BOARD OF SELECTMEN AGENDA
January 6, 2022 – 7:00 P.M.
Sandwich Town Hall – 130 Main Street

1. Convene Open Session Meeting in Auditorium

2. Pledge of Allegiance

3. Public Comment

4. Review & Approval of Minutes – 12/22/21

5. Town Manager Report

6. Correspondence / Statements / Announcements / Future Items / Follow-up

7. Staff Meeting
   Assistant Town Manager Heather Harper – State FY’22 Community Compact IT Grant

8. Old Business
   • Update on Current Building Projects
   • FY’23 Budget Update
   • Wastewater Efforts Update
   • Selectmen Meeting Schedule
   • Other Matters Not Reasonably Anticipated by the Chairman

9. New Business
   • Recommended Board & Committee Appointments:
     o Zoning Board of Appeals – Mary Foley as Alternate
   • Other Matters Not Reasonably Anticipated by the Chairman

10. Public Forum

11. Closing Remarks

12. Executive Session – M.G.L. c.30A, §21(a) – The Chair declares that having an open session may have a detrimental effect upon the Town’s bargaining, litigating, or negotiating position, as applicable.

   Purpose #3: Collective Bargaining Strategy – All Town Unions (Clerical, DPW, Library, Fire, Police Sergeants, Police Patrolmen, Dispatchers)
13. Adjournment

**NEXT MEETING:** Thursday, 1/13/22, 7:00 P.M., Town Hall

[Signature]

1/4/22
Present: M. Miller, D. Sampson, B. George, S. Hoctor, C. Holden
G. Dunham, Town Manager
Others Present: Alan Pepin & Wendall Kalsow (by Zoom) S. Jensen, D. DeConto, B. Brides

Mr. Miller opened the meeting at 2:30 PM.

PLEDGE OF ALLEGIANCE

REVIEW AND APPROVAL OF MINUTES
Mr. Sampson moved to approve the minutes of December 2, 2021. Seconded by Mr. Holden. Approved unanimously.

PUBLIC COMMENT
Peter Barlow spoke and said he had reviewed the plans for the boardwalk. They still need a lot of work in his opinion. The helical piles, bolts and concrete will not last more than 13 to 15 years; the posts should be replaced with steel pipe. Stanchions need clearer detail. The steel frame is too heavy to be picked up except by large equipment, which will affect the marsh. The design he presented would be less expensive and more resilient. We should be looking at a design that is lower cost, more durable and easier to maintain.

Jonathan Fitch asked if there would be any interaction with the public during the presentation. No, but there will be time for comments at the end.

Candy Thomson solicited questions from the boardwalk group and ended up with Five questions: 1. It has been suggested that the boardwalk is in precarious condition and the State might come down and close it for safety reasons. Now that the construction has been pushed back a year, do we know if we have a safety emergency and how much meaningful maintenance is the Town going to commit to help keep the boardwalk open until 2023? 2. Can you be more specific about when specific permit applications will be filed? 3. When will the BBRS application be filed and will there be an opportunity for the public to show support for the Town’s request? 4. The timeline indicates a public presentation in September, 2022 – what will be presented then and what Board action will be needed at that time? 5. Additional requests affecting the design suggests costs related to the existing planks; how could returning planks to their owners or having a new plank program significantly affect the design and when will the public be informed about the plank return and purchase program?

TOWN MANAGER REPORT
1. Next meeting will be January 6th. We are working on AV improvements in Town Hall and are about 90% there. This will greatly improve the sound.
2. Town offices will be closed the next two Fridays.
3. The COVID team is meeting weekly again, numbers have increased in the State and in the Town.
4. We are monitoring the situation as closely as we can and will be aware if the Governor issues any new orders. Today, the Governor issued some new changes about large indoor public gatherings.
Both Mr. Holden Nd Mr. Miller thanked Dr. Gould for her leadership; she has been an asset to Sandwich with her enthusiasm and leadership. There is some interesting information coming from the workshops for the Local Comprehensive Plan. The Bikeways and Pedestrian Committee will be hosting a public forum on January 10th at 6:00 PM to discuss plans to link the Canal path to the bikeway; there are a number of possibilities. Mr. George reported that the Legion would like to move the Gerald DeConto memorial either to Eton Square or the library. Legion would like to move it to Eton Square of Library. Doing that will make it more visible, especially for participants of the road race. The Legion will need permission to move it. The Board would like to have the Legion come in with the request.

STAFF MEETING

Liquor License Change of Manager: Dan’l Webster Inn, 149 Main St., Jason Catania, Proposed Manager. Mr. Dunham stated that this is a simple change of manager. All background and paper work has been properly submitted. Mr. Catania said he has been at the Cape Codder for 10 years and is looking forward to working in Sandwich. Mr. Sampson moved to approve the Liquor License Change of Manager, Dan’l Webster Inn, 149 Main St. to Jason Catania. Mr. Hctor seconded. Approved unanimously.

Alan Pepin, GEI Engineering; Wendall Kalsow McGinley-Kalsow Architects & Relevant Town Staff: Update on Boardwalk Reconstruction Project via Zoom.

Mr. Pepin shared the presentation, which are preliminary designs prior to the regulatory phase (slides are in the agenda packet). He presented updates including a list of committee hearings and public meetings, as well as next steps. This is a preliminary design, completed to be able to move forward. He then addressed some of the additional requests received from the Historic Committee and the public; some of these have been included after looking at their overall effect on design and regulatory issues. He then addressed a series of drawings of the proposed structure, especially the Mill Creek crossing. They incorporated the hybrid rails. The scale of the transition on the arch on the early figures was exaggerated more than it actually was; this has been fixed. The board elevation has been decreased to 10.5 feet. They looked at creek crossings and transition to the dune. Creek crossings need some additional investigation before final design. Steel beams over the entire boardwalk was reconsidered and is not recommended. The spacing of the helical piles is different from calculated standard so the height has been changed to 5 feet. The first appeal to the BBRs about the distance between the rails was denied. Because there was not enough time to the date they gave us, we withdrew the application. We plan to have another date early next year. The additional ramp at the North end has been eliminated. Steel mesh for the rails is an add-on. The plank program is not included in the design; it will need to be put into the contract.

Mr. Pepin then addressed the drawings included in the slides. They are trying to maintain the historical look of the arch; top and side profiles are shown. The mesh infill will not be used on the arch section and the existing piles will be used over Mill Creek. Only the last section near the dune and parking lot has rails; the section going to the parking lot does not. Other slides showed the boards with steel mesh infill and tidal elevation effects on the arch. It is industry standard that the helical piles be based in concrete. The next steps include the BBRs appeal as well as a list of regulatory agencies. Project costs have increased due to price of materials having gone up and the upgrade to mesh infill. As far as the timeline, they are trying to make up for delays, but it will be a struggle to meet the construction window for next year, so we will be looking at Winter/Spring of 2023.

Questions: Mr. Hctor asked about the environmental issues associated with the use of concrete; Mr. Brides responded that the provision for helical piles allows it. Mr. Dunham talked about the safety of the boardwalk pitch and cantilevering; hopefully they will last as long as possible, unless the storm damage is significant. Permitting review will most likely be ready September 2022; if all goes well, the completed review will go back
to Selectmen with final drawings. As far as the construction goes, permits will be filed; the BBRS was already submitted. It will be resubmitted in January, and we will hear probably within 3 to 4 weeks of submission. The reason for the additional cost of the plank program is that the planks need to be carefully removed and not ripped out. Mr. Jensen said we are doing the best we can to move forward. Mr. Brides said the boardwalk safety is under local jurisdiction, not the State.

Mr. Miller asked whether one section of the mesh could be repaired if damaged. This depends on the material used, but a section could be changed out even if it is in a roll. We need to be careful how we bid; the price depends on that. We are trying to estimate costs 2 years out. In response to the concern about the weight of the beam, this is up to the contractor. There will be some small equipment there but there will not be any road allowed in the marsh. Construction will occur from both sides, and it will not leave a mark on the marsh. We can expect that the decreased height will be brought up again by regulators early in the process. When asked if there are any other challenges, the response was a potential Section 106 review. There will be no significant cost resulting from increasing the arch.

