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TMA SF Connects Work Plan 2017 – 2021

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

Submitted by
Kimberly B. Martinson, CAE
Chief Executive Officer, TMA SF Connects

DECEMBER 2016

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



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To view the TMASF Connects 2016 Portfolio as a flipbook, please click [here](#).

TMASF Connects 2016 Commute Status Report

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TMASF 2016 Connects Work Status Report

Program Requirements Fulfillment Response Statement

[San Francisco Planning Commission Resolution No. 18210](#)

TMASF Connects Work Plan 2017 – 2021

At A Glance



Governance 2016

Board of Directors

Bonnie S. Pybus, RPA, FMA*	<i>President</i>	
Tawni Frank Sullivan	<i>Chief Financial Officer/President Elect</i>	CBRE
Paul C. Richards	<i>Executive Vice President Association Affairs</i>	Wilson Meany
Mark V. Buckingham	<i>Vice President Connects Work</i>	Hines
Randy J. Valdez	<i>Vice President Connects Commute</i>	McCarthy Cook & Company
Stacia Keisner	<i>Director</i>	The Swig Company
Amber Miller, RPA, FMA, LEED GA	<i>Director</i>	Boston Properties
Paul E. Paradis, LEED AP*	<i>Chair</i>	Hines
Albert J. Maher, CPM*	<i>Emeritus</i>	Maher Consulting

*Founding Directors

Work Executive Committee

Mark V. Buckingham	<i>Vice President Connects Work</i>	Hines
Doug Baker	<i>Committee Member</i>	GLL Real Estate Partners, Inc.
Brad Collins	<i>Committee Member</i>	CommonWealth Partners
Stacia Keisner	<i>Committee Member</i>	The Swig Company
Paige Salazar	<i>Committee Member</i>	CBRE
Dale Tate	<i>Committee Member</i>	Jones Lang LaSalle

Staff

Kimberly B. Martinson, CAE	<i>Chief Executive Officer</i>	kmartinson@tmasfconnects.org
Jennifer Bock	<i>Program Manager</i>	jbock@tmasfconnects.org
Silvia Zeng	<i>Business Manager</i>	szeng@tmasfconnects.org
Brittany Louie	<i>2016 Summer Intern</i>	



TMA SF Connects Member Buildings 2016

TMA SF Connects proudly serves tenants in 79 of San Francisco's premiere high rise buildings.

275 Battery		456 Montgomery
750 Battery	400 Howard	505 Montgomery
333 Brannan	405 Howard	555 Montgomery
345 Brannan	500 Howard	655 Montgomery
340 Bryant	505 Howard	33 New Montgomery
185 Berry (Berry Bldg)	875 Howard	90 New Montgomery
185 Berry (Wharf)	88 Kearny	235 Pine
333 Bush	222 Kearny	One Post (Crocker Plaza)
One California	One Maritime Plaza	350 Rhode Island
101 California	One Market	Rincon Center
150 California	333 Market	353 Sacramento
201 California	388 Market	One Sansome
345 California	455 Market	343 Sansome
550 California	685 Market	475 Sansome
580 California	799 Market	55 Second
600 California	800 Market	101 Second
Ferry Building	901 Market	222 Second
201 Filbert	1155 Market	303 Second
100 First	101 Mission	501 Second
22 Fourth	123 Mission	160 Spear
50 Fremont	201 Mission	201 Spear
199 Fremont	535 Mission	345 Spear (Hills Plaza)
One Front	555 Mission	49 Stevenson
601 Gateway	560 Mission	71 Stevenson
651 Gateway	One Montgomery	550 Terry Francois
600 Harrison	250 Montgomery	665 Third
75 Hawthorne	420 Montgomery	260 Townsend



TMASF Connects Mission Statement

To build our current and future workforce to be mobile and competitive

TMASF Connects Program Commitment Statement

***Commute** program guides workforce by linking creative, eco-conscious campaigns, promotion, and programs with member outreach to increase personal mobility*

***Work** program guides current and future workforce to resources designed to increase productivity, employability, and support life-long learning opportunities*

***Community** program guides the workforce to daycare options for children, seniors, and pets*

Revised 2016



**TMASF CONNECTS 2016
STATE OF THE ASSOCIATION EXECUTIVE REPORT
JANUARY 2016 – DECEMBER 2016**

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Planning Department and Commission
In consideration of CCSF Planning Commission
Resolution Numbers [17210](#) (Commute) and [18210](#) (Work)

Submitted by
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Chief Executive Officer, TMASF Connects

DECEMBER 2016



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*Denotes new members joined in 2016



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Revised 2016



STATE OF THE ASSOCIATION 2016

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For a view of materials produced by TMASF Connects during 2016, please [click here](#). Communication materials may be viewed from a monthly calendar or from a list organized by date of issue.

Summary Statement

*2016 continues to be a year of development – new programs and website, TMASF Connects Work program plan for CCSF Planning Staff and Commission review and re-authorization and expansion of efforts with San Francisco Unified School District (SFUSD). **As we enter 2017, we expect to be heard by the CCSF Planning Commission for consideration of on-going authorization to offer our TMASF Connects Work Program in compliance with CCSF Planning Code Section 164.***

Looking ahead to the remainder of 2016 and beginning of 2017, we have launched a new highly interactive website that combines the features of our Commute, Work and Community programs by visually identifying transit, education, training, and daycare resources that are available from the vista of our member buildings. Each building is featured from a Google map that houses up to 20 distinct layers of information that can be individualized on demand.

Information resources focus on highly interactive streamlined guides for each of our three program areas. Scholarship and Internship opportunities are featured in the Work Program. An association-wide commuter behavior survey is scheduled for Q1 2017.

Association Summary and Governance

As we conclude 2016, we prepare our request of City and County of San Francisco (CCSF) Planning Commission to extend our authorization for the TMASF Connects Work Program from 2017 – 2021. Both TMASF Connects major programs for Work (Planning Code 164) and Commute (Planning Code 163) are robust, extended to all members, privately funded and share resources. The Work program is a response to CCSF Planning efforts to include all possible resources to reduce congestion as a result of creation of new commercial office development.

Since 1990, the TMASF organization has offered services to meet the requirements of Planning Code 163 which focuses on reducing traffic congestion. In 2010, TMASF requested authorization to offer a compliance program that would focus on local workforce development issues as an additional way to reduce traffic congestion through a competitive and prepared local workforce working in our member buildings.

Since the CCSF Planning Commission granted authorization in 2010, our membership has grown from 56 to 79 members properties housing more than 90,000 office workers. Associated with this summary is a detailed status report for both TMASF Connects Commute and Work Programs. Also included is an updated and refined version of our currently approved WORK Program. The new plan forms the base for our request to extend the current authorization from 2017 – 2021 under Resolution 18210. Please review these documents for details about completed and proposed program activities.

Our membership has increased between 2015 and 2016 with the addition of eight new properties. New members include: 201 California, 222 Second, 333 Brannan, 345 Brannan, One Maritime Plaza, One Market, One Post/Crocker Plaza, and 340 Bryant Street. TMASF Connects continues to serve two member properties in South San Francisco at the Gateway Center. We have worked with on-site property management to keep materials, events and activities topical and relevant.

The TMASF Connects Board of Directors remains committed to advancing the ideas of the organization. The TMASF Connects Work Executive Committee works with the board and staff to produce quality programs and features. Staff, board and committee members work together to refine the new Connects Work plan and prepare for the 2017 commuter behavior survey.

During this year, we have renewed our lease and created an in-house conference/work area that is designed to foster meetings and collaboration with our community and civic partners. This new space will lend itself to increased member events held within our office as we continue to expand our community and member relations programs.

Statement of Financial Responsibility

TMASF Connects continues to be *funded solely through collection of membership fees*. We neither solicit nor accept public, grant, endowments or other funding. As of this writing, we do not intend to seek public funds for our program.

Program Features

This year was highlighted with our new website, expanded efforts to work with SFUSD to help craft curriculum and programs to help students prepare for entry into post-secondary education or employment, membership growth, and preparation for membership and commuter surveys.

We continue to build our program through hosting member events, sponsoring tenant promotions, continuous website development, and expansion of our user database. These activities are detailed throughout this report. The TMASF Connects scholarship remains robust and our involvement with San Francisco Unified School District continues to be significant. We are proud to have hosted the Academy of Hospitality, Tourism & Food Services graduation and scholarship program.

Throughout the year, we created opportunities to synergize the Commute and Work programs to build upon the goals of a mobile, competitive, and locally available workforce contributing to a reduction in the number of single occupant vehicles driven to our member buildings.

TMASF Connects Commute -- Surveys

In 2013 and 2014, we conducted two large [commuter behavior surveys](#). The [2013 effort](#) was conducted to ascertain commute behavior among our members. The [2014 effort](#) was undertaken to assist City and County of San Francisco (CCSF) Planning Department in their efforts to conduct a city-wide study of commuter behavior. City Planning staff exempted our program from needing to conduct the 2015 survey because of the two consecutive surveys conducted. The next survey is scheduled for 2017. Details about the 2017 survey are included in this report.

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 can be found on our [website](#).

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](#) (Please refer to page 21 of the survey) 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 activities.

During 2016, we developed a number of new services for our members. Based on the survey findings from 2014 that indicated a significant number of new commuters are working in

existing member buildings, we updated and redistributed our [Member Handbook](#) for every member property. This book allows us to introduce our workforce services and Bay Area transportation options to new commuters.

We have introduced a new interactive Fact Sheet program that began with [Telecommuting](#), [Flextime](#), [Staggered Work Hours](#), and [Car and Ridesharing](#) subjects. [TMA SF Connects](#) works closely with our communications consultants, survey findings, and member interactions to develop materials and promotions designed to keep commuters trusting and using alternative sources to driving alone for their daily commute trips.

Promotional efforts to increase website visits

During 2016, we continued our Commuter Appreciation Campaign with continuous promotions. Tickets for Warriors (2016 and 2017 seasons), Giants, SHN Theatre tickets, and Lucky Strike parties were incentives provided to attract members to visit our site and check their commute conditions prior to travel. Website visits increased by 50% between 2015 and 2016.

