



## **2014 TMASF CONNECTS STATUS REPORT JANUARY 2014– DECEMBER 2014**

2014 TMASF Connects Commute Status Report  
**City Planning Commission Case Number 2010.0081 U**

2014 TMASF Connects Work Status Report  
**City Planning Commission Case Number 2010.0081 U**

Submitted for Approval to  
City and County of San Francisco  
Planning Department and Commission

Submitted by  
Kimberly B. Martinson, CAE  
Executive Director, TMASF Connects

**DECEMBER 2014**

*TMASF Connects posts annual reports to our [website](#) following acceptance by the City and County of San Francisco Planning Department and Commission.*



### **TMASF Mission Statement**

*The TMASF is a privately funded not-for-profit association of commercial real estate owners and managers in San Francisco who work together through the Connects program to promote local workforce development and trip reduction strategies delivered through sustainable and state-of-the-art technologies, building a mobile and environmentally conscious community.*

### **TMASF Connects Commute Program Vision**

*The TMASF Connects Commute program is intended to increase commuter awareness of trip reduction strategies to reduce reliance upon the single occupant vehicle.*

### **TMASF Connects Work Program Vision**

*The TMASF Connects Work program intends to encourage continued development of our local workforce, learning options and employment opportunities and help reduce reliance on the single occupant vehicle for daily commute trips.*



## Organizational History

The Transportation Management Association of San Francisco (TMASF) was incorporated in 1989 and began offering transportation demand management compliance services to commuters in member buildings during 1990. Since the original work plan was submitted in 1990, the TMASF program has remained in compliance with the terms of the governing authorizations granted by the City and County of San Francisco (CCSF) Planning Commission without interruption. The association has grown from a charter membership of 24 buildings in 1990 to 68 in 2014—an increase from our 2013 roster of 64 members.

During a public hearing in October 2010, the CCSF Planning Commission re-authorized the TMASF Connects program to provide transportation demand management and workforce compliance program services for member buildings. These programs are designed for compliance with CCSF Planning Code Section 163 through the year 2021. A local workforce-development program was authorized through 2016 to support CCSF Planning Code Section 164.

This report is intended to provide an update to the CCSF Planning Staff and Commission about our program activities from January 2014 through December 2014. In summary, we have fulfilled our obligations for both the Connects Commute (Planning Code Section 163) and Connects Work (Planning Code Section 164) without substantive change.

We continue to work in partnership with the City and County of San Francisco and within the region. We remain committed and supportive of the City's *Transit First* policy, local workforce development, and trip-linking efforts to contribute to a sustainable city of the future. TMASF Connects continues to be 100% financed through collection of membership fees and does not accept public funding.

To learn more about the TMASF Connects Commute and Work programs, please visit [www.tmasfconnects.org](http://www.tmasfconnects.org). Materials, reports, and survey findings are published in the [Annual Reports and Archived Materials](#) section of our website.



## *Our Mission*

The TMASF is a privately funded not-for-profit association of commercial real estate owners and managers in San Francisco who work together through the Connects program to promote local workforce development and trip reduction strategies delivered through sustainable and state of the art technologies building a mobile and environmentally conscious community.

## *About Us*

TMASF Connects was established in 1989 to promote commute alternatives to driving alone and serves 68 of The City's commercial office buildings representing 23,000,000 square feet of real estate, 2,500 employers and more than 80,000 employees. We do not accept public funding. We provide award winning commute assistance programs, nationally recognized program models, stable staffing and board of directors, state of art website, mapping and resources and extensive workforce development tools – many available as a public service.

## *Our Programs—*

### *Commute*

TMASF Connects Commute is a full service commute assistance program and offers a state of the art map matched to traffic conditions and public transit options for commuters and those in need of paratransit services.

### *Work*

TMASF Connects Work offers employers tools, guides and links to local hiring sources. Job seekers and employees will find links, events and tips to help boost the skills necessary for maximum employment at any stage of the work life cycle.

### *Community*

TMASF Connects Community helps residents and visitors assess their daycare needs from caring for children to senior citizens.

## *Program Results*

Independently administered trip reduction surveys indicate that only 7.7% of all trips to member buildings are taken by commuters choosing to use single occupant vehicles. Program has placed more than 200 workers from civic rehabilitation programs into temporary employment. **Program qualifies TMASF Connects members for maximum trip reduction credit for US Green Building Council Leadership in Environmental and Engineering Design (LEED) certification.**

# 2014 TMA SF Connects Board of Directors

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## *Staff*

**Kimberly B. Martinson, CAE**

*Executive Director*

**Kaylee Tolley**

*Program Associate*

**Juliana Hom**

*Association Administrator*



## TMASF CONNECTS 2014 MEMBER BUILDINGS

275 Battery	400 Howard	655 Montgomery
750 Battery	405 Howard	33 New Montgomery
185 Berry (Berry Bldg.)	500 Howard	90 New Montgomery
185 Berry (Wharf)	<b>505 Howard</b>	235 Pine
333 Bush	875 Howard	350 Rhode Island
One California	88 Kearny	Rincon Center
101 California	222 Kearny	353 Sacramento
150 California	<b>333 Market</b>	One Sansome
345 California	388 Market	343 Sansome
550 California	455 Market	475 Sansome
580 California	685 Market	55 Second
600 California	800 Market	101 Second
Ferry Building	901 Market	303 Second
201 Filbert	1155 Market	501 Second
100 First	101 Mission	160 Spear
22 Fourth	201 Mission	201 Spear
50 Fremont	555 Mission	345 Spear (Hills Plaza)
199 Fremont	560 Mission	49 Stevenson
One Front	<b>One Montgomery</b>	71 Stevenson
601 Gateway	250 Montgomery	550 Terry Francois
651 Gateway	456 Montgomery	<b>655 Third</b>
600 Harrison	505 Montgomery	260 Townsend
75 Hawthorne	555 Montgomery	

