

# Traffic Fluidization and Decongestion in Satu Mare Municipality – IMPLEMENTING PMI

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## Introduction

Satu Mare municipality has undertaken the ambition to implement Public Management Instruments within its organization. This is done in order to reach certain goals and objectives.

The aim is to implement PMI in the Satu Mare municipality organizations planning & control structure. After a training session in November 2013 the next step is taken: the start of the actual implementation. In order to achieve the desired result a BMC expert will advise and assist us. This project plan serves as a guideline for the whole organization. The project plan is used by the project team to maintain control of the project, but also to communicate with the city council and mayor.

In order to achieve these results Satu Mare is participating in a pilot project, funded by the Dutch Ministry of Foreign affairs to implement 'Public Management Instruments' (PMI) in Romanian municipalities. Satu Mare is proud to be included in the initial phase together with four other municipalities. These instruments will help to give insight in activities, map the budget (income and expenses) and give more control over the organization. This plan describes the steps needed to take to implement PMI in our municipality. Products that are going to be developing include a policy plan (including a multi-annual budget), departments plan, interim-executive reports and an annual statement. To get to know the PMI way, Satu Mare municipality is running a pilot project with the PMI instruments. The pilot project has been launched in order to address the challenge traffic decongestion and fluidization in Satu Mare bring us.

## The challenge

Satu Mare municipality does not have a strategy to address the development and modernization of road infrastructure and is confronting with a set of major problems:

- Lack of a city ring with brings the transit traffic in town in residential and leisure areas, hence pollution (noise and noxa) and less road safety for pedestrians;
- Increased traffic generate by the migration of population from the periphery of the city towards the city center and back while having unsatisfactory public transportation (unprofitable economically due to urban dispersion and low density of population);
- Too few bridges over Somes river which drastically reduces the connectivity of the road infrastructure of the city due to road circles;
- Inadequate proportion between the amount of traffic and the caacity of some roads;
- Partially deviation of important road links leading to over increase of traffic and crossroads;

- Inadequate crossing of railways increasing the risks of accidents and leads to traffic jams;
- Low level of modernization of the street areas affects the functional quality and esthetics of large parts of the city.

At the moment Satu Mare does not have a real strategy to address congestion through modernization and development of infrastructure. However, Satu Mare is confronted with several major problems caused by congestion of traffic within the Satu Mare area, i.e.:

1. *Pollution (noise and noxa)*  
Pollution is caused by the intense transit through the city's residential and leisure areas, by traffic jams because of inadequate railway crossings and the lack of road capacity, and furthermore by having a low level of modernized street areas
2. *Low level of road safety*  
Due to intense transit, inadequate railway crossings and a low level of modernization of the street area, Satu Mare's roads aren't as safe as we would like them to be.
3. *Reduced connectivity between the two parts of the town*  
Satu Mare only has two river crossings and no real city ring, this reduces connectivity and increases congestion of the inner city infrastructure.

Through decongestion and fluidization of traffic we will try to diminish our problems. We have set the following objectives:

- 1) Reduce Pollution
  - a) Renewal of the public transportation
  - b) Setting up rules for urban logistics (vehicles using non fossil fuel and electric energy);
  - c) Building auto stations and centers for intermodal transfer;
  - d) Development (in steps) of an infrastructure for bicycles (e.g bicycle lane on Baritiului – Gorunului – DJ194A street in order to access the leisure area Noroueni; set up 20 km of bicycle lane in Bucharest in Satu Mare towards Satu Mare Viile;
  - e) improvement and extension of the pedestrian area Areal in the city center
  - f) the extension and enlargements of major traffic trunk ways;
- 2) Increase Road safety
  - a) Development of transfer parkings (park& ride) on the city ring near the city center (in a intermodal relation with transportation stations and bicycle parkings);
  - b) Modernization of the streets that do not correspond anymore with the normal traffic parameters
  - c) Building cross points over the railway on Traian Boulevard that would facilitate the access on Botizului street through Cimitirului street
- 3) Improve of urban connectivity
  - a) Building a city ring;
  - b) building a road over Somes river – location: Strandului street);

Satu Mare lacks sufficient funds in order to attain its objectives so it will try to access EU funds in order to realize the proposed investments.