OLD BUSINESS

Update on Current Building Projects
Mr. Dunham reported that the library HVAC is being fine-tuned. One hundred Rte. 6A continues to progress well. Construction will wrap up some point in March then paving will be completed. The sidewalk is ADA compliant. Potential move in date will be May. The CAL is in its initial stages, but everyone is working hard and making progress. There will probably be a tour arranged in the February/March time frame. Pictures will be available soon and we expect to be finished in the next calendar year (2022). Windows are being installed and roofing; there will soon be progress indoors. Everyone has been impressed with the speed of the general contractor. The School Department has retained an architect for retrofitting issues.

FY "23 Budget Updates
We continue to work on paring down with the department heads. We have been going through things with departments, then will get ready for the budget presentation in late January. If we prepay into the county retirement fund there is a discount of 4.1%; we planned for a 7.5% increase. Utilities for the new buildings will increase, but we will be getting rid of two buildings. We also need to address long term needs for roads and drainage and how to approach the bigger issues. Most of the road bond went to drainage issues, which are too large to do in-house. The threshold for contracting out depends on DPW capabilities to do projects and to maintain current projects. Adding to the DPW operating budget would not only cover maintenance but move us toward getting roads in shape enough to lessen maintenance costs. This approach is better than a road bond.

Wastewater Efforts Updates
The goal is to decide on a local plant or to go to the base. We have been working hard with the consultant and counsel. We had a good meeting with Converge last week about Sandwich’s needs. Ed Leonard gave flow estimates and is looking at capacity. We are trying to look at how to work with the State so that capital costs at the base would be covered by the State Revolving Fund and the Cape Cod Water Protection. Dave Mason will come before the Board some time in February or March. There will be monthly meetings with Converge and Town Counsel, then involving the State. The base currently has excess capacity; capital improvements would be based on flow. There is ARPA funding disagreement at the county level on how the funds can be spent. We want money to be given back to the towns for specific uses. There is a possibility of $4.2 million back; this would help looking at the connection between the High School and Oakridge. In response to a question about what the schools have done related to wastewater at the treatment facilities Mr. Dunham said they have an agreement with the State about the Title 5, but expenses will be partly bourn by the schools. There is some money left in a previous fund plus ARPA money. Mr. Hoctor commented that the schools have three failed systems, and he wants to know why. The systems are old, and flows are still low; the size of the
plants was ordered by the State when the schools were built and they are too large. Mr. Hoctor would like to see a plan from the schools to maintain the plants once the facilities are fixed.

Other Matters Not Reasonably Anticipated for Old Business
There was a request for information about what improvements have been done with the money given for the cemeteries.

NEW BUSINESS

Recommended Board and Committee Appointments
- Historic District Committee – Matthew Spenser as Builder/Architect Representative and Peter Williams as Committee Alternate, through 12/31/22
- Commission of Disability – Susan Marancik through 6/30/24
- Council on Aging – Frank McDonald through 6/30/22
- Visitor Services Board – Rev. Tina Walker-Morin through 6/30/22
- Historical Commission – Mahlon Peterson as Member and Greg Altman as Alternate through 6/30/22

Information about all is in the agenda packet. All have been recommended by the desired committees. Mr. Sampson moved to appoint Peter Williams as an alternate to the Historic District Committee and the others to the committees as listed. Seconded by Mr. Hoctor. Approved unanimously.

Board of Assessors Outreach on Remote Participation Meeting Policy
The Board of Assessors has requested the Select Board review the remote participation meeting policy. Covid is still in effect, so the point is moot; remote participation is permitted now. The Assessors are concerned about what happens after Covid. They are specifically interested in amending the limitation of three meetings. Mr. Sampson said the objective of the three was to prevent remote from becoming standard. A Zoom webinar might be an option, because you can turn off individuals after they speak. We need to be sure to inform the public about remote participation when it occurs. No change is made at this time.

Other Matters Not Reasonably Anticipated for New Business
None.

PUBLIC FORUM

None

CLOSING REMARKS
Mr. Holden mentioned the welcoming of some Afghan refugees. They have had need for some clothes and food, which local organizations have provided. Mr. Holden also wished his Jewish friends a happy Hannukah, a blessed Christmas to others, and a happy, safe and healthy 2022. Happy Holidays and New Year from the Board.

ADJOURNMENT
Mr. Hoctor moved to adjourn the meeting. Seconded by Mr. George. Approved unanimously.
The meeting adjourned at 4:15 PM.

Respectfully submitted,

Susan James
Supporting Documents:
Minutes (6 pages)
Alcohol License (2 pages)
Boardwalk Update (19 pages)
FY '23 Budget (1 page)
Appointments (10 pages)
Remote Participation Policy (4 pages)
December 1, 2021

Dear Town Manager Dunham:

It is with great pleasure that we inform you that your community has been awarded a $78,000 grant through the Community Compact Cabinet’s (CCC) Information Technology grant program. The competition for funding was intense. Your application was chosen because it met the overarching goal of driving innovation and transformation at the local level via investments in technology.

We are currently working to schedule an awards ceremony in the coming days where we will officially announce all of the grant winners. You will be notified via email of the specifics regarding this future event.

Lieutenant Governor Polito, who serves as Chair of the Community Compact Cabinet, and I want to congratulate you for becoming a “Compact Community” and striving to make your community a better place by virtue of implementing best practices. Your participation not only provided you with technical assistance, but it also places you in a more competitive position for other state grants, such as this IT program. I am glad to see your community taking advantage of the benefits the CCC program offers.

Sincerely,

Michael J. Heffernan, Secretary
Executive Office for Administration and Finance
Town of Sandwich

FY22 Community Compact IT Grant Program

Town of Sandwich – Implementation of a work order and citizen request management system for the Department of Public Works.

Step 1 – Eligible Entity: Town of Sandwich

Step 2 – Contact Information: Heather Harper, Assistant Town Manager

Step 3 – Grant Contract Signatory: Heather Harper

Step 4 – Multi-jurisdictional application: No

Step 5 – SaaS/Cloud Disclaimer: Yes

Step 6 – Grant Amount Requested: $78,000

Step 7 – Purpose:

The purpose of this grant request is for capital funding and technical support needed to implement the Town’s first fully electronic work order system for the Sandwich Department of Public Works. The Town currently uses a custom excel spreadsheet that tracks requests for work and processes. This system works very well for the department but does not allow other departmental access to project status. The work orders produced by this system are paper allowing the orders to be distributed among the labor force and then returned to office staff when complete. The Administrative staff then inputs the outcomes for tracking purposes. The Town is interested in implementing a program that provides more real-time tracking of project status, staffing and resource allocation eliminates double processing and offers a tool for stronger internal support, by multiple departments, to citizen requests and provide metrics to support management decisions.

This project is the result of more than a year’s worth of study and analysis by an interdepartmental staff team including the Town Manager’s Office, Public Works Administration, Engineering, Information Technology and Planning and Economic Development departments. Attached is a draft report prepared in October 2020 outlining project development. This staff team has met routinely over the last months and has conducted six webinars including software solutions by ESRI, See Click Fix, Full Circle, QAlert, iWorQ, and Dude Solutions. We initiated our evaluation of these tools for their functionality for Citizen Relationship Management (CRM). As we further evaluated our own needs and processes it became clear that a work order system for the Department of Public Works was a priority and would be essential to the implementation of a future CRM Program. These firms all offer a user interface with a database of project information that can be accessed internally and may be used externally to support a public facing communications tool if the Town determines in the future this is an appropriate program for our community.
Through our detailed evaluation process, our team has determined that the most appropriate first step is to implement a work order system for the Department of Public Works. This work order database would become the foundation for possible future expansion into a CRM public facing system. The work order system will help reduce process duplication, give managers real time access to project status, track time, personnel and equipment required to complete tasks, track response time, empower field personnel to track self-initiated work. As the system database grows over time, access to metrics will allow for more efficient distribution of personnel and equipment.

**Capital asset needed:**

The Town’s Information Technology Department has evaluated the existing PC Network and we have a robust system of equipment and network to support the new software. IPad’s for field use will be essential. We project a need for 15 IPad for all field vehicles and manager at an estimated cost of $2,000 per IPad. The Town will also incur the cellular data cost for the devices which is estimated to cost $40 per month per device when in use.

**Project Objectives:**

To enhance and improve current work order system by implementing a system that can track citizen and internal requests for service, generate reports based on time management to enhance performance and improve services in the community and establish a foundation for a broader system for multiple departments including a possible citizen relationship management program.