Efforts undertaken to modify our site to facilitate a more direct link between our members and their tenants have proven successful. During Q2 2016, we introduced the [Calendar of Updates](#) on our website. This editorial calendar houses all of our materials distributed to our members including Advisories, Alerts, issues of the Connector, Fact Sheets, and more, organized monthly.

The TMA SF Connects Calendar serves as an archive of association communications and allows members and their tenants to reference and download advisories and alerts they may have missed, thus expanding on our relationships and capacity for communication with members and tenants.

New Website – Transit and Building Focused

The TMA SF Connects website changed its focus from traffic conditions to transit alternatives and other commute resources located in the vicinity of each member building on an interactive map. The site also includes a series of guides for each of our programs: Commute, Work, Community, and About Us. These guides can be downloaded as PDF documents or viewed in flipbook form. The Work guide will be a crucial component of the future of the Work program.

We launched the website in November 2016 with 17 information overlays. Future iterations of the website will continue to be added. The final vision for the site is to offer all manners of commute and trip planning options, job training and educational resource identification, and location of daycare facilities for children, teens, seniors and pets.

Super Bowl 50

Our largest focus for a campaign this year was during the two months leading up to Super Bowl 50, which took place at Levi's Stadium in Santa Clara in February 2016. Its festivities in

downtown San Francisco required changes to many streets and access to transit services which directly impacted many of our member buildings.

Our goal was to ensure that our members were aware of the impacts of Super Bowl City and the NFL Experience. We established a formal communications program to aid commuters in navigating the street and transit changes. The tools we developed included safety information, a calendar of events, updated street and transit conditions, and more. Our complete Super Bowl 50 campaign can be viewed [here](#).

TMASF Connects Work

Our [Work program](#) activities focused on working with the San Francisco Unified School District (SFUSD) to help identify curriculum that would best prepare students for either employment upon graduation or to continue schooling or training. Since Hospitality and Tourism remain the number one industry in San Francisco, we focused our efforts with those educational programs and student academies. We engaged and placed interns during the summer and awarded \$12,000 in scholarship monies.

Eligibility to compete for a [TMASF Connects scholarship](#) requires a student to maintain a 2.75 Grade Point Average (GPA) 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. During 2016, we overhauled the scholarship effort to make it more available to a greater number of San Francisco students. We no longer require students to complete an internship in a member building.

We continue to work as a group 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. Our area of emphasis was with the Academy of Hospitality and Tourism (AoHT); however, we work with all the [academies](#).

TMASF Connects Community

TMASF Connects sponsors a section of our website that focuses on [Community](#) resources. Although we do not offer a community resource effort in conjunction with our Work and Commute compliance programs, we believe this information to be essential for commuters and residents. San Francisco offers daycare programs for [children](#), [teens](#) and [seniors](#). Daycare responsibilities can be the final factor in commute planning – knowing about accessible options is of true importance to a large number of commuters.

Knowing where to find and fund responsible care facilities is crucial for many families. Our website offers a link to the [State of California database](#) of care facilities. Caring for family members or even [beloved pets](#) should not require a commuter to limit their option to driving alone to fulfill their responsibility. Our site offers information to help guide choices that allow for use of alternatives to driving alone. We believe that increased information allows for better

choices. The [TMA SF Connects Community Resources page](#) is an important component of our program.

TMA SF Truly Connects

Both [TMA SF 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](#).

TMA SF Connects continues to work with City entities as requested. Changes that have been made and/or are being proposed for the CCSF Planning Code for transportation demand management programs of the future are significant. Although the TMA SF Connects Commute program continues to operate under authorization from the CCSF Planning Commission (Resolution 17210), we have modified our program offerings to include promotion of car sharing and flextime/staggered-hour work scheduling.

2017 will bring opportunities associated with a growing membership base and new employees commuting to our member properties. Fact Sheet programs, incentive campaigns to introduce the website to new members, and commute handbooks will be continually created, refined, and updated. We will continue to use electronic communication systems as our primary method of message delivery.

As we begin the new year, we remain committed to our partnership with the City, members, and our community. Our association has adapted our programs to meet the new 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 2016, we expanded upon the growth in new memberships that began in 2015.

Our direction forward remains the same -- *keep commuters in member buildings mindful of the abundant transportation, workforce development resources and community care options available to San Francisco's workforce.*



TMASF CONNECTS 2016 PORTFOLIO TIMELINE

SUPPORTING DOCUMENTATION FOR THE 2016 TMASF CONNECTS STATUS REPORT JANUARY 2016 – DECEMBER 2016

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

Submitted by
Kimberly B. Martinson, CAE
Chief Executive Officer, TMASF Connects

DECEMBER 2016



TMASF Connects 2016 Portfolio Timeline

To view the communication program offered by TMASF Connects during 2016, please refer to our [Calendar of Updates](#) and the [TMASF Connects 2016 Portfolio](#).

To see our entire Super Bowl efforts and outreach materials, please click [here](#).

Please click on the links below to be taken to each individual communication piece.

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- 7 [Super Bowl 50 Update](#)
- 8 [TMASF Connects Text Alerts](#)
- 14 [Advisory: MLK Day Transit Schedules](#)
- 14 [Super Bowl 50 Update](#)
- 14 [Super Bowl 50 Overview Briefing Sheet](#)
- 15 [Advisory: BART Entrance at Spear during SB50](#)
- 20 [SB50 Pedestrian and Bike Detours](#)
- 21 [Super Bowl 50 Update](#)
- 22 [Advisory: SB50 Advisory for 1/25 Commute](#)
- 27 [Alert: BART Major Delay System-wide](#)
- 27 [Advisory: Critical Mass](#)
- 28 [Advisory: Super Bowl 50 Safety Tips](#)
- 28 [Super Bowl 50 Update](#)
- 29 [Advisory: Super Bowl 50 Protests](#)

February 2016

- 2 [Alert: Interstate 80 Ramp Closure](#)
- 3 [Advisory: Super Bowl 50 Protests Update](#)
- 4 [Super Bowl 50 Update](#)
- 10 [Advisory: President's Day Transit Schedules](#)
- 10 [Early Re-opening of Roads Post Super Bowl](#)

18 [Advisory: Chinese New Year Parade](#)

March 2016

7 [Alert: BART Major Delay at SF Stations](#)
8 [SFUSD Internship Information](#)
9 [Advisory: St. Patrick's Day](#)
16 [Alert: BART System-wide Delays](#)
17 [Advisory: BART Service Update](#)
17 [Advisory: Commute Options in Addition to BART](#)
21 [SFUSD Internship Reminder #1](#)
22 [Know Your Commute Alternatives](#)
22 [Advisory: Hillary Clinton's Bay Area Visit](#)
22 [Advisory: BART Weekend Track Closure](#)
24 [Connector: Commuter Update](#)
24 [Commuter Safety and Security](#)
28 [SFUSD Internship Reminder #2](#)
30 [Walk to Work Day](#)
31 [Alert: BART Major Delay on Pittsburg/ Bay Point Line](#)

April 2016

4 [SFUSD Internship Deadline Extension](#)
4 [Alert: Giants Home Opener](#)
4 [Advisory: Warriors and A's Home Games](#)
6 [Walk to Work Day Reminder](#)
6 [Advisory: President Obama's San Francisco Visit](#)
8 [Reminder—President Obama's Visit and BART Weekend Track Closure](#)
14 [Enter to Win Warriors Round 1 Game One Tickets](#)
14 [Enter to Win Warriors Round 1 Game Two Tickets](#)
19 [BART Blue Sky Promotion and Warriors Giveaway](#)
20 [Advisory: Giants Day Game](#)
22 [Enter to Win Warriors Round 1 Game 5 Tickets](#)
22 [Alert: BART Delay on Richmond Line](#)
22 [BART Weekend Track Closure](#)
25 [Enter to Win Warriors Round 1 Game 5 Tickets #2](#)
25 [Alert: BART trains not stopping at Downtown Berkeley](#)
28 [Advisory: GOP Convention](#)
28 [Advisory: Critical Mass](#)

May 2016

- 3 [Alert: BART trains not stopping at Embarcadero](#)
- 5 [BART Weekend Track Closure](#)
- 5 [Bike to Work Day 2016](#)
- 9 [Enter to Win Warriors Round 2 Game 5 Playoff Tickets](#)
- 9 [Connector: 2016 Bay to Breakers Weekend](#)
- 16 [Enter to Win Warriors Round 3 Game 2 Playoff Tickets](#)
- 17 [Alert: Suspicious Activity on Mission between 3rd and 4th](#)
- 17 [Advisory: Events that may impact PM Commute](#)
- 19 [Advisory: Major Bay Area Events \(Sports & Community\)](#)
- 23 [Enter to Win Warriors Round 3 Game 5 Playoff Tickets](#)
- 24 [Alert: Bill Clinton's Bay Area Visit](#)
- 25 [Alert: Hillary Clinton's Bay Area Visit](#)
- 25 [Advisory: Memorial Day Weekend](#)
- 31 [Bernie Sanders Rally in Palo Alto](#)

June 2016

- 1 [Alert: Donald Trump and Bernie Sanders Rallies](#)
- 3 [Alert: Bernie Sanders in San Francisco 6/6](#)
- 3 [Advisory: Spare the Air Day](#)
- 6 [Alert: Bill Clinton & Bernie Sanders Bay Area Events](#)
- 9 [Advisory: GGT & SF Bay Ferry Commuters](#)
- 9 [Advisory: Bay Area Sporting Events](#)
- 13 [Advisory: Apple Worldwide Developers Conference](#)
- 15 [Alert: Vallejo Ferry Service for PM Commute](#)
- 21 [Advisory: SF Pride Weekend Events](#)
- 22 [Alert: BART Major Delay in Downtown Oakland](#)
- 23 [SF Pride Weekend Updates](#)
- 23 [Alert: President Obama's Bay Area Visit](#)
- 24 [SFBT Structures Ad](#)
- 24 [TMASF Connects Commuter Guide](#)
- 27 [Advisory: Hillary Clinton in San Francisco](#)
- 28 [Advisory: Independence Day Weekend](#)

