



**MAJOR CITIES OF EUROPE  
IT USERS GROUP**

***PARIS - 23/11/2007***

***CHIEF INFORMATION OFFICERS***

***OF LARGE EUROPEAN CITIES***

***- MEETING REPORT -***

**1. NOTICE**

This highlights report is not meant to be exhaustive. It represents the notes taken during the meeting which are meant to complement the presentations that each CIO has delivered and discussed during the meeting. These presentations represent the key base information to be considered. All the presentations are included as appendix to this report.

**2. PARTICIPANTS**

<b>NAME</b>	<b>ORGANIZATION</b>	<b>ROLE</b>
Jean Claude Meunier together with a team of professionals	Marie de Paris	CIO
Alessandro Musumeci	Comune di Milano	CIO
Lluis Olivella	Instituto Municipal de Informatica Ayuntamiento de Barcelona	CIO
Giorgio Prister	MCE - Major Cities of Europe	Honorary member, representing also the city of Rome
Philippe Val	Communauté Urbaine Grand Lyon	CIO
Norbert Weidinger	Stadt Wien	Deputy CIO
Grete Zetterdal	Oslo Kommune and MCE -Major Cities of Europe	CIO of Oslo Kommune and President of MCE

NB: the representatives of "Comune di Roma" ( Luigi Baldoni – CIO) and of the "Ayuntamiento de Madrid" ( Enrique Martin Cabrera - CIO) could not participate, but will receive this report and are interested in continuing in the future the collaboration with the other Cities participating to the workshop.



### **3. WHO WE ARE – MAJOR CITIES OF EUROPE ORGANIZATION – IT USERS GROUP**

The Major Cities of Europe IT User's Group is an independent group of representatives from Cities all over Europe (attached presentation)

The objectives of the group are:

- To promote voluntary exchange of ideas, visions and experience between members of the Group for the purpose of improving the performance of local government by using information technology.
- To represent the collective interests of members of the Group in discussions with public authorities, suppliers of information technology and other relevant organizations at an European level.

The Group was founded in 1982 as a result of an initiative by the Greater London Council. The membership covers almost every country in Scandinavia and the Western and Southern parts of Europe. Since the end of the Cold War cities from the eastern part of Europe have also joined the Group, together with some non-European cities, such as Tel Aviv and Tblissi.

Although the exact position and tasks of local authorities in the different countries may vary, the main objectives will be the same. The value of the Group lies in the benefit of its members sharing and exchanging information, so that common problems and solutions can be discussed.

The Groups Annual Conference is usually held in June and is hosted by one of the member cities.

Applications for membership are submitted at the Annual Meeting. The collective interests of the Group are in the hands of an Organizing Committee, elected at the annual meeting. The chairman, secretary and treasurer take care of daily affairs.

Membership of the MAJOR CITIES OF EUROPE is open to every city in the European region, that values the experience of colleagues from all over Europe.

### **4. WORKGROUP OF CIO' OF LARGE EUROPEAN CITIES: OBJECTIVES OF THE MEETING**

The initiative of this first meeting has been launched by the MCE organization with the scope of creating a work group between CIOs of the main European cities, not only interested in the exchange of experiences, but also in deepening the knowledge and content of high value topics of common interest in which each city organization has been able to experiment and to realize successful projects but also had to face and to resolve problems that can be of interest for the work group. Therefore It's about going beyond the interest of meetings and presentations in occasion of conferences, but to promote a teamwork that, once tuned, will be able to become permanent and of true value to all. The initial team of Cities involved is formed by Paris, Rome, Milan, Barcelona, Madrid, Oslo, Vienna and Grand Lyon.

**5. MAIRIE DE PARIS.** The first presentation was the one of the City of Paris. Because of the interest of the topics raised each other city has run into in depth discussions and given its position. Therefore the duration of the Paris presentation has been much longer than expected but this has given the opportunity to the whole team to discuss in advance most of the topics that each city has presented afterwards.

#### **5.1. WHAT WORKS: "PARIS WI-FI" PROJECT**

- Inspired by the similar initiative of the city of San Francisco
- Set up by the City of Paris and the Ile de France region.



