

MPOs for programming, broadening the definition of TSM to include HOV lanes and traffic control measures, and coordinating the federal and state programs. Further, it is anticipated that the state TSM program will be a major source of local match for the federal program.

- It is also anticipated that, although annual TIPs will still be required, Caltrans will need to make funding commitments several years in advance. Thus, the goal in California is to maximize and leverage all funding sources for the development of ITMS and IVHS.

### **Local Programs**

*Donald W. Dey  
City of Menlo Park, California*

Mr. Dey provided a local perspective on the development of ITMS and IVHS and the use of local funding sources. Mr. Dey covered the following major points in his presentation.

- The definition of ITMS needs to be very broad. Many elements of the local transportation system—including transit, police, and emergency services—should to be included. Further, the link to neighboring systems and the regional network is critical. In terms of management, both the human and technical aspects of the system must be coordinated.
- The first step in leveraging local funds is to identify a problem and the project you want to implement to address the issue. Having defined the project, you need to identify appropriate federal or state funding sources and develop the appropriate applications and supporting documentation. It is important to be aggressive in pursuing these programs. Keep in touch with agency representatives and the requirements of the different funding programs. Maintaining flexibility is also important. This will allow you to take advantage of changes and new opportunities at the state and federal levels. Also, be sure

you can show results for your efforts. Federal and state officials are just like local officials in that they want to see results and benefits from their funding. Thus, you must be able to produce and show results.

- Governmental units, especially at the local level, must learn how to package, sell, and market their proposals. Don't get discouraged if a proposal is turned down. Follow up with the funding source and find out what the weaknesses of your proposal were. Use this feedback to improve your next effort.
- One key element to attracting federal funding is that the project must have the potential for technology transfer, or sharing the knowledge in other areas.
- In terms of local projects in California, a number of funding sources may be available. Potential sources include Caltrans, FHWA, regional and local programs, and special programs such as the fuel overcharge fund. Although each of these alone may not be enough for an entire project, when combined, they provide adequate funding for most projects. Thus, it is important to leverage a variety of funds.

### **Private Sector Participation**

*Alan Clelland  
JHK & Associates*

Mr. Clelland provided the private sector perspective on the implementation of ITMS and IVHS. He focused on the issues associated with deployment of these systems and the funding implications of design/build contracts. Mr. Clelland covered the following major topics.

- The best leverage for obtaining funding is a successful program. If you look at the funding for the early stages of the IVHS program you will see a correlation between the successful projects and where the early funds are being deployed. Thus, it is important to