

# City of Mississauga

# Corporate Report



<p>Date: February 13, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p>
	<p>Meeting date: March 11, 2020</p>

## Subject

**Recommendation for Single Source Procurement with FrontDesk Suite for FrontDesk Queue and Appointment Management System: File Ref. PRC004097**

## Recommendation

1. That Council approve the single source procurement for FrontDesk Queue and Appointment Management System, professional services, training, and maintenance and support for a period of five (5) years, as detailed in the corporate report entitled, "Recommendation for Single Source Procurement with FrontDesk Suite for FrontDesk Queue and Appointment Management System : File Ref. [PRC004097](#)" dated, February 13, 2020, by the Commissioner of Corporate Services and Chief Financial Officer (the "Purchase").
2. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the Purchase between the City and Frontdesk Queue Management Systems Inc. at an estimated cost of \$603,603 subject to budget approval, in accordance with the City's Purchasing By-law 374-06, as amended.
3. That Council authorize the Purchasing Agent to issue necessary future amendments with respect to the Purchase to increase the value of the contract between the City and Frontdesk Queue Management Systems Inc. for additional products, professional services, maintenance and support for the purpose of accommodating growth such as better alignment and consistency between customer service areas, reception procedures and locations, subject to budget approval.

## Report Highlights

- The City manages public facing service counters in dozens of locations across the City to support services and programs. The in-person customer interactions at counters are a focal point for the overall customer experience for thousands of Mississauga residents each year.
- A Smart City FrontDesk pilot project at the Office of the City Clerks and Facilities and Property Management for contractor badging resulted in substantial improvement in the ability to track service levels, service time, and statistics for type of service and staff utilization.
- Customers can either book appointments in advance online or in-person when at the Service Counter. When a customer arrives they will be presented with an interactive digital screen where they check-in and have a ticket on their phone or printed and verify their appointment status. In many cases customers will be serviced prior to their appointment start time resulting in a negative wait-time.
- The FrontDesk solution is unique and has been tailored to meet the general needs of public service counters. Through the pilot project it has proven to meet the City of Mississauga's specific needs as well. In an environmental scan an equivalent solution has not been found. For this reason we are recommending a Single Source implementation with capacity to expand across Mississauga's public facing counters for the next 5 years at which time a competitive procurement process will be followed.

## Background

The City's many public facing service counters manage interactions with thousands of residents for a full range of services, information, transactions, appointments, and enquiries. The in-person customer service counters within City Hall, Mavis Road, and Recreation are all public facing customer counter locations where lineups occur for face-to-face service.

The current approach to managing the operations of these counters includes many manual processes, use of extra staffing for peak hours, paper-based signage, and manual tracking and in place seating areas. This has made it difficult to balance staff availability and other resources for higher peak times. The current processes have impacted on customer experience at times with lineups, repeat visits, and incomplete services due to lack of documentation in some cases.

As part of the Smart City Master Plan consultation the City was approached by the Royal Danish Consulate General's office to share their journey to eliminate line-ups for all of their customer counters in Denmark. The solution they used was an innovative solution that shifts in person counter services from traditional line-ups to an appointment based solution. As a result the City decided to undertake a pilot project at the City Clerk's counter using the FrontDesk solution used in Denmark.

## Comments

The Smart City pilot project using the FrontDesk solution is concluding at the end of June 2020 and was a no cost pilot project. It demonstrated service counter management and facility visitor/contractor management and was successful at demonstrating the benefits with very positive feedback from customers to the Office of the City Clerks counter. The system has been designed for government services, is able to provide online and in-person service counter booking and offers an integrated hardware and software solution.

FrontDesk recognizes the unique role of government service counters and the risks associated with keeping personal information and then being able to link these services to the customer (the system provides anonymized data only). FrontDesk manages and complies to the General Data Protection Regulation, a very strong privacy framework.