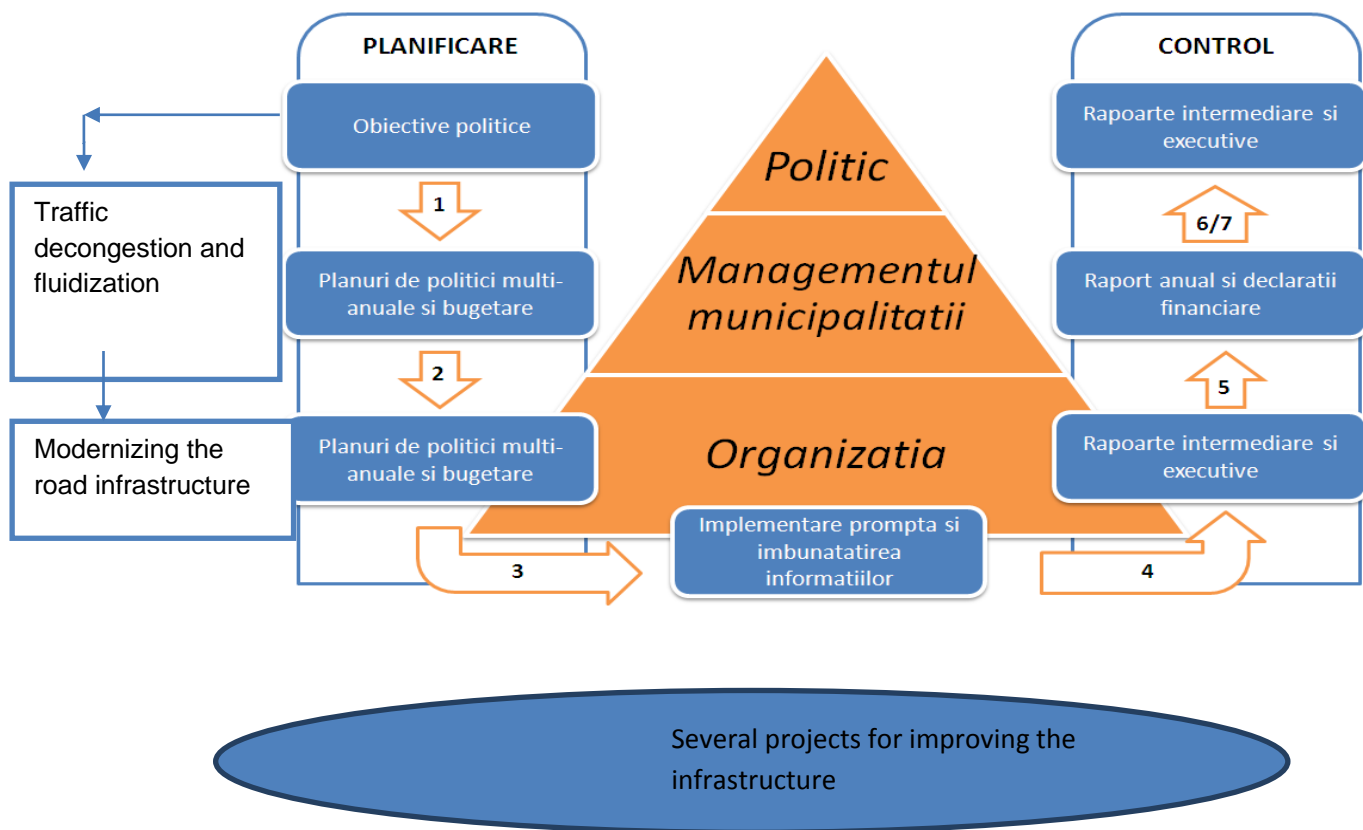
The policy plan has as an objective the realization of several investments in the field of infrastructure for the development and modernization of the road infrastructure which leads to emission reduction and increase in the quality of life.

## Public Management Instruments (PMI)

In short, public management instruments are various products which are responsible for increasing the flow of information and make sure to think beforehand over the various choices. It combines all three layers within a typical cycle. It is important for Satu Mare municipality to make the right choices, to know in detail the budget and to allocate the right means to the right place. To prioritize, think about the needs of the citizens and work as efficient as possible. Therefore there is the need to adjust the administration, state goals clearly and make a realistic budget. The council and the mayor need to be able to make good decisions and to have a clear long term strategy.

The PMI organization and has a top down planning structure, and a bottom-up control structure. It follows from abstract political wishes to concrete actions and budgets. It is a way to present information and manage the organization. Furthermore it can be used to communicate with citizens or to justify policy on the county/central government level. PMI can be displayed in figure 1:

Figure 1: PMI in practice for Center of communication



The three leading questions in figure 1 are:

- What: traffic decongestion and fluidization in Satu Mare;
- How: through modernizing the road infrastructure;
- Budget: how is it divided, monitored and evaluated?

Figure 1 shows the three organizational levels and the products associated with them. Politics provide the framework and directions, management translates the framework and

directions into actions and budget and last but not least departments take this to devise well developed plans.

Through interim-executive reports (ca. twice a year) the council and mayor are informed about the progress being made. And if needs be can adjust policy/budget to steer the municipality in the right direction. At the end of the year an annual statement will explain what has been done and how much it has cost.

## How to use PMI

It is the desire to implement PMI in the whole organization. This means a new way of working. This means more intensive contact with the mayor and the council, providing more documents and have more insight in the things to do. Basically this means implementing a Planning and Control cycle as shown in figure 1.

