

Transportation Demand Management Executive Board



Meeting Minutes

November 20, 2025
10:00 AM – 12:00 PM

Microsoft Teams

Meeting decisions: None

The mission of the TDM Technical Committee and TDM Executive Board is to improve the quality of life for all Washingtonians by shaping and determining policies that support successful, innovative TDM programs statewide. The purpose of the committee and board is to influence broad TDM goals and targets; inform policy; and elevate the profile TDM can play in advancing collective outcomes around public health, economic vitality, climate change, and supporting thriving communities.

Attendance:

TDM Executive Board member	Present?
Cecelia Black	No
Ken Casavant	No
Christine Cooley	No
Richard de Sam Lazaro	No
Cathy Fazio	Yes
Jessica Gehle	Yes
Celeste Gilman	No
Eric Hansen	No
Kirk Hovenkotter	No
Alex Hudson	Yes
Ric Ilgenfritz	Yes
Veronica Jarvis	Yes
Laura Johnson	Yes
Charles Knutson	No
Julie Meredith	No
Chris O'Claire	No
Karl Otterstrom	Yes
Travis Phelps	Yes
Lua Pritchard	No
Matt Ransom	Yes
Melanie Truhn	No
Ted Vanegas	Yes

TDM Technical Committee member	Present?
Kerri Woehler, chair	No
Alan Adolf	No
Mary Anderson	No
Priya Balan	No
Joel Barnett (non-voting member)	No
Angie Coulter	Yes
Greg Garrett	Yes
Olivia Kahn	No
Veronica Jarvis, vice chair	Yes
Ina Percival	Yes
Staci Sahoo	No
Renée Tebow	No
Dustin Watson	No
LeAnn Yamamoto	Yes

Washington State Department of Transportation (WSDOT) staff present: Maya Agarwal, Kelly Lauderdale, Sasha James, Wren Barulich, Ricardo Gotla, Emily Watts, Laura Moxham

Welcome:

Meeting convened at 10:02 a.m. by Alex Hudson.

Alex welcomed the board, implementers, and partners, and took the roll call of board members.

Announcements:

Alex shared that:

Secretary Meredith is unable to join today's meeting.

Senior leadership is away at American Association of State Highway and Transportation Officials (AASHTO) conference.

Matt Ransom announced Alex Hudson as new Transportation Demand Management (TDM) Executive Board Vice Chair. Matt had chaired a few meetings during the earlier part of this year. Alex is well-positioned and skilled to lead the TDM executive board as vice chair going forward. Alex thanked Matt for leading the TDM executive board over the past few months.

Veronica Jarvis provided an update on the TDM technical committee's work since the July 23, 2025 TDM executive board meeting. A major theme of the TDM technical committee's work has been the ways that the TDM technical committee is using commute trip reduction (CTR) data and how we can better leverage it. At the 2024 TDM executive board/TDM technical committee joint retreat we launched our great TDM work

for the 2026 World Cup in Seattle, but we also witnessed proposed cuts to the CTR program during the 2025 legislative session; in response we began developing proposals for addressing that (such as telling the story of TDM's benefits to legislators). We also learned that during the 2025 legislative session, the legislature did not renew the CTR tax credit; there is now a group of implementers who use the CTR tax credit and who are looking at ways to reinvigorate it.

Wren Barulich shared a complete streets update: WSDOT has published the [WSDOT Complete Streets Implementation Report](#) on the [WSDOT Complete Streets webpage](#).

Public comment:

No comments.

CTR legislative engagement:

Veronica Jarvis presented [2026 Legislative Session: An opportunity to communicate CTR's value to decision makers](#). Key messages included:

How do the TDM executive board and TDM technical committee consistently communicate with legislators about TDM? How do we put CTR funding into context for legislators so that they see the program's value?

The 2025 session proposed removing \$6 million from TDM; notes for additional cuts were placed in the 2025-2027 budget for the 2027-2029 biennium. Despite advocacy, the CTR tax credit was not renewed; it is unclear whether the legislature will be interested in renewing the credit in 2027-2029. This was a lesson that we need to communicate how successfully TDM leverages dollars to reduce the need for transportation infrastructure. Education and connection with legislators is very important; we need to remind them about the value of the CTR program regularly.

Veronica proposed convening a year-round legislative engagement working group comprised of TDM executive board and TDM technical committee members, with WSDOT staff support. This would maintain consistent and strategic legislative engagement aimed at communicating CTR value across Washington.

Veronica also suggested reviving a "Hill Day" to have conversations with legislators to advocate for CTR and TDM.

Veronica asked whether anyone wished to join the year-round legislative engagement working group. Alex expressed interest. Veronica invited any others who are interested in joining this effort to email her: jarvisv@trpc.org

Next spring (2026) will be the time when WSDOT will finalize the agency's budget request.

