing for supplies, equipment, services and maintenance. Develop emergency response protocols for each office to address various issues such as weather, flooding, power outages, etc.
- Attend meetings of MAPS board of physicians and other senior leadership of the organization, hospital administration, accountants and legal team as needed.
- Oversee and manage key projects and initiatives from inception to completion and be prepared to report on the progress of those strategic initiatives and projects as assigned.
- Work closely with the Co-ED to identify and address any issues that may enhance or impede the progress or performance of the clinics and divisions within MAPS.
- Enhance operational effectiveness, emphasizing cost containment without jeopardizing important innovation or quality of care.
- **Work alongside the Co-ED and accounting group to help the organization's financial concerns and fiscal management**
- **?do we need anything about marketing?**

## **Skills/Requirements**

- Bachelor's degree required in business or healthcare administration.
- 5+ years' experience in healthcare management – preferably OB/GYN – with exceptional leadership and organizational/business management skills.
- Proven track record of successfully managing complex projects and initiatives.
- Strong strategic thinking and problem-solving skills.
- Must possess excellent communication skills and be able to interact in a positive manner with management team, board of physicians, and outside private and public sector leaders.
- Demonstrated success in program implementation, operations, and fiscal management.
- Able to organize work effectively to achieve timely progress on multiple simultaneous tasks, meet deadlines, balance competing priorities and maintain a high level of productivity.
- High level of discretion and confidentiality.
- Proficiency in using business software and tools (e.g., Excel, Microsoft Office, video conferencing, Quick Books and other project management software).
- Must be able to work independently as well as within an executive team structure and use good personal judgment in making decisions.
- 

**The Co-Executive Director role is a full-time salaried position.**

**MAPS has a robust benefit plan with options including:**

- 401(k)
- 401(k) matching
- Health insurance
- Health savings account (if eligible)
- Dental Insurance
- Vision insurance
- Life insurance
- FSA – medical and dependent care expenses
- Short- and long-term disability
- Paid time off
- Employee assistance program

**Medical Specialty: OB/GYN**

**Education: Bachelor's (Preferred)**

**Experience: Healthcare management: 5 years (Required)**

**Work Location: Primarily in person at MAPS clinics on a rotating basis**