**Challenges project would address:**

Current work order system does not allow for:

- Direct department or staff assignments of work
- Requests from the public are not easily tracked
- Difficult to see or track history of the issue
- Work requests are not directly associated with mapped town assets
- Reporting is not available
- Work orders cannot be accessed or updated in the field
- Does not include a way for staff to easily respond to citizen’s requests
- Cannot track progress of the work order
- Currently using multiple methods for requests (See-Click-Fix, website, emails, phone)
- Reduce the issue of same request going to multiple departments
- Not a cloud based system
- Q-Alert (or selected software) allows for FAQs to further help and educate citizens
- Not integrated with social media for text, tweets, email or phone robo calls
- Does not allow for requests to be easily routed to appropriate staff
Step 8 – Benefits:

- Organize and optimize external and internal communication
- Improve efficiency and community relations
- Track citizen and internal requests including history of the issue
- Cloud based system - Updates to requests and new request can be made in the field or if working remotely
- Work orders can be associated with specific town assets which will improve viewing and tracking history of issues
- Allows for report generation and reduces redundancy in reporting
- Create the potential for public status tracking of requests
- Develop accessible metrics for resource allocation for future decision making and performance management
- Provides an efficient way for town staff to respond to and track citizens requests
- Memorialize work processes in a system viewable and accessible by multiple staff simultaneously
- Provide a dashboard for Public Works Managers
- Track self-initiated work

Step 9 – Cost Impact and Sustainability Plan: Once implemented the annual support costs can be sustained by existing departmental professional services budgets. We expect this system will allow managers to more efficiently deploy and monitor resources resulting in more accurate budgeting. The Town of Sandwich has historically had a very small department of public works and staffing levels cannot meet the demands of our community and growing infrastructure. The system will allow our leaders to more effectively communicate our efficiency and responsiveness and better communicate staffing and resource needs for the future.

Step 10 – Measures of Success:

- Program Selected by 1st Quarter 2022
- Installed and Implemented within 18 Months
- Access to Data available to multiple staff workstations within and outside of Department of Public Works
- Town has identified desired metrics for management purposes
- Dashboard created for Director of Public Works, Assistant Director and Engineering Department
- Town Considers Citizen Relationship Management (CRM) approach in 2024
- Overall use of the product by staff and public
- Improved employee time management
- Greater transparency for citizens
- Positive public reaction
- Increase weekly number of completed requests for service
- Provide greater accountability
Step 11 – Project Budget:

It is customary for software providers to seek a three year agreement for the installation and operation of public support software. We estimate a total three year project budget of $108,400 for project development, installation and operation through the first three year agreement with a selected software provider. 

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 –Software Acquisition and Installation</td>
<td>$30,000</td>
</tr>
<tr>
<td>Year 2 &amp; 3 Software Annual Fees</td>
<td>$14,000</td>
</tr>
<tr>
<td>Years 2 &amp; 3 Cellular Fees</td>
<td>$14,400 (2 years cellular 15 devices)</td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>$20,000</td>
</tr>
<tr>
<td>Remote Devices</td>
<td>$30,000 (15 x $2,000)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$108,400</strong></td>
</tr>
</tbody>
</table>

In support of this budget you will find attached a quote from QAlert, the leading candidate provider firm and an estimate for Technical Assistance provided by Michael Ward, Director, Edward J. Collins, Jr. Center for Public Management, McCormack Graduate School of Policy and Global Studies, UMass Boston. Weeks prior to the COVID Closure on March 19, 2019 the Town of Sandwich implemented our first online inspectional services program. We successfully issued over 400 remote permits while our buildings were briefly closed from March 19, 2020 – May 26, 2020. The implementation of this program took a tremendous amount of staff effort as well as support from an IT professional experienced with building permit systems. We believe support will be necessary to plan, implement programming and transition to a software work order system in the Department of Public Works and is essential for its success.

The Town proposed to acquire 15 Ipad or similar devices. The Town’s Director of Information Technology estimates a capital cost of $2,000 per device plus $40 per month for each device activated with cellular service.

Step 12 – Project Timeline:

- Engage Technical Support 1st Quarter 2022
- Selected Program by end of 1st Quarter 2022
- Contract with Software Provider by 2nd Quarter 2022
- Installed and Implement – 3-6 months
- Go Live 3rd or 4th Quarter 2022
- Monitoring of Program – 4th Quarter 2022
- Complete within 18 months of project award

Step 13 – Submission
QAlert™
Enterprise Citizen Request Management
Presented by QScend Technologies, Inc.

231 Bank Street
Waterbury, CT 06702
Phone: 888.678.3006
Fax: 203.759.0519
Email: info@QScend.com
Online: www.QScend.com
# Table of Contents

1. Profile and Background Information ....................................................... 3
2. Our Team ................................................................................................... 4
3. Work Statement, Methodology, Approach and Deliverables ...................... 6
   - Project Deliverable: Resident Tools - Branded App .............................. 7
   - Project Deliverable: Resident Tools - Your New Service Portal .......... 8
   - Project Deliverable: Resident Tools - Website Knowledgebase .......... 9
   - Project Deliverable: Resident Tools – Website Request Form ............. 10
   - Project Deliverable: Staff Tools - Entering a call internally ............... 11
   - Project Deliverable: Staff Tools – Viewing and Updating Service Requests 12
   - Project Deliverable: Staff Tools – QAlert Mobile™ Field Staff Mobile iPad Responder 14
   - Project Deliverable: Staff Tools – Management Reporting ............... 15
   - Project Deliverable: MyGov Center – Publicly Facing Dashboard ........ 15
4. Additional Features Included with QAlert .............................................. 17
5. Approach/Methodology – Implementation Plan ....................................... 17
   - Phase 2: Implementation .................................................................... 18
   - Phase 3: Integration & Configurations .............................................. 19
   - Phase 4: Branded App ........................................................................ 20
   - Phase 5: Training & Soft Launch ...................................................... 21
6. Training .................................................................................................... 22
7. Ongoing Partnership Services - Customer Support ................................... 23
   - Ongoing Partnership Services - Maintenance ................................... 23
8. Ongoing Partnership Services - Hosting .................................................. 24
9. Demonstrations ....................................................................................... 25
Profile and Background Information

QScend Technologies, Inc., is an industry leader in web-based software for local and county governments. Hundreds of government entities and call centers across the country use our citizen request management software to improve citizen service, increase efficiency and effectiveness, re-engineer processes, and measure performance, making us the preferred provider of CRM/311 software in the U.S.

Since 1998, we have worked hard to earn and maintain our strong reputation for successful, affordable, and timely implementations. We continually add new features and update our software at least twice a year. By listening to our customers, we can also incorporate their most progressive and beneficial ideas - all while offering unparalleled educational services onsite and online.

In the past five years alone, we have implemented many local government organizations including Pittsburgh, PA, Redmond WA, Kirkland WA, Costa Mesa, CA, Broward County, Collier County, FL, Glendale, AZ, and hundreds of cities and counties throughout the country. We are proud to have also implemented QAAlert in several Colorado communities, such as Thornton, Englewood, Evans, Aspen and Jefferson County.

Over 300 cities, counties, and municipal-specific organizations around the country use QAAlert to improve citizen service, manage requests, and increase performance measurement. QAAlert is a leading CRM solution for communities small and large as it is utilized in municipalities serving as few as 1,700 residents and in as many as 2 million. Thousands of municipal staff all over the country access QAAlert every day to update, enter, and manage their service requests and streamline business processes.
Our Team

As a full-service company, QScend Technologies will provide all the services required for your project. Below you will find the profiles of the staff that will be involved in your project.

**Keith LeBeau | Senior Project Manager | Design & Development**

**Education**
Bachelor’s degree in Business Administration

**Resume**
• 30+ years of industry experience in applications programming
• 30+ years in Senior Management

As the Sr. Project Manager of QScend, I provide direction through leadership, guidance, and expertise throughout all phases of product development and all QScend departments. Researching E-government trends to ensure QScend as an industry leader, managing customer relationships, and providing project management is also a part of my day-to-day tasks.

**Mike LeBeau | QAert Project Manager | Design & Development**

**Education**
Bachelor’s degree in Business Management

**Resume**
• Ten years of project management experience
• Adobe Suite CS6 proficient with years of coding experience

With a working knowledge of our CRM software, I maintain proactive communication between parties, assembling, and coordinating all implementation in the QAert project timeline. Experienced with government software initiatives, I also have an in-depth knowledge of e-government best practices.