**Bold-Indicates new member buildings**

*Total Members for 2013: 64*

*Total Members for 2014: 68*

*Pending Membership for 2015: One application*

## **CCSF Planning Code Section 163 Program Requirements**

- NUMBER ONE**            Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance
- NUMBER TWO**            Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute options; and incentives to use the most efficient and appropriate options in the context of building or employee needs
- NUMBER THREE**            Ensure that activities are conducted at a level of effort that will assure contribution to gradual modal shift over time, such that past goals for overall downtown commute patterns, established by the Downtown Plan, may continue to be attained
- NUMBER FOUR**            Develop and implement activities that provide for targeting commute groups in order to produce the most effective marketing and education efforts, and if necessary, the most effective incentives to induce commute pattern change
- NUMBER FIVE**            Monitor program effectiveness and progress at regular intervals

## **CCSF Planning Code Section 164 Program Requirements**

- NUMBER ONE**            To determine the number and nature of jobs that will become available as a result of added downtown office development
- NUMBER TWO**            To publicize to San Francisco residents the availability of those jobs
- NUMBER THREE**            To work with local schools and job training programs to create a labor pool of San Francisco residents qualified to obtain jobs created by added downtown office development
- NUMBER FOUR**            To work with employers in the building to encourage their hiring of qualified San Francisco residents
- NUMBER FIVE**            To carry out other activities determined by the Department of City Planning, or its designee, to be reasonable and appropriate in meeting the purpose of this requirement



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Program Requirements Fulfillment Response Statement

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## **TMASF CONNECTS 2014: YEAR IN REVIEW AND LOOKING FORWARD**

*2014 -2015 Commuter Behavior Survey, Community relations, 25<sup>th</sup> Anniversary, San Francisco Unified School District, Membership expansion and new program services exploration*

2014 was a year for TMASF Connects to partner with several local City and County of San Francisco (CCSF) entities to gather information, review programs, conduct an out-of-cycle commuter behavior survey and plan 25<sup>th</sup> anniversary appreciation and promotional activities. We began the year by working with CCSF Office of the Mayor to conduct a commuter behavior survey to assess travel patterns of employees working at City Hall. The purpose of this effort was to document the acceptable drive-alone rate for City Hall to garner points for their LEED certification application. TMASF Connects helped refine the survey, organized and staffed volunteers to conduct the survey and provided significant prizes as incentives for City Hall employees to participation. We also worked with CCSF Planning, SFMTA and SF County Transportation Authority on a number of information gathering exercises throughout the year.

2014 was also a year of staff development for TMASF Connects. We added two professional staff members, engaged three interns and reorganized program and operations management. The TMASF Connects Board of Directors added two new elected members, representing both development and property management disciplines. Extensive preparation for our 25<sup>th</sup> anniversary promotions began early in 2014. As of this writing, we have launched our commuter appreciation promotions, begun extensive overhaul of our communication program and finalized preparation for our 25<sup>th</sup> anniversary events.

Between June 2014 and August 2014, we worked with CCSF Planning staff to conduct an extensive commuter behavior survey out of our regular biennial schedule. Our efforts were timed to work with City and County of San Francisco (CCSF) Planning Department as part of a city-wide survey. Our survey questions were tailored to better coordinate information with City Planning needs.

In mid-June we administered a pre-survey to determine the total numbers of people working in each member building. In August, we administered 750 surveys to commuters. Between June 2014 and September 2014, period, we did not promote commute alternatives, offer incentives or otherwise attempt to influence commute behavior. *TMASF Connects Alerts and Advisories* were issued in e-mail format and communicated only urgent information.

We provided these results to the CCSF Planning staff. We are pleased to report that a mere 9.7% of total commuters are driving alone to work – 7.7% by choice. Since 2007, the number of commuters working in member buildings has increased from 41,000 to 74,776. When we surveyed our members in 2014, we had 59,369 people working in member buildings. Public transit is used by more than 74% of all TMASF Connects commuters, with Bay Area Rapid Transit (BART) and San Francisco Municipal Transportation Agency (SFMTA) as dominant services used. As in past surveys, transit delays, crowding and traffic were the most commonly

cited commute problems. A complete copy of the survey findings is included in this report package.

The *TMASF Connects 2014-2015 Commuter Behavior Survey* also provided updated information to be submitted to the United States Green Building Council (USGBC) for Leadership in Energy and Environmental Design (LEED) points for our members. The Average Vehicle Ridership (AVR) of 7.88 determined in the survey qualifies member properties to receive the maximum allowable points for the credit. The survey findings from 2014-2015 have been incorporated into our current program services and will help guide development of our 2015 activities.