July 2016

- 06 [Alert: Police Activity on Market and Jones Street](#)
- 08 [Alert: Major Accident on NB-880 and EB-80 in Emeryville](#)
- 08 [Alert: Protest and Justin Herman Plaza \(One Market\)](#)
- 11 [Alert: Vallejo Ferry Service for PM Commute](#)
- 13 [Advisory: San Mateo-Hayward Bridge Deck Repair](#)
- 20 [Advisory: BART Weekend Track Closure between Daly City and Glen Park Stations](#)
- 20 [Advisory: Pokemon Go Crawl](#)
- 20 [Alert: SF Muni Service Delays on Market](#)
- 25 [Spare the Air Alert](#)
- 25 [Alert: BART System-wide Delay](#)
- 25 [Advisory: Weekend Events Impacting the Commute](#)
- 26 [Spare the Air Alert](#)
- 27 [Spare the Air Alert](#)
- 27 [Connector: Summer 2016 Events August 1st- September 15th](#)
- 28 [Spare the Air Alert](#)
- 29 [Spare the Air Alert](#)
- 29 [SFBT Commercial Real Estate Ad](#)

August 2016

- 2 [Alert: SFMTA/Muni Delays](#)
- 4 [Advisory: Weekend Commute Update](#)
- 11 [Spare the Air Alert](#)
- 11 [Advisory: BART Weekend Track Closure](#)
- 12 [Spare the Air Alert](#)
- 13 [Spare the Air Alert](#)
- 15 [Alert: 5:30 PM Vallejo Ferry Cancelled](#)
- 18 [Spare the Air Alert](#)
- 18 [Advisory: BART Weekend Track Closure](#)
- 19 [Spare the Air Alert](#)
- 23 [Alert: Major Collision at Sansome and Sutter](#)
- 24 [Advisory: Labor Day Weekend](#)
- 25 [Advisory: Critical Mass](#)
- 29 [BART Meet the Fleet](#)

September 2016

- 1 [Advisory: Updated Labor Day Weekend](#)
- 6 [Spare the Air Fact Sheet](#)
- 7 [Spare the Air Alert](#)
- 13 [Connector: Fall 2016 Events – Part 1](#)
- 16 [Advisory: BART Weekend Track Closure](#)
- 26 [Spare the Air Alert](#)
- 27 [Spare the Air Alert](#)
- 27 [Alert: All Lanes Blocked on Eastbound I-580 Richmond-San Rafael Bridge](#)
- 27 [Alert: Highway Closures on US-101 and I-580](#)
- 30 [Advisory: Reminder- Major Upcoming Events](#)



January 2016

Please click on each document within this calendar to see materials released in January 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMSF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

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				Chinese New Year Parade 2/20		
21	22	23	24	25	26	27
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March 2016

Please click on each document within this calendar to see materials released in March 2016.

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13	14	15	16 BART Alert	17 BART Service Update Commuter Options in Addition to BART	18	19
20	21 SFUSD Internship Reminder #1	22 Hillary Clinton's Bay Area Visit BART Weekend Track Closure Know Your Commute Alternatives	23	24 Commuter Update Connector Commuter Safety and Security	25	26
27	28 SFUSD Internship Reminder #2	29	30 Walk to Work Day 4/7	31 BART Alert		



April 2016

Please click on each document within this calendar to see materials released in April 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
	SFUSD Internship Deadline Extension Giants Home Opener Warriors and A's Home Games		Walk to Work Day 4/7 Obama Visit		Commuter Advisory	
10	11	12	13	14	15	16
				Enter to Win #2 Enter to Win #1		
17	18	19	20	21	22	23
		BART Blue Sky 4/20	Giants Day Game		Enter to Win BART Alert BART Weekend Track Closure	
24	25	26	27	28	29	30
	Enter to Win BART Alert			California GOP Convention Critical Mass 4.29		



May 2016

Please click on each document within this calendar to see materials released in May 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
		BART Alert		BART Weekend Track Closure Bike to Work Day 5/12		
8	9	10	11	12	13	14
	Enter to Win Bay to Breakers Weekend Connector					
15	16	17	18	19	20	21
	Enter to Win	Suspicious Activity Alert Commuter Advisory		Major Bay Area Events		
22	23	24	25	26	27	28
	Enter to Win	Bill Clinton Bay Area Visit	Hillary Clinton Bay Area Visit Memorial Day Weekend			
29	30	31				
		Sanders in Palo Alto				



June 2016

Please click on each document within this calendar to see materials released in June 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Trump and Sanders Rallies	2	3 Spare the Air Alert Sanders in SF 6/6	4
5	6 Bill Clinton & Bernie Sanders in Bay Area	7	8	9 GGT & SF Bay Ferry Commute Advisory Bay Area Sporting Events 6/13	10	11
12	13 Apple Conference	14	15 Vallejo Ferry Service for PM Commute	16	17	18
19	20	21 SF Pride Weekend Events	22 BART Major Delay in Downtown Oakland	23 SF Pride Weekend Updates President Obama Bay Area Visit	24 TMA SF Connects Ad in SF Business Times Structures Issue TMA SF Connects Commuter Guide	25
26	27 Hillary Clinton in SF	28 Independence Day Weekend	29	30		



July 2016

Please click on each document within this calendar to see materials released in July 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6 Police Activity on Market and Jones Street	7	8 Major Accident on NB-880 and EB-8 in Emeryville Protest at Justin Herman Plaza (One Market)	9
10	11 Vallejo Ferry Service Alert	12	13 San Mateo-Hayward Bridge Deck Repair	14	15	16
17	18	19	20 BART Weekend Track Closure between Daly City and Glen Park Stations Pokemon Go Crawl SF Muni Service Delays on Market	21	22	23
24	25 Spare the Air Alert BART System-wide Delay Weekend Events Impacting the Commute	26 Spare the Air Alert	27 Spare the Air Alert Summer 2016 Events Connector	28 Spare the Air Alert	29 Spare the Air Alert TMA SF Connects Ad in SF Business Times Commercial Real Estate Issue	30
31						



August 2016

Please click on each document within this calendar to see materials released in August 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
		SFMTA/Muni PM Delays		Weekend Commute Update		
7	8	9	10	11	12	13
				Spare the Air Alert	Spare the Air Alert	Spare the Air Alert
				BART Weekend Track Closure		
14	15	16	17	18	19	20
	5:30 PM Vallejo Ferry Cancelled			Spare the Air Alert	Spare the Air Alert	
				BART Weekend Track Closure		
21	22	23	24	25	26	27
		Major Collision at Sansome and Sutter	Labor Day Weekend Advisory	Critical Mass 8/26		
28	29	30	31			
	BART Meet the Fleet					



September 2016

Please click on each document within this calendar to see materials released in September 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015 and the [TMA SF Connects 2016 Portfolio](#) with materials issued from January 2016 through September 2016.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 Updated Labor Day Weekend Advisory	2	3
4	5	6 Spare the Air Fact Sheet	7 Spare the Air Alert	8	9	10
11	12	13 Fall 2016 Events Part 1	14	15	16 BART Weekend Track Closure	17
18	19	20	21	22	23	24
25	26 Spare the Air Alert	27 Spare the Air Alert Lanes Blocked on Richmond-San Rafael Bridge Highway Closures on 101 and 580	28	29	30 Reminder: Major Upcoming Events	



SAN FRANCISCO BAY AREA
02.07.2016

Super Bowl 50

February 7th, 2016

Project outreach began in December 2015 and ended in February 2016.

Included is an editorial calendar of released TMA SF Connects Super Bowl 50 outreach material.

Click here to view a [flipbook](#) of our entire Super Bowl 50 efforts.





December 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
			TMASF Connects Text Alerts Super Bowl 50 Meeting			
6	7	8	9	10 Super Bowl 50 Update	11	12
13	14 Super Bowl 50 Overview	15	16	17 Super Bowl 50 Update	18	19

- 2 [TMASF Connects Text Alerts](#)
- 2 Super Bowl 50 Meeting
- 10 [Super Bowl 50 Update](#)
- 14 [Super Bowl 50 Overview](#)
- 17 [Super Bowl 50 Update](#)

January 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7 Super Bowl Update	8 TMASF Connects Text Alerts	9
10	11 Super Bowl 50 Meeting	12	13 SFDEM Text Alerts	14 Super Bowl 50 Update SB50 Overview	15 BART Entrance at Spear during SB50	16
17	18	19	20 SB 50 Pedestrian & Bike Detours	21 Super Bowl 50 Update	22 Super Bowl 50 Advisory	23
24	25	26	27	28 Super Bowl 50 Safety Tips Super Bowl 50 Update	29 Super Bowl 50 Protests	30 Super Bowl City Opens to the Public

- 7 [Super Bowl 50 Update](#)
- 8 [TMASF Connects Text Alerts](#)
- 11 Super Bowl 50 Meeting
- 13 [SFDEM Text Alerts](#)
- 14 [Super Bowl 50 Update](#)
- 14 [Super Bowl 50 Overview](#)
- 15 [SB 50: BART Entrance at Spear](#)
- 20 [SB 50: Pedestrian and Bike Detours](#)
- 21 [Super Bowl 50 Update](#)
- 22 [SB50 Advisory for Jan 25th Commute](#)
- 28 [Super Bowl 50 Safety Tips](#)
- 28 [Super Bowl 50 Update](#)
- 29 [Super Bowl 50 Protests](#)
- 30 Super Bowl City Open to Public

February 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
			Super Bowl 50 Protests	SB50 Calendar Super Bowl 50 Update		
7 Super Bowl 50	8	9	10 Super Bowl Advisory	11	12	13

- 3 [Super Bowl 50 Protest Update](#)
- 4 [Super Bowl 50 Calendar](#)
- 4 [Super Bowl 50 Update](#)
- 7 Super Bowl 50
- 10 [Re-opening of Roads Post-Super Bowl](#)



TMASF CONNECTS 2016 PORTFOLIO TIMELINE Q4 UPDATE

SUPPORTING DOCUMENTATION FOR THE 2016 TMASF CONNECTS STATUS REPORT OCTOBER 2016- DECEMBER 2016

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

Submitted by
Kimberly B. Martinson, CAE
Chief Executive Officer, TMASF Connects

DECEMBER 2016

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

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016- September 2016 Portfolio Timeline.