**Travis Lent | Software Development Team Leader | Design & Development**

**Education**
Certified in Windows operating systems and Web server environments

**Resume**
• 20 years of industry experience in a client-server application
• Programming Team leader

The team leader of the Programming department, I am responsible for all programming projects, bug fixes, and applications.

**Ed Dzitko | Director of QScend Academy | Training & Education**

**Education**
Bachelor’s degree in Communication (Public Relations and Advertising)

**Resume**
Ten years in journalism and public relations

20 years of teaching, training, and public speaking

Aside from creating online training videos, monthly webinars, and documentation-like style guides and Q&As for classroom training materials, I coordinate and conduct QScend’s training classes. As a part of QScend Academy, tutoring/instructing people of any profession and skill level comes from my deep understanding and knowledge of all Q-products.

Austin Murkland | Senior Network and Systems Administrator | Design & Development

Education
Bachelor’s degree in Computer Science

Resume
15 years of computer networking experience
Ten years at QScend as a Senior Administrator

A self-starter with many years of local and remote infrastructure analysis and design, virtualization migration, and maintenance experience, I’m also well versed in iOS Application Development and Design. Also, I oversee and implement all QScend IT projects and IT helpdesk.

Paul Bentley | Senior Technical Support Manager | IT & Customer Support

Education
Bachelor’s degree in CIS (Computer Information Systems)

Resume
12 years in IT & Customer Support for QScend
Five years of User Interface Design, Website Development & Planning

My background includes everything I would need to know to tackle any situation from a Support and IT standpoint. JavaScript, VB.NET, Web Development, CMS, Program Management, CSS, HTML 5, Project Management, Strategic Google Analytics with a deep understanding and knowledge of all Q-products are the main points of my experience.
Work Statement, Methodology, Approach and Deliverables

We have implemented QAAlert hundreds of times. Our project management team has all the templates and guides to gather the data we need to populate and customize the solution. We will work with you the entire way. Our typical implementation time is around three months from beginning to end.

Below you will find a general overview of the functionality of the deliverables. The pages following that will detail the functions and features of everything we are proposing to implement.

1. Requested
   Your citizens place service requests via mobile app, phone call, web form, Twitter, text message, etc.

2. Processed
   QAAlert automatically stores, processes, and routes the requests to the correct person or department in your organization.

3. Notified
   When the issue is resolved, QAAlert automatically notifies the citizen via their preferred communication channel.

The resident can issue a service request via the mobile app, calling in (internal staff tools make logging a call quick and easy for staff) or visiting the web portal. QAAlert also can accept a report via inbound text, tweet, and email.

Please note, you will choose how to accept and manage requests during implementation, and this can always be changed. You decide what works best for your organization. For example, the multi-channel intake options that you see on step one, are just options. Enable and disable at your discretion. Functions and features of QAAlert are forever customizable, so what you choose to enable day one, can always be changed at any time.

One of the best features of QAAlert is your ability to make most ongoing customizations using your own management administrator staff, without burdening your IT staff or enlisting costly consultants.

The power to build and improve QAAlert to suit your needs is always in your own hands.
Project Deliverable: Resident Tools - Branded App

With your customer Branded Mobile App, citizens can quickly access information and report an issue directly from their mobile phones. Our mobile apps are very customizable, and widget options are endless.

This means that in addition to submitting service requests directly into the city’s QAlert CRM, our customizations allow you to any link or landing page maintained by your city, such as: trash & recycling service schedule; utility bill payments; Parks & Recreation programs and events; city calendar and events; knowledge base (FAQ’s); local businesses and shopping; golf courses, just to name a few.

Geofence notifications of local interest, including business activities, flooding areas, water main breaks, road closures, etc.

Available on iPhone and Android, your branded app will allow residents to self-help from the palm of their hand.
Project Deliverable: Resident Tools - Your New Service Portal

Styled by our designers to match your existing website and branding, your new Service Portal will be a one-stop-shop for your citizens to self-help from the web! You can customize your portal to your liking. If you would like a resident to create an account, you can require them to do so. You also can allow them to remain anonymous. Whatever makes sense for your organization.

Features may include:

- App advertisement banner (optional)
- Service request report form
- Knowledge Base
- Public Performance Dashboard
- Contact page
- Account login to view service requests
Your Knowledge Base will be an ever-growing centralized repository of information. You have the option to tag popular articles and feature recently updated items. The knowledge base supports video, links, and images, along with any content you write. Residents can search for information via keyword or browse by category. Finding answers to their questions via the portal reduces phone calls to staff.

Features may include:

- Articles searchable by keyword
- Articles searched by type
- Popular articles and recently updated auto-populate
- The system automatically adds recently updated items
- A citizen can issue feedback on an article by marking it helpful or not
- Archive and version management
- Internal authors by category
- Public (resident can see) and private (staff only) articles
Residents can request services or report issues directly on your website, powered by QAlert. They can create an account, or you can allow them to submit anonymously. If you choose to let them create an account, they can log in and see the status of previously submitted requests.

Features include:
- Google map base with street view and auto-complete validation
- Service request specific required information, based on the request type (these are your forms)
- Multiple files and images uploader
- Automatic service level expectation responses to citizen once report is issued
- Notification preference customization, the resident can request an email, text and or robocall, including status updates through completion of request
Accessible only to City Staff with permission

Citizens are calling for one of three reasons: To report something new, to check on something already reported, or to ask a question. From the QAlert "Call Center," every one of those calls can be helped from one screen.

- To enter a new call or report, you use the top right section.
- Searching for previously entered reports (to find a status) is done on the bottom left.
- Google street view (top right) helps the staff determine a location when the caller doesn’t have an address.
- A live feed of service requests to identify trends is in the bottom right corner.
- The right-side bar shows the multichannel intake option; if you choose to enable this feature, you can accept reports via text, email, and from twitter!

Additional Features include

- Access Internal knowledge base
- View Map with GIS layer overlay
- GIS parcel data viewer
- Change priority level
- Scripts
- Auto-populate customer profile by clicking their name
- Custom fields based on the request type
- Customized responses for updates
- Auto-detect duplicate records
Project Deliverable: Staff Tools – Viewing and Updating Service Requests

Staff Responders now have a clean, customizable dashboard to view their assignments. Logging in, they will only see requests that they are directly responsible for or have permission to see.

Customizable views allow each individual to predefine what they would like to see. The view “save” feature allows for quick future access (saved dashboard options on the left). Finding information is easy for staff; the sidebar knowledge base feature (right) will enable them to search for information in seconds.

Additional Features include

- Add activity to the service request record
- Re-route service requests to someone else or another department
- Link duplicate requests together
- View full history log

- Re-open closed service requests
- Advanced search by keyword
- Map view of all service requests
- Change the priority level of service request
- Auto-notify citizen: Robocall, tweet, text or email
- Print service request record
- Mass update or update service requests on an individual basis
Responding and Reporting from the Field

How much time does your staff waste going back and forth to the office to pick up or drop off each day’s assignments? Eliminate that paperwork, increase efficiency, and shorten response times.

With the QAlert Mobile iPad companion app, you can change downtime into productive time by allowing staff to manage citizen service requests in the field, easily and quickly document the work completed, including before and after images, and generate new requests for other issues they notice.

Request data and mapping are updated in real time between QAlert Mobile and its connected QAlert database, which means office staff can review and assist on any issue, and know what work is being done at any time.

Field Mobility Features include

- Total field workforce independence from office
- Initiate and create new issues found in the field (pro-active)
- Add activity to the service request record (re-active)
- Complete and close tasks in real-time
- Re-route service requests to someone else or another department
- View full history log
- User name, date & time stamp
- View all customer contact information
- Re-open closed service requests
- Advanced search, sorting, filtering
- Auto-notify citizen: Robocall, tweet, text or email
- Real-time cloud connectivity
- Find near me (radar) mapping
- Map view of all service requests in relation to current GPS location of responding field staff
- Voice to text commenting
- Custom field and checklist interactivity
- View images provided by customer
- Take before & after pictures
- Option for turn-by-turn navigation to next service request location
Among the most robust features in QAlert is the high-powered report writer, which enables users to customize their reports by tailoring the system’s canned reports, or by starting from scratch. The resulting data can be shared among users within your department or shared with users elsewhere.

