

The Regional Transportation Plan — 2018

Appendix F

Regional Transportation Demand Management Action Plan



May 2018

Funding for this document provided in part by member jurisdictions, grants from U.S. Department of Transportation, Federal Transit Administration, Federal Highway Administration and Washington State Department of Transportation. PSRC fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information, or to obtain a Title VI Complaint Form, see <https://www.psrc.org/title-vi> or call 206-587-4819.

Americans with Disabilities Act (ADA) Information:

Individuals requiring reasonable accommodations may request written materials in alternate formats, sign language interpreters, physical accessibility accommodations, or other reasonable accommodations by contacting the ADA Coordinator, Thu Le, at 206-464-6175, with two weeks' advance notice. Persons who are deaf or hard of hearing may contact the ADA Coordinator, Thu Le, through TTY Relay 711.

Additional copies of this document may be obtained by contacting: Puget Sound Regional Council
Information Center
1011 Western Avenue, Suite 500
Seattle, Washington 98104-1035
206-464-7532 • info@psrc.org • psrc.org

Part I: Why do TDM?

Transportation demand management (TDM) activities help get the most out of transportation investments. TDM implementers seek to accomplish a primary objective: **connect all people with travel options that optimize the transportation system's capacity.**

TDM activities produce wide-ranging benefits to individuals and the transportation system—saving people time and money and reducing traffic congestion, vehicle emissions, and fuel consumption while supporting physical activity and enhanced safety. TDM activities make existing transportation investments perform better, extend the life of existing infrastructure, and can improve outcomes for new investments.

The TDM Steering Committee is an advisory committee to the Puget Sound Regional Council and is composed of TDM implementers in the central Puget Sound. The Regional TDM Action Plan articulates the strategic approach of TDM implementers in the region, and guides the work of the TDM Steering Committee.

What is TDM?

Transportation demand management (TDM) helps people use the transportation system more efficiently through education, incentives, products, and programs that remove barriers to non-drive alone modes such as transit, carpool, vanpool, walking, biking, and teleworking.



Core Values of this Plan

TDM implementers in the region share core values that provide a consistency of approach no matter the scale or geographic focus of the TDM activity. The core values of this plan are:

- **People.** The success of TDM activities depends on understanding user behaviors and preferences, and ensuring programs and products are designed to meet the needs of the targeted populations.
- **Equity.** TDM implementers endeavor to reach as many people as possible through their programs. To this end, they seek to design programs that enhance equitable access to programs and services so that all people are able to benefit from convenient and affordable travel options.
- **Flexibility.** Part of the value of TDM activities is their flexibility. Implementers seek to be responsive to changing user demands and system conditions to best deliver results.
- **Innovation.** TDM implementers embrace new and creative approaches for connecting people with transportation options and maximizing the transportation system's capacity.



Who Benefits from TDM Activities?

TDM activities in the central Puget Sound region target and benefit specific audiences, including:

- **People.** Whether it's educating commuters about their transportation options or helping residents living in areas with specific transportation issues, TDM implementers serve the people who live, work, and travel in the region no matter their trip purpose.
- **Employers.** TDM implementers work closely with employers to educate their employees about travel options, design products to encourage these options, consult with management to ensure the best policies are in place, and train front-line staff on programs and best practices. This work allows employers to provide benefits to their employees that aid retention and recruitment efforts.
- **Property managers.** TDM implementers help property managers comply with local and state regulations, encourage innovation in building design by providing alternatives to traditional development models, identify and implement programs that maximize the performance of their real estate assets, and educate tenants about available transportation options.

Who Implements TDM in the Central Puget Sound?