The results of the Smart City FrontDesk pilot project included a substantial improvement in overall operations and customer satisfaction:

- Able to track service levels, service time, stats for type of service and employee stats
- Customers can book a time in advance to better suit their availability
- Reduced wait-time as customer arrive according to their appointment times
- Balances work load as it can be spread out through the day
- Employees are able to manage time more efficiently
- Able to see type of service the customer is here for in order to have the right employee to assist them
- No need to track who has been helped or who is waiting as the counter app lets us know appointments still pending
- Control appointments times based on staff availability

To ensure that the City continues to achieve effective customer service at City counter operations, the investment in the FrontDesk system solution is recommended to be implemented.

The proposed vendor FrontDesk Queue Management Systems Inc. is a Danish company with implementations in Europe, North America and locally in Brampton who are piloting some of the back office functions. The City of Mississauga would be the first in Canada to fully implement the customer facing system that eliminates line ups and provides zero wait-time for customers.

With FrontDesk, customers can either book appointments in advance online or in-person when at the Service Counter. When a customer arrives they will be presented with an interactive digital screen where they check-in and have a ticket on their phone or printed and verify their appointment status. In many cases customers will be serviced prior to their appointment start time resulting in a negative wait-time. The solution also handles appointments, automatically informs the employee when the customer arrives and can provide additional information about the appointment such as required documents.

Staff have evaluated the FrontDesk solution based on the outcomes of the Smart City pilot project and are recommending that the solution be fully implemented effective July 2020 for the Clerk's counter and the Contractor badging function for F&PM.

In addition, it is acknowledged that the FrontDesk solution is unique and has been tailored to generally meet the counter service needs in public services and through the pilot project it has proven to meet the City of Mississauga's specific needs as well. In an environmental scan an equivalent solution has not been found. It is however likely that in the future this type of solution will become more commercially available in Canada. For this reason we are recommending a single source implementation with capacity to expand across Mississauga's public facing counters for the next five (5) years at which time a competitive procurement process will be followed. Information Technology, Materiel Management and Legal staff have reviewed the solution, pricing and contractual obligations, which are already in place for the current pilot project, and are recommending the single source procurement as per Appendix 1.

### **Purchasing By-law Authorization**

The recommendation in this report is made in accordance with Schedule "A" of the Purchasing By-law 374-06, Section 1 The Goods and/or Services are only available from one supplier by reason of: (iii) the existence of exclusive rights such as patent, copyright or licence; AND (iv) the complete item, service, or system is unique to one vendor and no alternative or substitute exists within Canada.

Legislative Services, Information Technology, Legal Services and Materiel Management staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare the requisite forms including contract agreements.

## **Financial Impact**

The initial implementation which is the transition of the Smart City pilot project in Clerks and F&PM Contractor badging will require a small amount of capital funding and ongoing operating budget. For 2020 a onetime cost of \$5,000 in capital will be funded from PN18527 and \$17,280 in operating will be funded from the Office of the City Clerk's existing operating budget.

The 5-year term includes expansion of counters with an ongoing operating cost of \$1,440/month per location (\$17,280 annually). Each counter also requires a one-time \$5,000 capital investment for hardware and configuration. The total 5-year upset limit is \$603,603 and is subject to future budget approvals. The details of a full 5-year costing are found in Appendix 1 – FrontDesk Statement of Work.

## **Conclusion**

Through the Smart City pilot project and best practice research it has been demonstrated that significant improvements can be made in how counter services can be delivered and eliminating wait times for customers. The City of Mississauga will be the first City in Canada to fully

implement the FrontDesk solution which has been implemented in other jurisdictions with proven success and results.

Staff in the Office of the City Clerks, Information Technology and F&PM were able to fully test all the features, security and operational aspects of the solution through the pilot project and are recommending full implementation as of July 2020 with additional capacity in future years to expand to more counters across the City.

This report recommends the purchase of the FrontDesk solution on a single source basis for a 5-year term given the availability of an equivalent solution in the market today.

## Attachments

Appendix1: FrontDesk – Statement of Work



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Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

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