In May 2014 we convened our entire membership for a meeting. We introduced new CCSF Planning Department staff and began a discussion with our members about the expanded regulatory efforts for transportation management programs. Between June 2014 and September 2014, we worked with SFMTA to review a large number of member permits. We facilitated meetings between SFMTA and our members to discuss their permit requirements and inspect parking garages. In October and November, we worked with SFMTA to review an in-depth survey they have developed for property management. As we end the year, we are in discussion with CCSF Planning, SFMTA and the SF County Transportation Authority to determine what further information is required from participants in TMASF Connects and/other programs.

During 2014, we gathered significant information that will lead to program enhancements for 2015. Our surveys indicate a significant number of new commuters are working in existing members buildings. This provides us with an opportunity to introduce our services to new commuters. The advent of our 25<sup>th</sup> anniversary provides us with a year-long opportunity to offer commuter appreciation and incentive programs. The website is being modified to facilitate a more direct link between our members and tenants. A major new feature being developed for 2014 is our text alert notification program. More details will be provided throughout this report.

Our Work program activities focused on working with the San Francisco Unified School District (SFUSD) to help identify areas of curriculum that would best prepare students for work upon graduation or continuation of training/education. We engaged three interns during the summer and awarded \$12,000 in scholarship funds and computers.

Eligibility to compete for a TMASF Connects scholarship requires a student to maintain a 2.75 Grade Point Average (GPA), complete an internship or work 100 hours in a member building and have an acceptance letter from any accredited post-secondary learning or training entity. Students participate in a panel interview with a seated selection committee. We intend to overhaul the scholarship program in 2015 so that more SFUSD students are eligible to apply.

We continue to work as an appointed member of the SFUSD Career Technical Education Advisory Committee (CTEAC), charged with curriculum development to foster college or career ready students upon graduation from high school.

TMASF Connects continues to serve two properties in South San Francisco at the Gateway Center. We have established a permanent kiosk on the property and keep it supplied with materials and promotional items. Both TMASF Connects Commute and Work programs remain robust, topical and engaged in our community. A roster of members in good standing is included in this report. Copies of representative and significant promotional, advisory and service-oriented materials are also included.

TMASF Connects continues to work with City entities as requested. Changes in the CCSF Planning Code for transportation demand management programs of the future are significant. Although the TMASF Connects program continues to operate under authorization from the CCSF Planning Commission, we have begun the process of modifying our program offerings to include promotion of car sharing and flextime/staggered-hour work scheduling.

During 2014, we put forth a significant effort to launch a shuttle program for a number of buildings in the Showplace Square area of the City. Although none of these buildings are TMASF Connects members, we worked with various CCSF agencies, and appropriate consultants to consider our role in offering a shuttle system. Our board of directors, consultants, legal and accounting personnel concluded this to be viable project for us to assume Fiscal Sponsorship. The goals of the program are in keeping with our mission to promote use of commute alternatives.

The majority of the fees generated from this service were intended to be used to fund our TMASF Connects Scholarship Program. After a year of sincere effort, the project did not progress to actual service. Although this was a costly, lengthy and time consuming effort, we believe the lessons learned will allow us to consider such projects again and be able to move quickly to either assume or decline Fiscal Sponsorship.

As we begin our 25<sup>th</sup> year, we remain committed to our partnership with the City, members and our community. We are renewed in our purpose. Our association continues to adapt to changing CCSF Planning Code requirements and is also working with other City entities to explore other options to help reduce the number of single occupant vehicles traveling to our member buildings. During 2014, we worked extensively with CCSF entities.

2014 was a period of growth that presents our association with a clear direction forward – *keep commuters in member buildings mindful of the abundant transportation and workforce development resources available to employees in San Francisco.*

**2014 TMASF Connects Commute Status Report  
CCSF Planning Commission Case Number 2010.0081 U**

**CCSF PLANNING CODE SECTION 163 PROGRAM REQUIREMENTS  
JANUARY 2014 – DECEMBER 2014**

- NUMBER ONE**            **Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance**
- NUMBER TWO**           **Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute options; and incentives to use the most efficient and appropriate options in the context of building or employee needs**
- NUMBER THREE**        **Ensure that activities are conducted at a level of effort that will assure contribution to gradual modal shift over time, such that past goals for overall downtown commute patterns, established by the Downtown Plan, may continue to be attained**
- NUMBER FOUR**         **Develop and implement activities that provide for targeting commute groups in order to produce the most effective marketing and education efforts, and if necessary, the most effective incentives to induce commute pattern change**
- NUMBER FIVE**         **Monitor program effectiveness and progress at regular intervals**

**TMASF CONNECTS COMMUTE PROGRAM VISION**

*The TMASF Connects Commute program is intended to increase commuter awareness of trip reduction strategies to reduce reliance upon the single occupant vehicle.*

## COMMUTE PROGRAM OVERVIEW

*2014 Commuter Behavior Survey, Community relations projects, 25<sup>th</sup> Anniversary*

The TMASF Connects Commute program is approved by the CCSF Planning Commission and authorized by Case Number 2010.0081U through 2021. In 2014, the program fulfilled and exceeded the planned activities identified in the program plan schedule and through City and County of San Francisco (CCSF) Planning Code Section 163. We offer a robust program for our member properties that is proven effective through consistently expanding membership. During 2015, we expect to further our efforts to promote car sharing and flextime. We are also intending to add a Text Alert system to notify commuters of conditions that may impact their commute and direct them to our website for alternatives.

