EPTA PROJECT

C3 – T3.6 – D3.2

Implementation Plan (IP) - Summary

Task Leader P2: Regione Emilia-Romagna
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1. SUMMARY OF THE IP GOALS

The Implementation Plan ("IP") report on how each Partner will act in the EPTA execution phase and how will give continuity to the integration process of the lessons learnt especially from workshops, training courses and staff exchanges.

Each partner drafted an Implementation Plan basing upon a shared common approach ("Implementation Plan Template", D3.2) and the specific outputs coming from own Feasibility Study Report (D4.1) and Practice into Action Report (D4.2).

Implementation planning, through a schematic, well focused, straight and balanced, effective and not wordy approach has to:

- set **expectations**, program goals and milestones across the organization / stakeholders;
- provide for a **roadmap** for engaging stakeholders and for sharing program resources and contents;
- constitute **a tool to measure** every step, to ensure on-going tracking, monitoring and evaluation (through tools, analysis and reporting adapted to program stage) able to guarantee the desired results;
- help to keep planning stages **on track and alignment** at all organizational levels;
- ultimately, define **how (and how soon) a Project**, evaluated as feasible under the technical, financial and economical point of view and as valuable under the political, institutional, social and environmental point of view, **becomes reality**, is put in practice, enters into action.

2. OVERVIEW OF THE IP KEY CONTENTS

The introducing paragraphs of the IP, according to the adopted template, offer a summary of the implementation efforts (tasks), as described in details in the validated Feasibility Studies ("FS"), by outlining:

- the name of the Project and/or its acronym;
- the description of the implementation deployment and approach;
- a summary of the points of contact belonging to the different involved organisations;
- the major tasks to be carried out in the implementation phase.

The following paragraphs synthesize the main contents and approach of the above mentioned topics.

Project Name and/or Acronym

This paragraph should identify the name of the Project and of the responsible Organisation as well as the title of the FS:

- *Project name: EPTA*
- *Organisation name: …;*
- *Feasibility Study Title: …*

Implementation Description

This paragraph should provide for a brief description:

- *of the planned deployment;*
- *of the implementation approach adopted.*

Points of Contact

The points of Contact of the IP should be described and identified as per table below:

- *names of the responsible organization(s);*
- *titles and telephone numbers of the organization's staff serving as points of contact for the project implementation;*
- *Project implementation representative;*
- *name and contact information for managers and staff with whom the implementation must be coordinated.*

#	**Contact** *(name)*	**Organisation**	**Phone**	**Email**	**Role**	**Responsibility**

Major Tasks

The IP introduction should briefly but adequately describe each major task required for the project implementation (as described in the FS), by considering the following aspects:

- ***what** the task will accomplish;*
- ***resources** required to accomplish the task;*
- ***assumptions and constraints** associated with the task;*
- *identified **risks and planned mitigations** associated with the task;*
- *reference **documents** applicable to the task;*
- ***criteria** for successful completion of the task;*
- ***miscellaneous** notes and comments.*

Examples of major tasks to be considered in the IP:

- overall **planning and coordination** for the implementation;
- **personnel** for the implementation team;
- **training** for personnel;
- **documentation** applicable to the implementation (availability at the needed implementation phase);
- hardware, software, or network **facilities**;
- **site and support** facilities for implementation;
- project **surveys** before implementation;
- **transition** activities;
- **prerequisites** to be fulfilled before the implementation date.

Task summary example

Example of what a task summary should properly describe for each task to be carried out during the implementation phase.

Task 1: …

- what the task will accomplish: …;
- *resources required to accomplish the task: …;*
- *assumptions and constraints associated with the task: …;*
- *identified risks and planned mitigations associated with the task: …;*
- *reference documents applicable to the task: …;*
- criteria for successful completion of the task: …;
- …

3. OVERVIEW OF THE IP SCHEDULING APPROACH

Scheduling

The Implementation Plan provides a schedule of activities to be accomplished during the implementation phase.

It shows:

- *the required **tasks** (as described in the Feasibility Study) in chronological order, with **beginning and ending dates** of each task;*
- *the **key person**(s) responsible for the task;*
- ***dependencies** of the task from other tasks;*
- ***milestones** of the task, if any.*

If appropriate, tables and graphics may be used to illustrate the schedule.

Task #	**Task description**	**Begin Date** (dd/mm/yy)	**End Date** (dd/mm/yy)	**Key person(s) responsible**	**Dependencies** (Task #)	**Milestone** (yes / no)
#	…					

Security and Privacy

If appropriate, a paragraph of the IP may be devoted to security and privacy topics, by dealing with the following:

- *overview of the **system security and requirements** that must be followed during implementation;*
- *if the project contains **personal data**, how Privacy Act concerns will be addressed.*

4. IMPLEMENTATION PLAN SUMMARY

The following paragraphs, in alphabetical order, reproduce the IP documents elaborated by the Project Partners according to the below specific focus, as stated in the corresponding Feasibility Studies:

1. ALMADA: *Role and Functions of Almada City Council as Local Transport Authority*;
2. ALOT: *Tendering Procedures and Multi Modal Transport Agencies (guidelines);*
3. Brasov: *The structure and role of the Public Transport Metropolitan Agency of Brasov*;
4. Prague-Suchdol: *Transport Serviceability Prague – Suchdol – by Public Transportation*;
5. Razlog: *Bicycle Sharing and Carpooling Systems;*
6. Rogaland: *Integration of fares and ticketing systems;*
7. SRM: *Design and Control of a Public-Transportation Service Contract;*
8. ThePTA: *Tendering and awarding the bus transport services in Thessaloniki.*

5. ALMADA IMPLEMENTATION PLAN

Project Name

- **Project**: EPTA.
- **Organisation**: Almada City Council.
- **Feasibility Study**: Role and Functions of Almada City Council as Local Transport Authority.

Implementation Description

Note: In the case of Almada, it is extremely difficult to produce an implementation plan. Almada's feasibility study was centred in the definition of the future role and possible tasks of the Municipality as a PTA, that will inform the Municipal action in this particular field, but not in the future creation of a PTA.
The information given in the following points was extracted from the FS but is incomplete in what concerns the needs of an implementation plan for the reasons stated before.

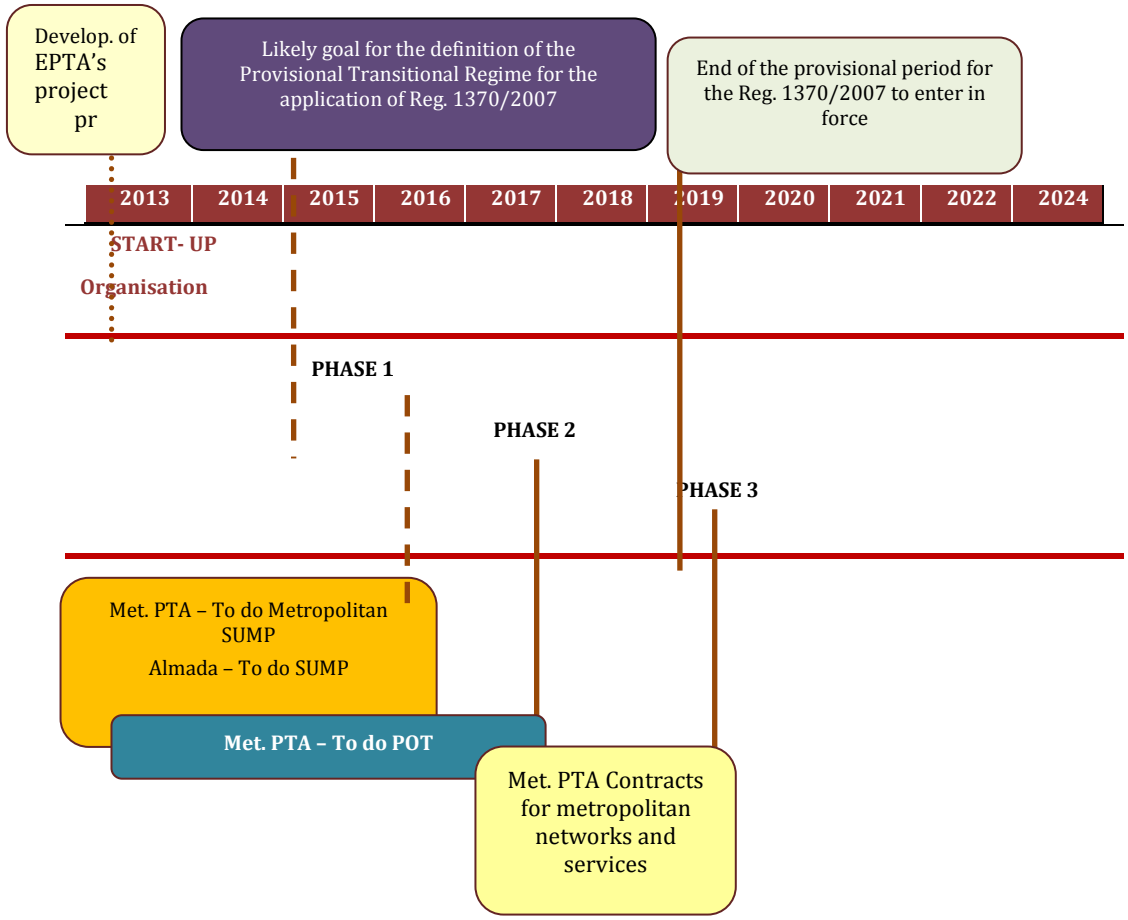
Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Catarina Freitas	Almada City Council	+351 21 272 25 10	cfreitas@cma.m-almada.pt	EPTA local coordinator	Project management and coordination of the work

Major Tasks

- **Task/Phase 0:** Formalization and organization of Almada's PTA (ALTA): Identification and transfer of functions nowadays developed by municipal services to the PTA
- **Task/Phase 1:** Completion of the Metropolitan SUMP;
- **Task/Phase 2:** Completion of the Metropolitan Operational Transport Plan (POT);
- **Task/Phase 3:** Tendering and award of PT services in the Lisbon Metropolitan Area.

Scheduling


Develop. of EPTA's project pr
Likely goal for the definition of the Provisional Transitional Regime for the application of Reg. 1370/2007
End of the provisional period for the Reg. 1370/2007 to enter in force
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2024
START- UP
Organisation
PHASE 1
PHASE 2
PHASE 3
Met. PTA – To do Metropolitan SUMP
Almada – To do SUMP
Met. PTA – To do POT
Met. PTA Contracts for metropolitan networks and services

6. ALOT IMPLEMENTATION PLAN

Project Name

- **Project**: *EPTA European model for Public Transport Authority as a key factor leading to transport sustainability".*
- **Organisation**: *PP10 – A LOT s.c.a.r.l. Agency of East Lombardy for Transport and Logistics.*
- **Feasibility St*udy:***
  - *"Defining the best model of PTAs tendering/awarding procedures in East Lombardy";*
  - *"Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona. Business Plan Guidelines".*

Implementation Description

ALOT through EPTA project proposes operational tools, concrete and useful for Public Administrations and their technicians for the management and promotion of public transport, thanks to the analysis of the current status of PTA in East Lombardy. Our hope is that EPTA represents an opportunity, especially today's context in the absence of economic resources in PA, to operate on its territory and to provide efficient services and competitive in quality of public transport.

For this purpose, ALOT aims to organize an event that will involve different stakeholders on Public Transport. The event will involve public administrations and their technicians, at the regional, provincial and local level, public transport agencies and different Associations for public transport in Northern Italy. The goal is to present an overview of national and local Public Transport management and to present the feasibility studies ALOT developed in the framework of the EPTA project. These studies concern respectively the definition of the most suitable tender models for public transport agencies in Eastern Lombardy based on the different contexts and transport typologies and the guidelines for the definition of a Business Plan for the implementation of multimodal public transport agencies in the provinces of Brescia, Bergamo, Mantova and Cremona. However the focus of the studies is the territory of the Easter Lombardy the methodology and some of the results can be suitable for different provinces in Lombardy but also among other Italian regions.

The meeting will be a direct and efficient tool to get a critical but constructive feedback from those who are involved in daily administrative issues, tenders, planning and management of local public transport, and to propose the studies to the authorities (especially those in East Lombardy) as an instrument to deal with the implementation of the Public Transport Agencies and to define the best awarding and tendering procedures when PTA will be established.