TDM activities in the central Puget Sound region are implemented by a wide range of public and private entities, including:

- **Employers & major institutions.** Employer programs are a foundational element of TDM activities in the region, which are partly driven by state and local regulations but also by the recognition that both employers and employees benefit from these activities.
- **Local jurisdictions.** Local jurisdictions have authority over land use policy and local rights-of-way and so have significant influence over demand for transportation infrastructure. In addition, many local jurisdictions operate TDM programs and must comply with the state Commute Trip Reduction (CTR) law.
- **Transit agencies.** In addition to providing an important transportation option for residents in the region, transit agencies work to increase their market share and in many cases, implement TDM programs in partnership with local jurisdictions and other organizations. Transit agencies in the region include: Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce Transit, and Sound Transit.
- **Transportation management associations (TMAs).** TMAs play a mediating role between the public and private sectors to ensure the delivery of TDM programming involves collaboration between a variety of transportation stakeholders. There are four TMAs in the central Puget Sound: Commute Seattle, Downtown On the Go in Tacoma, the Greater Redmond TMA, and TransManage in Bellevue.
- **Transportation providers.** Other transportation providers in the region expand transportation options by providing a range of services to specific audiences or geographies. These include both nonprofits and private providers of transportation.
- **Washington State Department of Transportation (WSDOT).** WSDOT plays an important regulatory and funding role for TDM activities and can be influential in ensuring their construction projects incorporate TDM elements to mitigate and minimize impacts to the transportation network.

Why is TDM Important Now?

TDM activities are critical to help the transportation system absorb the recent and ongoing rapid population and employment growth; can accommodate and mitigate impacts associated with the build-out of significant capital investments; and are nimble and reactive to the growth in new mobility options that have appeared in recent years.

TDM Plan Strategies

The Regional TDM Action Plan identifies six strategies intended to help achieve the Plan's objective to **connect all people with travel options that optimize the transportation system's capacity**. The strategies are:

- Expand programs
- Provide information people need
- Enhance the existing transportation system
- Maximize new investments
- Influence policy
- Research and advocate

Each strategy identifies actions that are occurring over the life of this plan along with examples of TDM activities that implement the strategies. Part 2 of the Regional TDM Action Plan articulates these strategies and actions in greater detail.



Part II: Strategies



Strategy 1: Expand programs

Regional TDM practice focuses on connecting people to travel options through a variety of programs. These programs vary throughout the region and are designed based on their audience, the problem or opportunity being addressed, and the available transportation system.

As the transportation system and user behavior changes, TDM implementers are able to continuously expand and adapt these programs, reaching broader audiences and addressing all trip types. This ability is critical to maximizing the transportation system's capacity and improving system performance.

Actions

Continue core TDM programming while innovating and improving performance

Maintaining a commitment to foundational activities, such as employer transportation programs, while continuing to innovate and improve their outcomes remains a priority.

Implementers

- Employers & major institutions
- Local jurisdictions
- Transit agencies
- TMAs
- Transportation providers
- WSDOT

Create new programs that expand TDM markets and focus on all trips

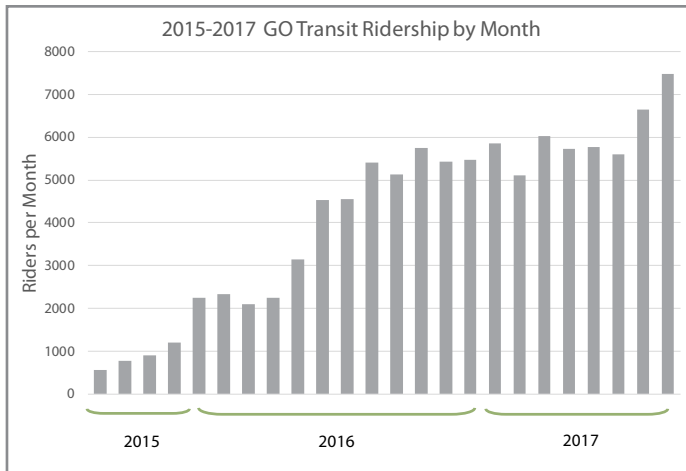
Traditionally, TDM programs have focused on home-to-work trips that occur during peak travel periods. But 80% of trips are not work-related, and congestion has increased to most times of day, including weekends. Expanding TDM activities to focus on new markets gives TDM implementers the opportunity to serve a larger audience, including individuals traveling for non-commute trips.

Implementers

- Employers & major institutions
- Local jurisdictions
- Transit agencies
- TMAs
- Transportation providers
- WSDOT

Regional Examples

TDM at Joint Base Lewis-McChord



Source: Pierce County

There are more than 100,000 trips every day at JBLM, most of which occur in single-occupant vehicles. The proximity of JBLM entry points to I-5 in Pierce County puts added stress on this heavily used roadway, causing delays during both peak and off-peak periods.