We maintained an aggressive program of electronic communication for members in 2014. An estimated 75,000 commuters received more than 90 separate alerts, advisories, promotions of campaigns with incentives and information requests delivered through email, website and social media outlets. This is a significant effort since there were no extended or major transit disruptions during 2014 – unlike 2013. Topics covered included service disruptions, major events and special occurrences that were expected to impact travel.

TMASF Connects continues to target messages and develop programs that will remind commuters to stay informed and help them select their most efficient commute options. The website also features paratransit option information.

2015 will start a year of commuter appreciation activities. We intend to host two significant events – one for members in January and another for commuters in September. Our theme for the 25<sup>th</sup> anniversary is to thank commuters for using alternatives to driving alone for their daily trip to work. We have a robust program planned and more information is provided in Program Requirement Number Four. A spreadsheet that details promotional activities is also included in this report package.

During the summer, we conducted a commuter behavior survey. The survey indicates significant growth in the number of commuters working in member buildings. Between April 2013 and June 2014, we saw an increase from nearly 50,000 to 75,000 new commuters working in member buildings. The current survey indicates that a large number of commuters need to be introduced to our services. We have developed a well-rounded plan to accomplish this goal.

Beginning in late 2014 and continuing through late 2015, we will be conducting incentive raffles, “pulse taking” three question surveys and other interactive means of communicating with our membership. We will be introducing a Text Alert system in addition to our Alerts and Advisories programs. The message to our membership will be to drive them to our website and have them register for direct information. This will supplement the information supplied to building management members.

To help generate interest we have purchased a significant number of incentive items to raffle to those who register, participate via Twitter or respond to the website. These items include tickets to 81 Warriors games, theatre and movie tickets, cards for hair and beauty services and a variety of other items. We are waiting to confirm season Giants tickets to complete a year of weekly and daily prizes to bolster our information program.

2013 was a year when TMA SF Connects focused on providing contingency planning and commute alternatives for members. The BART strike coupled with the brief closure of the Bay Bridge created information needs that we met. Between 2013 and 2014, was a period of aggressive growth in the numbers of commuters working in member buildings. Even with the significant growth, the drive-alone rate continues to remain below 10%.

As we look ahead to 2015, we envision a year of major promotion of TMA SF Connects services. We will increase our message delivery service through the new Text Alert system. Our direct communication with commuters should be refined by incentivizing our members to register on our website to directly receive information while becoming eligible to win great Bay Area prizes. The 25<sup>th</sup> anniversary of TMA SF Connects arrives at a moment of full building occupancy. We look forward to welcoming new members as we remind existing members of our ever-expanding services.

## PROGRAM REQUIREMENTS FULFILLMENT STATEMENT

**NUMBER ONE**            **Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance**

**SUMMARY**            *Consistent programming*

During 2014, TMA SF Connects Commute program focused on providing information to assist commuters navigate daily commute conditions. We also provided members with comprehensive information about regional transportation services. We have promoted our website to members as a source for identifying commute resources.

In addition to issuing *Connects Alerts*, *Connects Advisories*, and other fact-sheet-based communication pieces, we created a number of issues of *The Connector* – our most comprehensive communication. Similar to a magazine insert, *The Connector* is designed to give a thorough overview of several topics or events. A number of these pieces were developed and distributed to members. We received many favorable comments about the usefulness of this effort. Copies of *The Connector* are included in this report package.

During the summer months we have interns to help supplement our event schedule. This is a time when we work with regional transit providers to conduct building events. To maintain the integrity of the survey effort, we did not conduct any promotions or events during the summer months. As we had hosted more than 40 events in 2013 and have a significant promotional plan for 2015, we did not focus on hosting events this year. A description and schedule of our event program is included in this report package.

Our communication is sent electronically to our 68 member building representatives, who in turn distribute them to the tenants in the buildings. We are able to reach estimated 75,000 commuters with our information. Transit promotion and finding alternatives to driving alone are the cornerstones of the TMA SF Connects program. Further details about levels of effort, measures of program effectiveness, targeting and efficiency are addressed throughout this report.

## NUMBER TWO

**Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute options; and incentives to use the most efficient and appropriate options in the context of building or employee needs**

## SUMMARY

*Combined messages to fully promote commute alternatives*

TMASF Connects programs work together to provide and/or identify education, assistance and incentive resources for our members. We offer information to address the daily and longer-term issues of commuting. As reported in 2013, TMASF Connects introduced an [educational tutorial video](#) about using our website. During 2014, we promoted our website to members as a resource for individual commute planning. Routes, schedules, trip planners, real-time traffic information paired with real-time transit alternatives, commute subsidy information and practical advice are representative tools found in our [commute site](#).

During 2015, we plan to significantly increase our message to acquaint/introduce many new members with our program, website and services. The website and Fact Sheet programs are being expanded to include comprehensive information about flextime, staggered hours, and sharing options for both cars and bicycles.

The TMASF Connects [website](#) provides education about travel options in the Bay Area through links to transit, ridesharing and cycling options, as well as lesser-used alternatives. We assist users with planning trips and finding transit alternatives during traffic incidents. Links provided on the website identify incentives and alternatives to driving alone including saving gas money, improved environmental benefits, increased time efficiency, and health improvement through human-powered modes, etc. For example, the page titled *Financial Incentives* explains how a commuter could pay for transit using pre-tax dollars, as well as calculators that show how much money can be saved by using transit instead of driving.