**Features Include**

- Custom report writer
- Shared reports
- Standard reports
- Automatic scheduled reports
- Downloadable in multiple formats
- Email reports directly
- Built-in security
- Custom dashboard for each use

**Project Deliverable: MyGov Center – Publicly Facing Dashboard**
MyGov Center is a public-facing transparency dashboard that allows the city to provide real-time QAlert data. This dashboard is completely customizable to display whatever performance metrics city staff find appropriate.
Additional Features Included with QAlert

General

- Multi-channel request submission: by phone, the web, text, tweet, email
- Self-service options with web request submission
- APIs support real-time, bi-directional integration with government business applications; GIS, Permits and Inspection, Code Enforcement

Call Entry

- Customize criteria for duplicate detection using time, case type, and geographic parameters
- Address validation eliminates dispatching field staff to the wrong location
- Smart scripts and forms assist customer service agents to record pertinent information
- Search for cases by caller, location, case type, geographic region
- Log calls for information

Service Request Management

- Geographic-based request assignment
- Map views and map assist location setting
- Flexible workflows route service requests to the correct department
- Geographic routing
- Automatic escalation settings notify management of delays or similar cases
- Many types of user-defined fields: option lists, checkboxes, radio buttons, text fields
- Case inbox provides quick access to assigned requests or requests assigned to staff
- Record and log case activity with public and private security options
- Ability to change the priority on a service request type

Reporting

- Management Dashboard provides abundant graphical views on request types, close rates, status and more
- Customer and operational metric reporting
- Customizable reports that can be viewed by all users
- Map reports for visualization, trend analysis, and performance management
- Measure results and identify trends like recurring requests, problem areas, call volume, and satisfaction
- Consistent and accurate information and answers
- Touch-tone phone request status using integrated voice response
- Granular role-based security
- Real-time knowledge filtering and delivery
- Scheduling of performance reports to management on any frequency, hourly, daily, weekly, monthly, yearly

Approach/Methodology – Implementation Plan
A typical setup includes a customer working very closely with the QScend team from the introduction to full launch. This entire process typically takes approximately 6-8 weeks. Below is a description that details the Phases of the implementation process.

**Phase 1: Introduction**

After your project manager and the QScend team has been briefed, the following steps will take place:

**Meet Your Project Management Team!** — This is the first call you will have with your project managers from QScend. The discussion will involve all project leads on your end. Your project managers from QScend will go over the phases of this project and the requirements needed to get QAAlert up and running. Any outside integrations will be discussed during this time. While this is being discussed, a timeline will be built out based upon your full launch date.

**Onsite Kick-off Meeting** — During this kick-off meeting, your project managers from QScend will give a presentation to your department heads showing how they can greatly benefit from using QAAlert. Your project managers will answer any questions your departments may have during this time. Following the presentation, the QScend team will meet with additional departments to discuss their involvement.

**Administrator Training** — Our Educational Department will be in touch with you and your “admin” users to schedule a time to have your first webinar. This first webinar, Administrator Training, is directed towards power users of QAAlert. These will be users who will be making additions, changes, or overlooking QAAlert. During this webinar you will get a much better understanding of how the requirements needed for implementation will drive the performance of QAAlert. You will be provided with an in-depth view of how QAAlert works. The Educational Department will give many examples and answer any questions you may have during this call. This webinar is followed by additional webinars as the project moves along.

**Phase 2: Implementation**

During your introductory call with your project managers from QScend, you will be provided with a list of requirements needed.
for implementation. They will work with you and other departments to gather this data. A call will be set up between your IT and GIS departments to discuss additional data the QScend team will need. The minimal data needed for implementation will be:

- **Municipal Streets Database** - A list of street names within your municipality.
- **Citizen Record Database** – Names and addresses for citizens within your municipality. Voter’s registration data is recommended.
- **Users List** – A list of users who will be using QAalert. This will be anyone receiving notifications or entering calls into QAalert. Their email addresses will need to be provided.
- **List of Departments** – A full list of departments at your municipality. QAalert can report on Service Request Types and the responsible department.
- **Service Request Types** – Service requests are requests for help; service request types are the reasons that help is necessary. They also are key items for which an organization needs data to report on to enhance services and performance.
- **Routes** – Routes are the departmental experts - individuals or groups - responsible for resolving service requests.
- **Escalation Routes** – Additional routes that will be notified if the request hasn’t been taken care of during a prescribed period of time, based on request type. You will decide on this timeframe and who will be notified.
- **GIS Layers** – Your Project Managers from QScend will work with your GIS departments on the integration of GIS layers.

**Product Enhancements**

- **Knowledge Base (FAQ) Articles** - A knowledge base is a centralized repository for information, a database of related information about a particular subject. Similar to Frequently Asked Questions, this will be built out to related Service Request Types.
- **Prompts & Scripts** – Information that is related to a request type that may provide you with information to give out to a submitter or with questions to help you collect information.
- **Notification Content** - This is information about request resolution expectations, for example, that an organization can “push” to submitters. It is delivered in the initial receipt email when notifications are enabled.
- **Custom Fields** - A field type that you can create to collect data that QAalert doesn’t.
- **Reusable Comments** - Information snippets that you may use repeatedly. You can add your own or use a global comment that has been added for everyone’s use.
- **Schedule Reports** – Reports can be custom built and delivered at your schedule.
- **“Places” Lookup** - A place is a landmark, place, or building that is more known by name than address. Rather than searching for an address, citizens can search by Places when entering the location of a request.

**Phase 3: Integration & Configurations**

With integrations discussed earlier in the project, QScend will work with you and your third-party vendor to build out this
integration. A sandbox environment will be created to build and test this data within QAlert. During this phase QScend will also work with you on configurations within QAlert. These configurations will include:

- **Setting up QAlert Email Address**
- **Build Email Templates** – By default QAlert will provide canned email templates. You will have the option to build these out and brand them to best fit your municipality.
- **Enable Auto-call/SMS** – Setting up QAlert with phone numbers for auto-call back and text messaging.
- **Develop a Call Script** – With auto-call turned on you will develop text associated with your municipality.
- **Configure Calendar on Escalations** – Setup calendar to eliminate escalation count on weekends or during holidays.
- **Add Twitter Intake** – Create and add a twitter handle to QAlert as another way to intake Service Requests.

**Phase 4: Branded App**

Your branded app integrates with your installation of QAlert to allow your citizens to submit requests for service from their smartphone or tablet and show you the problem by sending a photo of the issue. This is key element, but you don’t have to stop there. There’s really no limit to what you can incorporate into your app. You will work with the QScend team on deciding which additional app elements work best for your municipality. The Web Design team from QScend will work closely with you building out the following:

- **AppName** - Try to relate your title to your organization or your project with a name that promotes your 311 center, if applicable, or some interaction between you and your citizens.
- **Splash Screen Image** – The first screen image of your app that users see as it loads, opens and takes you to the home screen.
- **Slideshow Images** – Images that can be changed on demand that show off your municipality.
- **Icon** – Essentially your app logo.
- **Buttons or App Elements** – Aside from submitting a service request, what else would you like the app to do for your citizens. Link such as:
  - Parks & Recreation
  - Online Payments
  - Social Media Links
  - City Calendar of Events
  - City News & RSS Feeds
  - Business community focus

Building out the branded app can affect the publication time in the iOS and Google Play stores, which can take several weeks. Contemplating important links and creating the content landing pages should begin during the early phases of the QAlert Project.
Phase 5: Training & Soft Launch

Training dates will be set up for you and your staff planning to use QAalert. This can include onsite training or online webinars from our Educational Department. You and your staff will have full access to QScend Academy which offers several learning opportunities. The Academy offers online training courses consisting of videos and live online webinars. During this phase, you and your team will:

- **Set Date & Location for Training**
- **Provide Memo to Your Users about QAalert**
- **Distribute Info about Prerequisite Training** – QScend Academy will guide your team through a process that’s meant to help more easily grasp the new software and processes you’re going to put into place. This is done before onsite training begins.
- **Onsite Training** – Onsite training is optimal for 12 to 15 users per session, and the Educational Department will hold three two-hour sessions in a day, by role or point of entry into QAalert. All sessions are hands-on and interactive, with games and exercises designed to enhance retention.
- **Soft Launch** – You are now live! Directly after training your soft launch will begin.