TMASF Connects 2016 Portfolio Timeline Q4 Update

October 2016- December 2016

Table of Contents

Below is a list of our communications issued October 2016- December 2016 organized chronologically by month as of December 9th, 2016. Please note that communications coincide with the date they were issued.

Please click on each month to be taken to its section in the Portfolio. All of the below materials are also represented on the [TMASF Connects Calendar of Updates](#).

October 2016

- 7 [Advisory: Giants Postseason Games](#)
- 12 [Alert: Market Street Closure](#)
- 13 [Advisory: Hillary Clinton in San Francisco](#)
- 14 [Alert: BART Major System-wide Delay](#)
- 14 [Alert: US-101 Lane Closures](#)
- 18 [Enter to Win Warriors Opening Night Tickets](#)
- 19 [Alert: BART Major Delay at Embarcadero](#)
- 20 [Alert: I-80 Closure near 7th and Bryant Streets](#)
- 20 [Alert: Incident Resolved and Roads Reopened](#)

November 2016

- 10 [Alert: Protest on Market Street](#)
- 15 [Introducing the new \[tmasfconnects.org\]\(http://tmasfconnects.org\)!](#)
- 17 [Alert: Suspicious Package near Mission and Fremont](#)
- 17 [Alert: Incident near Mission and Fremont Resolved](#)
- 18 [Advisory: Thanksgiving Transit Schedules & Updates](#)
- 30 [Alert: Vehicle Accident near Civic Center](#)
- 30 [Alert: I-580 Ramp Closures in Oakland](#)

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016- September 2016 Portfolio Timeline.

December 2016

- 7 [Advisory: Van Ness Improvement Project](#)
- 8 [TMASF Connects Work Guide](#)
- 9 [Alert: Fourth and Howard Streets Intersection Closed](#)
- 13 [*Enter to Win Warriors Tickets Promotion #1](#)
- 15 [*Enter to Win Warriors Tickets Promotion #2](#)
- 15 [*Connector: Holiday Events and Transit Updates -- DRAFT](#)
- 19 [*Enter to Win Warriors Tickets Promotion #3](#)

*Denotes materials that are currently in progress and have not yet been distributed.

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016- September 2016 Portfolio Timeline.



October 2016

Please click on each document within this calendar to see materials released in October 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015.

Mon	Tue	Wed	Thu	Fri
3	4	5	6	7 Giants Postseason Games
10	11	12 Market Street Closure	13 Hillary Clinton in San Francisco	14 BART Major System-wide Delay US-101 Lane Closures
17	18 Enter to Win Warriors Opening Night Tickets	19 BART Major Delay at Embarcadero	20 I-80 Closure Near 7th and Bryant Incident Resolved and Roads Reopened	21
24	25	26 Halloween Weekend Events Advisory	27	28

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016-September 2016 Portfolio Timeline.



November 2016

Please click on each document within this calendar to see materials released in November 2016.
 Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015.

Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5
7	8	9	10 Protest on Market Street	11	12
14	15 Introducing the New TMASF Connects Website	16	17 Incident near Mission and Fremont Resolved Suspicious Package near Mission and Fremont	18 Thanksgiving Transit Schedules (in effect 11/24 & 11/25)	19
21	22	23 Warriors vs. Lakers. Win Tickets!	24	25	26 Warriors vs. Timberwolves. Win Tickets!
28 Warriors vs. Hawks. Win Tickets!	29	30 Vehicle Accident Near Civic Center I-580 Ramp Closures in Oakland			

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016-September 2016 Portfolio Timeline.



December 2016

Please click on each document within this calendar to see materials released in December 2016. Please also see the full editorial calendar on our [website](#) containing all materials released since December 2015.

Mon	Tue	Wed	Thu	Fri	Sat
			1 Warriors vs. Rockets. Win Tickets!	2	3 Warriors vs. Suns. Win Tickets!
5 Warriors vs. Pacers. Win Tickets!	6	7 Van Ness Improvement Project	8 TMASF Connects Work Guide	9 Fourth and Howard Streets Intersection Closed	10
12	13	14	15	16	17 Warriors vs. Trailblazers. Win Tickets!
19 Warriors vs. Jazz. Win Tickets!	20	21	22	23	24
26	27	28 Warriors vs. Raptors. Win Tickets!	29	30 Warriors vs. Mavericks. Win Tickets!	31

This Q4 Portfolio Timeline is new since the September 2016 report filing. Please [click here](#) for the January 2016- September 2016 Portfolio Timeline.



**TMASF CONNECTS
2016 COMMUTE STATUS REPORT
JANUARY 2016 – DECEMBER 2016**

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

In consideration of

[San Francisco Planning Commission Resolution Number 17210](#)

Submitted by

**Kimberly B. Martinson, CAE
Chief Executive Officer, TMASF Connects**

Submitted on behalf of our members to reflect the program efforts undertaken from January 2016 to September 30th, 2015 for compliance with City and County of San Francisco Planning Code Section 163.

DECEMBER 2016



TMASF Connects Mission Statement

To build our current and future workforce to be mobile and competitive

TMASF Connects Commute Program Commitment Statement

The TMASF Connects Commute program guides workforce by linking creative, eco-conscious campaigns, promotions and programs with member outreach to increase personal mobility

TMASF CONNECTS 2016 COMMUTE PROGRAM
Harnessing Technology for Message Delivery
Editorial/ Marketing Calendar Features
New Website – Transit Centric vs. Traffic Conditions
Super Bowl 50
External Relations and Membership Development
Program Requirements Fulfillment Response Statement

The [TMASF Connects Commute program](#) is approved by the CCSF Planning Commission and authorized by [Resolution Number 17210](#) through 2021. In 2016, 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.

Harnessing Technology for Message Delivery

During 2016, we enhanced our program of electronic communication for members by using Constant Contact email marketing service and our flipbook generator for professional and visually-appealing messages, developing an online editorial calendar of updates, and redesigning our website. An estimated 90,000 commuters participated in our *Alerts*, *Advisories*, and *Connector* programs. We have updated our logo to reinforce the “Connect” message. Additional information is discussed in the Program Requirements sections of this report.

Editorial/ Marketing Calendar Features

During Q2 2016, we introduced the [Calendar of Updates](#) on our website. This editorial calendar houses all of our materials distributed to our members including Advisories, Alerts, issues of the Connector, Fact Sheets, and more, organized monthly. This Calendar serves as an archive of association communications and allows members and their tenants to reference and download advisories and alerts they may have missed, thus expanding on our relationships and capacity for communication with members and tenants.

New Website - Transit Centric vs. Traffic Conditions

Throughout 2016, we have been working with our advertising and marketing communications agency, Google Maps, and Caltrans to significantly update our website. This effort became necessary when our decade-long relationship with our traffic incident reporting provider changed due to the sale of their company to another organization outside of the United States. The new company discontinued its service in December 2016.

Our advertising agency has analyzed our member data and together we developed a new appearance and function for our website. The site focuses on the incredible benefits for commuters working in our member buildings.

The new TMASF Connects website launched in November 2016 and will be further refined in 2017. Information from the new map is available in layers, and began with transit, traffic, bicycling and paratransit offerings. When visiting our map, the user is treated to a view of the building where he or she works. Commute, Work, and Community resource pages are featured and offer links from the map of member buildings.

We still offer incident reporting through Google and Caltrans and are expanding traffic coverage to include real-time traffic cameras placed around the nine counties of the Bay Area. The website will also continue to feature paratransit information.

Our modernized website not only features an interactive map, but also includes a series of guides for each of our programs: [Commute](#), [Work](#), [Community](#), and [About Us](#). These guides can be downloaded as PDF documents or viewed in flipbook form.

The [TMASF Connects Commute Guide](#) has been updated since its original release in July 2016. Its updates include a section on commuter benefits, transportation resource links of interest, and additional resources including major transportation projects, parking resources, and both statewide and local resources.

[TMASF Connects](#) continues to target messages and develop programs that will remind commuters to stay informed and help them select the most efficient commute options. More than 25,000 users are registered with our site. To maintain and grow this usage among our membership, we will continue with our Giants and Warriors 2016/2017 Season ticket raffles. When promoting our new website, we also promoted our commuter incentive raffles and encouraged website visitors to [register to win](#) on our site.

Super Bowl 50

Our largest single campaign effort this year was during the two months leading up to Super Bowl 50, which took place at Levi's Stadium in Santa Clara in February 2016. Super Bowl City and the NFL Experience in downtown San Francisco required many street closures and reroutes which directly impacted many of our member buildings. To ensure that our members were aware of these impacts and how to navigate during the closures, we had a routine update sent every Thursday for two months leading up to the game.

We also updated a [Calendar of Super Bowl 50 Events](#) each week and included it in our email. We had a separate section of our website dedicated to Super Bowl 50 where we posted all of our [updates](#) and also provided a comprehensive [overview](#). Our updates included safety information, directions for signing up for our emergency text alert system, up-to-date maps of reroutes from SFMTA, and more. We rewarded commuters who registered on our website and "pledged to leave their car at home" during Super Bowl 50 with a chance to win a pair of Warriors tickets.

To view our efforts during Super Bowl 50, please see our campaign [flipbook](#) as well as the [TMA SF Connects 2016 Portfolio Timeline](#).

External Relations and Membership Development

As San Francisco development creates new commercial office space, TMA SF Connects continues to position our program as a service for compliance efforts. During 2016, we placed four ads in the San Francisco Business Times. All messages reminded the reader of our ability to offer transportation demand management and local workforce programs designed for compliance with CCSF Planning guidelines.

