

Municipality Of Chatham-Kent

Corporate Services

Customer Services

To: Mayor and Members of Council

From: Leanne Segeren-Swayze, Director, Customer Services
Eric Heard, Project Manager, Corporate Services

Date: March 8, 2021

Subject: Customer Relationship Management (CRM) Platform Implementation

Recommendations

It is recommended that:

1. Microsoft Dynamics 365 CRM software licenses for internal staff and external user access be purchased under the Microsoft Enterprise Agreement at a total value of \$95,000 per year to be funded from the existing base budget for CRM Software Licensing.
2. The Microsoft Dynamics 365 Implementation Professional Services be directly appointed to Hitachi Vantara Inc. and CDW Canada Corporation at a total value of \$402,086, subject to the terms and conditions acceptable by the Director, Legal Services.
3. That \$191,805 be transferred from the ITS Applications reserve to fund one-time costs related to the project implementation.

Background

The proposed Customer Relationship Management system would provide a single entry point for service requests across all platforms: online, 311, in person, phone, mobile device and citizen self-service. The system would include workflows for the internal tracking and processing of requests, including integration with the Municipal website, Geographic Information System and the Municipal Work Order Management system where applicable.

The tracking of citizen service requests is a mandatory requirement for all Ontario Municipalities. Effective January 1, 2016, the Provincial Ombudsman obtained the authority to investigate complaints from anyone concerning any municipal activity or matter, including elected officials and employees of PUC, Entegrus, and most other

municipal committees and bodies. Upon the investigation of complaints, the primary source of service request information (and tracking thereof) is obtained from the issuing tracking software.

Service Request management must be used across all departments and ensures the Municipality is meeting or exceeding customer service delivery targets and properly documenting customer requests/complaints.

Through the 2019 Budget process, Council approved proceeding with the replacement of Active Citizen Response (ACR), the Municipality's legacy customer services request tracking system under the 2019 Supplementary Budget Briefing Note [BR140-2019 Citizen Service Request Corporate Project](#).

Since 2019, administration has completed a Request for Information and conducted site visits with other municipalities. It has been determined that the Microsoft Dynamics 365 solution is the best fit for customer and municipal requirements. Full analysis of citizen and municipal requirements has been conducted to determine the full scope of the customer relationship management implementation.

On February 1, 2021, administration presented Council with the [Renewal of the Microsoft Licensing Agreement RTC](#) for 2021-2024 with the recommendation to leverage the pricing secured by the Regional Municipality of Peel. The proposed customer service request product licensing, Microsoft Dynamics 365, has been included in the negotiation of Microsoft licensing under this approved enterprise agreement.

Comments

Consistent with the Microsoft Renewal agreement approved by Council on February 1, 2021 Microsoft Dynamics 365 software licenses will be purchased from CDW Canada Inc.

In accordance with the Purchasing By-law the technical and functional assistance for the replacement of the Active Citizen Response (ACR) system by Hitachi Vantara Inc. will be purchased from CDW Canada Inc. under a Cooperative Purchasing agreement (Kinetic GPO).

Cooperative Purchasing

116. The Purchasing Officer is authorized to enter into arrangements with area Municipalities, local boards and other public bodies or authorities for the purchase of Deliverables on a cooperative or joint basis where there are economic advantages to doing so; provided that under any such approved arrangement the methods utilized are competitive and adequate

arrangements have been made for the provision of all necessary support required by the Purchasing method chosen.

117. The Purchasing Officer is authorized to enter into arrangements with vendors that were obtained through a competitive process, by the Province of Ontario, the Federal Government of Canada or an Ontario municipality, school board, hospital, college, or University, in the previous 3 years, provided the terms of the contract are still in effect.

The implementation of the replacement CRM will expand our existing customer service platforms for customers to submit municipal service requests. Customers currently do not have the option to submit service requests electronically, or the ability to monitor their service requests at their convenience. The new CRM Platform will introduce future opportunities to further enhance customer service options, supporting strategies involving our virtual contact centre and recently implemented 311.