During the Soft Launch Phase your staff will be adding calls and requests into QAalert. This is the time where your staff will become familiar with the features and benefits of QAalert.

Phase 6: Full Launch & Announcement

Congratulations! At this final stage, you will begin the rollout and announcement of QAalert to the public! QScend’s marketing team will be in touch during this time to discuss and develop ways to market QAalert and your branded mobile app to your community. This exciting phase will include:

- **QAalert Web form** – Introducing the QAalert web form onto your municipal website. You will work with the QScend team to decide on which elements you want to include or make a requirement on the web form. The web form is responsive and will be styled to match your website.
- **Marketing** – Discuss outboard marketing campaign. Some of these methods will include reaching out to local news outlets, connecting to your citizens through social media and more.

Full Launch has been deployed the QScend team will regularly be in touch to set up reviews. These reviews are intended to ensure that you are making the most of your investment, using the software to the maximum of its capability and help enable any new or unused features.

Post Launch – 6 Month Review

Now that you are live, the QScend team would like to schedule a call to go over an in-depth review of your install. During this call, the following will be discussed;

- **QAalert Review** – An in-depth look at your install of QAalert. Your assigned project manager will see which features you are utilizing, and which features you could benefit from.
- **Questions** – Any questions you have with QAalert.
- **Product Improvements** – This will be suggestions you may have for changes or additions to QAalert.
- **Product Updates** – New updates or features that will be introduced with the next update.
QScend Academy is a world of information that's accessible in so many ways. The mission of QScend Academy is to service all levels of QScend educational needs within your organization. The programs are designed to train anyone — frontline staff, managers, administrators, and IT staff — increasing your organization's productivity from top to bottom.

- **On-Site Private Learning Session** is a premium education solution for municipalities that wish to offer hands-on session(s) for staff. A QScend Academy education specialist will design a custom single or multi-day course for your organization with training manuals, and then visit your location to guide the training in-person.

- **Academy Private Learning Session (visit us)** allows in-state municipal staff to attend our training facility for lunch and premium, in-person, hands-on training session(s). A QScend Academy education specialist will design a custom single or multi-day course for your organization and provide training manuals to assist the guided training.

- **Online QScend Academy** is an interactive, self-guided study with videos, exercises, and tests designed to rapidly develop the skills required to excel with the QScend suite of products.
  - **Watch** — Flash movies that describe on-screen actions
  - **Listen** — Instructor-led audio narration guides trainees along
  - **Interact** — Practice actual procedures with mouse clicks and interactive quizzes
  - **Learn** — Right from your desk with no travel required

- **Distance Learning** is designed for staffers who would like to earn special certification, which may count toward CEU credit in their professional organization.

- **Annual User Group** is a gathering of municipal professionals and provides a unique opportunity for the exchange of ideas on using technology to improve citizen service.
Ongoing Partnership Services - Customer Support

We take care of our customers! Contact us any way you feel comfortable to phone, fax, and email or through our support portal! Our support is truly unmatched, a few things that help us stand out:

Not only can you call us and speak with a live person at our office, but you can live chat with us too! Our support department offers any and every contact option you may need! We also provide support around-the-clock:

- Live Support; not automated: 8 am-6 pm (EST) Monday-Friday (excluding holidays)
- Emergency Support (Engineers are on call, after hours: 203-757-6000)
- Support Portal (FAQs, tips, news, etcetera,) and Email Support (support@gscend.com)
- Dedicated In-House Support Personnel, Dedicated Training Support, and Consulting

Ongoing Partnership Services - Maintenance

We listen to our customers: Our product improves with customer feedback. Our customers are the everyday users of QAlert, so really, they are the experts. New features and functions that we deploy are often at the request of our customers.

We want to build lasting partnerships. Our development approach ensures that what meets your needs today will meet your needs in the future. We never charge upgrade fees, so if you are an existing customer, you will have the latest and greatest. A few things that stand out about our maintenance:

- We deploy 1-2 significant releases a year with new features and functionality.
- We are one of the only companies that offer our API to our customers at NO ADDITIONAL FEE for 3rd party Integrations.
- All QScend software is developed and supported in the United States.
- Every new release includes training videos and documentation, and implementation support.

We continually enhance our products and protect against XSS and CSRF attacks as part of our validation and QA testing process. As industry trends and technology change, so will your software. Your maintenance package includes:

- Software Updates
- Integration with Popular 3rd-Party Vendors
- Bug Testing
- New Development
- Installation of Service Patches, etcetera.

Security Notes: Internet Service Provider (Datacenter Corvallis/CyrusOne Peering with Internap and Lightpath) | Spam Firewalls | Multiple HP G7 Servers connected to HP LeftHand and RightHand SANs & purpose-built appliances for firewall/IPS/ids and spam filters for email customers. Each HP server is running VMware with approximately ~6 guest VM's running server 2008. The HP G7 servers are part of the datacenter's managed environment in VPC configuration exclusively for QScend.

231 Bank Street • Waterbury, CT • Phone 203.757.6000 • Email info@gscend.com • www.QScend.com
Ongoing Partnership Services - Hosting

Our hosting facilities are in secure locations and are monitored 24/7 with a state-of-the-art Intrusion Detection System (DS) and Sensor Security System. We use multiple vendor backbones to ensure data reaches the end-user in the fastest, most efficient manner possible. Our hosting facilities are engineered to avoid any single point of failure in our connectivity, power, or HVAC.

- No limit to the amount of bandwidth/space needed for archiving, etcetera.
- A secure portal, post-mortem reporting & investigation
- Disaster recovery; a data storage solution with redundancy
- Always on (no "off" toggle) mitigation service (blocks DDoS attacks) monitoring all traffic/IP addresses | DDoS: Distributed Denial of Service; multiple systems targeting a single system

Dear Potential Partner,

As QScend's Senior Network and Systems Administrator, I'd be more than happy to answer your questions about our security infrastructure and policies. I'll start with our Datacenter's (Cervalis) physical and network security certifications and then move onto our specific environment within their facility.

Cervalis undergoes annual SSAE 16 audits and maintains Safe Harbor, PCI, and Verizon Cybertrust Certification. Verizon Cybertrust certification demonstrates operational processes and controls that meet superior standards of security, reliability, and availability—an assurance that Cervalis clients can pass on to their customers. PCI certification demonstrates Cervalis's commitment to securing customer's Hosted and Disaster Recovery operations. Safe Harbor certification ensures that the business needs of overseas clients are satisfied. Cervalis's network security standards and data storage solutions help to meet the rigorous HIPAA requirements.

QScend uses a combination of a best practices-based software engineering, enterprise-grade firewall, and intrusion prevention technologies, and a strict set of policies and procedures derived from industry-standard regulations to ward off all but the most sophisticated attacks.

To combat advanced DDoS attacks (i.e. rogue nation-states, zombie networks/botnets, etc.) and 0-day exploits, we have decentralized the most common vectors for infrastructure attack, banned rogue nation-state traffic, proactively monitor and ban networks that attack our infrastructure, adhere to a rigid server/application patching/patching regime, as well as sustain an environment with no SPOP's (Single points of failure) in case of equipment compromise/failure.

All incoming and outgoing email within our purview is scanned for viruses, malware, spyware, and misc. threats as it enters and leaves our environment. The database of definitions for new/emerging threats is updated every 15 minutes and is enriched by a daily influx of 400-500 million emails that are scanned, tagged, and monitored for existing, emerging, or new threats. The response time of new email-based viruses and their effective blocking is 0-15 minutes http://www.barracudacentral.org/data/spam.

When a significant threat is detected, we coordinate with our datacenter staff and the FBI to immediately eliminate our exposure at the edge of the Datacenter's ingress and begin the process of issuing subpoenas to ISPs to track down the perpetrator(s) of the attack(s).

Respectfully,

[Signature]

Austin Murtland
Senior Network and Systems Administrator
Demonstrations

For an end to end integration, we thought it would be best to show you a video demonstration. The video shows the lifecycle of the request process from QAAlert to a 3rd party solution receiving that request for work.