Placing targeted messages in strategic publications and word-of-mouth about TMA SF Connects contributed to an increase in new membership applications for 2016. During Quarter 4 of 2016, we added one new member, 201 California, and now have a total membership of 80 member buildings. Two additional buildings are pending membership for 2017.

Looking Forward

In 2017, we intend, with the Institute of Real Estate Management (IREM), to strengthen our relationships with our current members and the commercial real estate community of San Francisco. We will commit to a Gold level membership with IREM which will help us network with future members and increase awareness of our transportation demand management and workforce development programs.

TMASF Connects 2016 Commute Status Report
CCSF Planning Commission Resolution Number 17210

CCSF PLANNING CODE SECTION 163 PROGRAM REQUIREMENTS
JANUARY 2016 – DECEMBER 2016

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

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 *Commuter Appreciation Campaign, Focused Information*

Commuter Appreciation Campaign

During 2015, [TMASF Connects](#) celebrated our 25th anniversary of offering comprehensive commuter assistance programs. Our promotions included member appreciation, education about commute options, and introduction of our services to a rapidly growing number of commuters. The year was filled with promotions, incentives, in-depth development of membership informational pieces, and [Member Handbooks](#) for each member building.

We continued this Commuter Appreciation Campaign throughout 2016 by continuously rewarding tenants working in TMASF Connects member buildings for their great commute choices with prizes and incentives that coincide with our commuter education campaigns.

During the summer, we identified member buildings in need of supplemental tenant activities. We hosted 18 Tenant Appreciation Events in the lobbies of our member buildings to increase awareness of the abundant resources available on our website and to let tenants know about our incentives and rewards for exploring alternatives to driving alone to work. Additionally, we held a series of raffles for nine (9) member buildings. Each raffle was conducted only for tenants in these member buildings, and we rewarded one lucky tenant in each building with a pair of San Francisco Giants tickets.

During Q4 of 2016, we continued our Warriors tickets and theater ticket raffles as part of the TMASF Connects commuter incentives campaign. The launch of our new website in November 2016 coincided with the beginning of the Warriors season and offered us a great opportunity to promote visiting the new TMASF Connects website and registering to win tickets. Website visitors were encouraged to utilize the new website map, [ConnectsLink](#), and find the building they work in, locate nearby commute, work, and community resources, and enter to win prizes. We distributed promotional materials which gave instructions on how to use the new website map and how to register to win. Furthermore, we raffled off two pairs of theater tickets and 28 pairs of Warriors tickets.

Focused Information

In addition to issuing *Alerts*, *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 in 2016. We received many favorable comments about the usefulness of this effort. Copies of each issue of *The Connector* are included in this report [package](#).

Our communication is sent electronically to our 80 member building representatives, who in turn distribute them to the tenants in their buildings. We are able to reach an estimated 90,000 commuters with our information. Transit promotions 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.

Commute assistance and promotional programs are detailed throughout this report. Please refer to Program Requirements Numbers Two, Three and Four for more information.

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 *New State-of-the-Art Website, 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. During 2016, we promoted our new website to members as a resource for individual commute planning. Routes, schedules, trip planners, real-time transit alternatives, commute subsidy information, and practical advice are representative tools found on our new [ConnectsLink map](#) and our [commute section](#).

Additionally, during 2016, we significantly increased our outreach to introduce many new members to our program, website, and services. The website and Fact Sheet programs were overhauled and 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.

New Website

As previously mentioned, we have been redesigning our website and shifting our focus from real-time regional traffic conditions to the readily available options and resources in the vicinity of our member buildings. When visiting our new map, the user will be treated to a view of the building where he or she works and the available options and resources in the immediate vicinity.

Information from the map will be available in layers. The site will continue to develop over the next year, but will begin with transit, traffic, bicycling and paratransit offerings from the map. Commute, Work, and Daycare resource links will be offered from the map as well as downloadable guides.

More than 25,000 users are registered with our site. To maintain and grow this usage among our membership, we will continue with our Giants and Warriors 2017 Season ticket raffles. We anticipate there to be a 20% increase in users during our Warriors tickets promotion.

Additional Commute Assistance and Incentives

Additionally, TMA SF Connects program offers direct commute assistance through hosted [events](#), materials developed, and our website offerings. As previously mentioned, the launching of our new website coincided with the beginning of Warriors season and we began a promotional campaign to increase website visits.

In addition to distributing electronic website promotions with instructions on how to use the new website and how to win prizes, we also created and distributed packages for each member which included our website promotion flyer and 50-100 business cards announcing the new website for distribution to tenants. We included an official letter introducing the website and its new offerings.

More than 29,000 users are registered with our site reflecting a 10% increase of users during this promotion. The register at the site and [enter to win campaigns](#) encourage commuters to visit our website and learn about their commute options. Each time a commuter visits the site he or she is eligible to win Warriors, Giants, or SHN (theater) tickets, and other tickets and prizes (limited to five entries per day).

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 *Editorial Calendar, Membership Growth, Level of Effort, Assistance and Information*

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 rate 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 and promote alternatives while offering commuter appreciation activities to help maintain these high transit mode shares. Complete copies of all materials developed this year are found in the [TMASF Connects 2016 Portfolio Timeline](#) and incorporated into this report.

Editorial/ Marketing Calendar Features

During Q2 2016, we introduced the [Calendar of Updates](#) on our website. This editorial calendar houses all of our materials distributed to our members including Advisories, Alerts, issues of the Connector, Fact Sheets, and more, organized monthly. This Calendar serves as an archive of association communications and allows members and their tenants to reference and download advisories and alerts they may have missed.

Membership Growth

TMASF Connects added seven (7) new members between 2015 and 2016 and occupancy among existing membership is at record highs. We have an estimated 30,000 new commuters working in member buildings. To introduce them to our commute options programs, we refined our [Member Handbook](#) and distributed a custom copy to each of our new members as a PDF and as a [flipbook](#). We plan to update and distribute this handbook quarterly. We also re-distributed these updated handbooks to all of our existing members since tenant occupancy is increasing. More information about the handbooks is covered in Program Requirement Number Four.

Level of Effort

TMASF Connects provided a year-long [campaign](#) designed to thank commuters who use alternatives to driving alone and to introduce commute services to new tenants. We conducted an estimated 150 individual incentive messages/raffles for pairs of tickets to 50 Warriors, 80 Giants, and seven (7) other games/shows. Repeated messaging about using commute options, having a back-up plan for unexpected changes in the customary route, and appreciation for

sharing the road were sent out to 90,000 plus commuters over 150 times during 2016. The participation in the incentives/promotional campaign visits to our sites and entries to win increased by an estimated 50% during 2016.

TMASF Connects member appreciation activities drew more than 25,000 entries to win tickets to Warriors, Giants and SHN/theater events. Entering to win requires registration at [our website](#).

Below is a table detailing the amount of materials we distributed this year, including not only Alerts, Advisories, Connectors, and Fact Sheets, but also printed materials from transit agencies and TMASF Connects promotional items. Please note that our Super Bowl campaign was extended to and shared with public agencies such as SFUSD, BOMA, SF Travel, South San Francisco Conference Center, Union Square Merchants Association, and others, which is why an estimated reach of 150,000 is reflected.

TMASF Connects Materials Distributed in 2016			
January 2016- December 2016			
Item	Quantity Distributed	Estimated Reach	Estimated Total Impressions
Alerts	42	90,000	2,610,000
Advisories	47	90,000	3,780,000
Connectors	5	90,000	450,000
Fact Sheets	9	90,000	810,000
Super Bowl Updates	24	150,000	3,600,000
Total	109		11,250,000

Printed Materials From Partner Agencies	Quantity Distributed	 TMA Incentive Items	Quantity Distributed
MTC's <i>Getting There on Transit</i>	1,100	Transit Card Holders	3,000
Golden Gate Transit	800	Messenger Bags	10
Golden Gate Transit	800	Messenger Bags	10
BART Fares and Schedules	1,000	Pens	1,000
WestCat Lynx	100	Power Banks	50
Caltrain	300	Commuter Resource Cards	2,000
SamTrans	300	Keychain Flashlights	50
AC Transit	200	Bookmarks	5,000
Golden Gate Ferry	400	Sticky Notes	250
San Francisco Bay Ferry	200	Chocolate Squares	2,000
Bike Information	300	Travel Mugs	50
		Website Promotional Cards	7,000
Total	5,500		20,420

92% of TMASF Connects members use a commute alternative to driving alone to work. It is important that these commuters understand their back-up options in the event that a problem arises with their regular mode of travel. Encouraging visits to our site strives to remind commuters of options along their corridor of travel and remind them of the fluid nature of travel conditions – *know your back-up option!*

The [Member Handbook](#) provides an overview of our services, links, and guides to Bay Area commute resource and transportation service providers. It also promotes the use of our website. Each member building received an updated [Member Handbook](#) for existing, new, and potential tenants.

Each member building is supplied with electronic and printed material packages including transit, rideshare, bicycling, and other commute resources periodically throughout the year. In June 2016, we sent packages of printed transit materials to each of the building management offices in case of emergency or specific transit questions from tenants.

Assistance and Information

[TMA SF Connects](#) has several assistance and information tools that we use to help commuters and members. To date, during 2016, we issued 29 Alerts, 42 Advisories, and five (5) issues of the *Connector*, as well as nine (9) Fact Sheet campaigns, and 24 advisories and updates regarding Super Bowl 50, which are featured in a [flipbook](#). We also introduced the [Calendar of Updates](#) on the TMA SF Connects website which houses all of our materials distributed to our members including Advisories, Alerts, issues of the *Connector*, Fact Sheets, and more, organized monthly. This Calendar serves as an archive of association communications and allows members and their tenants to reference and download advisories and alerts they may have missed.

We regularly issue *Alerts*, both formal and pass-along information, about situations that impact the next commute trip.

