

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JANUARY 9, 2018</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES</b>
<b>SUBJECT:</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE IMPLEMENTATION PARTNER - PHASE FOUR</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the following actions **BE TAKEN** with respect to the work outlined in Request for Proposal (RFP) 16-52 Microsoft Dynamics Customer Relationship Management (CRM) Implementation Partner 2017 – 2019 of Phases Three, Four and Five:

- (a) the price of \$260,000 (HST extra) negotiated with PricewaterhouseCoopers LLP for the provision of a Customer Relationship Management Software Implementation Partner – Phase Four **BE ACCEPTED** in accordance the Procurement of Goods and Services Policy;
- (b) Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this purchase.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Reports to Strategic Priorities and Policy Committee, October 29, 2012; December 4, 2012; December 16, 2013; April 14, 2014.
- Report to Corporate Services Committee, August 26, 2014; November 3, 2015; January 10, 2017.

<b>BACKGROUND</b>
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**Purpose**

The purpose of this report is to seek Council approval for the negotiated pricing for CRM Implementation - Phase 4 from PricewaterhouseCoopers LLP (PwC), the implementation partner awarded the work outlined in Request for Proposal (RFP) 16-52 Microsoft Dynamics Customer Relationship Management (CRM) Implementation Partner 2017 – 2019.

**Purchasing Process**

A formal Request for Proposal (RFP) was issued in October, 2016 and three (3) submissions were received. These proposals were evaluated by a team with representation Finance and Corporate Services, Neighbourhood, Children and Fire Services and Parks and Recreation Services. The evaluation followed a three stage process:

- Stage 1: Requirements, Technical and Proponent Service Evaluation
- Stage 2: Presentation and Interview Evaluation
- Stage 3: Financial Proposal Evaluation

PricewaterhouseCoopers LLP was selected as CRM Phases 3 – 5 Customer Relationship Management Software Implementation Partner. Council approved the selection of PricewaterhouseCoopers LLP on January 10, 2017.

## **Background**

Council's 2015-2019 Strategic Plan for the City of London identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.

The City of London provides nearly 100 services that Londoners rely on, and thousands of transactions to customers each year. The Service London Implementation Plan includes critical improvements to service delivery, and will significantly improve customers' experiences with the City of London.

CRM software is a key component of Service London and the backbone of our drive to modernize and integrate all customer service channels (online, telephone, in person).

Phase One was implemented in 2015, and Phase Two was implemented in 2016. Phase 3 was implemented during 2017, with 3 additional Business Units coming on board – Forestry Operations, Water Engineering and Water Operations. There are now almost 250 Service Requests across ten (10) Business Units in CRM. CRM standardizes the customer experience through automated workflow (create, assign and track service requests) and houses a robust information database that provides call-takers with consistent and current information about our services. As a result of standardized intake processes, the City can provide customer experiences that are simple, consistent and accountable.

The ongoing implementation of CRM positions the City to continue to develop all of its customer service channels. The City's website is our fastest growing service channel, with traffic increasing every year. It is a desired service channel because of convenience, cost-effectiveness and 24/7 access. A deliverable under the Service London Implementation Plan was the launch of a Service London e-service portal. The portal is the external facing website of CRM, and allows citizens to submit service requests from contemporary devices with an internet connection and a modern browser. The portal integrates with the existing functionality of CRM, gives citizens access to online services through a single access point, and provides online customer experiences that are aligned with service experiences through other channels.

## **Discussion**

The City is continuing to apply a multi-phased approach to the implementation of Microsoft Dynamics CRM. Phase 3 was successful – all milestones and deliverables were achieved and were delivered on time and on budget. In addition, the Corporation's Implementation Partner for this project continues to expand on the previous successes by leveraging technical achievements in service request functionality, associated application integrations, and custom coding completed in Phases One, Two and Three.

In Phase Four, the Implementation Partner will be involved from start to post go-live support in project areas including:

- Project management;
- Technical and functional consulting (business requirements gathering, functional design, GIS/ESRI integration, testing, UAT and production deployment, and post-deployment support);
- Developing a roadmap to extend the solution to accommodate future phases of CRM.

It is estimated that Phase Four of this project will conclude in Q3, 2017. In order to meet this schedule, the Service Areas involved in Phase Four (Environmental & Engineering Services and Development & Compliance Services) have already begun a number of pre-project tasks related to knowledge base article/script development and process mapping. This upfront work is key to meeting the overall project timelines of implementation in the first half of 2018.

Phase Five (2019) will be an extension of the work completed in previous phases.

## Financial Impact

The funding for this project is part of the capital budget allocation for Service London under the Multi-Year Budget. To ensure that the City is getting effective value from our Implementation Partner, Service London continues to leverage key learnings and efficiencies across each phase of CRM Implementation.

This budget allocation is linked to the City's mission is to be "At Your Service: A respected and inspired public service partner, building a better city for all." This mission statement reflects our commitment to improving the way we deliver customer services. Council's 2015-2019 Strategic Plan identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced. CRM software is a key component of Service London and the backbone of our drive to modernize and integrate all customer service channels.

PREPARED BY:	RECOMMENDED BY:
<b>JOHN NOLAN MANAGER, SERVICE LONDON</b>	<b>LYNNE LIVINGSTONE, MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES</b>

- c. Mat Daley, Director, Information Technology Services  
Lori Kolodiazny, Manager, Information Technology Services  
Jay Stanford, Director, Environment, Fleet and Solid Waste