TMASF Connects program offers direct commute assistance through hosted events, materials developed and our website offerings. Our staff has expanded – all are cross-trained to assure that any of us can assist a commuter with information needs. A major feature of our 25<sup>th</sup> anniversary will include TMASF Connects providing a large number of incentives to thank and motivate commuters. Look for expanded TMASF Connects program offerings in 2015.



**NUMBER THREE**      **Ensure that activities are conducted at a level of effort that will assure contribution to gradual modal shift over time, such that past goals for overall downtown commute patterns, established by the Downtown Plan, may continue to be attained**

**SUMMARY**              *Growing membership and new survey data leads to further program refinement*

The *TMASF Connects 2014-2015 Commuter Behavior Survey* showed that the share of commuters to our member buildings who choose to drive alone is at 9.7% with 2% of those people using a company car or needing a car to conduct their job. The drive-alone by choice is 7.7% and public transportation usage is at 73.8%. The mode split shown on our survey demonstrates the accomplishment of the goals of downtown commute patterns established by the *Downtown Plan*. TMASF Connects remains committed to provide information, promote alternatives and in 2015, begin a year of commuter appreciation activities to help maintain these high transit mode shares.

The complete survey report can be viewed in this report and is discussed in more detail in *Program Requirement Number Five*.

Based on results from the 2014-2015 commuter survey, the TMASF Connects program will begin several new targeted efforts to promote commute alternatives. More about these programs is found in *Program Number Four*.

During 2014, more than 90 informational pieces of varying size and depth were distributed to our 75,000 commuting members. Materials are also housed in the [News & Info](#) section of our website.

Our history of offering robust and comprehensive programs continues. We increased our outreach to members by 15% over 2013 activities. This is significant because in 2013, we spent had a robust outreach program developed to prepare commuters to navigate without BART, and, briefly without the Bay Bridge.

The program year was abbreviated because we conducted a major commuter behavior survey during June and August. As required, we do not promote commute alternatives during the 30 days prior to, during and immediately following a survey. We spent a great deal of time planning and preparing for our 25<sup>th</sup> anniversary events and commuter appreciation programs. The 25<sup>th</sup> anniversary presents TMASF Connects with a unique opportunity to target messages: thank you for using alternatives to the majority of our members; introduction of our programs and services to new members; and, membership development to other buildings and developments. More information about targeting efforts is found in *Program Requirement Number Four*.

TMASF Connects conducted and participated in a minor number of events during 2014. Our event roster primarily related to Earth Day events and the BART *Blue Sky* event.

Our website and program offerings also included participation in *Spare the Air* campaign. We have discussed our participation in targeted regional events in *Program Requirement Number Four*.

TMASF Connects *Alerts* are designed to provide immediate information about a situation that impacts the next commute trip. Depending upon the nature of the message, an *Alert* directs commuters to various alternatives or resources and provides assistance. Incentives to try a new method of traveling to work can also be derived from repeated alert messages that prompt reconsideration of travel mode.

TMASF Connects *Advisories* educate commuters by providing information about planned, large-scale efforts such Transbay, Doyle Drive, Golden Gate Bridge and Central Freeway projects. Educating the public about planned traffic disruptions encourages people to check the status of their commute mode and to know their alternatives. Assistance for large projects usually follows through events and outreach. Unless sponsoring governmental agencies are offering a financial incentive, an *Advisory* is largely confined to education and assistance. A complete roster of *Alerts*, *Advisories*, *Connector* issues, materials and the *TMASF Connects 2014-2015 Commuter Behavior Survey* are included in this report package.

Each member building is supplied with electronic and printed material packages with transit, rideshare, bicycling and other commute resources periodically throughout the year.

TMASF Connects has a rich history of working with local, regional, and state entities to provide a complete set of information for our members and the public. Our association has hosted multi-partner events, participated in regional outreach and events, and bundled available information to offer a complete view of an issue, service, incentive campaign or change in transportation structure. During 2015, TMASF Connects will host a number of large events to introduce new commute-members to our services, transit options and promote local workforce development. These efforts will be augmented by a series of interactive opportunities to drive our members to our website and participate in opportunities to win Commuter Appreciation prizes for their wise commute planning.

**NUMBER FOUR      Develop and implement activities that provide for targeting commute groups in order to produce the most effective marketing and education efforts, and if necessary, the most effective incentives to induce commute pattern change**

**SUMMARY            *Preparing for the future with precision***

With a drive-alone by choice rate of 7.7%, per the *TMASF Connects 2014-2015 Commuter Behavior Survey*, we understand that commuters in our member buildings already enjoy using the benefits of transit, rideshare and other alternatives to driving. We also learned is that we have had an increase of nearly 30% of new commuters to our member buildings. Although alternative transportation is the method of choice, we have a clear opportunity to introduce and connect with our membership.

Increased membership coincides with our 25<sup>th</sup> anniversary and presents us with a strong opportunity to acquaint our members with the resources offered by TMASF Connects. We also have continuing information from the 2013 survey that suggests commuters might benefit from understanding their back-up commute when faced with a transit or other service disruption.

With the added development projects in San Francisco, we have created a membership services overview piece for CCSF Planning Department. We provided the Planning Department staff with this information that could be shared with new/potential project sponsors in June 2014. As we are open to new member building participation, we anticipate conducting an outreach program to the development community in 2015.