During the event ALOT is going to organize two working groups with one moderator each to discuss and collect inputs and comments on the Feasibility Studies which will be collected in a report.

It is important to underline that the Feasibility Studies define a clear and comprehensive framework for provinces of East Lombardy, in the context of regulatory guidance, for the implementation of Public Transport Agencies.

In particular "Defining the best model of PTAs tendering/awarding procedures in East Lombardy", concerns the models of tendering and awarding of public transport services in relation to the potential impacts of the tools available and also to the needs of mobility territories concerned.

The idea was to study the general aspects that can define a good awarding model for the ALOT territory, and then to define the specific aspects that can improve the model for the specific PTA. This is achieved through the analysis of local contexts that influence the different tendering models, which in the end reflect the peculiarities of the territories identified.

This study is therefore a starting point for the transformation of mobility that the newly founded provincial agencies for Public Transportation have to define in their reference areas. This feasibility study, as each FS in the EPTA project, is based on the study of international good practices.

However the results provided can be seen already as an implementation of the study that goes beyond the mere study and application of best practices chosen: as a matter of fact, the study provide a comprehensive document that could serve to the agencies of public transport in the East Lombardy for choosing the most suitable tendering model and the awarding services according to the needs expressed.

On the other hand the Feasibility Study *"Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona. Business Plan Guidelines"* provides a fruitful blueprint for the definition of the business plan of East Lombardy PTAs. As a matter of fact the design of PTAs should be supported by a Business Plan to ensure long-term sustainability.

In this regards this Feasibility Study studied two examples of PTA structures that could help in defining a PTA Business Plan. In this case the use of existing good practices should increase confidence for stakeholders as these actions are already tried and tested and could enhance the knowledge of a PTA business approach.

Moreover the structures, policies and operation of the good practices studies are well established and performing well.

The Guidelines highlight the key elements of a Business Plan starting from the Good Practices, compare them with the elements of the legislation for Lombardy Region and finding how these could be transferred in the 4 East Lombardy PTAs.

In particular the Good practices identified was useful for what concerns the definition of objectives and priorities.

Also the second Feasibility Study is in itself an implementation of the study because is a concrete document: it collects some case studies and describes guidelines for a Business Plan useful for PTAs in East Lombardy. So, the aim of this document is to give a model and guidelines to the stakeholders of public transport agencies.

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Guido Piccoli	ALOT scarl	+39/348/2291977	guido.piccoli@alot.it	Director	Senior Project Manager
2	Silvia Docchio	ALOT scarl	+39/3495293963	silvia.docchio@alot.it	Staff	Junior Project Manager
3	Ilaria Leonardi	ALOT scarl	+39/348/7794740	ilaria.leonardi@alot.it	Staff	Junior Project Manager
4	Chiara Bresciani	ALOT scarl	+39/	chiara.bresciani@alot.it	Staff	

Major Tasks

What the task will accomplish and resources required to accomplish the task

Considering the particular nature of ALOT's Feasibility Studies what can be said is that the document produced are already an implementation of the study. As a matter of fact they provide a concrete document edited for Public Administrations, which are in the crucial moment of approaching to the establishment of PTAs in East Lombardy. In this sense the documents can guide the administrations in defining the Business plans of the new PTAs and then define the best procedures for the awarding of contract of public transport services, in the context of local regulatory guidance.

What ALOT planned to do further, that constitutes the main task of ALOT's implementation plan, is to spread the documents produced among the administration, through a planned event with the stakeholders of East Lombardy and other selected stakeholders (described in the following paragraphs of this document).

Since the event is planned in the framework of the EPTA project no further resources are necessary for stakeholders to implement the task.

Assumptions and constraints associated with the task

ALOT will promote the diffusion of these documents primarily organizing the event *"The functions of the Agency for Public Transportation- Comparison between the Italian and European models"*, where there will be invited representatives of Public Administration and their technicians and also the stakeholders of public transport agencies at all levels, national, regional and provincial. The objective is to present an overview of the national and local legislation and situation on public transport and to present at the aforementioned feasibility studies.

However ALOT in order to better disseminate the Feasibilities Studies produced a questionnaire with questions about the FS to collect comments. This questionnaire will be filled in by participants to the event but also it was sent together with a link to the FS to all the stakeholder in the matter of Public Transport Agency invited. This means that also who is not participating to the event has the possibility to read the FS and forward comments enriching stakeholder's feedback.

This implies therefore a work of collecting data and contacts of stakeholders in the field of public transport linked to the area of research or the northern and central Italy: Lombardy, Piedmont, Veneto, Friuli Venezia Giulia, Liguria and Emilia Romagna.

Specifically will be invited administrators and technicians involved in the organization of PTAs at the local level. As a matter of fact, will be invited mobility and transport councillors and their technicians belonging the aforementioned provinces and municipalities of regions.

The event will be dedicated not only to the public administrations, but also to the PTAs and company involved in public transportation.

Identified risks and planned mitigations associated with the task

Even if the issues developed by the Feasibility study are actual in the Local Transport organization and planning also considering the last local regulatory guidance one of the major risks of this action is the lack of clarity and awareness, for the government, of issues related to the establishment and management of Public Transport Agency. In order to mitigate this risk, ALOT organized two working tables, during the event, to make explicit and to address the critical issues of legislation at national and local level and to understand and practical usefulness of Feasibility Study in the process of setting up and management of the Public Transport Agency.

During the working groups will be drafted a final report offering solutions and open questions about the themes approached during the first part of the meeting. This kind of deliverable could be an additional incentive to participate in the event and to consider the feasibility study as a working instrument. So it is important to underline that the event will be structured to allow participants to actively intervene during the session of the working groups.

Reference documents applicable to the task

As already described the reference documents are certainly the ALOT's two Feasibility Studies, that are "*Defining the best model of PTAs tendering/awarding procedures in East Lombardy"* and *"Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona. Business Plan Guidelines".*

Criteria for successful completion of the task

The criteria for the successful completion are the good organization of the event in particular the stakeholders invited, the specific and actual themes addressed, and also the outputs from the working groups.

Scheduling of the event

Title: *"The functions of the Agency for Public Transportation- Comparison between the Italian and European models." – 26th February 2014 – Brescia.*

Morning: Plenary Session

- Presentation of the Italian situation regarding PTA (Public Transport Agencies) - participation of several members of institutions at National, Regional and Provincial level.

  Institutions:

  - A representative of the Lombardy Region and Emilia Romagna Region – Directorate General for Infrastructure and Mobility and Mobility and Transport Directorate;
  - A representative of Ministry of Infrastructure and Transport General Directorate of Local Public Transport;
  - A representative of Municipality of Brescia;
  - Representatives of several Companies and transport agencies in the provinces of Brescia, Bergamo, Milan and Bologna.

- Presentation of EPTA project.
  Presentation of the project of EPTA and deliverables of the project, specifically the two Feasibility Projects by ALOT .

- Other Projects from INTERREG program.
  Probably during the morning it will be the opportunity to complete the overview on the TPA also at European level through the presentation of projects funded by the European program INTERREG project in parallel to the EPTA project.
  This action aims to capitalize on the experiences and work in progress of the projects and European programs. It's a cross-fertilization.

Afternoon: Working Tables

In the afternoon will be organized two working groups in which groups of about 10 people coordinated by one or two experts in the field of PTA, some of them the morning's speakers, where will be discussed issues related to Public Transport Agencies and the usefulness and practicality of the Feasibility studies presented by ALOT as an operational tool for professionals.

In particular, during the two working tables will be discussed the three Feasibility Studies presented during the morning session, or rather:

- *"Defining the best model of PTAs tendering/awarding procedures in East Lombardy" by ALOT*
- *"Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona. Business Plan Guidelines" by ALOT.*

It's necessary to underline that during the afternoon session will be discussed also a third Feasibility Study elaborated by SRM entitled "Design and Control of a Public-Transportation Service Contract" and then, will be organized a third working table dedicated to that theme. In the matter of fact, ALOT wants also to involve SMR in his event in order to give a real and complete framework of Italian situation about PTA above all concerning regulations and procedures at the local level.

The Working Tables of the afternoon session will cover the following topics:


Table **"TENDER":** Feasibility study to determine the best model for tender (ALOT) Moderator: Dr. Maria Cristina Carmeli;


Table **"BUSINESS PLAN":** Feasibility study on multimodal public transportation agencies in the provinces of Brescia, Bergamo, Cremona and Mantua - Guidelines for the definition of the Business Plan. (ALOT) Moderator Group Clas - Dr. Roberto Zucchetti;


Table **"SERVICE AGREEMENT":** Feasibility study for the establishment and verification of the service contract for public transport (SRM). RSM Moderator - Eng. Tommaso Bonino.

Some more elements of the organizational work table:

- Duration 1 hour;
- Each table will have about 10 participants;
- Each table will have a host (support to moderator - staff ALOT) summarizing the contents emerged during the session;
- At the beginning will be introduced 3 or 4 provocative slides on the Feasibility Studies, that promote discussion;
- Distribution of questionnaires and/or schematic tables in order to follow and answer the questions proposed to the work table;
- Final synthesis of the ideas that emerged during the work table;
- Collection of information and submission of the report to all participants, probably in a second moment not during the event.

Will be required:

- Relevance: go "straight to the point" with proposals on the table's issue (no general premises, analysis);
- Concise interventions, considering the time of the session (60 min) and the number of participants for each table (max10/12 per group), is advisable to make brief interventions to enable all participants to intervene;
- Be proactive with respect to the initial questions;
- Informality, spontaneity and "equal" approach (all are somehow experts, regardless of the roles, creative climate with dynamic rhythm of question and answer).

The working table can be organized in three phases:

1) First phase: the theme of the table is introduced through 3 or 4 slides.

2) Second stage that defines the objective of the work table - objective analysis:

Example of questions:

a. Which is the situation at the regional, provincial or local level?

b. Concerning the Feasibility Studies, do they have a consistent and correct approach compared to the issues of Public Transport Agencies?

c. Would you use the proposed document? If so, how exactly?

3) Third stage that defines the problem to be solved - **problem analysis**;

Example of questions:

a. What are the critical aspects of the regulations at the national, regional and provincial level?
b. What conditions are necessary for the proper functioning of the Public Transport Agencies?
c. Which examples from the Best Practices proposed, seem to be more consistent and applicable to the Italian situation?

d. What is the economic sustainability of Public Transport Agencies?

Phase one and two will be similar for all the work tables, instead the third phase, then the analysis of the problems, will be more consistent with the contents of the Feasibility Study peculiar object of discussion.

Here below the questionnaire sent previously by e-mail to the participants of the event in relation to A LOT's Feasibility Studies:

The questionnaire

Contact details – please complete the table below with your contacts and references of your organization.

Organization	
Address	
Zip code	
City	
Province	
website	
First name and surname	
Role	
Phone	
Email	

1.1In reference to the feasibility study EPTA Feasibility Study:" Defining the best model of PTAs tendering/awarding procedures in East Lombardy ", Could be useful to your Public

Administration and to your technicians for planning and prepare public tendering concerning Public Transport Agency in your province?

- ☐ Very useful
- ☐ Quite useful
- ☐ Not very useful
- ☐ Useless

Why?.....

1.2 In reference to EPTA Feasibility Study: "Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona - Business Plan Guidelines", Could be useful to your Public Administration and to your technicians for planning and structure Public Transport Agency in your province?

- ☐ Very useful
- ☐ Quite useful
- ☐ Not very useful
- ☐ Useless

Why?.....

1.3 If you have found limits or if you have evaluated the documents presented little useful or useless, what do you propose or suggest in order to redact these documents more accessible for the Public Administration or technicians?

.....

1.4 In case of positive assessment of Feasibility Studies would you use them effectively within your local your Public Administration and if so, how these can really help you?

- ☐ Yes
- ☐ Why:.....

- ☐ No
- ☐ Why:.....

1.5 Comments – Thank you for your answers and for your time. We will use your comments to improve and complete our documents.

.....

.....