Our *Advisories* offer the next level of detail and effort beyond the Alert program. *Advisories* are issued by TMA SF Connects to inform commuters about projects, long-term construction, and other events that will impact travel. The [BART Weekend Track Closures](#), [Super Bowl 50](#), and other select access routes were subject to intense project work this year. We issued 46 Advisories during 2015 and have issued 42 thus through Q3 of 2016.

The next level of effort and detail is offered through our *Connector* program. The *Connector* is a comprehensive briefing document that provides information about general efforts. The *Connector* ties together events, transit and route changes, resources, links to sponsors, news agencies, etc. It is a tool in our communications program that is appreciated and used by our members.

As of this writing, we will end 2016 having released seven (7) issues of the *Connector*. Representative topics covered included BART Track and Tube closures, Bay to Breakers, major seasonal events impacting the commute, Oracle OpenWorld and Dreamforce, Holiday Transit Information, and SFMTA topics. Complete copies of all materials developed during 2016 are found on our [Calendar of Updates](#) and [TMA SF Connects 2016 Portfolio Timeline](#), and incorporated into this report.

We also developed nine (9) Fact Sheet campaigns during 2016. These are in-depth pieces that are professionally designed and provide comprehensive information on a variety of topics. Our series of Fact Sheets address [telecommuting and staggered/flexible work hours](#), commuter safety and security, commute back-up plans, car sharing and ridesharing, pedestrian safety, bicycling, and more. TMASF Connects also participates in [Spare the Air](#), [Bike to Work](#), [Walk to Work](#), and other regional efforts to reduce single occupant vehicle trips.

We are currently also working with SFMTA and the Mission Bay TMA to develop a comprehensive guide to address the changing San Francisco streetscape which details what the signs, signals, and road markings mean and how pedestrians, bicyclists, and motorists should respond.

During 2017, we plan to develop a myriad of Fact Sheet programs. Representative topics include transit subsidies, environmental commute options (trip-linking, etc.), and expanding on our previously distributed Fact Sheets.

Super Bowl 50 Campaign

During Q4 of 2015 and Q1 of 2016, we had an [extensive campaign](#) to provide information about navigating around the [Super Bowl 50](#), which took place at Levi's Stadium in Santa Clara in February 2016. Super Bowl City and the NFL Experience in downtown San Francisco required many street closures and reroutes which directly impacted many of our member buildings. To ensure that our members were aware of these impacts and how to navigate during the closures, we had a routine update sent every Thursday for two months leading up to the game.

We also updated a [Calendar of Super Bowl 50 Events](#) each week and included it in our email. We had a separate section of our website dedicated to Super Bowl 50 where we posted all of our [updates](#) and also provided a comprehensive [overview](#). Our updates included safety information, directions for signing up for our emergency text alert system, up-to-date maps of reroutes from SFMTA, and more. We rewarded commuters who registered on our website and "pledged to leave their car at home" during Super Bowl 50 with a chance to win a pair of Warriors tickets.

Our efforts during Super Bowl 50 are featured in a [flipbook](#) as well as the [TMASF Connects 2016 Portfolio Timeline](#).

Events

TMASF Connects hosts events in member buildings. During 2015 we participated in 10 events, and so far, in 2016, we have participated in or hosted a total of 22 events. These ranged from 30-minute pop-up style lobby events where we handed out chocolates and commuter resource cards directing tenants to the resources on our website, to two-hour lunch events in lobbies, to larger environmental efforts. Please refer to the following page for a complete table of our events.

Date	Type of Event	Location
April 7 th	Earth Day Event	201 Spear
April 7 th	Green Event	560 Mission
April 20 th	BART Blue Sky	Justin Herman Plaza
April 20 th	Earth Day Event	Rincon Center
June 15 th	Lobby Event	333 Market
June 15 th	Lobby Event	One Montgomery
June 15 th	Lobby Event	333 Bush
June 21 st	Lobby Event	405 Howard
June 21 st	Lobby Event	500 Howard
June 23 rd	Lobby Event	222 Second
July 12 th	Lobby Event	185 Berry (Berry Building)
July 12 th	Lobby Event	185 Berry (Wharf Side)
July 20 th	Lobby Event	201 Filbert
July 21 st	Lobby Event	199 Fremont
July 21 st	Lobby Event	50 Fremont
July 26 th	Lobby Event	55 Second
July 26 th	Lobby Event	101 Second
July 26 th	Lobby Event	100 First
July 27 th	Lobby Event	One Front
July 28 th	Lobby Event	303 Second
August 2 nd	Lobby Event	22 Fourth
August 3 rd	Lobby Event	101 Mission
November 2 nd	Safety Fair	One Market

Additionally, we conducted a commuter appreciation campaign designed to increase use of our website services. More than 25,000 people registered at the site and entered to win prizes. Complete copies of all materials developed this year are found on our [Calendar of Updates](#) as well as the [TMAAF Connects 2016 Portfolio](#).

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 *TMASF Connects Member Services Introduction, Member Service Programs, Commuter Incentive Promotions*

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 acknowledge that we have had an increase of nearly 30% of new commuters to our member buildings since 2013. Although alternative transportation is the method of choice, we have a clear opportunity to introduce and connect with our membership.

Increased membership coincided with our 25th anniversary and presented us with a strong opportunity to acquaint our members with the resources offered by TMASF Connects. We also have affirmed during our 2014 commuter behavior survey that commuters might benefit from understanding their back-up commute when faced with a transit or other service disruption.

Commuter appreciation and introduction to new members, as well as reorienting commuters with different types of commuting such as car sharing, ridesharing, telecommuting and flextime, were the areas of focus for TMASF Connects during 2016. We detailed our level of effort on behalf of members in Program Requirement Number Three. In Program Requirement Number Two we identified types of activities – education, incentives, and assistance that we undertook on behalf of our members. We have presented a clear picture of the depth, breadth, and targeted nature of the TMASF Connects member services and programs offered during 2016.

TMASF Connects Member Services Introduction

As of this writing, we anticipate the TMASF Connects membership to increase from 80 to 82 member buildings in early 2017. Occupancy is at capacity in existing member properties. With the dramatic increase from an estimated 80,000 to an estimated 90,000, the need to introduce members and tenants to our program is being addressed through the development and electronic delivery of a TMASF Connects [Member Handbook](#).

The topics covered include a comprehensive guide to Bay Area transportation resources, instructions about using the TMASF Connects website, overview of the Work program, and detailed information about member services. We have provided an individualized handbook for each of our 79 member buildings and have developed a system to update and distribute these quarterly to our members.

Member Service Programs

TMASF Connects offers an array of commuter programs – informational, educational, and promotional.

Informational

These programs focus on providing direct commute assistance. All of our informational program materials can be found on our [Calendar of Updates](#). The nature of the subject determines whether we issue an *Alert* or *Advisory*.

TMASF Connects Alerts are issued as conditions arise that may compel a large number of commuters to be inconvenienced or directed to alternative commute modes for their next trip. These vary in formality – forwarding an e-mail to a designed piece that requires us to provide assistance and direction to help commuters navigate.

TMASF Connects Advisories are released about longer-term conditions or projects that impact a commute for a period of time beyond the next commute trip. These pieces are detailed but not comprehensive beyond the scope of the subject.

The *Connector* offers in-depth information about projects and events that will impact a commute trip for an extended period of time. The *Connector* expands upon the subject being covered and couples it with a commuter-appropriate message.

Educational

TMASF Connects features a Fact Sheet program. This is a comprehensive study of a subject and it is archived in the TMASF Connects website for member retrieval and distribution as necessary. As Fact Sheets are developed, the topics covered are added, updated, or refined in the appropriate place within our website.

Promotional

During 2016, we continued to focus on engaging commuters and expanding membership.

Targeted ads were developed and placed in the SF Business Times (SFBT) to remind developers and property management representatives about our services. The published SFBT ads focused on the [Structures](#) issue (commercial office building), [Commercial Real Estate](#), and [LEED](#). Each ad was designed specifically to promote the capabilities of TMASF Connects for potential and existing members, as well as the academic community to enhance the efforts of our Work program.

COMMUNICATION AND PROGRAM PLANNING FOR TMASF CONNECTS 2016 - 2017

The goals of the TMASF Connects Commute program are to help commuters identify options to driving alone to work and to extend program participation to new developments.

Primary Audience

- Target: Commuters in [member buildings](#) (new and existing)
- Message: TMASF Connects offers comprehensive resources to assist commuters in identifying intelligent options to driving alone and has, since 1989, featured unique mapping services to help commuters identify immediate solutions to traffic and transit situations.
- Tactic: Using e-mail, Constant Contact, and [Twitter](#), TMASF Connects encourages commuters to visit [our site](#) and register to receive e-mails, texts, and Twitter messages and win one of hundreds of prizes offered during 2016 to thank commuters for their participation and wise commute choices. Frequency of message will range from daily to weekly.

Results from 2016 as of Q3:

- More than 29,000 entries to win prizes and 20,000 new registrants to the website
- Over 24,500 site visits (16,000 in 2015)
- Site ranked among top 10,000 websites in the world by Google ranking system for unique content
- Potential of 9.5 million message impressions

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: Includes strategic placement of ads in the *SF Business Times* quarterly for 2016 as of this writing, 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 and enhance our message delivery options. With the introduction of our [Calendar of Updates](#) and new, state-of-the-art website, our members and their tenants have access to up-to-date, accurate information. We believe this continuous information offering—pairing road problems with transit solutions—is the single most effective message for commuters.

As discussed in *Program Requirement Number Three*, our level of effort continued strong during 2016. As technology refinements occur, our reach and ability to communicate with 90,000 commuters expands. Consistently delivering important, accurate, helpful, and timely information is a hallmark of our program efforts.

Our latest [survey in 2014](#) 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%. Our new website is mobile-friendly and will address this need. There has been a decrease from 59% in 2011 to 45% of commuters in 2014 who DO NOT check commute conditions prior to beginning a trip.

NUMBER FIVE

Monitor program effectiveness and progress at regular intervals

SUMMARY

Membership Growth, Expansion of Services, Commuter Behavior Survey 2017, Continued Commitment

Associations and non-profit entities measure program effectiveness through a series of metrics. These can include meeting fundraising goals and increasing membership, and/or 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.

