

## KEYNOTE SPEECHES

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I am delighted to have the opportunity to participate in the TRB National *TDM Innovation and Research Symposium: Setting a Strategic Agenda for the Future*. The symposium will help develop ideas, options, and recommendations to advance the state-of-the-practice in TDM into the next century. The results of this symposium will also serve to identify the future roles and markets for TDM. This is especially critical to help ensure that future transportation investment decisions will enhance mobility, relieve congestion, and improve air quality.

It is clear to me from listening to the comments and discussion in the sessions this morning that there has been a shift in how we define and discuss transportation issues. There is a growing recognition that our financial and natural resources are limited. There is also a growing realization that the traditional approaches are not necessarily appropriate for the future. For example, it is evident that the era of building the Interstate System is over and we must look to other means to address our problems. Certainly the greatest challenge will be to better manage the transportation system to provide for the efficient and effective movement of both people and goods.

I believe that TDM strategies are an important component in managing the transportation system and that these measures will continue to play a critical role in the future. My work at the Massachusetts Department of Public Works has given me an appreciation for the role TDM plays in helping to provide mobility choices and

reduce traffic congestion through the use of high-occupancy vehicles.

TDM will be an even more important element of our transportation policy in the future as a result of the federal, state, and local efforts to clean the air, reduce energy use, relieve traffic congestion, and improve mobility. FHWA views the products of this symposium as significant in helping to define the shape and position of TDM to further address these mandates.

The results of this symposium will also provide a significant boost to the future prospects for TDM within both the public and private sectors. For the TRB, the results will identify research needs to help advance the state-of-the-practice. For FHWA and FTA, the results will help to guide the development of policy, research, and demonstration initiatives to foster TDM and the use of high-occupancy vehicles. There is clear support for the future of TDM within the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and the results of this symposium will assist in advancing these measures.

For state and local agencies, the results of this symposium will help identify key institutional, organizational, and policy issues for TDM to be an effective, credible, and integrated function in the transportation planning and decision-making process. This conference is especially timely because state and local agencies are in need of guidance to address the new transportation planning requirements of the ISTEA and the trip reduction requirements of the Clean Air Act Amendments of 1990. For example, the congestion management system required by ISTEA recognizes the role of TDM in congestion relief. This symposium should also help provide direction to state and local efforts to enhance mobility choices for the economically disadvantaged, especially those living in inner city areas.

This symposium marks the first time that transportation professionals have had the opportunity to focus on the future of TDM. As such, it will help respond to questions being raised by representatives from the transportation and environmental community at all levels of government, and in the private sector, on the future of TDM. These questions include the role of TDM, the effectiveness of different strategies, regulatory-based measures vs. market-based measures, the use of different pricing techniques, and the responsibilities of the public and private sectors. Discussing these and other

issues in your working groups will help provide the best choices for decision-makers, and ultimately the public.

Since I will not be able to participate in your working group sessions, I would like to offer a few thoughts for your consideration. First, we need to rethink what TDM is and what it can be. TDM should be viewed as more than just a regional ridematching service or a promotional campaign. While these activities are part of TDM, they are certainly not what will sustain it in the future. We know that TDM can have localized impacts and benefits. While the areawide and environmental benefits of TDM are being studied and debated, we should not lose sight of the significant impacts TDM can have on meeting our mobility needs. We need to think of TDM in terms of mobility and what that means to the public, especially those in economically disadvantaged situations. TDM could be thought of as providing transportation choices as well as tools that help us meet congestion and environmental goals.

TDM can be market-based as in parking or congestion pricing. It can also be regulatory-based as in state or local trip reduction laws. It can be voluntary as in employer benefit programs and it can also be mandated through legislation. Further, many TDM programs represent mixes of all these approaches.

TDM measures are often focused on localized programs. Given the proper settings, however, TDM can also have corridor or areawide applications. TDM can be as simple as a vanpool program or it can incorporate more complex telecommunication and other IVHS technologies. The future of TDM is only limited by our imagination.

As you think about what TDM can be, I suggest that as part of your discussions you also try to develop and reach a consensus on a meaningful definition or vision statement. Such a definition or vision would be a valuable product that can directly contribute to future efforts in and support for TDM.

We also need to rethink where the TDM planning, implementation, and evaluation functions are placed within our transportation and environmental institutions. This is perhaps one of the biggest issues that you may want to discuss in your working groups. In many public organizations, TDM is not incorporated into the mainstream traffic management and operational functions. In many cases, TDM responsibilities are located in a separate ridesharing agency or in the marketing or planning section of a metropolitan planning organization. As a result, TDM is not readily thought of or generally

made part of traffic or congestion management programs. If we are serious about making TDM a credible and integrated part of our transportation system, we need to tie it closer to the mainstream activities.