1.6 Privacy-Please note that the data provided in the questionnaire will be processed by ALOT (controllers) in a very confidential and will never be made public. The responses collected will be processed in aggregate form and made available within the research team ALOT. Therefore, the results of the survey will not be traced back to the situation of individual

institutions. We ask you to accept explicitly the aggregate disclosure of the results of the survey:

- ☐ I Accept
- ☐ I don't accept

Conclusion

Report

As a conclusion of the event, a Report will be produced by the moderators of each working table. This Report collects all questions and answers discussed during the working table.
Another Report less schematic and more complete will be produced after the event and it will collect all results from each working table.

Organizational details

The event implies a substantial preparation phase. The first action in the organization of this event is to collect contacts of the stakeholders, that is councillors, technicians, PTAs and companies involved in PT related to East Lombardy, which is ALOT reference area, and for a large dissemination and feedback the other Provinces and Municipalities of Lombardy and Piedmont, Veneto, Friuli Venezia-Giulia, Liguria and Emilia Romagna.
ALOT has disseminated two Feasibility Studies and a related questionnaire. This action has allowed ALOT to understand the real interest of stakeholders in the matter of Public Transport Agency.
After this first feedback, ALOT began to organize the event and to disseminate its agenda. During this phase, ALOT organized also the activities of the different speakers of the plenary session of the morning. As a matter of fact, representatives of the Ministry of Transport, Regions, Lombardy and Emilia Romagna regions, Provinces, Municipalities and representatives of agencies and companies in the local public transport field were invited.
Each participant will be pre-registered on-line and the organizers will deliver only to the participants of the Working Tables a badge where will be indicated through icons the working group related.

Documents presented during the Event:

- *"Defining the best model of PTAs tendering/awarding procedures in East Lombardy";*
- *"Multi Modal Transport Agencies in Brescia, Bergamo, Mantova and Cremona. Business Plan Guidelines".*

Scheduling

Task #	**Task description**	**Begin Date** (dd/mm/yy)	**End Date** (dd/mm/yy)	**Key person(s) responsible**	**Dependencies** (Task #)	**Milestone** (yes / no)
1	Dissemination event	26.2.2014	26.2.2014	TBD	NA	Y

Security and Privacy

Personal Data and Privacy Act.

During the event, and especially during the online pre-registration for the event, and when filling out the questionnaire, a notice it will be handed on the personal information collected and Privacy Policy. In the matter of fact, each participant has to accept the Privacy condition, that is to authorize the processing of personal data, according to the Italian law 196/2003.

7. BRASOV IMPLEMENTATION PLAN

Project Name

- **Project**: *"EPTA -European model for Public Transport Authority as a key factor leading to transport sustainability";*
- **Organisation**: Brasov Metropolitan Agency for Sustainable Development
- **Feasibility Study:** *"The structure and role of the Public Transport Metropolitan Agency of Brasov".*

Implementation Description

Brasov Metropolitan Area is currently in a consolidation phase of its agglomeration status and aims to ensure a high quality of life for all residents as well as prerequisites for sustainable economic development. An important element in this process is the metropolitan mobility policy. Local governments within the metropolitan area of Braşov are directly involved in the development of a common, relevant mobility policy that meets the real needs of the local territory and the metropolitan area as well.

At the metropolitan level, public transport system is currently provided by private operators holding licenses under the County Transportation Plan. This plan is out-dated and fails to link the areas of economic and social interest recently developed. Further more, based on the Romanian legislative framework, the service contract includes the service operator and the County Council as a public body. The local authority representing directly the local community that benefits from the transport services is not represented in the service contract. This situation leads to various problems in providing the service in a predictable and efficient manner.

The solution to this situation is the creation of a Public Transport Agency that will ensure the proper representation of the local authorities both in the regulation and planning stage as well as in the monitoring and control of the service contract.

The purpose of this study was to analyse the opportunity of developing the Brasov Metropolitan Area's agency dedicated to the management of public passenger transport system. The study is based on a model in which seven major functions are performed through an agency dedicated to public transport - regulatory, planning, purchase of transport services, integration, promotion, management and control. This study examines possible operational structure of this agency and the roles that it can assume, the financial impact of these measures.

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Catalin Frangulea Pastor	Brasov Metropolitan Agency	0040 268 547 616	catalin.frangulea@metropolabrasov.ro	Local Coordinator	Implementation Councillor
2	Alina Suciu	Brasov Metropolitan Agency	0040 268 547 616	alina.suciu@metropolabrasov.ro	Adminsitrative assistant	Implementation Councillor

Major Tasks

Task 1: Obtaining the legal status for the Brasov metropolitan area PTA

- *what the task will accomplish;*
  In order for the PTA to achieve its purpose, it needs to have tha legal person status. Based on the Romanian legislative framework, the best option for the Brasov PTA is the creation of an NGO (non governmental organization) that will have local public authorities in the metropolitan area of Brasov as its founding members.
  The new organization would the be able to assume its role as a PTA
- *resources required to accomplish the task;*
  Legal expertise in creating an NGO.
  Starting capital created from equal contributions from founding members.
- *assumptions and constraints associated with the task;*
  No barriers or constraints are foreseen.
- *identified risks and planned mitigations associated with the task;*
  There is the possibility that some public authorities in the metropolitan area will not wish to be part of the new organization.
- *reference documents applicable to the task;*
  - Official statute of the new organisation
  - Legal documents issued by state authorities attesting to the status of legal person

Task 2: Accreditation of the new organisation with the national licensing authority in Romania

- *what the task will accomplish;*
  By obtaining an official accreditation from the national licensing authority in Romania, the new organisation which started out as an NGO actually becomes a PTA. The accreditation obtained following some predefined administrative procedures will allow the new PTA to issue route licenses for metropolitan public transport routes.
- *resources required to accomplish the task;*
  Legal expertise in following predefined administrative procedures.
- *assumptions and constraints associated with the task;*
  No barriers or constraints are foreseen.
- *identified risks and planned mitigations associated with the task;*
  There is the possibility that the request to become a PTA to be denied on various legislative missinterpretations.
- *reference documents applicable to the task;*
  - administrative documents proving the PTA status

Task 3: Staffing the PTA in accordance with its role and function

- *what the task will accomplish;*
  After specialised staff is hired, specific PTA functions can be assumed.
- *resources required to accomplish the task;*
  Specialised staff with knowledge both in the public administration sector as well as organising transport services
  Appropriate budgetary resources.
- *assumptions and constraints associated with the task;*
  Budgetary constraints.
- *identified risks and planned mitigations associated with the task;*
  There is the possibility that candidates are few or their salary request would be higher that the available budget
- *reference documents applicable to the task;*
  - PTA Structure
  - PTA Budget

Task 4: Elaboration of the Metropolitan Public Transport Services Regulatory Manual

- *what the task will accomplish;*
  It will state, through an official document, the manner and parameters in which public transport services will be provided in the metropolitan area of Brasov and the requirements under which route license will be issued.
- *resources required to accomplish the task;*
  Specialised staff
  Time
- *assumptions and constraints associated with the task;*
  We need to acknowledge the fact that all service requirements must be realistic and operators will need a transition period in which to ensure compliance with the new provisions.
- *identified risks and planned mitigations associated with the task;*
  No barriers or constraints are foreseen.
- *reference documents applicable to the task;*
  Metropolitan Public Transport Services Regulatory Manual

Scheduling

Task #	Task description	Begin Date (mm/yy)	End Date (mm/yy)	Key person(s) responsible	Dependencies (Task #)	Milestone (yes / no)
1	Obtaining the legal status for the Brasov metropolitan area PTA	02/13	08/13	Brasov Metropolitan Agency Staff		no
2	Accreditation of the new organisation with the national licensing authority in	10/13	02/14	Brasov Metropolitan Agency Staff	Task 1	yes

	Romania					
3	Staffing the PTA in accordance with its role and function	05/14	10/14	Brasov Metropolitan Agency Staff	Task 2	
4	Elaboration of the Metropolitan Public Transport Services Regulatory Manual	10/14	02/15	Brasov Metropolitan Agency Staff	Task 3	yes

8. PRAGUE-SUCHDOL IMPLEMENTATION PLAN

Project Name

- **Project**: *"EPTA -European model for Public Transport Authority as a key factor leading to transport sustainability"*;
- **Organisation**: Czech University of Life Sciences Prague, Faculty of Environmental Science; in cooperation with city district Prague – Suchdol;
- **Feasibility study**: *Transport Serviceability Prague – Suchdol – by Public Transportation.*

Implementation Description

The project implementation is very specific especially due to the nearly unlimited number of actors which can influence the characteristic of decision and therefore the final state.

The key milestone of project implementation is financing. Regarding the disposition and capacity of the project it would be approximately 3 – 4 billions CZK. The main chapter of this milestone is the fact that tramway route in section Podbaba – Suchdol is on the so called "Indicative list of large projects" of Transport Operational Program for program period 2014 – 2020. Thus realization of the structure has the highest priority in terms of development and therefore optimal conditions for co-financing from EU structural funds are created, which means that national sources will be complemented with European sources.

The key fact for co-financing of tramway route in section Podbaba – Suchdol will be acquirement of positive SEA statement for conceptual proposal of Transport Operation Program for program period 2014 – 2020, further discussion of this proposal on the field of the Czech Government and its approval by the Czech Government. Because this conception defines the fundamental frame of financial means from structural funds EU allocations the approval of conception Transport Operational Program for program period 2014 – 2020 by European Commission is necessary.

Fulfillment of these conditions means the possibility of co-financing of tramway route in section Podbaba – Suchdol form the means of TOP 2014 – 2020 and therefore solution of financial aspects of implementation. Here needs to be mentioned that city district Prague – Suchdol as a project EPTA "Feasibility Study of Transport Serviceability Prague – Suchdol – by Public Transportation" holder has no influence on any of activities mentioned above. All of the steps are in competence of:

- Ministry of Transport of The Czech Republic which is submitter of conceptual document and order party of both EX ANTE evaluation of Transport Operation Program for program period 2014 – 2020 in context of economic efficiency frame and also SEA evaluation in context of environmental integrity of concerned conception securing;
- Ministry of Regional Development of The Czech Republic which is diction ministry for the whole program period preparation and ensures interconnection of individual operational programs with Partnership agreement.

- Ministry of the Environment of The Czech Republic as a competent organ issues the SEA statement for concerned conception
- European commission issues the final statement which entitles implementation of conception and therefore the possibility of financial means allocation from Transport Operational Program for program period 2014 – 2020 for construction of tramway route in section Podbaba –Suchdol.

In the perception of project "Feasibility Study of Transport Serviceability Prague – Suchdol – by Public Transportation" holder it is necessary for its implementation that city district Prague Suchdol will secure bridging between concerned offices and public or non-governmental sector. City district Suchdol needs to work as a translator of process for public. This educative position plays a key role especially for the phases of decision making process in which public can claim its objections, comments and requirements for readjustment or supplementation.

Project of improvement of transport serviceability of Prague – Suchdol by public transport can be divided into two main construction subjects who however shouldn't be perceived separately. The existence of both construction files can enable reaching of desired goals in terms of clean mobility, multimodality increase, lowering of pressure in street area and sustainable city transport.