Ricardo noted that WSDOT's role in this effort is to help support the TDM Executive Board and TDM Technical Committee; WSDOT also facilitates and convenes.

Comment: [Washington State Transit Association \(WSTA\)](#) met recently and the topic of CTR funding came up. There was agreement among transit managers to raise this issue with their respective legislators; the transit industry is committed to supporting this effort.

Question: Why was there a threat to the CTR program's budget during the 2025 legislative session?

Answer: The proposed cuts to the CTR program budget came from the House, rather than the Senate. Representative Andrew Barkis, the senior Republican on the House Transportation Committee, has typically been skeptical of the CTR program, even though we have communicated that vanpool programs have been very successful. It seems that the legislature needed to deliver budget cuts; their process was to first propose the cuts, and then see who advocated for their programs. In response to the proposed cuts to the CTR program, we advocated for CTR and the legislature kept the program's funding as a result. Through the process we learned that going forward we need to make sure that we amplify the opinions of our partners who are unable to physically go to the Capitol, whether this is due to a disability or being in a location outside of the Olympia area.

Veronica suggested that we find a way to incorporate TDM into the [Joint Transportation Committee \(JTC\)](#)'s annual tour.

Wren shared that WSDOT will publish the 2025 Mobility Report next month, and that WSDOT is developing one-pagers that showcase the CTR program's impact with support from TDM technical committee members. With a [presentation](#), Wren led meeting attendees through an exercise to elicit feedback on messaging around TDM's various benefits: safety, economy, access, climate, and statewide reach.

Comments:

We should use US customary system measurements (e.g., inches, feet, miles) to be more accessible to an American audience.

Several meeting attendees agreed that the economic/affordability/cost messages are the most compelling currently (both to legislators and the public), as there is broad concern about affordability in the country. Legislators will appreciate programs that put money back into people's pockets.

Environmental impacts of TDM are strong but this may not be the most impactful message. Messages about safety are also convincing.

Combining quantitative and qualitative messages could speak to people.

Although safety and economics really resonate right now, we should remember that TDM has so many benefits; thus, we can constantly adapt the message to the audience and the current concerns that people have. Timing of the message and the message that we share is important.

Wren mentioned that the 2025 Mobility Report will have more qualitative stories.

CTR law amendment – Kelli Refer

[Move Redmond](#) is a transportation management association (TMA), and CTR is central to its work. The threat to CTR funding during the 2025 legislative session became an existential threat to our organization and the people we serve. We felt that the [CTR law](#) could benefit from modernization because CTR-affected worksites have shifted their work patterns: shift patterns have changed, there is more flexibility, and more recently there is an increase in returning to the office. This is a critical moment to build on and leverage CTR.

We've been looking at the CTR law and opportunities to expand the program, and we are looking at the possibility of eliminating the [CTR law's requirement](#) that CTR-affected full-time employees must begin their regular workday between 6:00 a.m. and 9:00 a.m., for at least twelve continuous months during the year. We have drafted a bill and hired a lobbyist to run the bill through legislature.

We have identified a bill sponsor, Representative Osman Salahuddin, of the 48th Legislative District; and a potential senate co-sponsor (yet to be confirmed). This bill keeps the same language as the existing CTR law but strikes out the language that requires CTR-affected full-time employees to begin their regular workday between 6:00 a.m. and 9:00 a.m., for at least twelve continuous months during the year. The bill will come out the first week of December, and there is no bill number yet.

If approved, the new law would not go into effect until 2027; it would not affect CTR implementers until there has been a chance to obtain more funding for the CTR program. We see this as a good opportunity to use the bill as a vehicle to talk about the CTR program with the legislature and create new champions for CTR. Part of this work includes gathering and sharing TDM success stories from CTR implementers; we are planning to compile a list of these stories in a one-pager to send to JTC (starting in January 2026) once a week through the next legislative session.

Our goal is to have some representation from each CTR-affected county. We invite you to share your TDM information, photos, and stories here: [CTR Campaign - OneDrive](#).

Our next meeting is Wednesday, December 10 at 1:00 pm. Reach out to Kelli Refer if you would like to join meeting: kellir@moveredmond.org.

Question: Does this work dovetail with the year-round legislative engagement working group, presented by Veronica?

Answer: Yes, the two are coordinating.

Comment: WSTA's engagement with the CTR program, funding, and messaging is important and appreciated.

Closing remarks:

Please share any desired TDM Executive Board meeting topics with WSDOT staff (tdm@wsdot.wa.gov) or Alex Hudson (alexh@commuteseattle.com).

Meeting adjourned at 11:15 a.m.

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