The geography and expanse of JBLM make it difficult to travel from place to place without a vehicle. Daily habits of service members often lead to numerous daily trips within the base and between the base and outside locations.

GO Transit was launched in 2015 as a partnership between Pierce County, Pierce Transit, and JBLM to manage transportation demand on the base and surrounding facilities. This program provides free on- and off-base transit service, bicycles, and educational outreach to anyone with JBLM access.

JBLM transit ridership has increased from several hundred daily riders initially to consistently averaging 5,500-5,700 daily riders. This increase has come through several means, including:

- Adjusting routes to match top/popular destinations on base;
- Administering best-practices of traditional transit systems; and
- Increasing outreach and social media marketing.

Hopelink in South King County

Hopelink's Travel Programs serve vulnerable populations—including people with disabilities, older adults, low income individuals, and limited English proficiency populations.

Hopelink partners with cities and other entities to supplement TDM activities. Their **TDM for Diverse Communities** program seeks to support the equity of services provided by targeting special needs populations that may need extra support to use alternative modes to driving alone. The goal of the program is to reduce drive-alone travel, whether for work or other purposes, and to promote more active modes of transportation.



Source: Hopelink

Through this program, the City of Tukwila and Hopelink have partnered to improve the mobility of special needs individuals by providing trip planning assistance, field trips to try transit, and providing transit fare cards and pedestrian and cyclist safety gear. Improving access to travel modes that do not require the expense of owning, operating, and parking a personal vehicle reduces the transportation share of household budgets and SOV mode split.

Between May 2016 and October 2017, 560 clients were served by Hopelink's Travel Programs outreach in South King County.



Strategy 2: Provide information people need



People are unlikely to change their behavior without sufficient information to make informed decisions. The need for accurate information is ongoing as new services come online, and people move or start new jobs.

The growth in the number and types of available platforms and media, coupled with the capabilities of information technology means more and better data is available to influence the travel choices people might make. The challenge remains ensuring that the message gets through to people in a way that resonates and is actionable.

Actions

Distribute information in accessible ways so people can make informed choices about how they travel

Communication channels have increased over the past several years, including social media, apps, online platforms, and real-time travel information screens. These emerging technologies, coupled with the distribution of accessible information provided in multiple languages through varying avenues, provide an opportunity to maximize the impact of information.

Implementers

- Employers & major institutions
- Local jurisdictions
- Transit agencies
- TMAs
- WSDOT

Identify engagement and education opportunities that have the greatest impact

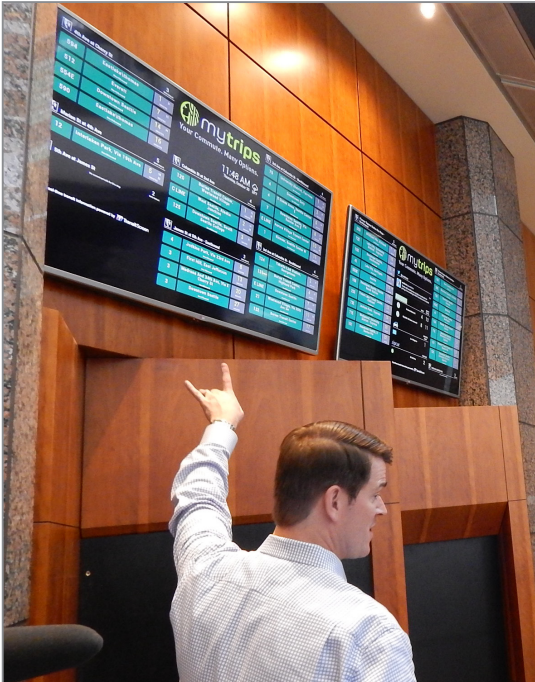
Ensuring customers are aware of transportation options, know how to use them, and can get the information they need is essential to making effective use of the transportation system and changing behavior. Outreach and education are core functions of TDM practice in the region.