Constructions file 1 Tramway route in section Podbaba –Suchdol

- Assessment and comparison of possible alternatives of tramway route Podbaba – Suchdol in terms of optimal approach recommendation for detailed technical – land use analyses;
- Initiation of town and country plan change, initiation of Metropolitan plan;
- SEA assessment of town and country plan change;
- Technical and economic study;
- Project documentation evaluated in alternative solution;
- EIA assessment together with multi-criterion analyses conduction;
- Documentation for planning permission and building position permit ;
- Urban solution of tramway route together with stations proposal optimization according to predicted social-demographical development;
- Documentation for building permit and position building permit;
- Consideration of bi-directional tramways purchase, possibilities of routing;
- Realization of construction;

Constructions file 2 Park and Ride Výhledy at tramway route Podbaba - Suchdol terminal station

- Study of relocation of engineering networks;
- Urban study;
- Initiation of town and country plan change, initiation of Metropolitan plan;
- SEA assessment of town and country plan change;
- Technical and economic study;
- Project documentation evaluated in alternative solution;
- EIA assessment together with multi-criterion analyses conduction;

- Documentation for planning permission and building position permit ;
- Documentation for building permit and permit for building position;
- Realization of construction

Points of Contact

Task l	Contact	Organization	Phone number Email	Role	Responsibility
1.1	Kamýcká 961/129, 165 00 Praha 6-Suchdol Suchdolské náměstí 734/3 165 00 Praha-Suchdol	Czech University of Life Sciences Prague In cooperation with city district Prague - Suchdol	23438 1111, 22438 1111 222 361 411, 220 921 218, posta@praha.scuhcol.cz	Author of the study Order party of the study	unspecified
1.2	Mariánské nám. 2 110 01 Praha 1	Magistrate of the Capital City of Prague	12 444 info@praha.eu	Issues the town and country plan change permit	unspecified
1.3	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	Realization of SEA evaluation of town and country plan change. Final statement issues Magistrate of the Capital City of Prague	unspecified
1.4	cannot be specified	Winning company of tender which	cannot be specified	Financial feasibility	unspecified

		will be contracted by Magistrate of the Capital City of Prague			
1.5	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	Detailed technical feasibility	unspecified
1.6	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	EIA realizatio n, final statement issues the Ministry of Environm ent of the Czech Republic	unspecified
1.7	Mariánské nám. 2 110 01 Praha 1	Magistrate of the Capital City of Prague	12 444 info@praha.eu	Building position permit, final statement issues the local building office	unspecified
1.8	Mariánské nám. 2 110 01 Praha 1	Magistrate of the Capital City of Prague	12 444 info@praha.eu	Building permit, final statement issues the local building office	unspecified
2.1	cannot be specified	Winning company of tender which will be contracted by Magistrate of	cannot be specified	Infrastruc ture optimizin g	unspecified

		the Capital City of Prague			
2.2	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	Infrastructure optimizing	unspecified
2.3		Magistrate of the Capital City of Prague		Issues permit for plan town and country plan change	unspecified
2.4	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	Realization of SEA evaluation of town and country plan change. Final statement issues Magistrate of the Capital City of Prague	unspecified
2.5	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	Detailed technical feasibility	unspecified
2.6	cannot be specified	Winning company of tender which will be contracted by	cannot be specified	Detailed technical feasibility	unspecified

		Magistrate of the Capital City of Prague			
2.7	cannot be specified	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	cannot be specified	EIA realization, final statement issues the Ministry of Environment of the Czech Republic	unspecified
2.8	Mariánské nám. 2 110 01 Praha 1	Magistrate of the Capital City of Prague	12 444 info@praha.eu	Building position permit, final statement issues the local building office	unspecified
2.9	Mariánské nám. 2 110 01 Praha 1	Magistrate of the Capital City of Prague	12 444 info@praha.eu	Building permit, final statement issues the local building office	unspecified

Major Tasks

Outcomes of "Feasibility Study of Transport Serviceability Prague – Suchdol – by Public Transportation" will be used especially within the project preparation works and mainly in following milestones:

1. **Tramway route in section Podbaba – Suchdol**
   - 1.1 Alternatives' of tramway route in section Podbaba –Suchdol comparative study, phasing solution detailed elaboration;
   - 1.2 Change of town and country plan together with Metropolitan plan which represents fundamental condition for vision development with plan town and country planning security.
   - 1.3 In case of town and country plan change performance and therefore transposing of tramway route in section Podbaba –Suchdol into concerned plan town and country planning documentation it will be necessary subject these conceptual documents to

SEA (Strategic Environmental Assessment); evaluation for securing of environmental integrity of proposed change (on conceptual, planning level);

1.4 Allocation of financial means for time frame 2014 – 2020 is secured within Transport Operation Program pro program period 2014 – 2020 which makes allowances for support of tramway route in section Podbaba – Suchdol;

1.5 Technical and economic study and project documentation of alternatives with detailed specification of all attributes of considered intent;

1.6 EIA (Environmental Impact Assessment) of actual project level together with multi-criterion analyses in terms of optimal alternative choice, the result of assessment is a proposal of measures which will contribute to lowering, minimizing or compensation of negative impacts on environment or public health;

1.7 Documentation for planning permission, thus factual application of optimal plan town and country planning documentation which already contain the possibility of tramway route to Suchdol

1.8 Documentation for building permit, thus definition of factual conditions for construction realization.

Among the modes that should be considered within realization of individual milestones 1.1 – 1.7 there is an actual urban solution of tramway route in section Podbaba –Suchdol together with optimally designed localization of station taking into account offered multimodality options. Further possibility of bi-direction tramways and eventual shorting of chosen routes at Zemědělská univerzita (where there is the higher passenger load assumed) station should be considered.

2. Park and Ride Výhledy realization - at the terminal station of tramway route Podbaba – Suchdol

2.1 Study of relocation of engineering networks;

2.2 Urban study;

2.3 Initiation of town and country plan change and preparation on initiation of Metropolitan town and country plan which represent a fundamental condition for vision development with plan town and country planning security.

2.4 SEA assessment for securing the environmental integrity of initiated town and country plan Technical and economic study;

2.5 Project documentation preparation preferably with alternative solution

2.6 EIA (Environmental Impact Assessment) of actual project level together with multi-criterion analyses in terms of optimal alternative choice, the result of assessment is a proposal of measures which will contribute to lowering, minimization or compensation of negative impacts on environment or public health;

2.7 Documentation for planning permission thus factual application of optimal plan town and country planning documentation which already contain the possibility of tramway route to Suchdol

2.8 Documentation for building permit, thus definition of factual conditions for construction realization.

Scheduling

In the table general list of main activities leading to the project implementation is presented. The general rule is that tasks have to be fulfilled accurately and chronologically in order to reach the final goal which is tramway route in section Podbaba – Suchdol realization.

4.1 Requested tasks (as it is described in feasibility study in chronological order with start and final term of each task)

See tables

4.2 Key person responsible for each task

In current phase of project preparation the responsible person for realization of individual tasks cannot be specified. Firstly it can be assumed that significant amount of tasks will be realized by subcontractor (winner of tender) and further the people responsible for individual agendas within concerned offices in years of realization can be hardly defined.

4.3 Dependencies and interconnections with subsequent tasks

Dependency and interconnectivity implies to which extent the certain task (module) is subordinated to other task (module). Interconnectivity is usually linked to cohesion.

Milestones within implementation

The fundamental milestone within implementation is allocation/non-allocation of financial means for the project realization.

Task	Task description	Start - final term	Contact agent	Cohesion/dependency	Milestones
1.1	Feasibility study of TT Podbaba – Suchdol	2013 - 2015	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	No conditionality	Financial means (EPTA project)
1.2	Land use change of TT Podbaba - Suchdol	2014 – 2015	Magistrate of the Capital City of Prague	No conditionality	Strategic vision of tramway route in section Podbaba – Suchdol existence and reaching of consensus over this vision (agreement for its support)
1.3	SEA assessment of town and country plan of TT Podbaba - Suchdol	2014 -2016	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment	Strategic vision of tramway route in section

					Podbaba – Suchdol existence and reaching of consensus over this vision (agreement for its support)
1.4	Technical – economic study of TT Podbaba - Suchdol	2015 – 2016	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment	Conditioned to town and country plan change and its SEA assessment
1.5	Project documentation of TT Podbaba - Suchdol	2015 - 2017	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission	Financial means from national source and Transport Operational Program for program period 2014 - 2020
1.6	EIA assessment of project documentation of TT Podbaba - Suchdol	2017- 2018	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission and existence of project documentation.	Financial means from national source and Transport Operational Program for program period 2014 - 2020
1.7	planning permission TT Podbaba - Suchdol	2018 – 2018	Magistrate of the Capital City of Prague	Conditioned to town and country plan and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech	Financial means from national source and Transport Operational Program for program period 2014 - 2020

				Government and European Commission, existence of project documentation and positive EIA statement.	
1.8	Building permit - TT Podbaba - Suchdol	2018 - 2018	Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission, existence of project documentation, positive EIA statement and positive statement within planning permission proceedings	Financial means from national source and Transport Operational Program for program period 2014 - 2020
2.1	Study of relocation of engineering networks (P&R)	2013 - 2015	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	No conditionality	No milestone
2.2	Urban study (P&R)	2014 – 2015	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	No conditionality	No milestone
2.3	town and country plan change (P&R)	2014 -2015	Magistrate of the Capital City of Prague	No conditionality	Strategic vision of tramway route in section Podbaba – Suchdol existence and reaching of consensus over this vision (agreement for its support)
2.4	SEA assessment of town and country plan change (P&R)	2015 – 2016	Winning company of tender which will be contracted by Magistrate of the	Conditioned to realization of town and country plan change	Strategic vision of tramway route in

			Capital City of Prague		section Podbaba – Suchdol existence and reaching of consensus over this vision (agreement for its support)
2.5	Technical – economic study (P&R)	2015 – 2016	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment	Financial means from national source and Transport Operational Program for program period 2014 - 2020
2.6	Proect documentation (P&R)	2017- 2018	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission	Financial means from national source and Transport Operational Program for program period 2014 - 2020
2.7	EIA assessment of project documentation (P&R)	2018 – 2019	Winning company of tender which will be contracted by Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission and existence of project documentation.	Financial means from national source and Transport Operational Program for program period 2014 - 2020
2.8	planning permission (P&R)	2019 - 2019	Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned	Financial means from national source and Transport

				to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission, existence of project documentation, positive EIA statement and positive statement	Operational Program for program period 2014 - 2020
2.9	Building permit (P&R)	2019 - 2019	Magistrate of the Capital City of Prague	Conditioned to town and country plan change and its SEA assessment. Further it should be conditioned to positive SEA statement for Transport Operational Program 2014 – 2020 and approval of TOP 2014 – 2020 by Czech Government and European Commission, existence of project documentation, positive EIA statement and positive statement and positive resolution of within planning permission proceedings .	Financial means from national source and Transport Operational Program for program period 2014 - 2020

* Timing was adjusted because starting and final term of individual activities cannot be exactly predicted no even in months in this phase of project documentation. Time schedule was generally estimated.

4.4 Safety and protection of personal data

4.4.1 The list of security requirements and systems which has to be fulfilled and maintained within implementation

Standard approach according to current regulations of Occupational Health and Safety;

4.4.2 In case of using personal data - haw to deal with such a situation

Within the project implementation there aren't adopted any safety measures related to personal data management.

9. RAZLOG IMPLEMENTATION PLAN

Project Name

- **Project**: EPTA
- **Organisation**: Municipality of Razlog
- **Feasibility Study**: Bicycle sharing system, Carpooling system

Implementation Description

Municipality of Razlog is interested in the construction of shared bicycle system. According to the key local experts the project would improve the population mobility. The system would be used by the town population as well as by the visitors and the population from the villages and the tourists in the town and the surrounding destinations - Betolovoto, Katarino, etc. Analysis of the existing practices in Razlog and the region showed potential for the implementation of a system for carpooling with private cars of the population. Advantages of the system are related to the limited cost of investments - minimum infrastructure costs and application of intelligent technologies.

Even though most of the population has a favourable attitude towards the carpooling, this type of mobility is rarely used. The practice needs to be promoted by information campaign, mobility celebrations and similar promotional activities. Unique design notice boards would have a positive impact on the promotion and the improvement of spatial organization of the meeting points.

The information campaign can be a part of another project dedicated to the improvement of mobility models through mobility feasts and other forms of promotion. Printing of information materials dedicated to carpooling needs to consider the number of potential system users.

Shared journey systems exist all over the world. Despite the small density of the local population and the limited traffic in Razlog conditions for a shared travel exist. Most of the population travels by a private cars and their attitude towards the shared journey are positive. The settlements are compact which allows adequate positioning of the meeting points, the road network is relatively simple and the destinations are easy to match. The town of Razlog has an impact on the travelling destinations not only within the municipality but also on a regional basis. The efficiency of the shared journeys depends on the scale. Therefore the participation of more municipalities in the scheme can improve the chances of success. The municipalities of Razlog, Bansko, Belitsa and Yakoruda can be partners in such a scheme since they share common geographic spaces.

The incentive to create such a system should not be expensive and can be a part of a wider project for introduction of pilot flexible transport schemes in the municipality and the region.

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
	Ivan Gyurov	Municipality of Razlog	+359 0747 80095	ivan.gurov@abv.bg,	Manager	Expert

At this moment there is no existing organisation for transport management but the experts who prepared our Feasibility study believe that there are two possibilities to establish a specialized organization in charge of the system management such as active transport management public body in Razlog.