We had planned to conduct a large event to promote commute options during 2014. However, conducting a survey out of our usual cycle made that idea impractical for this year. Our 2015 activities will include a number of large events designed to promote commute options.

During 2014, TMASF Connects participated in a number of large-scale events:

<i>Green Event</i>	560 Mission	March 27, 2014
<i>BART Blue Sky Festival</i>	Justin Herman Plaza	April 16, 2014
<i>Earth Day Event</i>	75 Hawthorne	April 23, 2014
<i>Earth Day Event</i>	100 First	April 29, 2014

These events included TMASF Connects staff providing commute assistance, raffling prizes and working with other entities to expand upon using public transportation and other non-motorized options for the daily trip to work.

During 2014, we began preparation for the 2015 commuter appreciation program activities. We will offer a mix of information and services for our members. An overview with representative messages follows.

## **COMMUNICATION AND PROGRAM PLANNING FOR TMASF CONNECTS 2014 – 2015**

*The goals are to increase awareness of commute and workforce resources offered by member buildings of TMASF Connects and expand program participation to new developments*

### Primary Audience

Target: Commuters in member buildings (new and existing)

Message: TMASF Connects offers comprehensive resources to assist commuters identify intelligent options to driving alone and has since 1989 – join their 25<sup>th</sup> anniversary commuter appreciation celebration

Tactic: Using e-mail, text and Twitter encourage commuters to visit [our site](#) and register to receive e-mails, texts, Twitter messages and win one of hundreds of prizes offered during 2015 to thank commuters for their participation and wise commute choices. Frequency of message will range from daily to weekly.

### Secondary Audience

Target: Current and prospective property management and developer members

Message: TMASF Connects is authorized through City Planning to offer a transportation management program that complies with local requirements for developers and building managers and offers LEED credits.

Tactic: Including select non-members in our 25<sup>th</sup> anniversary, strategic placement of message in the *SF Business Times* each quarter of 2015 and continued membership development and word of mouth referral. Periodic pieces will be developed for City Planning use or upon request.

The level of effort expended to keep commute options in the forefront of member's minds is detailed in *Program Requirement Number Three*.

TMASF Connects spent considerable time, effort and money to review our message delivery options. The new site features a tutorial video designed to encourage commuters to address road congestion problems by using public transportation alternatives. Our site introduced this feature in 2013 and will supplement our service in 2015 with a Text Alert messaging system. We believe this continuous information offering—pairing road problems with transit solutions—is the single most effective message for commuters. The new Text Alert system will allow direct communication with commuters and a offer constant opportunity to pose transportation problems with transit and paratransit solutions.

As discussed in *Program Requirement Number Three*, our level of effort was strong during 2013. As technology refinements occur, our ability to communicate with 75,000 commuters expands our reach. Consistently delivering important, accurate, helpful and timely information is a hallmark of our program efforts. Our survey finds a 4% increase in the number of commuters checking their phones for transportation conditions prior to beginning their trip. Computer usage remains constant at 9% indicating that the Text Alert messaging may become even more helpful in the future. There has been a decrease from 59% in 2011 to 45% of commuters who DO NOT check commute conditions prior to beginning a trip.

## **NUMBER FIVE**

## **Monitor program effectiveness and progress at regular intervals**

### **SUMMARY**

*Growth, low drive-alone rate and continued commitment*

Associations and non-profit entities measure program effectiveness through a series of metrics. These can include meeting fundraising goals and increasing membership, pledges or participation in a particular arena. Metrics can also include advancing certain legislative agendas, shifting public perception about an issue or correcting an image that is negative to the overall goals of the association.

TMASF Connects has defined a series of metrics that apply directly to our membership. These include expanding membership and monitoring trip modes to determine the daily travel profile of our member commuters. Additional measures of program effectiveness include board, committee, staff and member participation; continued reliance on membership fees rather than public funds to keep the program running; and sustained or newly-formed partnerships. In 2014, an additional metric was identified – willingness to try new programs outside of our service area.

In 2014, we increased membership from 64 to 68 member buildings. Our scholarship program increased the numbers of awards and amounts of money provided. We worked more closely with City entities than in previous history. And, through significant expense and effort we tried to become the Fiscal Sponsor for the Showplace Shuttle service. The metrics that have been set by us have been substantially met and in some cases, exceeded our expectation.

The TMASF organization began celebration of 25 years of continuous operation in late 2014. Many of our current members were founders of the organization. Our senior staff has remained consistent and dedicated. The program continues to remain 100% privately funded. We had 100% membership renewal during 2013 and added four new members. We begin 2015 with one additional membership request pending.

During 2014, we added four new member buildings to our membership. These included three existing high-rise structures that are pursuing LEED certification and one newly constructed property. Membership in TMASF Connects qualifies a property management firm that is pursuing LEED certification to obtain the maximum number of credits for participation in an alternative transportation program. All new members have expressed a commitment to long-term membership and participation.

On odd-numbered years, TMASF Connects hires an independent survey consultant to conduct a commuter behavior survey monitoring member travel behaviors. The survey findings represent a key measure of program effectiveness and compliance with CCSF authorization of TMASF Connects program. As stated throughout this report, we conducted an additional commuter behavior survey this year to coordinate information with CCSF Planning Department

efforts. The 2014-2015 survey included new questions to more closely follow the information being gathered by CCSF Planning efforts.

