

- The need for cooperation at the hardware, signal, and institutional levels were all examined. Key factors at the institutional level included administrative, financial, liability, and engineering issues.
- The initial administrative issues were associated with the staffing, staff training, and funding needed to implement the project. A key staff person is important to lead and move the project along. There is also a need for a commitment from higher levels within the organization. Financial issues focused on the need to obtain funding for the projects. A variety of funds were used in the Katella Corridor.
- Liability and engineering issues were also concerns. The liability associated with timing signals between municipalities had to be addressed through a series of intergovernmental agreements. The engineering issues were fairly conventional. These related to the technical issues associated with linking the different system elements together. One issue that needs to be addressed early in the process is at what level the system should be coordinated.
- Key elements for successful projects include a commitment from all agencies, adequate funding, leadership, and expertise.

### **Police Perspective**

*Sergeant Paul A. Einreinhofer  
Bergen County, New Jersey  
Police Department*

Sergeant Einreinhofer provided a perspective from law enforcement agencies in the implementation and operation of integrated traffic management systems. Major points made by Sergeant Einreinhofer included the following.

- Bergen County is home to many corporations, Giants Stadium, and has a population of approximately 850,000. The county is also the western terminus of the George

Washington Bridge, which serves Manhattan Island.

- Police and law enforcement agencies are concerned with the actual operation of the transportation system. What looks good on paper may not work in actual practice, and it is the police and highway patrol that must deal with the actual operation of the system.
- It is important to realize that traffic problems may not be the first priority for police departments. This is especially true when traffic problems are compared with life-threatening situations. Police agencies are concerned with how the system functions and are interested in determining their appropriate roles in ITMS. Police departments are also concerned with the transportation of hazardous materials, incident management, and public information.
- Management teams appear to be a good way to address many issues. Representatives from police and law enforcement agencies should be members of these teams. The incident command approach is used in Bergen County to provide one lead group to coordinate responses to major problems.
- Who is in charge and who pays are always major issues. Everyone wants to be in charge, but no one wants to be responsible for the cost of incident management and other activities. Reaching an agreement on these two issues is important.
- More sharing of information and coordination between police and enforcement agencies and the other groups responsible for ITMS is needed. Police and enforcement agencies should be viewed as important elements in implementing ITMS and should be involved in the different activities associated with planning and operating these systems.