Implementers

- Local jurisdictions
- Transit agencies
- TMAs
- Transportation providers

Regional Examples

The value of real-time travel information



Source: Seattle Department of Transportation

Displays that provide up-to-date information on travel options, such as transit, car-share, ride-hail, and highway travel speeds, are used in lobbies of residential, office, and municipal buildings around the region. These displays increase awareness of available travel options and make travel decisions easier.

Real-time information is also available in the region directly on riders' smartphones. Data-sharing between agencies has made applications like OneBusAway and the **Puget Sound Trip Planner** commonplace for finding real-time arrival information at nearby transit stops or by searching routes, addresses, or stop numbers.

TDM and ORCA Marketing Project

Community Transit, Everett Transit, King County Metro, and Pierce Transit developed targeted marketing campaigns to raise awareness of ORCA card benefits and distribute cards to cash paying customers. Using existing programs such as Community Transit's Curb the Congestion, Downtown On the Go in Tacoma, and King County's ORCA LIFT, agencies targeted audiences with user-friendly materials and distributed more than 3,000 pre-loaded ORCA cards leading up to a regional ORCA marketing campaign.

The regional campaign, led by Sound Transit, launched in spring 2017 to target transit riders in areas with low ORCA usage. TV commercials, social media campaigns, and other geographically targeted marketing were used to raise ORCA awareness, and encourage ORCA use by providing a pre-loaded ORCA card for completion of a survey aimed at better understanding transit riders' familiarity and usage of ORCA. The ads, website, and supporting materials were also translated in Spanish. Of the 22,500 cards distributed during the campaign, 45% have been used to take transit in the region and 14% of cards have been reloaded for continued use.



Source: Community Transit

Strategy 3: Enhance the existing transportation system

Even a modest influence on how people use constrained parts of the transportation network can have significant impacts on overall system performance. TDM activities can be tailored to address specific situations, and can be implemented quickly and for low cost. They have proved to be effective in shifting travel – even changing travel behavior one day a week can have an impact on the system.



Actions

Engage in efforts to increase access to transportation options

As the region continues to invest in transportation options, TDM is key to making sure people can access and use new transit, bike, and walk investments.

Implementers

- Local jurisdictions
- Transit agencies
- Transportation providers
- WSDOT

Influence how new shared mobility transportation options are deployed to maximize system benefits

The region has seen an emergence of new shared mobility options that have the capacity to absorb trips that were previously made by less-efficient modes. As these options proliferate, TDM implementers should work to make sure these new options maximize their benefits to all people.

Implementers

- Local jurisdictions
- Transit agencies

Regional Examples

Parking management

In 2016, 30 park and rides in the region, accounting for almost 20,000 parking spaces, experienced occupancy rates greater than 97%. As customer demand for parking far exceeds available supply, lots fill very early in the morning leading to congested local streets surrounding these facilities and crush-loaded trains and buses that bypass riders down the line. It also means these park and rides are filled with riders who are commuting early, not necessarily out of convenience or need, but simply to get a parking space. Consequently, people without such flexibility may not be able to access the transit system.

King County Metro and Sound Transit are implementing strategies to better manage parking capacity, primarily through HOV permits that result in reserved parking stalls for customers that carpool to very full park and rides. Other strategies include prioritized spaces for people in VanShares and TripPools, and working with vanpool groups to consider relocating to locations with available parking capacity.

Park and ride supply is a scarce resource. Though there are plans to increase supply between now and 2040, it is unlikely to be enough to meet demand for spaces. Sensible parking management can better connect people to capacity that exists and address some of the challenges created by the current free, first-come first-served approach.



Source: Sound Transit

The emergence of shared mobility services



Shared mobility services are not new for the central Puget Sound region – the region leads the nation in vanpool participation with more than 2,200 public vans in operation each weekday. In addition to the highly-used vanpool, VanShare and carpooling programs are available. A new landscape of options in shared mobility, both public and private, has quickly emerged in the transportation market. New car-share, ride-hailing, flexible rideshare (such as TripPool), and bike-share options have changed the way people in the region get around.

King County Metro and Pierce Transit are currently developing programs – in partnership with Sound Transit – to leverage ride-hailing services Uber and Lyft to provide enhanced mobility options to their customers. These partnerships are focused on solutions for first/last-mile connections, managing demand at park and ride lots, and providing guaranteed ride home services when fixed-route service is unavailable.

