the best approaches is to ensure that you have a good contracts attorney. We have a great one and it really helps set the tone for flexibility by all parties involved.

Funding ITMS

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The white paper focuses on the funding approach that has been used in Orange County. However, I would like to take a more practical approach this morning and provide an overview of how an agency can prepare for coordinating funding for an ITMS program, using Orange County as an example.

Orange County is networked by a series of freeways which reflects the tremendous growth experienced in the 1980s. In order to better address this growth, Caltrans split the Los Angeles/Orange County area and established an Orange County district, District 12. However, the new district remained dependent upon District 7 for their traffic management system.

Recently, the district has been making significant steps to establish its own Traffic Operations Center (TOC). Currently, there is also a movement toward the use of toll roads which introduces and adds to other opportunities for funding of the District 12 TOC and Traffic Operations System (TOS).

A number of agencies are involved in traffic management in the Orange County area. This includes agencies and organizations that were involved in Mobility 2000, are active members of IVHS America, and pioneered the use of various traffic management and motorist information systems. The regional agency, the Orange County Transportation Authority (OCTA), is also very supportive of the local agencies. For many years, the OCTA has convened a regional signal round table where traffic engineers from the various local agencies can get together on an *ad hoc* basis and discuss relevant concerns. This combination of progressive regional and local

agencies has provided a good basis for many of the activities currently underway.

The current traffic management systems in the area include freeway surveillance, changeable message signs, the use of highway advisory radio, motorist information systems, and the information links between Caltrans District 12 and traffic management centers in key cities and the county. So, you can see the multi-agency nature of the program in Orange County.

As a result of Orange County's growth, there is demand for communication links throughout the county for surveillance and motorist information. One of the key elements of the Orange County Operations Study was the need for an action plan for the development and deployment of ITMS. This is especially important to bring together all the different agencies and to make sure they are all working in a coordinated way. The action plan should be the foundation for the multi-agency coordination. A different form of cooperation is needed at this stage than the cooperation needed during the operating phase just described by the previous speaker. You need to ensure that all agencies are moving forward on the same schedule and implementing each part in a coordinated fashion. The action plan should address this interdependency of components, identify costs, and clearly identify the responsibilities of the different agencies.

I would like to briefly review the action plan that was developed for the Orange County study to give you an idea of the major components. ITMS by its very nature is a complex system. The key to implementing ITMS is a phased approach. You should not try to take everything on at one time. This helps reduce the complexity of the program and provides realistic goals. This approach also reduces the risks of deploying IVHS—both technical and political. If the project is not a success initially, you may find additional political barriers and issues to address. The implementation plan must address the interdependency of the different elements, but identify ways that each can be implemented individually. Finally, everyone likes success. It is important

to identify early winners, as this will make it easier to move to the next step.

The Orange County study identified each step, the responsibilities of each agency, and the schedule. These were incorporated into a summary to show how each of the individual elements could be scheduled for deployment. This helped each individual agency understand what elements it was responsible for and the time line for implementation.

The questions associated with costs and funding were then addressed for each of the system elements. These were shown on an annual basis to provide a clear picture of the funding required from each agency. This helps focus on potential funding sources. The regional agencies have been instrumental in assisting with identifying potential funding sources. Having identified possible funding sources, the next step is to examine the selection criteria. This is especially important with the competition for funds under ISTEA and other programs. Cities and agencies are competing against each other to secure funding that is becoming available. It is important to know and understand the criteria, so that you increase your chances of funding. If you have any questions or concerns, be sure you check with the funding source. Personal contact can help solve a number of problems.

One of the sessions tomorrow focuses on funding, so I won't spend a great deal of time discussing the different sources. The key element in funding is to understand how one source may impact another source and how you can leverage your funding to obtain the maximum benefit for your project. Often a small amount of local funding can be combined with regional or state funds to leverage federal funds. Local sources may include fees on new development, trust funds, toll revenues, sales taxes, and local motor vehicle registration fees. At the state level, potential funding sources include gasoline taxes, independent IVHS research funds, motor vehicle registration fees, and the Petroleum Violation Escrow Account. Sources at the federal level include ISTEA, specifically those programs associated with the National Highway System, the Surface Transportation Program, and IVHS research.

The next step is to match the different funding programs with the appropriate system elements. Given the dynamic nature of the funding programs, it is important to continue to monitor these programs and make changes as needed. The main source of funds for the Orange County ITMS has been the state TSM program. This program has been very successful in funding a variety of components of ITMS.

In closing, I think there are a number of lessons that can be learned from the work being done in Orange County. These include establishing a good working relationship between the local, regional, and state agencies, developing a comprehensive implementation plan, and identifying a realistic funding program.