

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON NOVEMBER 13, 2018
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES and MAT DALEY DIRECTOR, INFORMATION AND TECHNOLOGY SERVICES
SUBJECT:	CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE IMPLEMENTATION PARTNER - PHASE FIVE

RECOMMENDATION

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 \$225,000 (HST extra) negotiated with PricewaterhouseCoopers LLP for the provision of a Customer Relationship Management Software Implementation Partner – Phase Five **BE ACCEPTED** in accordance the Procurement of Goods and Services Policy;
- (b) The Source of Financing for the provision of a Customer Relationship Management Software Implementation Partner – Phase Five, as set out in Appendix “A”, **BE APPROVED**;
- (c) Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this purchase.
- (d) Approval herein given **BE CONDITIONAL** upon the Corporation entering into a formal agreement or having a purchase order, or contract record relating to the subject matter of this approval; and,
- (e) The Mayor and City Clerk **BE AUTHORIZED** to execute any contract, statement of work or other documents, if required, to give effect to these recommendations.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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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; January 9, 2018.

BACKGROUND

Purpose

The purpose of this report is to seek Council approval for the negotiated pricing for CRM Implementation - Phase 5 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 from 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 points with 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). CRM standardizes the customer experience through automated workflow (create, assign and track service requests) and houses a robust knowledge base library 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.

Phase One was implemented in 2015, Phase Two was implemented in 2016, and Phase Three was implemented in 2017. Phase Four was implemented during 2018 and was on time and on budget, with 3 additional Business Units coming on board – Environmental Programs, which is focused on cycling Service Requests, Traffic Engineering, and Transportation Planning and Design. There are now over 300 Service Requests across fourteen (14) Business Units in CRM. Phase Four also consisted of groundwork essential for the expansion of CRM to the By-law Business Unit in Phase Five, including business process mapping.

CRM Phase 5 will focus on onboarding resident-facing services in By-Law, Urban Forestry and Dispatch into the CRM platform.

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. 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 4 was successful – all milestones and deliverables were achieved and were completed on time and on budget. In addition, the Corporation’s Implementation Partner for this project continues to expand on previous successes by leveraging technical achievements in service request functionality, associated application integrations, and custom coding completed in Phases One, Two, Three and Four.

In Phase Five, 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 Five of this project will conclude in Q4, 2019. In order to meet this schedule, a number of pre-project tasks related to script development and process mapping has been completed for AMANDA integration and expanding the By-law Business Unit. This upfront work is key to meeting the overall project timelines of implementation in 2019.

Financial Impact

The funding for this project is part of the capital budget allocation for Service London approved through the 2016-2019 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:
 JOHN NOLAN MANAGER, SERVICE LONDON	 MAT DALEY DIRECTOR INFORMATION TECHNOLOGY SERVICES
RECOMMENDED BY:	
 LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES	

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

APPENDIX 'A'

Chair and Members
Corporate Services Committee

#18180
November 13, 2018
(Award Contract)

**RE: Microsoft Dynamics CRM Implementation Partner - Phase Five
(Subledger CP180025)
Capital Project GGSERVLN1804 - Service London - Phase 5
PricewaterhouseCoopers LLP - \$225,000 (excluding H.S.T.)**

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCE OF FINANCING:

Finance & Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Managing Director, Neighbourhood, Children and Fire Services, the detailed source of financing for this project is:

<u>ESTIMATED EXPENDITURES</u>	<u>Approved Budget</u>	<u>Revised Budget</u>	<u>Committed To Date</u>	<u>This Submission</u>	<u>Balance for Future Work</u>
<u>GGSERVLN0000-Service London</u>					
Consulting	\$800,000	\$800,000	\$791,374		\$8,626
Consulting - CRM Implementation (Phase 5)	0	251,347		228,960	22,387
Construction	189,014	189,014	189,014		0
City Related Expenses	1,791,986	1,540,639	912,769		627,870
NET ESTIMATED EXPENDITURES	<u>\$2,781,000</u>	<u>\$2,781,000</u>	<u>\$1,893,157</u>	<u>\$228,960</u> 1)	<u>\$658,883</u>
<u>SOURCE OF FINANCING:</u>					
Capital Levy	\$75,000	\$75,000	\$75,000		\$0
Debtore By-law W.-5637-57	1,328,000	1,328,000	440,157	228,960	658,883
Drawdown from City Facilities Reserve Fund	15,000	15,000	15,000		0
Efficiency, Effectiveness & Economy Reserve	1,363,000	1,363,000	1,363,000		0
TOTAL FINANCING	<u>\$2,781,000</u>	<u>\$2,781,000</u>	<u>\$1,893,157</u>	<u>\$228,960</u>	<u>\$658,883</u>

**GGSERVLN1804
Phase 5**

Financial Note:

- 1) Contract Price
Add: HST @13%
Total Contract Price Including Taxes
Less: HST Rebate
Net Contract Price

\$225,000
29,250
254,250
25,290
<u>\$228,960</u>

- 2) Effective October 22, 2018 (election day), *Municipal Act, 2001*, C.O. 2001, c.25, s. 275, clause (3)(d) restricts Council from "making any expenditures or incurring any other liability which exceeds \$50,000". However, Council approval of this source of financing is permitted under the exceptions provided in s. 275 (4) which notes clauses (3) (c) and (d) do not apply if the disposition or expenditure/liability was included in the most recent budget adopted by Council before nomination day in the election. This capital project for continuation of the CRM implementation is included in the Council Approved 2018 Annual Budget Update.

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Jason Davies
Manager of Financial Planning & Policy