Working closely with ride-hailing services allows transit customers to benefit from these emerging transportation options, thus increasing the viability of transit. Accessibility concerns remain for these app-based services, including ensuring customers without bank accounts or smartphones can use these options, and that these services are available throughout the community.

The advancements made in these partnerships serve as templates for increasing the use of these and other on-demand services throughout the region.

Strategy 4: Maximize new investments

The region will see significant capital improvements come online between now and 2040. These investments provide new options to people from all over the region to get where they need to go. TDM will help the region maximize the benefits of its investments.

The construction of major transportation projects has an impact on the current transportation system, which TDM implementers seek to mitigate. These disruptions also create an opportunity for people to try new options and potentially use more efficient modes to make trips.



Actions

Develop markets for and create seamless connections to new travel options when these services or facilities come online

The opening of new investments and the launching of new services create important opportunities to encourage people to reconsider existing ways of getting around. TDM implementers must be active in amplifying the potential benefits of new facilities or services and making them as easy to access as possible.

Implementers

- Local jurisdictions
- Transit agencies
- TMAs
- WSDOT

Identify opportunities to integrate TDM programming into all phases of the capital development process

The implementation of the [Regional Transportation Plan](#) involves substantial project planning and construction activities that will disrupt travel behaviors. This disruption gives TDM implementers a chance to reach affected users both to minimize construction-related impacts and to introduce them to travel options that they hadn't previously considered.

Implementers

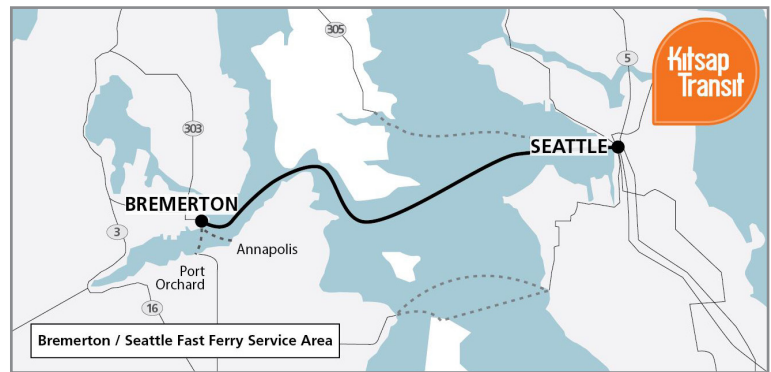
- Local jurisdictions
- Transit agencies
- WSDOT

Regional Examples

Fast Ferry launch

With the launch of Kitsap Transit's passenger only **Fast Ferry** in July 2017, travelers from Bremerton to Seattle can cut their travel time in half—decreasing travel time from 60 to 28 minutes.

This new passenger-only system, combined with new bus routes, influences cross-Sound travel patterns.



Source: Kitsap Transit

The addition of two new express buses allows people living in Kitsap County to use the new passenger-only ferry without relying on a vehicle to get them there. Both express bus routes are timed to arrive within 15 minutes of the Fast Ferry's scheduled departure and to depart just after its arrival into Bremerton. The routes make stops at transit centers in Poulsbo and Silverdale, serving multiple park and rides.

High capacity transit expansion

The next several years will see significant expansions of the region's high capacity transit system:

- More than 40 miles of new light rail and street car investments in King, Pierce, and Snohomish counties
- As many as 15 bus rapid transit corridors throughout the region
- The continued expansion of Kitsap Transit's Fast Ferry system

As these investments come online, TDM implementers must be active in maximizing the reach and benefits that they bring.

The construction of high capacity transit infrastructure can disrupt existing travel behaviors, which provides an opportunity to connect people to different travel options. In spring 2017, the closure of two park and rides as part of the construction of Sound Transit's East Link project brought challenges and change to commuters. New park and ride options were opened and marketed to ensure customers knew about these options. In addition, King County Metro and Sound Transit, in collaboration with TransManage, Go Redmond, and Choose Your Way Bellevue, are encouraging affected customers to receive a customized travel plan to discover alternate trip options via [JustOneTrip.org](https://www.justonetrip.org).