## Objectives: what do we want to achieve

In order to attain traffic decongestion and fluidization in Satu Mare several steps need to be taken, namely:

1. Nomination of a project leader;
2. Obtaining the agreement of the economic director;
3. Obtaining information on the actual situation of the infrastructure;
4. Setting up a project team:
  - A. City manager;
  - B. Economic Department
  - C. Investment Department;
  - D. Technical Department;
  - E. Project Manager;Asisstant project manager;
5. Setting up a budget and allocation of budget on activities;
6. Obtaining the approval of the city manager, the mayor and the local council;
7. Executing the infrastructure works.

To underscribe the value of PMI it is important to see this PMI project as a means to achieve an end. It is an instrument used for more insight, more control and better planning. By looking ahead in time, seeing the risks we have and identifying developments we can anticipate faster, be more efficient, let the council and mayor take well informed decisions and have a sound strategy. PMI will contribute to creating an organization well equipped to deal with challenges. In practical sense:

- Each year a multi-annual policy plan and budget, including a forecast for the next four years. Answering our basic questions (what are we going to achieve, what are we going to do and how much will it cost). This plan is renewed each year based on the changing environment, political circumstances and insights gained from our progress reports.
- Interim – executive reports to inform our council and mayor of the progress being made.

- Department plans stating in detail what the department will do, including a detailed budget and forecast.
- An annual statement defining what we achieved, what has been done and what it has cost.
- A controller specifically responsible for our planning & control cycle. This means safeguarding deadlines for delivering the policy plan, departments plans, interim-executive reports and the annual statement. See attachment 1 for specific task and function.

This makes Satu Mare municipality able to:

- Be more in control of our strategy, expenses and progress
- Be able to make more effective and thoughtful decisions.
- Present our choices and visions to citizens
- Realise our political wishes and desires.
- Be less dependant on other financing programmes.

### Activities and time path

Implementing PMI consists of four phases:



#### *Step 1: Preparation*

The first step should consist of a good preparation of the project. A project of this scale needs a good basis before being implemented. Activities should be thought of, steps needed to reach our goals and visualize for ourselves what we are going to do. Furthermore, it is very important to include the mayor and council in the project. This step is completed after finalizing this project plan.

Activities:

- Drafting project plan
- Discussing project plan
- Finalized after receiving input from the council and mayor.

Results:

- A project plan with a clear cut division of tasks and steps we need to undertake
- A vision of how the result is going to look
- Political support and knowledge
- More insight in the work of PMI

#### *Step 2: PMI policy plan*

The basis of PMI is founded in our policy plan and multi-annual budget. Hence a whole phase is being dedicated to drafting the policy plan. In order to do so it is very important to

have thorough insight in our budgets. Due to the nature of the policy plan and the need to repeat this every year, the policy plan will be discussed thoroughly with the mayor and council. The policy plan lists all current policy and activity. New projects, policy, investment etc will be included in the policy plan and budget for 2015.

Activities:

- Creating insights in our budgets
- Developing programs for our municipality (e.g. Sports, Youth, Education, Public works etc.)
- Answering the three W's question.
- Discussing the policy plan with BMC, council and mayor.
- The phase is ended after finalizing the project plan.

Results:

- A working policy plan listing all our current activities, goals and our complete budget
- Approval of council and mayor
- Knowledge about how to make a policy plan and how to draft the policy plan for 2015.

### *Step 3: Department plans, progress reports*

The next step consists of designing formats. Due to the nature of PMI it takes a whole year cycle to draft real documents and reports. Because of the time constrained we do not have a full year to implement each piece of PMI. Hence our aim is to design formats and working examples of department's plans and progress reports. Formats we can use in the year there after.

Activities:

- Designing a workable format for department plans
- Designing a workable format for progress reports
- Informing mayor and council about these products
- This step ends when two formats are finalized

Results:

- Having a workable format for department plans
- Having a workable format for progress reports
- Know how to use these formats in practice
- Informed the council and mayor about the use and knowledge of these PMI products

### *Step 4: structural implementation*

Step 4 will include on one hand the drafting of a format for the annual report. But furthermore because of the nature of PMI it is important to draw a process description including a time frame for next year. The process description should list how we are going to produce a policy plan, department plan, annual statement and progress report. But also when in the year (in the cycle) this is going to take place. The controller should be in charge of the P&C cycle and thus needs to adequate informed of his tasks and duties.

Activities:

- Drafting a format for the annual statement
- Drafting a process description

- Designing a timetable
- Instructing and teaching the controller
- Informing the council and mayor
- These steps end with a closing conference, covering all partners of the project and BMC.

#### Results

- Format for workable annual statement
- A good process description
- A realistic timetable
- A controller who knows what he has to do and who is up to the task
- A well informed council and mayor

In Table 1 the results and deadlines are clearly visible.