In conclusion the experts suggest that the organization must include representatives:

- Municipality of Razlog;
- The local business including the tourist industry, transport, some merchants (providers of bicycles and bicycle repair shops), representatives of the industry;
- NGOs (tourist organizations from Razlog and the region, youth NGOs, other civic organizations);
- Representatives of the schools.

Major tasks

- reduce the traffic and pollution in the urban area by implementing bike sharing and carpooling systems
- research of the attitude of local people towards the public transport
- conclusions on the change of attitude of people towards car/bike sharing

Task summary

Task 1: Bicycle sharing system

- *what the task will accomplish:*
  Citizens of Razlog are used to bicycling on the streets and the lack of bicycle infrastructure is not a major issue. The traffic within the town is not dense and there is no need for dedicated bicycle alleys along the streets. Sign system can however be used along with the decrease of maximum speed along some streets in order to improve bicycling conditions. The local authorities are improve bicycle safety along with the introduction of the shared bicycle system.

- *resources required to accomplish the task:*
  - Approximate cost of the system is 1100 BGN per bicycle
  - Approximate annual maintenance cost per bicycle are estimated at 100 BGN per bicycle
  - The incomes of the system can cover the operation expenses

- *assumptions and constraints associated with the task:*

The system will not be able to return the initial investment which makes looking for an external funding source advisable.

- *identified risks and planned mitigations associated with the task:*
  The project idea is achievable due to the following reasons:
  - The territory and the climate are beneficial to bicycling;
  - There are no legal obstacles;
  - The local population, the local authorities and key stakeholders have positive attitude towards the systems and its impact on the town mobility;
  - Bicycling culture of the town shows that shared bicycles are to be used.
  - The services of the system can be offered to tourists by the local hotels and travel agents;
  - Funding opportunities exist;
  - There are also funding opportunities for the development of the town bicycle infrastructure which would boost the bicycle usage.

- criteria for successful completion of the task:
  We try to encourage people who use their own bicycle and also those who don't have physical ability in order to increase the percentage of people who use the bicycle system.

Task 2: Carpooling system

- *what the task will accomplish:*
  Carpooling is a way of movement where people travelling in the same or similar destinations use the capacity of a private car in a more effective manner by travelling together. This decrease the fuel costs and in some cases allows to reach destinations that are not properly served by public transport.
  Shared transport is an efficient transport model offering variable routes and starting times. The costs for the travellers are low as well the carbon footprint. The system offers a multitude of routes that can be travelled.

- *resources required to accomplish the task:*
  At this time we still don't have prepared the costs for the carpooling system.

- *assumptions and constraints associated with the task:*
  Municipality of Razlog invest in the carpooling system but we do not expect a profit. Our aim is to increase the transport flexibility and to reduce the bad impact of car usage on the environment.

- *identified risks and planned mitigations associated with the task:*
  The key disadvantage here is the uncertainty of timetables and the hard organization of last minute travels.

- *reference documents applicable to the task:*

Road transport is regulated mostly by the Road Transport Law. This piece of legislation does not cover shared journeys as a way to improve the population mobility. This does not exclude the usage of this service but calls for further regulation in the future.
In the new plan for Municipal Development 2014-2020 when considering transport development, we'll try to promote the carpooling system as a more sustainable transport.

- criteria for successful completion of the task:
  We try to increase the percentage of the people grouped in 3-4 who use the carpooling system.

Scheduling

Task #	**Task description**	**Begin Date** (dd/mm/yy)	**End Date** (dd/mm/yy)	**Key person(s) responsible**	**Dependencies** (Task #)	**Milestone** (yes / no)
Bicycle sharing system	Bicycle sharing system is a service that provides bicycles for shared usage without individual owners. There are two major categories of systems - "municipal bicycles" organized by the local government or NGOs and a second one - initiated by government bodies through public-private partnerships (PPP). Shared bicycles	the end of 2014	the end of 2015	People working in the Municipality of Razlog	In the part of creating system of municipal bicycles, we are dependent on subsidy or supported by the local business (i.e. through advertising)	

	provide assessable mode of transportation for short urban travels as an alternative of the motorized traffic thus reducing its negative impacts.					
Carpooling system	**Carpooling system** is a form of agreement between the travellers to share their vehicles - through joint travels and by usage of the same vehicle in different moments. In both cases the shared transport is used in order to save time, fuel (carbon emissions) maintenance costs and parking space.	the end of 2014	the end of 2015	People working in the Municipality of Razlog	Development of this system in Municipality of Razlog is dependent on finding different possibilities to fund the system.	

10.ROGALAND IMPLEMENTATION PLAN

Project Name

- **Project**: EPTA.
- **Organisation**: Rogaland County Council.
- **Feasibility Study**: On integration of fares and ticketing system in Rogaland.

Implementation Description

We are still working on a separate study regarding this issue. This study is intended to be completed by the end of April. Based on the result of these studies, we will present this issue to the politicians for a final decision about integration of fares in June.
The new integrated system is intended to be implemented in the summer of 2014.

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Terje Øen	Kolumbus	+47 51925255	Terje.oen@kolumbus.no		Project manager
2	Anne Mette Thomassen	RFK	+47 51921043	Anne.mette.nyhus.thomassen @rogfk.no		Analyst
3	Gottfried Heinzerling	RFK	+47 51516911	Gottfried.heinzerling@rogfk.no		Head of Transport Dep.

Major Tasks

- **what** the task will accomplish;
  Simplification of the fares system in general, complete integration of bus and train fares, and a low-fare experiment in Haugesund (a minor urban region in Rogaland)

- **resources** required to accomplish the task;
  Initially the project is based on the assumption of cost neutrality, but resources are required on an administrative level to get the new fare system implemented.

- **assumptions and constraints** associated with the task;
  Cost neutrality is a general assumption, in addition to the expectation that this will lead to an increase in passenger demand.
  A major constraint might be fear of losing revenues by implementing the new fare system.

- identified **risks and planned mitigations** associated with the task;
  A major constraint might be fear of losing revenues by implementing the new fare system. Should this happen, there will be a need for increased public funding. There is

a certain risk connected to technical installations regarding the fare system.

- reference **documents** applicable to the task;
  The EPTA Feasibility study, our ongoing study (by the same consultant, Urbanet) and draft item to the politicians.

- **criteria** for successful completion of the task;
  - Cost neutrality, successful technical installation and increase in passenger demand.

Scheduling

Task #	**Task description**	**Begin Date** (dd/mm/yy)	**End Date** (dd/mm/yy)	**Key person(s) responsible**	**Dependencies** (Task #)	**Milestone** (yes / no)
# 1	Studies and analysis	Oct 2013	April 2014	Anne Mette Thomassen	Deliveries in time by the consultant	Yes, deliverables in March
# 2	Technical implementation	Jan 2014	Dec 2014	Terje Øen	Analysis completed and political decisions	Yes, political decision in June
# 3	Evaluation	Aug 2014	Dec 2014	A.M.Thomassen and Gottfried Heinzerling	Successful implementation	Yes, implementation in August

Security and Privacy

- Overview of the **system security and requirements** that must be followed during implementation;
- System security requirements (at Kolumbus) connected to the existing ticketing system which will be used during the implementation of the new fares system;
- if the project contains **personal data**, how Privacy Act concerns will be addressed. Norwegian Privacy Act will be followed during the implementation and afterword. Kolumbus is responsible for this part of the implementation.

11.SRM IMPLEMENTATION PLAN

Project Name

- **Project**: *EPTA European model for Public Transport Authority as a key factor leading to transport sustainability".*
- **Organisation**: SRM Reti e Mobilità Srl.
- **Feasibility Study:** *"Design and Control of a Public-Transportation Service Contract".*

Implementation Description

SRM has awarder the public transport service in Bologna to *TPB Scarl*, following a specific tender in March 2011. The Contract of Service signed with TPB defines the annual amount of funding that SRM pays to TPB, the detail of the service that TPB has to provide (timetables, routes and bus stops), a series of quality indicators that TPB has to comply with, in particular with regard to several aspects including the respect of schedules and the provision of planned service.
A total of 32 parameters are monitored, some of which are measurable with the AVM system. In particular: 5 parameters related to accessibility to the service, 4 to attention to the customer, 1 to comfort, 3 to service availability, 8 to environmental impact, 2 to information, 3 to security and 6 to time of travel.
6 of these parameters can generate prizes, 14 can generate penalties.
In the Contract of Service are defined then the penalties and prizes that are applied depending on the level of quality achieved by the Operator.
It is therefore necessary to control the Operator's behaviour, in order to verify that the planned service is actually performed. Controls are carried out by SRM staff, which is at bus stops and controls if buses transits.
The feasibility study carried out within the EPTA project has two main targets:
- the implementation of an automatic system for the optimization of the control activities, maximizing the number of controlled services in relationship with the number of carried passenger
- the implementation of a methodology based on Game Theory to define the amount of the penalties to be included in the Contract of Service, in order to ensure a balance between the information known by all involved subjects and at the same time maximize the efficiency and quality of service provided.

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Tommaso Bonino	SRM Srl	+39.347.40118804	tommaso.bonino@srmbologna.it	Director	Technical Manager
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3	Marco Amadori	SRM Srl	+39.347.4017473	marco.amadori@srmbologna.it	Staff	Technicians

4	Giuseppe Liguori	SRM Srl	+39.051.361328	giuseppe.liguori@srmbologna.it	Staff	Financial Officer

Major Tasks

Task 1: Test of the algorithm for control optimization

- *what the task will accomplish;*
  The optimization algorithm has been developed theoretically so far, but a real test has not been carried out yet. The objective of this Task is to test the output provided by the optimization algorithm, to verify their feasibility.
  In particular, we will have to verify the effectiveness of the system, the actual increase in the number of controls with respect to an unplanned control, and the response of the algorithm to changes in the input parameter related to the work-time of the controller.
- *resources required to accomplish the task;*
  An employee of SRM will follow one of the paths elaborated by the algorithm for three days.
- *assumptions and constraints associated with the task;*
  No barriers or constraints are foreseen.
- *identified risks and planned mitigations associated with the task;*
  No barriers or constraints are foreseen.
- *reference documents applicable to the task;*
  - Contract of Service with TPB
  - Schedules and planned service in Bologna
  - Digitalized bus stops and routes
  - Passengers Origin/Destinations.

Task 2: Budget definition

- *what the task will accomplish;*
  This is the definition of the budget of all SRM activities, so it is quite difficult to specify it with regard to this Task.
  During the definition of the budget it will be included also the cost of control activities, which must be related with all the other activities, and consequently it will be balanced between needs and goals, even in terms of number of controls performed. Since the budget dedicated to control activities will be related with other activities, it could suffer reductions or increases can not be quantified at this time.

Task 3: Dimensioning of the structure dedicated to the control

- *what the task will accomplish;*
  Once the test will have provided positive results and he budget will be defined, it will be possible to plan in detail the annual control activities program.
- *resources required to accomplish the task;*
  The annual control activities program will set the number of controllers - by applying the algorithm developed as part of the Feasibility Study - necessary to perform the program itself, on the basis of the provisions of job contracts employees and their shifts during hours and days of the week.
- *assumptions and constraints associated with the task;*
  The obstacles that may be faced during this task can be linked to the budget and to any reductions compared to what might actually be needed. In fact, the budget allocated to the

control activities will be included for the first time, and it will be defined not only in terms of quantity, but also in relation to other activities and to the requests for general reduction of the total costs of activities, which does not permit total freedom of movement.

- *identified risks and planned mitigations associated with the task;*
  The obstacle defined in the previous paragraph may lead to an annual control activity program lower than expected/required, reduced or rearranged to the real economic availability. It will then be necessary a calibration step of the program, in order to find an alignment with the actual budget
- *reference documents applicable to the task;*
  - SRM Structure
  - SRM Budget

Task 4: Control of the service activity

- *what the task will accomplish;*
  It is the real control activity, during which the staff of the SRM will stand at bus stops and, following the path defined by the optimization algorithm, will control if a service is performed as planned.
- *resources required to accomplish the task;*
  The resources have been quantified in Task 2, following the definition of the genera budget and the results of the test phase, and the annual control activity program has been defined in Task 3.
- *assumptions and constraints associated with the task;*
  Once the number of controllers will be defined in Task 3, there are no other possible constraints.
- *identified risks and planned mitigations associated with the task;*
  No barriers or constraints are foreseen.
- *reference documents applicable to the task;*
  Control activity program as produced by the optimization algorithm.

