

Answering the call Making infrastructure management more nimble and responsive in Buenos Aires



Abstract

For the city government of Buenos Aires, the job of managing its vast public spaces—from streets and sidewalks to garbage bins and sewage systems—was made much more difficult by inadequate information systems. These systems weren't even able to support operations across multiple departments, so the city was unprepared to deliver such basic capabilities as directing service requests to the appropriate departments for quick resolution. Deloitte helped the city's government (the Gobierno de la Ciudad Autónoma de Buenos Aires, or GCBA) implement a new IT platform that streamlined back-office tasks and improved coordination among departments for faster response times and long-range preventive planning.

Gridlock

With the responsibility of managing and maintaining more than 27,000 paved blocks, 56,000 sidewalks, and 1,000 green spaces, the GCBA fields thousands of complaints, claims, and inquiries about problems—anything from deteriorating sidewalks to potholes in the roads. Additionally, the city government must maintain more than a million objects, such as trees, street lights, garbage bins, and stormwater sewer systems.

Every month, the GCBA's Environment and Public Spaces Ministry logs approximately 20,000 incident reports about poorly maintained public spaces and objects. But the city's systems didn't route these incidents to the appropriate department, resulting in delayed action to remedy problems. Additionally, GCBA couldn't properly coordinate projects with contractors, and city decisions on long-range infrastructure planning and maintenance were affected.

Building new pathways

In 2009, the city's Environment and Public Space Ministry launched a multiphase initiative to implement an integrated maintenance system across all government stakeholders. The city government engaged Deloitte to improve centralization and coordination among departments to better respond to citizens and improve preventive maintenance with contractors.

In the first phase of the program, we helped implement SAP® software to manage roadways and sidewalk construction permits, including information about contractors. The application automated a paper-based process, replaced applications such as Microsoft Excel, Access, and Word in which data was stored, and provided remote access to the city's contractors.

In the second phase, we helped the ministry implement an integrated maintenance system to manage incidents reported to the main call center and the operations to respond to those incidents in a timely manner. The system supports a technical object model, meaning that departments can generate notifications, work orders, and entry sheets to schedule maintenance and repairs to trees, lights, garbage bins, and other assets. It can also manage purchase requisitions and orders, and agreements with contractors.

The Environment and Public Space Ministry expanded the system from the Department of Tree Services, Care and Planting to three other departments during the third phase. These departments included Drainage; Lighting, which oversees street and pedestrian lights; and Street Furniture, which manages bus shelters, newsstands, automatic public toilets, and sheltered bike parking. At the end of this phase, the GCBA will implement the SAP NetWeaver® Business Warehouse (SAP NetWeaver BW) application to consolidate data.

The solution

Deloitte customized SAP software to centralize and integrate data across multiple departments within the city government. We developed a business strategy for each application, providing onsite support. The following functionalities were implemented:

- Plant maintenance functionality in the SAP ERP application to create a scalable, technical object model and to provide notification and work order management, including corrective or planned and preventive maintenance and urgency differential treatment
- Material management functionality in SAP ERP for purchase management
- Integration with SAP Customer Relationship Management (SAP CRM) application for permits
- Non-SAP CRM integration for the call center
- SAP NetWeaver Process Integration technology as an interface manager
- SAP NetWeaver BW
- GIS-Web client integration using geographic information systems

The results

After four years, the city is better able to integrate information to respond more quickly to citizen needs. By March 2013, all departments are anticipated to be on the new integrated IT platform. Here are several high-level benefits that GCBA will achieve:

- Centralized incident management, maintenance for all city objects
- Streamlined or eliminated administrative and back-office functions
- Centralized registration and purchase management
- Developed internal controls

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