Commuter Behavior Survey 2017

Our association has expanded the number of buildings and commuters served. During 2017, we will conduct a commuter behavior survey. During December 2016, we conducted our pre-survey, which is mandatory for each member to complete. It asks members for the tenant count for their property and the percentage of employees working at their building that are new since TMASF Connects last surveyed in 2014.

We intend to conduct the survey by providing each member building with a link and instructions to the electronic survey instrument for distribution to all building occupants. We plan to keep the survey open for several weeks to allow time for survey distribution between the tenant company representative and their employees working in the building. Using a random sample generator tool, we will then select a 1% random sample of complete survey responses for each building. This dataset of survey responses will be analyzed for use in the TMASF Connects 2017 Commuter Behavior Survey report. This approach is consistent with the approved methodology historically used, and TMASF will still be reporting results for 1% of the total occupants within each building and 1% of the total occupants in all TMASF member buildings.

The survey findings will be shared with the CCSF Planning Department and incorporated into future program offerings and refinement.

Membership Growth

From 2015 to 2016, we increased membership from 72 to 80 member buildings. As of this writing, we anticipate we will send membership invoices to 82 member buildings for the 2017 program year.

The TMA SF Connects program 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.

The program continues to remain 100% privately funded and received 100% membership renewal from our 2015 member roster.

Expansion of Services

During 2016, we introduced the [Calendar of Updates](#) and our new website design, featuring a highly interactive map with commute options available from the perspective of each member building and a series of guides for each of our programs. As we enter 2017, our focus will continue to be to drive members and their tenants to our website to utilize our new map and the plethora of commute resources.

We plan to convene focus groups of members in early 2017 to premiere our new website in-person and to get feedback. This will allow us to choose Phase II overlays to include on the website map.

Additionally, we increased our scholarship program to include all San Francisco Unified School District (SFUSD) students who meet the minimum criterion. Prior to 2015, a student was required to complete an internship in a member building. By opening the program requirements, we expanded the [Work program](#) to be more fully accessible to all San Francisco students.

Work Program Renewal

We anticipate a review and extension of the current TMA SF Connects Work Program authorization from CCSF Planning Staff and Commission. As we enter Q4 of 2016, we expect to be heard by the CCSF Planning Commission and be granted reauthorization of our current Work Program for compliance with CCSF Planning Code Section 164.

Continued Commitment

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



**TMASF CONNECTS 2016
WORK STATUS REPORT
JANUARY 2016 –DECEMBER 2016**

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

In consideration of
[San Francisco Planning Commission Resolution Number 18210](#)

Submitted by
Kimberly B. Martinson, CAE
Chief Executive Officer, TMASF Connects

Submitted on behalf of our members to reflect the program efforts undertaken from January 2016 to September 30th, 2015 for compliance with City and County of San Francisco Planning Code Section 164.

DECEMBER 2016

TMASF CONNECTS 2016 WORK PROGRAM

YEAR IN REVIEW

LOOKING FORWARD

PROGRAM REQUIREMENTS FULFILLMENT RESPONSE STATEMENT

Membership Growth, Program Expansion and Refinement

Between 2014 and 2016, the [TMASF Connects Work program](#) expanded our services from 68 to 80 member buildings, and as of this writing, we anticipate adding at least two additional member buildings in early 2017. The Connects Work program offerings are available to all TMASF Connects member buildings regardless of permit requirements.

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.

The [TMASF Connects Work Executive Committee](#) is actively engaged in the operations of this program. The committee members meet and/or are briefed routinely. The committee reviews and directs the program activities and oversees the scholarship program in conjunction with the TMASF Connects Board of Directors. A member survey is planned for early 2017 to determine member needs and help identify effective program responses.

The local workforce in 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. During Q4, we provided each member with the [TMASF Connects Work Resource Guide](#). Our intention is to begin our campaign to boost the number and nature of student internships during 2017. The full-service approach of the Connects Work Resource Guide is intended to provide information about job training, employer resources, hiring, and educational programs that offer candidates that are trained and ready to work.

New office space development has created new job opportunities. During 2016, we developed an extensive [Member Handbook](#) for our members. This document is delivered electronically, easily updated, and identifies resources for tenants working in member buildings. We direct the new members to our website and have also developed an electronic brochure that focuses on workforce options in San Francisco. All materials guide members to the extensive array of resources from our website.

During 2016, we hosted a number of Tenant Appreciation activities. These continuous promotions included chances to win tickets to sporting and theater events. We also used these techniques to promote summer internships. This type of promotion resonated well with our membership.

All TMA SF Connects members are eligible to participate in the Work program. A minor number of members have the actual permit requirement, but the reach of the program extends to all members of the association.

We continue to strive for creating valuable programs that help develop the employability of the next generation workforce.

CCSF Planning Code Section 164 identifies several workforce program strategies help reduce traffic congestion. These strategies:

- Contribute to a prepared and competitive workforce by providing educational opportunities and local job-training programs for workers;
- Promote San Francisco's qualified residents to employers in member buildings, and;
- Remain flexible to work with CCSF Planning staff to address issues as they arise.

These activities are undertaken in conjunction with the creation of jobs that arise from new commercial office space development identified in the Planning Code.

We continue to work closely with the SFUSD, the Mayor's Office of Economic and Workforce Development ([OEWD](#)), and Career Technical Education Advisory Committee ([CTEAC](#)). This CTEAC Committee includes members from the City's business community. Their 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 OEWD, TMA SF Connects, SF Chamber of Commerce, Workforce Investment Board, and others.

This program promotes student internships from the [SFUSD Academy and Career Technical Education \(CTE\) programs](#). Students are no longer required to complete an internship in a member building to be eligible to apply for a TMA SF Connects scholarship. By removing this requirement and focusing on a particular academy program, we increased participation in the scholarship program and with the CTE Advisory Committee (CTEAC).

During 2016, we awarded \$12,000 in scholarship monies to students who participate in the CTE programs. 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 2017. 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.

During the summer, we remodeled our office to include an expanded in-house conference space that we will use for meetings with San Francisco Unified School District, as well as meetings and focus groups for the Commute program, membership meetings, and other community relations efforts. This summer, we also hired one culinary student intern, Brittany Louie. Coinciding with the development of our new conference space, she assisted with meeting planning and spearheaded the logistics of at least four meetings.

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.

Our new, modernized website design which debuted in November 2016 features an interactive map with Commute, Work, and Community resources appearing as overlays from the vicinity of each member building. Work resources featured on the map will include high schools, universities, community schools, and other education and job training resources. The website also includes a series of guides for each of our programs: Commute, Work, Community, and About Us. These guides can be downloaded as PDF documents or viewed in flipbook form. The Work guide will be a crucial component of the future of the Work program.

Looking Forward

We are conducting a survey of former students who have interned with TMASF Connects or received one of our scholarship awards. These students were asked questions about the value of their internship experience, the skills learned, exposure to career opportunities, and the impact of the internship/scholarship on their post-secondary decisions. We are convening a focus group of these students in late December to begin discussion of forming an alumni effort of former TMASF Connects interns to help transition them into the workforce. A series of networking, introductory and other activities will be discussed.

We will also be convening business leaders from within our membership and educators to discuss further workforce needs, resources and areas where skills are needed.

Since 2012, we have engaged fifteen (15) interns. Seven of fifteen students responded to our survey. 100% of survey respondents were interested in networking, interviewing, and resume assistance as they are in the phase of entering the workforce. These themes are congruous with the development of the Work section of our website. These students also expressed overwhelming support that the internship experience and skills learned have shaped, impacted, and given them confidence in their college and career choices.

We also asked questions about what services/information would be helpful as a number of these students prepare to enter the workforce. TMA SF Connects is exploring the idea of professional mentoring through an alumni association group administered through LinkedIn that would help these students find work, most likely in our member buildings or through networking at business community events that we attend or host. The survey respondents were enthusiastic and interested in participating in such an activity.

The TMA SF 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 TMA SF Connects moves forward, the [Connects Work program](#) will continue to be conjoined with our Commute program and featured in our events and promotions.

Our commute and work programs remain connected and focus on enhancing work life in San Francisco. We are preparing for a hearing for the reauthorization of our Work Program and have modified our mission and program commitment statements.



TMA SF Connects 2016 Work Status Report

San Francisco Planning Commission Resolution 18210

CCSF PLANNING CODE SECTION 164 PROGRAM REQUIREMENTS JANUARY 2016 – DECEMBER 2016	
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 FULFILLMENT RESPONSE STATEMENT

JANUARY 2016 – DECEMBER 2016

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. However, TMASF Connects is preparing to conduct a survey to assess the number of businesses working in our member buildings, which will help us to determine the number and nature of jobs available. The purpose of collecting a headcount of individual businesses is to help define the random sample required for our *TMASF Connects 2017 Commuter Behavior Survey*.

Membership is growing and all members are eligible to participate in the [Connects Work](#) program. During 2016, we updated and distributed [electronic handbooks](#) for all TMASF Connects members and new tenants. An additional [e-brochure](#) that focuses on employer services and resources in San Francisco was sent to all members.

In early in 2017, we intend to survey the Connects Work program member buildings to ascertain hiring trends, knowledge of San Francisco resources and employment programs, and assessments about internship opportunities. We intend to analyze survey trends and factor them into alumni effort planning should that idea be further developed.

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. As stated at the end of 2015, TMASF Connects Work Executive Committee is continuing to review the best practices for ongoing program services.

During 2016, we placed four ads in the SF Business Times. All four ads publicized the program options for both SF residents and businesses working in member buildings. Working through SFUSD helps position TMASF Connects as a resource beyond the Downtown area.

We believe our new website design will make it easier to navigate and access the plethora of job search resources in our [Work section](#). Our website promotions are all geared toward the public

and strive to help local workforce participants and potential employees stay mindful of San Francisco resources and opportunities. The new site was launched in November 2016 and has increased user visits by nearly 10% as of this writing.