Source: Community Transit

Strategy 5: Influence policy

Policy decisions made at local, regional, state, and federal levels can have profound impacts on demand for transportation services and systems. Indeed, policy choices made in arenas other than transportation—like land use, environmental, or health policy—can be influential at changing travel behavior.

A TDM supportive policy environment expands the tools TDM implementers can use to engage new audiences and increase program success. It means that TDM implementers have adequate funding to accomplish the hard work of connecting all people with travel options that optimize the transportation system's capacity.



Actions

Track and influence policy issues that affect efficient system performance

The next several years are likely to bring many small- and large-scale policy debates that influence how people get around in the central Puget Sound region. It is important for TDM implementers and the TDM Steering Committee to understand the policies they are able to meaningfully affect in positive ways.

Implementers

- Local jurisdictions
- Transit agencies
- TMAs
- WSDOT
- TDM Steering Committee

Assess the TDM funding landscape and pursue dedicated funding for TDM activities

TDM activities are implemented across governmental sectors and at a variety of geographic scales. As such, funding sources are diverse, but not always stable or predictable. A better understanding of existing funding sources, coupled with an assessment of the overall transportation funding landscape, will allow TDM implementers to consider approaches that result in dedicated funding for TDM activities.

Implementers

- TDM Steering Committee

Regional Examples

Commute Trip Reduction (CTR)

The [Commute Trip Reduction Law](#) was passed by the Washington State Legislature in 1991 to reduce traffic congestion, air pollution, and fuel consumption. This fundamental regulation, coupled with the supporting Business Tax Credit and federal tax policy that allow pre-tax contributions for transit subsidy, have been at the core of Washington state's success in reducing drive alone travel. Over 1,000 worksites statewide participate in managing programs based on locally adopted goals for reducing drive-alone vehicle trips and miles traveled.

WSDOT's Commute Trip Reduction Board directs overall policy and funding for the programs and reports to the legislature every two years on how the program is working. In 2017, the Board is developing a 2019-2023 strategic plan to identify transportation partners' most promising opportunities to enhance trip reduction and approaches to pursue those opportunities.

The strategic planning process is engaging local TDM and CTR implementers, employers, transit agencies, local jurisdictions, TMAs, schools, advocacy groups, business associations, WSDOT, and others.

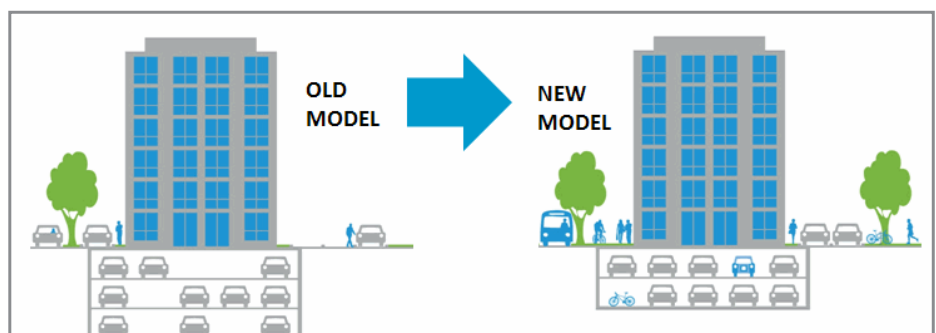
Reduced parking requirements in Kirkland

Some cities in the region require property managers to mitigate the ongoing traffic and parking impacts created by the employees, residents, or visitors to their developments. Transportation Management Programs and Plans (TMPs) are agreements established at the time of initial building development that identify amenities, incentives, and activities to encourage use of transportation options other than driving alone. Their goal is to reduce traffic congestion, improve access, and support residents' and workers' use of transit and other transportation options.

The City of Kirkland's Zoning Code enables developments of residential suites to reduce their parking requirements if parking is managed as part of a TMP. The TMP, which must comply with certain code standards, puts into writing the owner's commitment to educate and encourage residents to use alternative modes through the unbundling of parking from rent, ORCA card subsidies, and the designation of a Transportation Coordinator to manage the TMP. The TMP contains specific provisions that require management of rental units and the associated car ownership, lease and monitoring provisions to protect against offsite parking.