For this demonstration, we used a Cartegraph competitor (CityWorks) because we have a demo site available to do so. The following are the steps of an end to end integration you will experience in the video:

1. Resident experience of reporting a damaged sidewalk
2. Email notifying City staff of the reported issue
3. The report within the back-end of QAAlert from a City staff perspective
4. The report within the 3rd party solution

https://mail.google.com/mail/u/1/?ui=2&ik=3aa0039eef&cade=ZGdubi5wYmJhYWNwb24uY29t&chainurl=p%3D0a%26isLogging%3Dtrue%26isOptingIn%3Dtrue%26isPopUp%3Dfalse%26isually%3Dfalse%26isvisual%3Dtrue%26iszs%3Dtrue%26source%3Dgmxm%26z%3D1&prev=p%3D0a%26isLogging%3Dtrue%26isOptingIn%3Dtrue%26isPopUp%3Dfalse%26isually%3Dfalse%26isvisual%3Dtrue%26iszs%3Dtrue%26source%3Dgmxm%26z%3D1&prevurl=https%3A%2F%2Fmail.google.com%2Fmail%2Fu%2F1%3Fi%3D1641778574394472643%26ui%3D2%26ik%3D3aa0039eef%26cade%3DZGdubi5wYmJhYWNwb24uY29t%26chainurl%3Dp%3D0a%26isLogging%3Dtrue%26isOptingIn%3Dtrue%26isPopUp%3Dfalse%26isually%3Dfalse%26isvisual%3Dtrue%26iszs%3Dtrue%26source%3Dgmxm%26z%3D1%26p%3D0a%26isLogging%3Dtrue%26isOptingIn%3Dtrue%26isPopUp%3Dfalse%26isually%3Dfalse%26isvisual%3Dtrue%26iszs%3Dtrue%26source%3Dgmxm%26z%3D1

The next video will demonstrate the ease of customizing your forms. We do these by using what we call “Service Request Custom Fields.” The video shows a user with Administrative Access modifying the form from the previous video, saving it, and then going back to see the changes on the resident portal.

https://drive.google.com/file/d/1gk49PWGCtJwxy6xTBEO_nZsulbDnqGd/view?usp=sharing

MyGov Center Dashboard Demo


We hope these links and videos help you see the ease of use and customizability of QAAlert that thousands of municipal staff enjoy every day!
Software and Services to be provided

QAlert Enterprise SaaS

- All components – Call center, service request (workflows), mapping, and reporting
- Unlimited users - Staff and resident
- Resident Portal
- Knowledgebase
- 24/7 support
- Maintenance, hosting, and upgrades
- API Access

One-time Implementation

- Dedicated Project Manager until launch
- Install and setup
- Business intelligence gathering/ Configuration of service request types
- Configuration citizen data
- Conference calls with project management and design team
- GIS integration
- Admin. Training via webinar
- 1-year subscription to QScend Academy online training portal

Additional Services Included in Implementation

- Custom branded app development
- Three live-online training sessions

Optional Additional Services

- Onsite Training - $2,400/day
## Pricing

<table>
<thead>
<tr>
<th>Software Description</th>
<th>Amount</th>
<th>Type</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>QAlert Software Implementation</td>
<td>1</td>
<td>One-Time</td>
<td>$17,623</td>
</tr>
<tr>
<td>QAlert Project Management</td>
<td>1</td>
<td>One-Time</td>
<td>$4,400</td>
</tr>
<tr>
<td>QAlert Software SaaS</td>
<td>1</td>
<td>SaaS Annual</td>
<td>$7,200</td>
</tr>
</tbody>
</table>

Year 1 Total: $29,223
January 3, 2022

Mr. George H. Dunham  
Town Manager  
Sandwich Town Hall  
130 Main Street  
Sandwich, MA 02563  

Re: Joint Base Cape Cod – Wastewater Treatment Services

Dear Mr. Dunham:

You have asked me to describe a suggested procurement process that the Town could follow in order to enter into an agreement for wastewater treatment and disposal services with Converge LLC, which, along with its partner, American States Utility Services, Inc. (“ASUS”), has been designated as the owner and operator of the water supply system and the wastewater treatment plant currently owned by the U.S. Air Force at Joint Base Cape Cod (“JBCC”). You have also asked me to identify the appropriate bidding procedures in order for the Town to design and construct a wastewater collection system within a limited area of the Town and to convey the wastewater to the JBCC Wastewater Treatment Plant (“WWTP”). Finally, you have also asked me to identify funding issues that might arise.

I understand that the Town has for some time been considering the construction of its own WWTP on Town-owned land located at the end of Jan Sebastian Drive, with the effluent being disposed of at infiltration beds located on other parcels of Town-owned land in the same general vicinity. The area to be served by sewers is identified in the Town’s Interim Wastewater Management Plan. Recently, however, the Town has been analyzing whether it would be more cost effective to enter into an agreement, either on its own or in conjunction with other towns, with Converge for the treatment and disposal of its wastewater at the existing WWTP located on JBCC. This option would also include the possibility of the Town’s contributing capital towards the expansion of the treatment capacity at the JBCC WWTP in the future.

I understand that a significant portion of the land comprising the former Camp Edwards and Otis Air Force Base has been released by the U.S. Air Force to the Commonwealth of Massachusetts, but that the U.S. Air Force, through the 102nd Intelligence Wing, retained ownership of several facilities including the WWTP. In turn, the 102nd followed a public process that resulted in the selection of Converge to own and operate the WWTP. Currently, the Air Force and Converge are finalizing an exchange agreement and a right-of-way agreement to formalize the ownership transfer. The agreement contemplates that, in addition to continuing to serve the wastewater needs of JBCC, Converge may expand capacity from the current amount of 360,000 gpd to as much as 4.5 mgd, and contemplates that third parties, such as the Town of Sandwich, may utilize the WWTP.
services. I also understand that although several other towns, including Barnstable, Bourne, Falmouth, and Mashpee have expressed interest in the past in utilizing the JBCC WWTP, at the present time only Sandwich and Barnstable are actively considering this option.

The Town has been meeting with Converge to further explore this treatment option. It is anticipated that the Town will make a final decision on whether to pursue an agreement with Converge sometime in mid-2022.

**Procurement of Services to Design, Construct, and operate a Wastewater Collection System**

The design and construction of a wastewater collection system can be procured as a traditional public works construction project. While there is no requirement in G.L. c. 30B to bid out the design services, the Town should follow all of the procurement guidelines under the State Revolving Fund program in order to insure that the construction project remains eligible for SRF funding. Accordingly, I would recommend that you issue an RFP for these design services. The actual construction of the sewer collection system would be bid out through an Invitation for Bid pursuant to G.L. c. 30, §39M. Once constructed, the Town could either operate the collection system through its Department of Public Works, or the Town could enter into an operations contract with a private vendor solicited in accordance with c. 30B. Converge or ASUS would be eligible, in my opinion, to submit a bid or proposal for any component of these services, including design, construction, and operations. If the Town wanted to enter into a single contract for design, construction, and operation of the sewer collection system, a home rule petition for special legislation would be needed.

**Procurement of a Contract for the Construction and Services at the WWTP**

There is a provision in G.L. c. 30B that could be utilized to procure a contract for construction and services at a privately-owned WWTP, which this facility would be. Section 1(e) of c. 30B provides as follows:

(e) Notwithstanding the provisions of any general or special law to the contrary, a governmental body may enter into a contract, in conformance with this chapter, for the construction and for services at a facility owned by a private party or parties, whether such facility will be located on public or private land for the disposal, recycling, composting or treatment of solid waste, sewage, septage or sludge without said contract being subject to the competitive bid process as set forth in sections thirty-eight A1/2 to thirty-eight O, inclusive, of chapter seven, section thirty-nine M of chapter thirty, or sections forty-four A to forty-four J, inclusive, of chapter one hundred and forty-nine; provided, however, that this subsection
shall not apply to a procurement of proprietary environmental technology in accordance with subsection (5) of section forty-four A of chapter one hundred and forty-nine.