Task 5: Recalibrating the system of prizes/penalties, by updating the contract of service or including them in the next PT tender

- *what the task will accomplish;*
  This task is the application of the second part of the Feasibility Study, including the recalibration of the system of prizes/penalties as a result of the application of Game Theory to the Contract of Service. Results from Task 4 will play and important role in this process, as they may generate virtuous behaviour in the PT Operator following the first possible penalties.
- *resources required to accomplish the task;*
  The recalibration process will be performed with internal SRM staff. In particular, the Technical Director and the Administrator of the SRM will be mainly involved, as part of their job responsibilities. It is not therefore foreseen additional resources beyond those already existing.
- *assumptions and constraints associated with the task;*
  Constraints may arise by the Operator during the re-negotiation of the Contract of Service, not sharing the need of a revision of the contents during the period of validity of the Contract.

If the recalibration process will be made during a new tender for service awarding, much care must be taken in the preparation of the tender technical documents.

- *identified risks and planned mitigations associated with the task;*
  No barriers or constraints are foreseen.
- *reference documents applicable to the task:*
  - Contract of Service;
  - Schedules and planned service in Bologna;
  - Control activities results.

Scheduling

Task #	**Task description**	**Begin Date** (dd/mm/yy)	**End Date** (dd/mm/yy)	**Key person(s) responsible**	**Dependencies** (Task #)	**Milestone** (yes / no)
1	Test of the algorithm for control optimization	09/2014	10/2014	SRM Staff	NO	
2	Budget definition	11/2014	11/2014	Technical Manager	NO	
3	Dimensioning of the structure dedicated to the control	12/2014	12/2014	SRM Staff	1, 2	
4	Control of the service activity	01/2015		SRM Staff	3	
5	Recalibrating the system of prizes/penalties, by updating the contract of service or including them in the next PT tender	TBD		Techcnical Manager	(4)	

12.THEPTA IMPLEMENTATION PLAN

Overview of the key contents

Thessaloniki Public Transport Authority (THePTA) as it is at a critical stage of its transformation from a simple supervisory board in a modern European Public Transport Authority. Taking into consideration the challenge of a deregulated market for passenger transport services following the European Regulation 1370/2007, THePTA conducted a feasibility study entitled **"Tendering and awarding the bus transport services in Thessaloniki"** where the legal framework and the market conditions in the city of Thessaloniki were analyzed.

The main objective of the feasibility study was to identify the alternative scenarios for tendering and awarding the bus transport services in the area of responsibility of THePTA, namely the Regional Unity of Thessaloniki. This was achieved through the analysis of the existing legal framework based on local conditions, the existing knowledge and the good practices provided by the European experience. Through this study, THePTA is improving its skills and its competences in order to meet the requirements of a deregulated public passenger transport and being prepared to tender and award public transport services.

Project Name

- **Project**: EPTA
- **Organisation**: Thessaloniki Public Transport Authority (THePTA)
- **Feasibility Study**: Tendering and awarding the bus transport services in Thessaloniki

Implementation Description

The Implementation Plan (IP) is the crucial stage that follows the Feasibility Study (FS) in order to facilitate the communication and the realisation of the study and its results. The IP consists by the expectations, the program goals and the milestones across the organisational/ stakeholders as these were perceived by the project team of THePTA. In addition, it aims to provide an action roadmap for engaging policy makers to use the results of the FS. This plan will constitute a mean to measure every proposed step of the FS.

The IP will try to record the identified tasks that have to be accomplished in order to prepare the tendering and awarding of the bus services in Thessaloniki by the expiration date of the existing contract. This detailed plan starts from the existing situation; THePTA today has no authority to procure the bus services in Thessaloniki, and describes the necessary steps to achieve the final goal of FS which is to develop a Public Transport Authority capable to procure the bus services in Thessaloniki.

The general approach follows:

1. Conduct a complete Feasibility Study
2. Communicate the results to the policy makers and the stakeholders
3. Draft Implementation Plan

4. Finalisation of the IP with the feedback received by the policy makers and the stakeholders
5. Use the IP to press the policy makers to take action

Points of Contact

#	Contact *(name)*	Organisation	Phone	Email	Role	Responsibility
1	Chairman	THePTA	2310483070	Chairman@sasth.gr	Chairman	Communicate the results of the FS
2	Minister of Transport	Ministry of Transport, Infrastructure and Networks			Minister of Transport	Decide on the matters of the existing contract
3	General Director	OASTh			General Director	Consider and prepare for the new market environment

Major Tasks

Task 1: Determine the competent authority which will undertake the contract tendering and awarding procedure of the bus transport services in Thessaloniki.

Regulation 1370/2007 requires the competent transport authority to be public and have the power to intervene in public passenger transport in a given geographical area. It can be any other (public) institution which has similar powers. This authority can also be local in the sense of area of jurisdiction and not to the whole national territory (see Article 2 of Regulation 1370/2007).

According to the study conducted by Finn and Nelson (2004) a detailed survey was carried out of various operating models of transport authorities that have been adopted in various urban areas. They concluded that in medium-sized urban centers and small rural areas the responsibility of planning, organizing and assigning service passenger transport is usually under the responsibility of the central government or regional authorities, which however leads to duplication of responsibilities, and ultimately ineffective management services**. For this reason, in the framework of the EPTA Feasibility Study, it is proposed the establishment of an intermediate public transport organizing authority, which can be achieved with the institutional evolution of THePTA into a modern European Transport Authority.**

- *what the task will accomplish;*
  The institutional evolution of THePTA to into a modern European Transport Authority will achieve the following:
  1. Integration with the other disciplines of the community such as education, health, social services.
  2. Integration with other authorities in its jurisdiction in order to achieve synergies.
  3. Planning integration and secure of the public interest.

4. More effective and efficient way to manage and monitor the existing and the forthcoming contract/s.
5. One local authority responsible for the procurement procedure.

- *resources required to accomplish the task;*
  In order to establish a well-functioning authority there is need to increase the experience of the authority in its new competences. As a consequence this will require resources to finance the new expanded authority. Finance support to equip the authority with extra personnel, software, train personnel, etc. There is not provided through this study estimation of these costs. However, some extra details can be found in the study "Development of a Metropolitan Agency Urban Transport in Thessaloniki" (2010).
- *identified risks and planned mitigations associated with the task;*
  One risk that it is identified at this step is the possibility to establish a new authority, assign to it new competences which will not be followed by the required investment in securing its effective and efficient function.

  It is crucial to use the draft Law included in the study "Development of a Metropolitan Agency Urban Transport in Thessaloniki" (2010) (THePTA participated actively), which was proposing the transformation of THEPTA to an independent Transport Authority in the form of a legal entity governed by private law, particularly public limited company nonprofit which operates under the public interest. It was proposed to be under the supervision of the Ministry of Infrastructure, Transport and Networks and the capital should be all covered by Greek state in cash.
- *reference documents applicable to the task;*

- Thessaloniki Public transport Authority (THePTA), "Tendering and awarding the bus transport services in Thessaloniki", Thessaloniki, 2013
- EUROACTION A.E., Study on the Development of a Metropolitan Urban Transport Authority in Thessaloniki, 2010Task 2: The competent authority must identify its policy goals

Task 2: The competent authority must identify its policy goals

The White Paper of the European Union entitled 'European transport policy for 2010: time to decide', set the goal to provide safe, effective and high quality passenger transport services through regulated competition. In order to achieve the above objective, a public transport authority has to take important decisions and make strategic choices in many areas. In this framework, the competent authority must examine the most important strategic choices, noting however that in this primary stage the policy objectives were set without taking into account the constraints arising from the local conditions, avoiding with this way an underestimation of the potential improvements at an early stage.

In this sense, the competent authority must set the guidelines of the transport policies concerning not only exclusively transport issues but also the necessary social dimension of transport and urban policies such as social cohesion, environmental protection and economic development.

Task 3: Check local circumstances

To be able to properly translate policy aims into services, the relevant local circumstances have to be identified and taken into account. Numerous aspects, tasks and competences might have an impact on public transport. The main aspects proposed to be analysed by the competent authority in the full study are: (a) Existing local organisation of public transport, (b) Legal restrictions, (c) Economic restrictions, (d) Market structure of operators, (e)

Existing transport system and (f) Spatial/ geographical restrictions. However, in the framework of this study the following three crucial tasks of the local circumstances are analysed.

Task 3i: Clarification of the existing contract: Determination of the expiration date of the existing contract between OASTh and Greek State.

- *what the task will accomplish;*
  By clarifying the expiration date the existing of contract, based on Regulation 1370/2007 and the local constrains, the Greek State and the current operator avoid finding themselves unprepared in the forthcoming market modifications. In addition this secures the organization of a successful procurement.
- *resources required to accomplish the task;*
  The current FS offers in depth analysis of the Regulation 1370/2007 and the current constrains of the local market fact which minimizing the recourses needed. No extra personnel is needed to implement this task, the existing department of the Ministry is enough to decide on this matter.
- *assumptions and constraints associated with the task;*
  According to the last contract between OASTh and Greek State, dated April 2001 and modified twice in 2008 and 2010 respectively, the expiration date is set two years after the completion of Thessaloniki Metropolitan Railway (Metro) and its commencement of operations. However, due to different reasons, the completion of the Metro has been delayed and at the moment is estimated in 2017. As a consequence this uncertainty affects considerably the expiration date of the contract and the whole procurement procedure.
- *identified risks and planned mitigations associated with the task;*
  According to the above, the Greek government must move rapidly, both to clarify the duration of the existing contract with OASTh, partly to seek approval of extension of validity of the EU since it wants to maintain its current contract in following years. In any case, no later than one year before the start of the tendering process, the public must publish in the Official Journal of the European Union a preliminary notice of some information regarding the procurement subject and the areas performance (Article 7 paragraph 2 of Regulation 1370/2007). Consequently, the need for measures in the field of passenger transport in Thessaloniki is imperative.
- *reference documents applicable to the task;*
  - Thessaloniki Public transport Authority (THePTA), "Tendering and awarding the bus transport services in Thessaloniki", Thessaloniki, 2013
  - European Regulation (EC) No 1370/2007
  - Law 3652/2008

Task 3ii: Acquisition of the necessary market and service data: Use them for the contract drafting in order to ensure equal treatment, non-discrimination and transparency of the tendering procedure for all bidders.

- *what the task will accomplish;*
  Acquisition of the necessary market and service data to use them for the contract drafting in order to ensure equal treatment, non-discrimination and transparency of the tendering procedure for all bidders. In case this is not achieved through the existing mechanisms, the incumbent operator (OASTh) should be obliged to submit this data to the authority.

The tender should also include data for the network (routes and frequencies required, opening and closing schedules, required accuracy and accessibility, high fares, fleet size and environmental criteria), the requirements for employment of the existing's agency personnel, etc. Contracting authority ensures to all bidders simultaneously and effectively access to the same data, which ensures better competition conditions.

- *identified risks and planned mitigations associated with the task;*
  If this is not achieved the incumbent operator, OASTh will have one more advantage creating an environment of unfair competition.

Task 3iii: Market screening: to what extend operators are able and willing to provide the desired services and whether the ambitions are realistic. Market consultation: Make explicit that the consultation is not a pre-selection for tendering (local market structure)

It is recommendable, according to the study "*Contracting in Urban Public Transport*, 2008", to screen the market to see whether and to what extent operators are able and willing to provide the desired services and whether the ambitions are realistic. It is advisable to keep a broad perspective in the definition of the assignment. Initially a wide range of companies should be consulted. Eventually consortia will be formed by the market to meet the client's requirements. It should be made explicit that the consultation is not a pre-selection for tendering (local market structure)

- *reference documents applicable to the task;*
  - Study submitted to EC-DG TREN by inno-V, KCW, RebelGroup, NEA, Tøi, SDG, TIS, *Contracting in Urban Public Transport*, 2008.

Task 4: The competent authority must identify the strategic objectives based on the combined analysis of authority's policy goals and local circumstances
Based on the analysis of local circumstances and after having rebalanced its strategic objectives, the next (and third) step for the authority is to move from policy goals (strategic aims) towards service design (tactical means).