- Offers free Internet High Speed Wireless to any user
- Hot Spots in over 260 locations belonging to the municipality: gardens, town halls, public libraries and museums in the city.
- Depending on the location the access web page presents customized information regarding the location itself – for instance information about a museum
- WI-FI project Up and running since September 2007.
- 2 M€ investments and the 0,5 M€ yearly maintenance costs paid by the City of Paris
- Free access does not require authentication in order to guarantee privacy.
- Presently there is no filtering, but filtering of inappropriate content is now being implemented with priority on children protection.
- Lack of authentication weakens the security especially regarding intrusion and phishing
- Users are required to accept the conditions of use that highlight the cautions to be taken to avoid security breaches.
- Users are mainly students
- 3000 connections / day average
- 20000 users per month / average
- Future improvements
  - Hot spots number increase: for each additional Hot Spot maintenance cost of 40 € / month.
  - Measurement of Users satisfaction and profiling
  - Quality improvements
  - Optimization for PDA / Mobile phones usage
  - Partnerships with Telco operators
  - Develop VOIP services
  - Develop usage by public employees

#### **DISCUSSION ABOUT THE “PARIS WI-FI PROJECT”:**

- Barcelona: has implemented a different usage of wireless technology via a Wireless Mesh Network to control and manage municipality apparatus like Security services for connection of Police PDA, video surveillance equipments, information panels, parking meters, semaphores etc... This project is in the test phase. Results are expected in January 2008
  - ➔ The team is interested in sharing the feedback about the Barcelona pilot on next meeting
- Milano (see other notes below about the Milano WI-FI project): The City of Milano is building a Public Wi-Fi Network offered as a common infrastructure to Public and Private Service Providers. It includes 4000 Hot Spots and foresees an investment of 17 M€. The business model is documented. It competes with other cable operators. The physical network belongs to the City. The service is outsourced
  - ➔ The team is interested in sharing the Milano business model and feasibility study
- Oslo and Vienna have not launched any Public WI-FI initiative because the City if very well served by private initiatives

#### **5.2. WHAT WORKS: OPEN SOURCE STRATEGY IN PARIS**

- Obligation to focus Open Source technology in all contracts
  - Application layers are covered
  - Open source is spreading to PCs
  - Open source is considered less expensive (data available)
  - 50 M€ invested to move to Open Source



- Business case available
  - All servers already moved to Linux
  - Middle ware more and more Open Source based
  - Open Source eases Interoperability
- ➔ The team is interested in sharing the business case of Paris

#### **DISCUSSION ABOUT THE OPEN SOURCE STRATEGY:**

- Milano: Open Source technology is mature but concern about the support.
- Paris: Positive experience about quality of Open Source code and support . Need of a balance between proprietary vs. Open Source Software
- Paris: launched the initiative called “Paris Capitale du Libre (Open Source)” including an incubator of specialized enterprises.
- Oslo: same concerns as in Milano
- Lyon: same concerns as Oslo and Milano
- Vienna: trying a smooth migration. Open Source desktops are considered more expensive than Windows
- Barcelona: years ago was the decided that Desktops were not going to move to Open Source. The city considers that the key priority is business transformation, from which it can get the greatest benefits: finally the cost of proprietary software can be well absorbed by the benefits of business transformation

#### **5.3. WHAT DOES NOT WORK: PARIS GOVERNANCE OF POLITICAL PERCEPTION**

- IT Projects management is OK
- Did not succeed in translating the benefit of ICT for the City management and services into politics perception. The threat is that this issue might lead to an ICT budget reduction with impact on personnel and ICT investments and maintenance budgets.

#### **DISCUSSION ABOUT ICT GOVERNANCE OF POLITICAL PERCEPTION**

- Barcelona: has established 4 years ago its strategy thanks to a study run with Mc Kinsey. Each project must have a cost/benefit justification. Each project is managed by dedicated committees which include top level management representative. Project results are tracked and measured.
- Milano: ICT reports directly to the Mayor. The Mayor and its staff are fully involved
- Lyon: strong control on project management. Many projects are in progress. Projects are grouped in Programs. Each Program has defined strategic goals. Top level management is involved especially in the “Transversal Projects”. In progress establishment of measurements for each project, but reality is not yet there. Programs have not a budget allocated, but a “budget frame” to allow flexibility in managing budgets

#### **5.4. WHAT DOES NOT WORK IN PARIS: ELECTRONIC ADMINISTRATION**

- Paris has not yet reengineered the back office
- Same situation in Rome: how to justify the investment in on line transactions with the limited number of citizens that use it? How to increase the number of users? How to decrease costs of labor if the counter employees are still making most of the work?