The central Kirkland mixed-use development Arete has used this code to develop a TMP in exchange for a reduction in on-site parking. Due to demonstrated low parking utilization since the development's opening, the City has modified the development's parking requirements, allowing vacant spaces for use by surrounding workers and bus commuters.

The [King County Right Size Parking Calculator](#) provides further information on how parking is used in multifamily developments across King County.



Source: King County Metro

Strategy 6: Research and advocate



Recent years have seen changes in travel behavior. **Transit ridership** in the central Puget Sound region increased for the seventh consecutive year in 2017. This change and others are due to a variety of factors, such as economic trends, generational shifts, increased transit options, and emerging transportation technologies.

There is already a strong ethic for understanding program and system performance among TDM implementers, and there are new and improved data resources to advance this understanding. TDM implementers use this data to strongly advocate for policy, programmatic, capital, operational, and funding investments that support the Regional TDM Action Plan's objective.

Actions

Leverage existing and create new data sources to improve understanding of system performance, target resources, and communicate program benefits

An improved understanding of how people get around and how they make travel decisions allows TDM implementers to better reach their target markets. Getting a better handle on existing data and exploring untapped sources extends TDM's benefits.

Implementers

- Local jurisdictions
- Transit agencies
- TMAs
- WSDOT
- Puget Sound Regional Council
- TDM Steering Committee

Share and advance best practices in TDM by fostering a culture of peer support and integrating TDM into local planning and implementation

TDM practice in the central Puget Sound is already a model of how to implement TDM for other regions in the United States. The TDM Steering Committee provides a forum for implementers to learn from regional best practices and raise awareness around relevant policy issues. Increasing the integration of TDM best practices in local planning and implementation will extend the reach and benefits associated with TDM activities.

Implementers

- Local jurisdictions
- Transit agencies
- TMAs
- WSDOT
- TDM Steering Committee

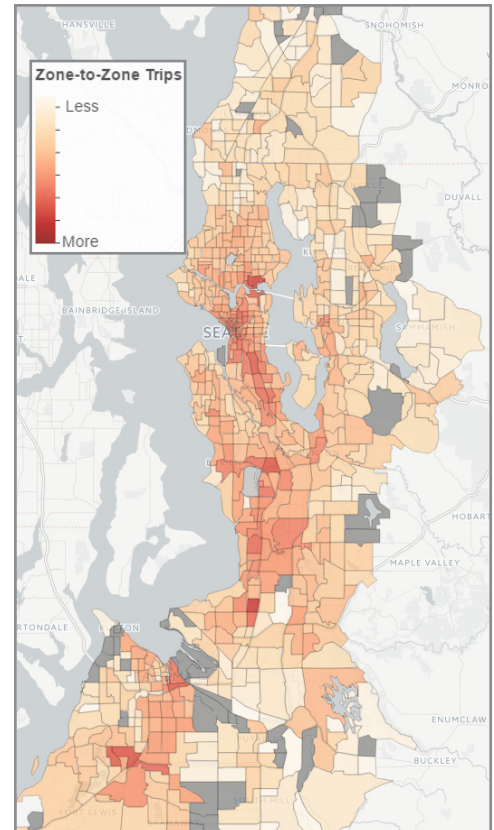
Regional Examples

ORCA Data Analysis Project

The ORCA card, introduced in 2009, is a payment option accepted by all the region's transit agencies. Using ORCA provides transit riders seamless payment throughout the region.

The ORCA Data Analysis Project is a collaborative effort between PSRC, Sound Transit, WSDOT, and the University of Washington's Transportation Research Center (TRAC) to use and analyze actual transit travel behavior through ORCA data and in combination with other data sources. This is the first effort to understand and demonstrate the potential significant benefits that may result when combining ORCA data and other large datasets, including automatic vehicle location data, automatic passenger counter data, and Commute Trip Reduction data.

Initial phases of the ORCA Data Analysis Project have proved fruitful at demonstrating this potential. The project partners, along with others, will be pursuing opportunities to move beyond a proof of concept stage to sustaining the use of ORCA data for measuring and understanding actual transit behavior in support of better transit and TDM planning.