The Feasibility Study, aiming to identify the best scenario for tendering and awarding the transport services by bus in the city of Thessaloniki, coped with the following main question:

To what extent (how detailed) the design of public transport services has to be described by the authority. The allocation of decision-making at the tactical level (service design) between operator and authority is the core topic at this stage. Main questions are:

- Will the operator be requested to design the services and re-design the services during the contract period?
- Will the operator be allowed to decide autonomously on these matters or does the authority need to keep a decision power on this?

Functional and constructive planning are the terms used in this study to explain the level of freedom of the operator to design the services.

Task 5: Competent authority becomes aware of the risks emanated by the local circumstances analysis

In this task, the main risks are identified and analysed and the actions of the competent authority are described. In addition, following the analysis of the Feasibility Study a particular risk has been pointed out referring to the depots' ownership.

Regarding the risk allocation between the parties of the contract, the competent authority is required to decide on the way the different risks are going to be distributed. Risks can be distributed in different ways between the transport authority and operator and respectively this concludes to a different type of contract. Below the main risks relating to contracts in the transport sector is analysed.

In the transport sector there are two main risks: a) the risk of the cost for providing the services, and b) the risk of operating the service (revenue risk).

1. The risk allocation between the contractual parties and the consequential choice of the type of contract depends on various factors, including the maturity of the market, the competitive conditions, the financial support of public authority and its social awareness. In all cases, the Regulation 1370/2007 imposing a minimum mandatory content of contracts (Article 4 of the Regulation).

In particular, the contract must define with clarity, objectivity and transparency:

- The public service obligations the recipient undertaking has to discharge and the geographical area concerned;
- The nature and the effect of any exclusive right granted;
- The arrangements for the allocation of costs (including a suitable return of capital) and revenues;
- The parameters on the basis of which the compensation payment is calculated (staff, energy, infrastructure charges, maintenance and repair of vehicles, rolling stock and installations, overheads, return on capital).

2. The risk allocation affects the legal framework of the contract. As the risks are passed to the operator the contract is more similar to the concept of a concession as described in Directive 2004/18.

3. Different risk allocation also implies a different outcome for the tendering process. The greater the risk to the operator, the more is obliged to calculate higher risk insurance premium and thus increase the cost of providing the service and the relative payment by the competent authority. Similarly, this affects the number of the potential bidders who will participate in the tendering process.

Table 1 below summarizes the advantages and disadvantages of the different types of contract depending on way the risk is allocated between the transport authority and the operator.

Table 1: Risk allocation analysis

Risk allocation analysis		
	Pros	**Cons**
The operator bears no risk ***Management Contract***	1. The low level of risk for the operator, resulting to more bids and to a better competitive environment	1. Need investment in setting an authority with extended responsibilities 2. The authority needs to design the network
The operator bears the cost risk ***Gross - Cost Contract***	1. The low level of risk for the operator, resulting to more bids and to a better competitive environment 2. In the case of more than one operator the need of expert operators for allocating the revenues is reduced – the authority can do it centrally. 3. The authority has the choice to design network and apply route contracting with competitive tendering procedure in case this is preferable.	1. Fares are usually set by the Authority thereby reducing the scope for operators to significantly increase patronage and revenue.
The operator bears the cost risk and the revenue risk ***Net - Cost Contract***	1. No need to invest in setting an authority with extended responsibilities 2. Benefit of linking patronage and financial incentives to the operator	1. Increase the risk for the operator thereby reduces the bids for the contract imperfect competition environment 2. Freedom to influence the services and the network must be given to the operator

Task 5i: Ensure access of all potential bidders in the two local bus depots: The Greek State must either purchase or rent them (with or without return) and grand them at final contractor

- *what the task will accomplish;*
  In case of using competitive awarding under 1370/2007, it is recommended to secure a sufficient outcome by securing competition. According to the experience, one way to encourage smaller companies and new market players to become active on the public transport market is by ensuring the access to all competitors to the necessary assets.
  It is identified that the depots, especially for the large networks, are critical assets. If the depots belong to the incumbent operator as a result the competition decreases. The operators which hold their own depots gain a competitive advantage over all others. On the other hand, if the depots belong to the Transport Authority the responsibility of operators decreases and therefore their freedom. "The ownership of infrastructure is a point that should be explicitly stated in the contract. The contract must state that any profits from sale of depots etc. must go back to the state if sold within a 10 year period for example or

have a profit sharing scheme» (Thessaloniki Public transport Authority (THePTA), "Tendering and awarding the bus transport services in Thessaloniki", Thessaloniki, 2013, Brian Masson, Annex II).

- *Assumptions and constrains associated with the task;*
  More specific, all the movable and immovable property of OASTh is transferred at the end of his contract automatically to the Greek State, without return under the only condition that the value of these assets has already been depreciated. If these assets are not depreciated, the Greek State is obliged to pay OASTh the non-depreciated value. An exception to the above seems to be the two major depots of OASTh, which belong to the "Suppliers Cooperative Motorist in Thessaloniki" with the distinctive title "HERCULES" (members of this cooperation are many of OASTh shareholders). This result to alignment of interests between OASTh and "HERCULES" and gives an important advantage to OASTh against the new bidders. The Greek State, in order to create conditions of fair competition, must ensure access of all potential bidders in the depots either by purchasing or renting them (with or without return) and grand them at the final contractor.
- *identified risks and planned mitigations associated with the task;*
  In case the Greek State does not ensure the access to the necessary assets to all competitors, significant barriers will be created for potential market entrants and therefore an extra risk is introduced in the competitive tender. In this case all the competitors will be required to secure space for new depots. These could include identifying available land in relevant areas, price premiums for alternative use, difficulty in getting local councils to agree to new depots ("not in my back yard"), planning approvals, environmental impacts assessments, potential increases in dead running etc..
- *reference documents applicable to the task;*
  - Thessaloniki Public transport Authority (THePTA), "Tendering and awarding the bus transport services in Thessaloniki", Thessaloniki, 2013
  - Law 2898/2001, Economical Agreement between the Greek State and Organization of Urban Transportation in Thessaloniki (OASTh)

Task 6: Competent authority specifies the service requirements

The competent authority must decide whether to retain the power of designing the transport service or if, instead, it can be passed to the operator. This includes the specification of plan and design standards, the agreement upon rights and duties and upon who initiates and who decides on what.

According to international experience the following scenarios can be identified:

- **Scenario 1:** The transport authority is fully and exclusively responsible for the design of passenger transport service (constructive planning): The transport authority determines the transport policy objectives on which the design of services is based and thereby fulfils the goals it has set. In this case the procurement process leads to gross cost contract. This scenario is known as the "Scandinavian model" or "model of London" (Stockholm, London, Copenhagen).
- **Scenario 2:** The public transport authority determines the quality standards and gives guidelines and support to the operator (intermediate planning).
- **Scenario 3:** The operator retains the power to plan the passenger transport services (functional planning).

Scenarios 2 and 3 give freedom to the operators to plan the transport services while the transport authority sets minimum standards, also known as public service obligations. These scenarios are known as 'French model'; while in other countries there are significant differences in the degree of involvement of the operator in tactical level of planning. In some cases, operators have limited freedom to redesign services during the contract (eg Lyon, Dijon), but may be asked to suggest measures to improve the design. Table 2 below presents the main advantages and disadvantages of each option.

Table 2: Service Requirements Allocation

Service Requirements Allocation		
	Pros	**Cons**
The operator is free to design the public transport services ***(Functional planning)***	1. No need of expertise within the public transport authority – no need of investment	1. Need for control and monitor the operator 2. Need of experienced operators 3. The authority does not have the surveillance of the network
Authority sets the minimum standards and the supporting guidelines to the operator ***(Intermediate planning)***	1. The authority can translate the policy aims into service requirements and set specific thresholds 2. No need of high expertise within the public transport authority – no need of investment	1. Need for control and monitor the operator 2. Need of experienced operators
Authority designs the public transport services ***(Constructive planning)***	1. The authority has the option to apply competitive tender per route or bundles of routes 2. The authority has the surveillance of the network 3. The authority can translate the policy aims into service design more efficiently	1. Need a well-established experienced authority 2. Need to find resources to finance the new expanded authority

Tendering network or routes

Another key issue that the transport authority has to decide on is whether to award the transport services as a single network to one operator or whether to split it into more parts (lots), per route or bundles of routes. For the procurement for public contracts, the general European trend is the contract awarding after segmentation, to encourage the participation of

Small and Medium-Sized Enterprises (SMEs) in the competitions (Code of Best Practices facilitating access by SMEs to public procurement, EU Working Document SEC (2008) 2193, 26.06.2008).

Task 7: Control of performance: Set a monitoring and evaluation process
UITP state that contracts can be considered a performance tool to regulate the public transport network and provides focus on the division of responsibilities between all the partners and on the respective outcomes. The contract establishes new relationships between the transport authorities and operators and is a control tool for policies drawn up collaboratively, taking into account the comprehensive mobility policy, the needs of customers, day-to-day practicalities and economic developments, in order that the quality of services and productivity levels can be increased.
The international experience concerning the control of public transport contracts is significant and very important to be exploited. The European Regulation No 1370/2007 sets some general directions that the operators and the competent authorities should follow. More specific, Article 7 (1) states that once a year, each competent authority must publish an aggregated report on the public service obligations for which it is responsible, the selected operator and the compensation payments and exclusive rights granted. The report shall distinguish transport by bus and transport by rail. Its purpose is to allow for assessment and monitoring of performance, quality and financing of the public transport network. This obligation to publish a report every year implies that relevant information is provided to the competent authority which is responsible for the publication. Therefore, the availability and transmission of information is a fundamental part of public service contracts.
The control of performance relates to the fact that the granting of financial subsidy, exclusivity or other support by the authority to the operator usually compensates for obligations defined by the authority. The competent authority is necessary to check the realization of these obligations. For this purpose in the contract should be included self-fulfilling contractual features, incentives or use of the classical control of services delivered by monitoring.

Task 7i: Control of performance: Incentives
Incentives can be used to utilise the profit maximising aims of operators to achieve the policy aims of the authority instead of just writing down rules and prohibitions into the contract, as these need to be thoroughly monitored by the authority to be effective. They might be used to compensate for reduced or difficult monitoring to create self-fulfilling contractual features. They are an instrument to secure the quality level.
An important aspect that the competent authority should take into account concerning the use of incentives is that financial incentives can only be used if sufficient freedom of the realization of the related items is given to the operator. Risk and responsibilities have to be allocated appropriately and this will influence many aspects of the contractual agreement.
The simple allocation of a cost or revenue risk might be insufficient in some circumstances to stimulate specific actions by the operator and for this reason there are various schemes to increase contractual incentives. According to the report of European Commission –DG TREN (2008) the following main schemes are presented:
Additional incentives linked to the main cost and revenue risks: many examples can be given, such as:

- **Super-incentives**: linking payments to the operator to revenue realisation (e.g. €1 subsidy for each €1 of revenue collected from passengers), or to supply realisation (e.g. €x payment for each bus-km produced at peak-hour). Such incentives actually boost the incentives present in the basic contracts.
- **Target-linked incentives**: linking payment of specific bonuses to the realisation of specific growth or decline target (e.g. payment of a bonus to the operator if the number of passengers increases by more than x % per year).

Other incentives: numerous incentives can be devised. Examples are bonuses and penalties linked to: the realisation of specified operational quality targets (such as punctuality, cleanliness, etc); passenger satisfaction, compensation for the authority (e.g. by using a deposit), etc.

On the other hand, the authority has to include incentives to encourage the operator to perform well and to take full advantage of the operator's potential to optimize. For example, gross cost contracts, where the production risk is borne by the operator, will encourage the operator to optimize the operation (as far as possible) within the framework of the existing contract, since this increases his profit directly.

Based on the literature, authorities have to be aware of the trade-off between the positive effect of incentives and the negative effect of risks immanent in these incentives. In principle, the question (although difficult to answer) might be: when is the risk premium calculated by the operator lower than the positive effects from using incentives?