Because Converge will own the WWTP (once the exchange agreement is finalized), in my opinion the Town could procure a contract for the construction of improvements and for wastewater treatment and disposal services through the issuance of a Request for Proposals issued by the Town in accordance with G.L. c. 30B, §6. The actual construction work undertaken to improve or expand capacity at the WWTP would not be subject to the Massachusetts Public Construction laws, including designer selection, or the public construction statutes. Please be advised, however, that in my opinion the construction services for the Town’s benefit would be subject to the Massachusetts Prevailing Wage Act. I did not see any reference in the Exchange Agreement to compliance with the federal Davis-Bacon Act, but presumably Converge will be required to pay federal prevailing wages for the construction activities and potentially for some of the operating services. Furthermore, the Exchange Agreement includes numerous provisions such as a requirement for performance and payment bonds, environmental measures, and the requirement for construction certification by a registered professional engineer. Any agreement with Converge could include a requirement that all of these protections in the Exchange Agreement inure to the benefit of the Town.

Since the Town would be entering into an agreement with a private company for wastewater treatment and disposal services on a long-term basis, Town Meeting would have to authorize the term of the contract. Moreover, the Agreement must include provisions that will guaranty the uninterrupted provision of wastewater services to the Town, even in the event of default by Converge. I note that in the event of default, the Air Force has the legal right to take over the operation of the WWTP. Nevertheless, I recommend that the Town include assurances in the agreement with Converge that in the event of a default by Converge, the Town will be able to receive wastewater services either from the Air Force or a replacement contractor. Please also note that pursuant to G.L. c. 30B, §12(f) the Town may enter into a contract for up to 20 years for the treatment and disposal of sewage and may include a provision that the Town will not be subject to appropriation in subsequent years. Specifically, the statute provides:

(f) Notwithstanding the provisions of paragraphs (a), (b), clause (3) of paragraph (c) and paragraph (d) and further notwithstanding any contrary provision of any law or the provisions of any charter, a city or town may, in a contract for the disposal of its garbage, refuse, and officil or treatment or disposal of sewage, septage or sludge, agree that said city or town shall not be exempt from liability on such contract; provided, however, that such disposal shall be in a sanitary manner approved by the department of environmental protection; provided further, that the contract, including any renewal, extension, or option, shall be for a period not exceeding twenty years; and provided, further, that such contract has been authorized by majority vote.
Mr. George H. Dunham  
Town Manager  
January 3, 2022  
Page 4

This provision, if implemented, could serve as an incentive to Converge since it could assure its bond holders of the continued revenue stream from the Town during the term of any agreement. It would be similar to the Town’s initial long-term contract with SEMASS for solid waste disposal.

**Financing of a Contract with Converge**

There are a number of financing options that would be available to the Town to pay for the capital costs that Converge may undertake partially for the benefit of the Town. Subject to consultation with and approval by Bond Counsel, the Town could utilize its general obligation bonding capacity to make a capital contribution so long as the Town obtains an ownership interest in the WWTP. The debt service could be paid for by the Town’s Water Infrastructure Investment Fund (WIIF) which is already in place, or through additional funding from the tax levy with or without a debt exclusion. The Town could pursue, as part of any agreement with Converge, the private financing of the Town’s capital contribution, which would be amortized as part of the operations fee over a term of years. Such private financing, however, may prove to be more expensive to the Town given other available funding mechanisms.

The Town may also want to consult with Attorney Matt Feher at KP Law regarding options for tax exempt private financing of improvements to the WWTP.

The Town may also have access to grants from the Cape and Islands Water Protections Fund, although those grants can only be accessed if the Project is eligible for funding under the State Revolving Fund Program. Low interest loans from the SRF are another possibly. In the case of the C&IWPF and the SRF program, however, the Town should consult with the SRF program since those funds may only be available if the Town has an ownership interest in the facilities to be constructed. Therefore, the Town may want to explore with Converge the acquisition of a treatment easement in the WWTP, or some other form of an ownership interest if it is determined that such an interest will be necessary to secure SRF funding.

The Town could also use its allotment of ARPA funds or sub grants from the County’s allocation of ARPA funds as an additional funding source. Finally, the Town could assess betterments to property owners who will be served by the new collection system pursuant to G.L. c. 80 and 83.
Please let me know if you have any questions.

Very truly yours,

John W. Giorgio

JWG/kes
794201/SAND/0114
# BOARD OF SELECTMEN MEETING SCHEDULE

**Winter 2021 – Spring 2021**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 7</td>
<td>No Meeting</td>
</tr>
<tr>
<td>October 14</td>
<td>Meeting</td>
</tr>
<tr>
<td>October 21</td>
<td>No Meeting</td>
</tr>
<tr>
<td>October 28</td>
<td>Meeting</td>
</tr>
<tr>
<td>November 4</td>
<td>Meeting</td>
</tr>
<tr>
<td>November 11</td>
<td>No Meeting – Veteran’s Day</td>
</tr>
<tr>
<td>November 15</td>
<td>SPECIAL TOWN MEETING</td>
</tr>
<tr>
<td>November 18</td>
<td>No Meeting – MMMA Fall Conference</td>
</tr>
<tr>
<td>November 25</td>
<td>No Meeting – Thanksgiving</td>
</tr>
<tr>
<td>December 2</td>
<td>Meeting</td>
</tr>
<tr>
<td>December 9</td>
<td>No Meeting</td>
</tr>
<tr>
<td>December 16</td>
<td>Meeting</td>
</tr>
<tr>
<td>December 23</td>
<td>No Meeting</td>
</tr>
<tr>
<td>December 30</td>
<td>No Meeting – School Vacation</td>
</tr>
<tr>
<td>January 6</td>
<td>Meeting</td>
</tr>
<tr>
<td>January 13</td>
<td>Meeting</td>
</tr>
<tr>
<td>January 20</td>
<td>No Meeting</td>
</tr>
<tr>
<td>January 27</td>
<td>Meeting</td>
</tr>
<tr>
<td>February 3</td>
<td>Meeting</td>
</tr>
<tr>
<td>February 10</td>
<td>Meeting</td>
</tr>
<tr>
<td>February 17</td>
<td>Meeting</td>
</tr>
<tr>
<td>February 24</td>
<td>No Meeting – School Vacation</td>
</tr>
<tr>
<td>March 3</td>
<td>Meeting</td>
</tr>
<tr>
<td>March 10</td>
<td>Meeting – Only if needed</td>
</tr>
<tr>
<td>March 17</td>
<td>Meeting</td>
</tr>
<tr>
<td>March 24</td>
<td>No Meeting</td>
</tr>
<tr>
<td>March 31</td>
<td>Meeting</td>
</tr>
<tr>
<td>April 7</td>
<td>Meeting – Only if needed</td>
</tr>
<tr>
<td>April 14</td>
<td>Meeting</td>
</tr>
<tr>
<td>April 21</td>
<td>No Meeting</td>
</tr>
<tr>
<td>April 28</td>
<td>Meeting</td>
</tr>
<tr>
<td>May 2</td>
<td>ANNUAL TOWN MEETING</td>
</tr>
<tr>
<td>May 5</td>
<td>No Meeting – Annual Town Election</td>
</tr>
<tr>
<td>May 12</td>
<td>Meeting</td>
</tr>
<tr>
<td>May 19</td>
<td>Meeting</td>
</tr>
<tr>
<td>May 26</td>
<td>No Meeting</td>
</tr>
</tbody>
</table>
December 15, 2021

Mr. Michael J. Miller, Chair  
Board of Selectmen  
Town of Sandwich  
130 Main Street  
Sandwich, Massachusetts 02563

Dear Mr. Miller:

At the Board of Appeals regularly scheduled meeting held on December 14, 2021, the Board unanimously agreed to recommend Ms. Mary Foley as an Alternate member of the Board. The Board of Appeals would like to forward this appointment request to the Board of Selectmen for further action.

If you have any questions, or would like to discuss this further, please do not hesitate to contact me or any other member of the Board of Appeals.

Very truly yours,

Erik Van Buskirk  
Chair  
/evb  
Enclosure
Mr. Erik Van Buskirk  
Chair, Town of Sandwich, Board of Appeals  
16 Jan Sebastian Drive  
Sandwich, Massachusetts 02536

November 30, 2021

Dear Chairman Van Buskirk:

I am writing to express my interest in serving as an alternate member of the Town of Sandwich, Board of Appeals. I understand this position is an appointed position by the Board of Selectmen.

As a resident of Sandwich for fourteen years, I have been active in serving the Town as a member and Chair of the Sandwich Historic Committee. I wish to continue to serve the Town in other capacities. I respectfully request that you share my interest with the Board of Appeals and consider me for a position should one become available.

Thank you.

Sincerely,

Mary E. Foley

Mary E. Foley