Destination of weekday ORCA trips originating at SeaTac Airport.
Source: ORCA Data

Local participation in WSRO and ACT

The Washington State Ridesharing Organization (WSRO) is a group of TDM specialists from a range of public- and private-sector professions at the local, regional, and state level. The organization helps TDM professionals promote ridesharing by providing promotional materials, conducting regional and statewide trip reduction campaigns, and by hosting conferences to give members the opportunity to discuss relevant issues and build relationships between public and private organizations.



The Association for Commuter Transportation (ACT) is a leading advocate for commuter transportation and TDM that strives to improve the lives of commuters, the livability of communities, and the economic growth of business. Local members of ACT are part of the regional Cascade chapter, which organizes chapter specific events and communicates to ACT National on policy initiatives at the local level.

Local participation in these organizations allows members to raise awareness of local and federal policy issues, and to share and learn information while reporting on local endeavors in TDM to a national audience.

Part III: Implementing the Regional TDM Action Plan

The purpose of the Regional TDM Action Plan is to articulate the strategic approach of TDM implementers in the region and to guide the work of the TDM Steering Committee. Most of the actions identified in the Regional TDM Action Plan are executed at the local level by the diverse mix of TDM implementers operating throughout the region.

The Regional TDM Steering Committee plays an important role in supporting implementation of the Regional TDM Action Plan in the following ways:

- Convening TDM implementers to maximize coordination by sharing information, best practices, progress on the implementation of specific TDM activities, identifying gaps in knowledge, and facilitating TDM research and evaluation
- Identifying and carrying out an annual work plan drawn from the strategies and actions identified in the Regional TDM Action Plan
- Playing an advisory role regarding TDM policy and practice to PSRC policy boards and committees to ensure continued funding and incorporation of TDM activities in supporting a high-performing transportation system

Outcomes

The TDM Steering Committee supports implementation of the Regional TDM Action Plan by documenting and communicating outcomes associated with TDM activities. Because TDM activities are wide-ranging in scope, scale, timing, and geography, it is challenging to demonstrate the cumulative impact of all TDM activities on system performance. However, TDM implementers track outputs and the performance of specific activities.

For the purposes of the Regional TDM Action Plan, the TDM Steering Committee tracks regional indicators to help determine the overall success of the Plan and TDM implementers' collective impact. These outcomes include at least:

- Overall and commute mode split regionally and by county
- Transit ridership
- Number of vanpools

The TDM Steering Committee annually reports these figures as well as highlights significant outputs associated with individual TDM activities underway throughout the region.

TDM Steering Committee

The TDM Steering Committee promotes a collaborative and coordinated approach to transportation demand management (TDM) activities happening throughout the central Puget Sound region. The TDM Steering Committee provides an opportunity for TDM implementers to convene and report on the results of local programs and to provide guidance on delivering TDM benefits across the region.

Membership

Jennifer Hass, Chair, Community Transit	Antje Kablitz, City of Kent
Carol Cooper, Vice Chair, King County Metro	Alex Ko, Sound Transit
Cal Bodeutsch, Kitsap Transit	Jay Larson, Snohomish County
Brian Brooke, Sound Transit	Valerie Lonneman, City of Tukwila
Caroline Chapman, City of Redmond	Phil Miller, University of Washington
Mary Joe de Beck, City of Issaquah	Thang Nguyen, City of Kirkland
Billy Duss, Commute Seattle	Sagar Ramachandra, Hopelink
Debbie Germer, Pierce County	Sarah Spicer, City of Seattle
Staci Haber, Hopelink	Sharon Stockwell, Pierce Transit
Dan Hasty, City of Renton	Stan Suchan, WSDOT
Jonathan Hopkins, Commute Seattle	Ann Sutphin, City of Seattle
Debbie Jaksich, King County Metro	Cristina Van Valkenburgh, City of Seattle
Tim Kelley, TransManage	Kristina Walker, Downtown On the Go
Kate Johnson, City of Bellevue	Caryn Walline, Community Transit
Kathy Johnston, WSDOT	Mimi West, Everett Transit

Approved by the TDM Steering Committee on October 18, 2017.