Task 7i: Control of performance: Monitoring and supervision

The monitoring and the supervising of any transport contract must be linked to the conditions set out in the tendering process. During the contract period the authority will have to verify, whether the successful operators respect the conditions of the contract which were agreed. One important remark pointed out by the report of European Commission –DG TREN (2008) is the need to gather data. It is recommended that the authorities collect at least the most essential information from independent sources. Alternative, they competent authority will have to monitor the supply of information by the operator and, if necessary, force the operator to provide the requested information. For this reason, the obligations of the contract are necessary to proof where and to what extent the service agreed was delivered or not.

An important condition is that the authority is competent enough to interpret the relevant data and turn out the right results. The following instruments are proposed:

- Self controlling instruments
- Transparency (e.g. by publishing main quality figures like punctuality in the internet)
- Passenger rights as an economical incentive (passengers get financial or other compensation when the operator does not meet specific quality requirements)
- Supervising of performance
- Monitoring gathered data
- Controlling specific data autonomously through the authority (when required)
- Monitoring via auditing as well as accounting and disclosure

Task 8: Final decision on contract drafting

Based on the above tasks, that have to be studied in depth before the contract award, the competent authority at this stage must take final decisions regarding the risk allocation, the incentives, the bonus-malus system, the contract size, the contract length and the

compensation. The current study identifies some threats that can occur during the final decisions on compensation and on bonus-malus system.

- *what the task will accomplish;*
  Ensure that the compensation for the services given by the authority is proportional in relation to the services awarded. Also, for bonuses to be awarded, there must be a reasonable relationship between the bonus paid and the performance improvement (quality and quantity of services) to avoid overcompensation and thus state aid.
- *identified risks and planned mitigations associated with the task;*
  According to "Contracting in urban public transport" it is recommended to take into account that the bonus-malus in the designing of the compensation scheme is only effective if:

- There is also sufficient freedom for the entrepreneur to do business and develop the market.
- There is a clear relationship between the bonus/malus and the compensation/effort/costs for the authority/operator related with performing to receive extra income or avoid extra costs.
- There is a professional contract management after the awarding. Innovative contracts require consistent application. Contract management should be possible without constant dependency on legal advice.
- Ensure that compensation schemes work out equally in each case, if several contracts are mastered. Educate your human resources in contract management and ensure an exchange of experiences.
- Be aware of strategic behaviour of the contracting parties: Instead of the desired pro-active approach, contractors may wait for signals that something is wrong, as they estimate that correction can only take place after the formal complaint. Operators may just choose to 'pay the penalty' in case the malus is financially less painful then compliant behavior.

- *criteria for successful completion of the task;*
  Find a balance between the bonus/malus system and the services delivered, as it should not lead to a higher price per kilometre or less kilometres in total. This optimum may be reached best by letting the operator decide autonomously on projected quality levels/increase of the market. Actual application of a 'malus' can work out negatively for the whole atmosphere of the cooperation. This should be taken into account when drafting the circumstances for a 'malus'.
  The Feasibility Study conducted in the framework of EPTA by SRM Agency and the University of Bologna is proposed to be used in the procedure. In detail, the proposed methodology can be used to adjust the main parameters of the contract –as the fines and the minimum investment to get the desired behaviour by the Operator – provided the control is done according to an optimised procedure.
- *reference documents applicable to the task;*
  - SRM Agency and University of Bologna – DEIS department, within the European Project EPTA: *Design and Control of a Public-Transportation Service Contract*. 2013.

Task 9: Selection of awarding legal framework

- *what the task will accomplish;*
  A public transport authority has to identify among the other decisions whether the contract will be awarded as a classic public service contract or it is a public service concession. The correct classification of the procurement type has a direct influence on the applicable law.

In particular, if the contract is classified as public service then the contracting authority is obliged to award it in accordance with the Article 5 § 3 of Regulation 1370/2007. If, however, the contract is described as classic public service contract (concession), the contracting authority is obliged to be procured according to the strict procedural requirements (Directives 2004/17 and possibly 2004/18), while applying for all other matters (except award procedure) the provisions of Regulation 1370/2007 (with the exception of Article 5 paragraphs 3 and 7).

- *identified risks and planned mitigations associated with the task;*
  In order to decide on the legal framework of the procurement, the contracting authority must consider how the contractor will be financially satisfied and how the risks will be allocated between the contracting authority and the contractor. Contractual agreement of public service concession exists if provided cumulatively a) payment of the contractor through the passengers, ie directly through the collection of revenue from fares (or even payment by users and partly compensation by the contracting authority) and b) passing to the contractor most of the financial risk of exploitation of the service [Article 1, paragraph 4 of Directive 2004/18, Article 1, paragraph 3b of Directive 2004/17, the Commission Interpretative Communication on concessions proposal for a directive on concessions OJEU C 121 , 29.4.2000]. In all other cases, it is a classic contract of public services.
  In any case the mandatory general principles of procurement law are applied, namely the principle of transparency, equal treatment of tenderers, proportionality and principle of free and undistorted competition (Decision Court European Union, WEU C-324/1998, Telaustria).
- *reference documents applicable to the task;*

- Thessaloniki Public transport Authority (THePTA), "Tendering and awarding the bus transport services in Thessaloniki", Thessaloniki, 2013
- Article 1, paragraph 4 of Directive 2004/18, Article 1, paragraph 3b of Directive 2004/17, the Commission Interpretative Communication on concessions proposal for a directive on concessions OJEU C 121 , 29.4.2000
- Decision Court European Union, WEU C-324/1998, Telaustria

Task 10: Standardization of the procedure and limitation of the procurement cost

- *what the task will accomplish;*
  It is recommendable, according to the study "Contracting in Urban Public Transport, 2008", to standardize the procedure and limit the procurement costs. Transaction costs of procurement can be high, particularly if the wheel is reinvented. It is recommended to:
  - make use of experiences elsewhere, standardize where useful and possible to become predictable for the market and reduce transaction costs
  - be as simple as possible. Complicated award criteria often lead to misunderstandings, legal procedures and even the need to start all over again with the procurement.
  - in particular, adopt/use legal standards applied in general procurement processes and contracting
  - If possible, standardize procedures and award criteria as much as possible nationwide, which will also contribute to the level playing field for operators.
  - Be aware of the impact of transaction costs on the number of bids.

  Restrict general requirements and administrative burdens in the process to those items that are absolutely necessary.

- *reference documents applicable to the task;*
  - Study submitted to EC-DG TREN by inno-V, KCW, RebelGroup, NEA, Tøi, SDG, TIS, Contracting in Urban Public Transport, 2008.

Task 11: Publication of the intention to award the contract/s
Based on the outcome of "*Task 9: Selection of awarding legal framework*", the competent authority is obliged to follow certain steps of the procurement procedure. According to Regulation 1370/2007, at least one year before the actual start of the awarding procedure, the competent authority must publish the intention to award the contract/s.
When the contracts dealing with public passenger transport by bus or tram are not a concession, they fall under the regime of Public Procurement Directives.

Task 12: Procurement announcement
The publication of the contract notice should comply with the European and national public procurement rules and/or the European general principles of law. Transparency in the field of public procurement means obligation for clarity and publicity. All the rules of the game, all contract documents should be clear from the very beginning of the awarding procedure till its end. All contract documents should acquire a certain degree of publicity both at European and national level, before – during and after the awarding procedure. The European Court of Justice has clarified that all European economic operators should be informed in order to have the right to exercise their rights and thus all public procurement contracts should acquire a certain degree of publicity (ECJ, C-324/98, Telaustria, *European Court reports 2000 Page I-10745 : "62. That obligation of transparency which is imposed on the contracting authority consists in ensuring, for the benefit of any potential tenderer, a degree of advertising sufficient to enable the services market to be opened up to competition and the impartiality of procurement procedures to be reviewed").*
Moreover, any deadline given for the submission of tenders should be proportional to the difficulties of the subject matter of the contract and the workload needed for the preparation of tenders.

Task 13: Evaluation process and selection
Selection and award criteria should be formulated in a clear way and notified to everyone since the very beginning of the procedure. They should comply with the principle of proportionality, which means that they should not put forward too heavy obstacles to effective and real competition within the internal market of EU. The drafting of selection and award criteria constitutes one of the most difficult steps in the tendering procedure.

Task 14: Contract/s award
Any tendering procedure is ended by the contract award, given that all previous national reviewing procedures have been observed. Unfortunately in Greece, the system of legal protection during the tendering process is very time consuming, which reflects on the final stage of contract award.

Task 15: Contract monitoring (control and evaluation of performance)
The management of the final contract/s should be linked to the conditions set out in the tendering process. Successful operators should abide by the conditions and return all information regarding agreed key performance indicators (KPIs) as required by the competent authority in line with reporting periods.

THePTA has already developed a Performance Measurement System in the framework of the study conducted "Strategic direction for the Integration of quality issues in urban public transport in Thessaloniki", 2013. This system includes a set of proposed indicators which are in line with the relevant European standards. This study developed THePTA's strategic goals and linked them with particular performance aspects of the delivered PT services. So, the indicators were classified into specific categories of performance topics. Nine categories of performance topics were used to match the strategic goals and define the nine groups of indicators.

- *reference documents applicable to the task;*
  - TOSKAS I., XENIDIS I., GEORGIADIS G. 2013. "Strategic direction for the Integration of quality issues in urban public transport in Thessaloniki", conducted on behalf of THEPTA, July 2013, Thessaloniki

Scheduling

Stages	Task #	Task description	Begin Date	End Date	Key person(s) responsible	Dependencies (Task #)	Milestone (yes/no)
Preparation stage	1	Determine the competent authority which will undertake the contract tendering and awarding procedure of the bus transport services in Thessaloniki. (Either by institutional evolution of THEPTA or another scheme)	June 2014	December 2015	Ministry of Transport	NO	YES
	2	The competent authority must identify its policy goals			Competent authority	NO	YES
	3	Check local circumstances (i.e.: (a) Existing local organisation of public transport, (b) Legal restrictions, (c) Economic restrictions, (d) Market structure of operators, (e) Existing transport system and (f) Spatial/ geographical restrictions)				Task 1	YES
		Clarification of the existing contract: Determination of the expiration date of the existing contract between OASTh and Greek State				Task 1	YES
		Acquisition of the necessary market and service data: Use them for the contract drafting in order to ensure equal treatment, non-discrimination and transparency of the tendering procedure for all bidders.				NO	YES
		Market Screening: to what extend operators are able and willing to provide the desired services and whether the ambitions are realistic. Market consultation: Make explicit that the consultation is not a pre-selection for tendering (local market structure)				NO	NO
	4	The competent authority must identify the strategic objectives based on the combined analysis of authority's policy goals and local circumstances				Task 2,3	YES

Stages	Task #	Task description	Begin Date	End Date	Key person(s) responsible	Dependencies (Task #)	Milestone (yes/no)
Contract drafting	5	Competent authority becomes aware of the risks (i.e. (a) Cost risks and (b) Revenue risks) emanated by the local circumstances analysis	January 2016	May 2017	Competent authority	Task 2,3,4	YES
		Ensure access of all potential bidders in the two local bus depots: The Greek State must either purchase or rent them (with or without return) and grand them at final contractor			Ministry of Transport	NO	YES
	6	Competent authority specifies the service requirements (plan and design standards, agree upon rights and duties, agree upon who initiates and who decides on what)			Competent authority	Task 2,3,4,5	NO
	7	Control of performance: Set a monitoring and evaluation process				NO	NO
	8	Final decision on contract drafting (i.e. (a) risk allocation, (b) incentives, (c) bonus-malus system, (d) contract size, (e) contract length, (f) compensation)				Task 2,3,4,5,6,7	YES
	9	Selection of awarding legal framework				Task 8	YES
	10	Standardization of the procedure and limitation of the procurement cost				NO	NO
Contract awarding phase	11	Publication of the intention to award the contract/s (According to PSOR at least one year before the actual start of the awarding procedure)	June 2017	May 2018		Task 10	YES
	12	Procurement announcement	June 2018	May 2019		Task 11	YES
	13	Evaluation process and selection	June 2019	November 2019		Task 12	YES
	14	Contract/s award	Until 5th of December 2019			Task 13	YES

Stages	Task #	Task description	Begin Date	End Date	Key person(s) responsible	Dependencies (Task #)	Milestone (yes/no)
Contract running period	**15**	Contract monitoring (control and evaluation of performance)	December 2019	Based on the above decisions		Task 14	YES