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Council Meeting – June 21, 2022

Subject: Customer Relationship Manager (CRM) Software Implementation
Report Number: CS-22-119
Division: Corporate Services
Department: Accessibility and Special Projects
Purpose: For Decision

Recommendation(s):

THAT Staff Report CS-21-119 Customer Relationship Manager (CRM) Software Implementation be received as information;

AND THAT Council permits a single source procurement as outlined in Norfolk County Purchasing Policy CS-02, Section 4.8.4 with the MuniPaaS Corporation for the Salesforce Customer Service Relationship (CRM) software.

Executive Summary:

The purpose of this report is to seek approval for a single source procurement with MuniPaaS Corporation as part of the Salesforce Customer Service Relationship (CRM) software implementation.

Discussion:

As part of the 2021 Capital Budget, Council approved project number 3331401 in the amount of \$357,000 for the acquisition and implementation of a Customer Relationship Management (CRM) software to manage and report on customer inquiries and requests from initial contact through to successful completion which will be used in conjunction with the centralized customer service initiative and established ServiceNorfolk team.

In accordance with Norfolk County Purchasing Policy CS-02, Section 4.1 a Cooperative Purchasing opportunity was identified with the Province of Ontario for a VLA-type Master Subscription Agreement with Salesforce (Salesforce MSA) to facilitate the procurement of Salesforce Software-as-a-Service CRM offerings and related support services. The Salesforce MSA provides cloud service terms and conditions that are more favourable than Salesforce's standard software license agreements and sets out minimum tiered discounts from Salesforce's list price as part of the Vendor of Record between the Province of Ontario and Salesforce that is available to the Ontario Public Sector. As a result, the County has acquired a premier CRM software at a reduced price. The Salesforce cloud service is a customizable solution when expanded out will

lead to improved service delivery for other departments within Norfolk County. The software-as-a-service model is structured based on user licenses i.e. anyone using the platform must have a license to access and utilize the tools. These licenses come at an annual fee per user.

Due to the complexity and levels of technological integration required with the CRM software implementation, Salesforce has partnered with MuniPaaS as their implementation partners for their clients in Municipal government. MuniPaaS brings a wealth of municipal experience having worked with the City of Hamilton, Halton Region, Region of Peel, Town of Richmond Hill, City of Toronto, City of Cambridge and the City of Kitchener, among others. MuniPaaS has a particular focus and emphasis on the broader public sector and as such has a measurable and significant advantage when it comes to CRM implementation in the Municipal space. Given that MuniPaaS' services are not identified in the current VOR with Salesforce, staff are seeking approval for a single source procurement

Many IT solution providers have transitioned to software-as-a-service which is a cloud-based solution that is robust, secure, and reliable. This eliminates system downtime, protects from ransomware attacks, and does not burden an organizations current network and server environment. Similar to Office 365 the cost for software-as-service solution is a much less up-front capital cost and much more of an annual operating cost that is based on the number of users and solutions being offered to that user.

County staff completed due diligence as part of the procurement process including reference checks with two municipalities who worked directly with MuniPaaS throughout their Salesforce CRM implementation, both of which had incredibly positive reviews.

Staff have received a quotation from MuniPaaS for the implementation tasks and deliverables including training and support services and the estimated fees fall within the approved budget allocation.

Implementation will be done in a phased approach. Phase 1 consists with acquisition and implementation for ServiceNorfolk. Once implemented, the system would then expand out to other departments to improve customer service support.

Financial Services Comments:

The 2021 Approved Capital Budget contained an allocation of \$357,000 for the development or purchase and implementation of a CRM software solution to support Norfolk County's comprehensive customer service strategy, with no expenditures incurred to date. This budget includes \$75,000 for internal resources to support the implementation process. The approved funding source for the project is debenture proceeds. The proposed single-source cooperative agreement with Salesforce and MuniPaaS includes one-time implementation and training costs as well as annual

service costs for the first year totaling \$95,000 (rounded, incl. net HST) which can be accommodated within the existing capital project budget allocation for the current year.

The proposed software-as-a-service approach represents a shift from one-time capital costs to ongoing annual service costs which will need to be integrated into future Levy Operating budgets at an appropriate service level yet to be determined. Annual Salesforce service fees are expected to range from \$20,000 to \$60,000 per year.

Interdepartmental Implications:

Purchasing staff have reviewed the report and confirm that Salesforce CRM was procured in accordance with Norfolk County Purchasing Policy CS-02 through a cooperative initiative available to the County. Staff advise that Section 4.8.4 of the policy requires all single source procurements (MuniPaaS) to be authorized prior to the purchase through resolution of Council. Single source supply is defined where there is more than one vendor able to supply the goods or services but for reasons of function or service, one supplier is recommended for consideration and the purchase will be made without a competitive bidding process.

Consultation(s):

This report was prepared in consultation with Senior Leadership Team, Information Technology, ServiceNorfolk, Accessibility and Special Projects and Financial Management and Planning.

Strategic Plan Linkage:

This report aligns with the 2019-2022 Council Strategic Priority "Focus on Service".

Explanation: Implementation of a CRM software will improve the efficiency and effectiveness of current frontline service offerings.

Conclusion:

Staff feel confident that MuniPaaS is the ideal implementation partner when it comes to the CRM software. Their vast municipal experience and positive reference checks have proven to be valuable. By leveraging an existing Vendor of Record with the Province of Ontario and Salesforce, the County is receiving incredible value for the quality of the CRM product that the County will be implementing.

Attachment(s):

N/A

Approval:

Approved By:
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Reviewed By:
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