During 2014, TMA SF Connects hired DNV-GL, formerly KEMA Services, Inc., an independent consultant, to administer the commuter behavior survey. DNV-GL staff determined a random sample methodology for conducting the commuter behavior survey that follows CCSF survey protocols. They identified the 1% random sample and created paper surveys for distribution according to that formula. During the *TMA SF Connects Commute 2013 Commuter Behavior Survey*, DNV-GL worked through the established protocols to determine mode shares among member building commuters. Of interest was the significantly increased number of commuters that are working in TMA SF Connects member buildings since 2013. More than 24,000 new commuters are working in our member properties.

Our survey consultant has presented this independently gathered information to the TMA SF Connects board, staff and CCSF partner groups. Copies of all reports have been filed with the CCSF Planning Department.

The *TMA SF Connects 2014-2015 Commuter Behavior Survey* also calculates Average Vehicle Ridership (AVR). This additional measurement of the number of people commuting per vehicle is one that the USGBC uses as to determine whether a program or building qualifies for the Alternative Commute Transportation credit awarded by LEED. The AVR among TMA SF Connects member buildings was found to be 7.88, which continues to qualify all TMA SF Connects members for full points toward this credit. In 2009, the US Green Building Council accepted TMA SF Connects program and survey data as acceptable for full points for TMA SF Connects members.

A copy of the entire survey is included in this document.

As we move ahead into our next 25 years, our board of directors, members and staff remain committed to offering a strong partnership with City and regional entities and continuing to offer programs that provide commuters with genuine resources.

**2014 TMASF Connects Work Status Report  
CCSF Planning Commission Case Number 2010.0081 U**

**CCSF PLANNING CODE SECTION 164 PROGRAM REQUIREMENTS  
JANUARY 2014 – DECEMBER 2014**

- NUMBER ONE**      **To determine the number and nature of jobs that will become available as a result of added downtown office development**
- NUMBER TWO**      **To publicize to San Francisco residents the availability of those jobs**
- NUMBER THREE**    **To work with local schools and job training programs to create a labor pool of San Francisco residents qualified to obtain jobs created by added downtown office development**
- NUMBER FOUR**     **To work with employers in the building to encourage their hiring of qualified San Francisco residents**
- NUMBER FIVE**     **To carry out other activities determined by the Department of City Planning, or its designee, to be reasonable and appropriate in meeting the purpose of this requirement**

**TMASF CONNECTS WORK PROGRAM VISION**

*The TMASF Connects Work program intends to encourage continued development of our local workforce, learning options and employment opportunities and help reduce reliance on the single occupant vehicle for daily commute trips*



## **WORK PROGRAM OVERVIEW**

### *Membership Expansion, Education and Job Training, Scholarship*

The TMASF Connects Work program expanded our services from 64 to 68 member buildings in 2014. The Work program offerings are available to all TMASF Connects member buildings regardless of permit requirements.

The TMASF Connects Work Executive Committee is actively engaged in the operations of this program. The committee members meet monthly and review scholarship applications. Early in 2015, we will begin a planning process to refine our program services.

San Francisco offers an extensive array of qualified job candidates trained through a myriad of community programs. Our efforts have included developing resource listings for these programs through our website. These listings are geared toward employers operating businesses within member buildings. Our effort is expected to focus on locally available services for employers and resources for job seekers and students.

We continue to work with San Francisco Unified School District (SFUSD) and other education entities to help identify curriculum, training opportunities and internships to foster college or career ready graduates. We engaged three interns from the TMASF Connects program this summer and awarded \$12,000 in scholarship funds to a number of SFUSD students. We also awarded monies to former student interns who are continuing their education.

As in 2013, job creation as a result of new building construction among TMASF Connects members was negligible. San Francisco is attracting new employers and expanding the number of jobs based in the City. Much of the job growth occurred in areas outside of our membership area. Our membership growth came primarily from existing buildings. Late in the year, we welcomed a newly constructed building and immediately included them in all program efforts.

We continue to strive for creating value programs that helps strengthen the skills of the next generation workforce. We have increased the amount of funds for our scholarship program and worked diligently to bring a revenue-producing shuttle services to fruition. Had that project actually occurred, we would have added significant funds to our scholarship programs going forward.

CCSF Planning Code Section 164 identifies several workforce program strategies to contribute to the goal of reducing traffic congestion. These strategies contribute to a prepared and competitive workforce by providing educational opportunities and local job-training programs for workers, promoting San Francisco's qualified residents to employers in member buildings and by remaining flexible to work with CCSF Planning staff to address issues as they arise. These activities are tied to the creation of jobs that arise from new commercial office space development identified in the Planning Code.

TMASF Connects continues to promote opportunities for San Francisco students to find internship placement. A number of barriers exist to internship placement. As such, we are working to identify additional avenues that might provide opportunities for students to gain work experience in our member buildings. We are also studying opportunities to increase the number of students eligible to apply for our scholarship programs for the 2015 awards.

The 2014 internship program featured interviews between students and professionals with aligned career interests. The interviews were designed to help students consider which course of study would prepare them for jobs in their fields of interest.

The SFUSD and the Mayor's Office of Economic and Workforce Development (OWED) has developed an executive committee of curriculum advisors – Career Technical Education Advisory Committee (CTEAC) from the City's business community. The purpose is to identify resources to prepare students for successful participation in the local workforce or continuing post-secondary study. The CTEAC is working to help assure that high school curriculum is relevant to workforce needs. Members from major San Francisco workforce organizations are also represented on this task force. Representative groups include OWED, TMASF Connects, SF Chamber of Commerce, Workforce Investment Board and others.