Migration to the Microsoft Dynamics 365 CRM Platform and adoption of these recommendations are required for the following reasons:

- The Active Networks product, called Active Citizen Response (ACR) is no longer supported by the vendor and an unsuccessful initiative to replace ACR with a different solution concluded in 2017.
- This solution aligns with CK Plan 2035, the Corporate Service Delivery Strategy, and the Corporate Technology Strategic Plan.
- A new CRM enables the organization to address the needs of current citizen service request users (frontline/field) identified in the approved 2019 Citizen Requests Supplementary Budget – Briefing Note and the [Infrastructure and Engineering Services \(IES\) Service Backlog Analysis](#) cited in the January 2020 Information Report to Council.
- Results of the Request for Information (RFI) product demonstrations received in February 2020 by municipal staff indicated a strong preference for the Microsoft Dynamics 365 platform in comparison to other RFI respondent's solutions.
- MS Dynamics 365 user licenses are available for purchase at a discounted rate under the Municipality of Chatham-Kent's existing Microsoft Enterprise Agreement.

This solution will improve customer service in Chatham-Kent through:

1. A single entry point for all citizen requests:
 - Unification of citizen service request channels (online self-service, at front counter, phone, mobile device, and social media).
 - Provide the ability to track and obtain the real-time status of previously submitted requests.

- Integration with the Municipal website, Geographic Information System, and Municipal Work Order Management system where applicable.
2. Improve internal case management:
 - Automate case routing and notification to improve compliance with Municipal Service Level Agreements (SLA), Minimum Maintenance Standards (MMS) and The Ombudsman Act.
 - Centralize all information related to case activity, citizen contact timelines, and work order statuses.
 - Provide the ability for citizens to attach photographs with their service requests to ensure identification and selection of the correct asset when generating work orders.
 - Establish an escalations case management program to eliminate duplication of effort when researching previously submitted and/or resolved requests.
 3. Provide real-time analytics for municipal staff and citizens:
 - Enable citizens to track the progress of service request submissions using the self-service portal.
 - Improve citizens' ability to determine if an issue has been reported by providing incident 'heat maps'.
 - Measure real-time service request performance and incident resolution rates using customer service and work order key performance indicators (KPI's) and data visualizations.

This project implementation is expected to take approximately four months with completion and launch to the public targeted for October 2021.

Areas of Strategic Focus and Critical Success Factors

The recommendations in this report supports the following areas of strategic focus:

Economic Prosperity:

Chatham-Kent is an innovative and thriving community with a diversified economy

A Healthy and Safe Community:

Chatham-Kent is a healthy and safe community with sustainable population growth

People and Culture:

Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community

Environmental Sustainability:

Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendations in this report supports the following critical success factors:

Financial Sustainability:

The Corporation of the Municipality of Chatham-Kent is financially sustainable

Open, Transparent and Effective Governance:

The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership

Has the potential to support all areas of strategic focus & critical success factors

Neutral issues (does not support negatively or positively)

Consultation

The following departments were consulted for the purpose of this report:

- Finance, Budget, Information Technology and Transformation
- Infrastructure and Engineering Services

External Resources:

- The City of Vaughan
- CDW Canada Inc.
- Microsoft Canada

Financial Implications

The annual \$95,000 Microsoft Dynamics 365 CRM software licensing fees are funded through Software Support / Maintenance fees as approved in the 2019 Base Budget.

The one-time implementation costs and associated funding are summarized in the table below. Costs include Microsoft Dynamics 365 Professional Services as well as the utilization of an internal Project Manager and Application Administrator for a period of 9 months. The project is being funded from: a) one-time funding as previously approved in the 2019 supplementary budget, b) the unused base budget for licensing that was transferred to reserves in 2019 and 2020 and; c) the 2020 encumbrance related to a one-time surplus in Customer Service.

One Time Project Implementation Costs	
Microsoft Dynamics 365 Professional Services	402,086
Internal Project Manager	84,460
Internal Application Administrator	80,068
Total Costs	566,614

Funding	
CRM Replacement Approved in 2019 Supp Budget	238,139
Transfer from ITS Applications Reserve (Unused Base Licensing Funding - 2019 \$95,000 and 2020 \$96,805)	191,805
2020 Customer Service Encumbrance	136,670
Total Funding	566,614

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Attachment(s): none

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