## **6. PRESENTATION OF THE CITY OF MILANO (attached)**

This presentation has included the following topics

- an overview of the City,
- the redesign and rationalization of the IT architecture
- the redesign and rationalization of the network architecture
- the implementation of a new full set of citizen services including
  - the new contact center
  - the new Web 2.0 portal
  - the Milano wireless project (already covered in the previous discussion on the WI-FI project of Paris in section 5.1)
  - the Milano digital cities including the new traffic management system based on fees payment for the access to the city

## **7. PRESENTATION OF GRAND LYON (attached presentation)**

These are the main topics presented:

- The "Communauté Urbaine du Grand Lyon" is not a single city but a community of cities including Lyon and its surrounding other towns. Therefore Grand Lyon has not the same tasks as a normal city but rather must provide a set of common services to the cities which are part of the Community. Therefore its "customers" are not citizens but cities
- Governance system (see in previous section 5.3 the discussion from Grand Lyon on how it manages "projects" within "programs")
  - Managing IS consistency and IS alignment on Greater Lyon strategic goals
  - Managing IT services levels
  - Improving control on projects initialization
  - Improving control on IS/IT strategic plan realization
  - Managing changes in organization induced by IT projects

## **8. PRESENTATION OF BARCELONA (attached presentation)**

These are the main topics presented:

- ICT priorities evolution. The 2 key priorities for the period 2008 - 2011 are
  - Quality of IT services
  - Municipal services transformation
- Strategic main axes covering
  - Electronic administration
  - Vertical actions
  - Transversal actions
  - Infrastructures
- Governance system covering politicians, city managers and City departments (see also discussion in section 5.3)
  - Management building blocks
  - ITC centralization, decentralization, outsourcing
  - Main issues related to operations & ITC services, Applications, Outsourcing, SAP, Telecommunications,

## **9. PRESENTATION OF VIENNA**

These are the main topics presented:



- Vienna has special responsibilities different from other cities in Austria , these include the responsibilities of regions (Stadt ) and cities.
- Strategy key elements
  - IT has a key role in innovation
  - The IT strategy specifies the essential objectives, measures and processes to achieve the business objectives of the city
  - The IT strategy is a guideline for all departments
  - The IT Group is part of the Executive Group for Organisation, Safety and Security. It sets the IT strategy
- Electronic government represents a significant success. These are some figures and facts:
  - 400 e-Government pages (as of November 2007)
    - explain procedures
    - facilitate procedures
    - save time
  - 80 of them include an online procedure
  - Growth rate in 2007: +22%
  - Scheduled expansion in 2007: approx. 400 e-Government pages
  - Monthly usage:
    - 28,000,000 page views by
    - 800,000 persons (computers)
- SAP is a key strategic product of Vienna. These are some figures and facts
  - applied since 2000
  - approx. 6000 users
  - 20 Mio. business cases
  - 1,2 Mio incoming invoices
  - 6,5 Mio outgoing invoices
  - The central components are:
    - financial accounting
    - asset accounting
    - controlling
    - materials management
    - sales and distribution
    - real estate management
    - public sector management

## 10. PRESENTATION OF OSLO (presentation attached)

Oslo's presentation has been very short because of lack of time. The presentation has been dedicated to the new model of IT Governance and Outsourcing. The CIO should become the Chief INNOVATION Officer while it is considered by now as the Chief Implementer of OBSTACLES.

The new governance model has been designed by

- clearly drawing the line between IT and Departments, i.e. IT aspects vs. business aspects.
- clearly defining roles and responsibilities, and the way to interact and cooperate
  - Business management
  - IT management
  - IT Operations (outsourced)
- clearly define IT tasks and processes



## 11. PRESENTATION OF ROME (presentation attached)

This presentation has not been performed because of lack of time

## 12. GENERAL DISCUSSION ABOUT SAP

- Most cities have implemented SAP but in its advantages most cities share concerns about the return of this huge investment.
- SAP HR has not been implemented in any city participating to the workshop: it is not considered suitable
- In general a significant effort is necessary to adapt SAP to City requirements.
- Barcelona, because of the implementation of SAP, is considered well managed from the financial point of view and can get a better rating from financial rating companies because of that; it can get therefore loans at a better interest rate.
- Rome seems to have a better feeling about SAP implementation (to be better analyzed when the CIO of Rome will be present on a next meeting).

Because of lack of time the discussion could not go further.

→ The team wishes to dedicate a meeting for a SAP discussion

## 13. DECISIONS

Specific team meetings will be dedicated to a deep dive in the key topics selected as relevant. Next meeting will be organized in Vienna within a few months.

### TOPICS SELECTED BY NOW FOR NEXT MEETINGS

- WI-FI implementation
- Open Source
- Governance of IT and Governance of Political perception
- SAP