As of this writing, we are considering extending the scholarship program for continuing secondary education or training. Former interns who are in a post-secondary program or job candidates/local employees working in either a member building or participating in a local, civic group may also be eligible for scholarship funding. These funds are expected to encourage successful employment and would be used as deemed necessary by the recipients. Extending the scholarship program to include these college sophomores, juniors and seniors furthers the intent of this program to educate and retain qualified local residents for the San Francisco workforce.

Scholarship funds were collected from our membership through dues payment. This is a popular program for our members and we look forward to our next award for the Class of 2015. We will promote both the internship and scholarship programs within our membership, and encourage members to mentor summer interns to help prepare the next generation workforce through early experience in a job setting.

We have also studied the most effective methods to allow our members to post available jobs and announce internships online. As of this writing, we believe the abundance of job posting sites is sufficient for job seekers and do not intend to develop our own. We will continue to focus our resources on continued refinement and inclusion of local job listings, programs, resources and educational opportunities that will provide assistance to the workforce and students.

The TMASF Connects Work program continues to meet the spirit and fulfill the requirements of CCSF Planning Code 164. We offer a robust program, survey our members, expand our website and actively look for ways to help develop a competitive, prepared workforce of San Francisco

residents that is known to employers in member buildings. As TMASF Connects celebrates our 25<sup>th</sup> anniversary the Work program will be featured in our events and promotions.

We continue to combine the commute and work program elements together to advance the message that San Francisco is a *Transit First* city with a qualified and competitive workforce. TMASF Connects remains committed to reducing traffic congestion through local workforce development, as well as continuing to promote alternatives to driving alone.

# **TMASF CONNECTS FULFILLMENT RESPONSE STATEMENT**

## **JANUARY 2014 – DECEMBER 2014**

### **NUMBER ONE      To determine the number and nature of jobs that will become available as a result of added downtown office development**

The TMASF Connects Work staff continues to monitor job creation data from the SF Chamber of Commerce, Workforce Investment Board, Employment Development Department and other sources. As jobs become available in our member buildings because of added downtown development, we will begin to identify avenues to promote the availability of those jobs.

Many of the new jobs being created in San Francisco are not located in our member buildings. Currently-expanding areas such as Mid-Market and Mission Bay are not areas served by TMASF Connects. Our survey efforts during 2014 focused on commute-related issues. We are considering conducting an employer survey during 2015, but are waiting to determine what final information gathering efforts will be required for our commute program. TMASF Connects values information collection, and is working to maximize efforts that avoid survey saturation.

### **NUMBER TWO      To publicize to San Francisco residents the availability of those jobs**

Currently, we are promoting internships to our members as the primary method of engaging local residents with opportunities to work in our member buildings. We expect to have two newly constructed member buildings in 2015. As stated earlier, our TMASF Connects Work Executive Committee will be engaging in a planning process to best determine program services for 2015.

### **NUMBER THREE      To work with local schools and job training programs to create a labor pool of San Francisco residents qualified to obtain jobs created by added downtown office development**

As discussed throughout this report, TMASF Connects continues to actively promote student intern and our scholarship opportunities. We significantly increased funding of our scholarship program during 2014. We tried to create a revenue source to expand our scholarship program through a pilot program that would have bridged both the commute and the work programs. Although that opportunity did not come to fruition, we are more prepared to consider other such projects in the future.

We are actively working with educators and other business entities to develop curriculum that prepares students for employment post-secondary training. We continue to promote SFUSD student internship programs through extensive outreach effort within our membership.

**NUMBER FOUR      To work with employers in the building to encourage their hiring of qualified San Francisco residents**

To encourage hiring of qualified San Francisco residents, we focused on promoting the local resources available through our website. TMA SF Connects does not work with specific job candidates to fill particular positions. Our efforts center on promoting local job training, rehabilitation and educational programs, which train qualified applicants.

**NUMBER FIVE      To carry out other activities determined by the Department of City Planning, or its designee, to be reasonable and appropriate in meeting the purpose of this requirement**

We are a supportive and active partner to SFUSD for internship, scholarship and curriculum development activities. TMA SF Connects hosted the SFUSD-CTEAC retreat in August of this year. The goals of this effort were to identify topics that are crucial for student preparedness to enter the workforce.

Our members are actively engaged and supportive of the TMA SF Connects Work programs and we look forward to building on our efforts to date. TMA SF Connects Work staff continues to monitor job creation data from the SF Chamber of Commerce, Workforce Investment Board, Employment Development Department and other sources. As jobs become available in our member buildings, we will identify avenues to promote the availability of those jobs to San Francisco residents.

TMA SF Connects remains committed and available to work with the Department of City Planning, or its designee, in activities deemed as reasonable and appropriate in meeting the purpose of this requirement.



## Governance

Established	1989
Non-Profit Status	501(C)3
Funding	Private; Membership Fees
Board of Directors	Elected; Volunteer
Work Committee	Appointed; Volunteer
CPA of Record	Nicholas Evans, CPA
Attorney of Record	Andrew Weill; Benjamin, Weill & Mazer
Staff	Kimberly B. Martinson, CAE, Executive Director Kaylee Tolley, Program Associate Juliana Hom, Association Administrator