At an employment site, TDM is often a secondary responsibility for a person that may not have a strong interest or sensitivity for what is needed. As a result, TDM may be considered only as an afterthought or viewed simply as a ridematching service or a promotional activity designed to barely meet some policy or requirement. Although this may be fine to get TDM programs off the ground, especially during periods like the energy crisis, it is not a situation that will lead to effective TDM measures. Such an organizational placement will not lead to attaining significant changes in mode share or sustaining the long term development of TDM as a credible activity in the future.

Changing employer attitudes and obtaining greater acceptance of TDM is a difficult undertaking. This change is critical however, especially if we are to meet the challenges of the Clean Air Act Amendments and the ISTEA. I do not have any easy answers to this problem. I think strong outreach and technical assistance efforts, along with the establishment of public-private partnerships, can play an important part in this effort, however.

I think that we also need to promote and foster public-private partnerships to implement TDM programs. Several successful and effective Transportation Management Associations (TMAs) around the country provide good models for these partnerships. Successful programs are more than just arrangements to promote ridesharing. The better TMAs are developers and providers of a wide range of TDM services. The application of new technologies will also provide important opportunities to further establish such partnerships. As telecommunications and other advanced technologies become more of a reality, there will be greater opportunities for linkages with transportation-oriented IVHS technologies. Public-private partnerships can be built to provide traveler information to offices and homes to allow people to make better decisions about the transportation services and facilities they use.

Another potential aspect of public-private partnerships can be illustrated through the use of high occupancy vehicle (HOV) lanes. The public sector does a good job at building these lanes, but encouraging people to use them requires support from the private sector. This

coordinated approach can help address the “Empty Lane Syndrome” that is a problem on some facilities.

We need to think of the operation of an HOV lane as not just a public responsibility. In some areas, the HOV lanes alone may not be enough of an incentive for people to switch to carpools, vanpools, or buses. This is true especially if employers offer free parking or are inflexible about employee work hours. Other TDM incentives and programs, offered in the public and private sectors, must be incorporated into the planning for and operation of HOV lanes to ensure their effectiveness. Public-private partnerships can help to develop the markets and incentives to use these facilities. In order to create the market and demand for carpools, vanpools, and buses we need to think of an HOV lane as more of a public-private partnership.

In conclusion, I would like to thank the Transportation Research Board, along with the Symposium Planning Committee, for organizing and arranging this important symposium. I challenge you to use your imagination and to think creatively about where we need to go with TDM from a variety of perspectives. Be innovative and creative in your thinking and do not let your discussions be limited by current thinking or traditional attitudes. It is important to remember that laws, policies, regulations, and technologies can be changed and improved. With time, support, and research, attitudes and perceptions can also be changed. This symposium provides the opportunity to meet these challenges.

Thank you for the opportunity to let me speak to you and to share my thoughts. I look forward to seeing the results of the symposium.

**Grace Crunican**  
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It is a pleasure to have the opportunity to speak to you today. I would like to share with you some observations on the federal role in travel demand management (TDM) for your consideration in developing a strategic agenda for TDM. The Federal Transit Administration (FTA) has been actively involved for many years in numerous areas related to TDM. As I travel around the country, however, I find that many areas are taking creative and innovative approaches to TDM, congestion management, and other issues. Thus, I would suggest that a strategic agenda for TDM consider the needs of federal agencies and organizations—such as FTA, FHWA, and TRB—as well as those of state and local governments, regional agencies, and private sector businesses and groups.

Much of the interest in TDM is being driven by issues related to the environment, traffic congestion, and mobility. Even with these concerns, however, some of the requirements of the 1990 Clean Air Act Amendments may be ahead of the public’s recognition of the problem. It is important to recognize this and to develop and implement TDM strategies that provide realistic alternatives for commuters. Thus, TDM should focus on measures that can contribute to improving mobility and the quality of life in metropolitan areas, rather than just addressing specific regulations.

I think that the Clean Air Act Amendments have been beneficial in helping to focus public attention on some very important issues. The Act represents just the first step, however. The difficult and challenging part will now be to implement the requirements of the Act and other related federal, state, and local legislation. The work you are pursuing at this symposium will help in addressing this challenge. All groups—including federal, state, and local governments, private businesses, and the environmental community—will need to work cooperatively to meet the goals of the Clean Air Act Amendments.

Addressing these issues will be difficult because it will require individuals to change their behavior. We know this is not an easy task, especially when it means a change from driving alone. The experience with other major social changes—such as recycling, the civil rights movement, and anti-smoking campaigns—show that behavior can be changed, however. These areas have little in common, except that major changes have occurred in people’s behavior related to each over the last twenty years. TDM is currently going through similar changes. These will not happen overnight, but in the next twenty years I think you will see significant changes in commuting behavior. It is possible that the cashing out of