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, TMA SF Connects continues to actively promote student internships and our scholarship opportunities. We significantly increased funding of our scholarship program during 2015 and 2016.

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

Recognizing tourism as the number one industry in San Francisco, we concentrated our intern and scholarship programs through the [SFUSD Academy of Hospitality and Tourism \(AoHT\)](#). The AoHT is a professionally managed program that has enrolled many qualified students seeking post-secondary education and training. TMA SF Connects awarded \$12,000 to students from these academy programs. TMA SF Connects staff continues to work with the SFUSD CTEAC members to help create job training and curriculum that creates graduates who have employable skills.

Our new website's interactive map features overlays of job training programs, San Francisco Unified School District Academies, and also includes a downloadable Work guide that addresses education and job training resources.

Current efforts include working with CTEAC to identify showcase opportunities for students that will lead to internships during 2017. We are also exploring a number of student-to-business exchange ideas and ways to promote internships and opportunities for newly graduated students.

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.

We have refined our Connects Work program website offerings. Significant expansion includes [telecommuting and flextime options](#) and features of the Connects Work program promoted

through electronic media, integrated campaigns with the Commute program, and participation in events.

Working with San Francisco Unified School District has created a partnership that focuses on workforce needs and career and college readiness. As we begin 2017, we intend to survey businesses, and conduct opinion and focus group research. Our goal is to harness technology to deliver a real-time exchange of talents, sponsorships, and volunteer opportunities that help strengthen the schools and engage the business community.

New tenants and members are welcomed with an extensive array of resources to enhance their business experience of San Francisco.

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. We are actively engaged in promoting student internship and scholarship opportunities and helping to match talents to workforce needs. TMA SF Connects actively participates in the SFUSD-CTEAC activities. We were proud to host the Academy of Hospitality, Tourism & Food Services graduation and scholarship program in May 2016 and award twelve high school seniors from four high schools with scholarships.

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.



**TMASF CONNECTS
WORK PROGRAM PLAN
2017 - 2021**

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

Proposed for Extension of
[San Francisco Planning Commission Resolution Number 18210](#)
Supporting San Francisco Planning Code Section 164

Submitted by
Kimberly B. Martinson, CAE
Chief Executive Officer, TMASF Connects

NOVEMBER 2016



Members with Work Program Permit Requirements

150 California	500 Howard	343 Sansome
600 California	505 Howard	55 Second
100 First	875 Howard	101 Second
22 Fourth	555 Mission	222 Second*
199 Fremont	560 Mission	345 Spear (Hills Plaza)
	235 Pine	

**joined Work Program in 2016*

Board of Directors

Bonnie S. Pybus, RPA, FMA*	<i>President</i>	CBRE
Tawni Frank Sullivan	<i>Chief Financial Officer/President Elect</i>	Wilson Meany
Paul C. Richards	<i>Executive Vice President Association Affairs</i>	Hines
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Randy J. Valdez	<i>Vice President Connects Commute</i>	The Swig Company
Stacia Keisner	<i>Director</i>	Boston Properties
Amber Miller, RPA, FMA, LEED GA	<i>Director</i>	Hines
Paul E. Paradis, LEED AP*	<i>Chair</i>	Maier Consulting
Albert J. Maher, CPM*	<i>Emeritus</i>	

*Founding Directors

Work Executive Committee

Mark V. Buckingham	<i>Vice President Connects Work</i>	Hines
Doug Baker	<i>Committee Member</i>	GLL Real Estate Partners, Inc.
Brad Collins	<i>Committee Member</i>	CommonWealth Partners
Stacia Keisner	<i>Committee Member</i>	The Swig Company
Paige Salazar	<i>Committee Member</i>	CBRE
Dale Tate	<i>Committee Member</i>	Jones Lang LaSalle

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Brittany Louie	<i>2016 Summer Intern</i>	



TMASF CONNECTS MISSION STATEMENT

To build our current and future workforce to be mobile and competitive

TMASF CONNECTS WORK PROGRAM COMMITMENT STATEMENT

The TMASF Connects Work program guides current and future workforce to resources designed to increase productivity, employability and support life-long learning opportunities

Revised 2016



WORK PROGRAM PLAN 2017 – 2021

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TMASF CONNECTS WORK PROGRAM IN REVIEW

The TMASF Connects Work Program Plan 2017 – 2021 being proposed reaffirms our commitment to fulfilling the spirit of City Planning policies; relies on private funding to accomplish program and compliance goals; maximizes technology and partnerships to advance local employment and build on our established foundation of trip reduction efforts.

We ask that City and County of San Francisco (CCSF) Planning Staff and Commission approve our request for extension of Resolution 18210 through December 2021.

The City and County of San Francisco (CCSF) Planning Code Section 164 identifies promotion of the City's local workforce to employers who create jobs as a result of added office development as an additional strategy to address increasingly adverse transit and traffic impacts. [CCSF Planning Code Section 164 \(a\) states:](#)

The City has determined in its certification of the Downtown Plan Environmental Impact Report and in its findings and studies leading to the adoption of Section 313 of the Planning Code that San Francisco and regional traffic and transit problems will become more intolerable as the number of nonresident employees increases in San Francisco as a result of new office development. In order to mitigate those adverse traffic and transit impacts, while protecting the City's residential areas from unwanted increases in density, the people determine that a policy of maximizing resident employment training and placement opportunities is needed.

The Transportation Management Association of San Francisco (TMASF), formed in 1989 to address the transportation demand management requirements of [Planning Code Section 163](#), has operated without interruption. We remain in compliance with the terms of our governing CCSF Planning Commission Resolutions for both programs. Currently, we are authorized to offer TMASF Connects Commute program through 2021 and Work through 2016.

Planning Code Section 163 identifies the requirements of a transportation demand management program implemented in the C-3 Downtown area of San Francisco. The TMASF program has consistently exceeded the actual requirements set forth in the Planning Code. For a more in depth background of TMASF and our [Commute](#) program, please review the current Status Plan for both [TMASF Connects Commute](#) and [Work Programs](#).

The TMASF survey findings have indicated that San Francisco's drive-alone rate is consistently below 10%. With this rate lower than ever, we looked at ways to expand our program, beyond providing trip reduction strategies. In 2007 and 2008, we started to incorporate the work component into our program. This compliance program focuses on local workforce development issues as an additional way to reduce traffic congestion through a competitive and prepared local workforce working in our member buildings.

The TMA SF program continues to qualify our members for the maximum number of points awarded for participation in an approved transportation demand management plan as identified by the US Green Building Council toward Leadership in Environmental and Engineering Design (LEED) certification.

Our website and program have won local and national recognition and awards and membership has grown from 24 to 79 member buildings since 1990. The TMA SF membership is proud of our efforts to encourage mobility and sustainable development. Adding the Work component has enriched our efforts for current sustainability issues and looks ahead to a fully employed, local workforce.

In 2007, we began a formal due diligence to ascertain the viability of offering a program for compliance with CCSF Planning Code 164 for Local Workforce needs. We studied the requirements, membership needs and impacts, and the ability of the new program to compliment and expand the TMA SF Connects Commute program.

In 2010, City and County of San Francisco (CCSF) Planning Commission accepted the recommendation of the Planning Department staff to authorize TMA SF Connects' program for compliance with the Local Workforce requirements. CCSF Planning Commission Resolution 18210 identifies the period between 2011– 2016 for the initial five-year approval. As we approach the end of this approval period, we submit this plan and supporting documents to request an additional five-year authorization through 2021.

The TMA SF Connects program gathers and evaluates information about hiring needs, employee qualifications, and education and training. This research helps create and refine:

- New programs, features and tools;

- Website and support resources;

- Identify partnerships; and,

- Host and participate in events to support the program.

Since our early days, we have expanded our program offerings, in partnership with San Francisco Unified School District (SFUSD), to identify curriculum tracks that will lead to employment. TMA SF Connects programs for Commute and Work are stronger together.

We continue to fund our association and programs solely through collection of membership fees. We do not accept nor solicit public funding.

Our members remain committed to offering a local workforce development program to complement our transportation demand management effort and to promote the availability of newly created jobs to our local workforce.



Representative Measurements of Performance TMA SF Connects Work Program 2010 to 2016

The TMA SF Connects Work Program started in 2010. Since then, our program has grown significantly. Below is a representative measure of the program's performance since its commencement.

Measure	2010	2016
Total Number of Member Buildings	56	79
Total Members with Section 164 Requirements	13	16
All TMA SF Connects members are encouraged to use Work program resources	56	79
Governance	TMA SF Board of Directors	TMA SF Board of Directors TMA SF Connects Work Committee
Total Number of Employees in Member Buildings	45,000	90,000
Funding	Private; membership fees only	Private; membership fees only
Internship Placements	0	Varies annually, but more than 160 in five years
Scholarship Funds Awarded	0	\$46,800
Outreach Methods	Web tools with links to job banks	Web-based mini surveys; comprehensive web tools with links to job banks, career assessment, employer and student section



TMASF CONNECTS COMMITMENT 2017 – 2021

Near the end of 2010, City and County of San Francisco (CCSF) Planning Staff recommended approval of a five-year proposed plan for the TMASF Connects Work program. The Planning Commission heard the motion and granted a five-year approval. As we approach the end of the current five-year authorization, we request extension of that approval for another five years. *Approval of this request would bring the TMASF Connects programs onto the same compliance calendar.* For program, financial and member planning, we believe this request warrants approval.

Since the initial approval for the program offered from [2011 – 2016](#), TMASF Connects has developed a robust student internship program in concert with San Francisco Unified School District (SFUSD). TMASF Connects offers a privately-funded [scholarship program](#) available to SFUSD students through a competitive process. We work in concert with SFUSD through their Career Technical Education Advisory Committee (CTEAC) to help teachers to develop curriculum that prepares students to enter the workforce.

In 2016, we began a complete overhaul of our [website](#). The new site features an [interactive map](#) with a focal point of our member buildings in the downtown area. Working with Google and others, we have developed information overlays for public and paratransit, bike, pedestrian and other mobility information offerings. We have also identified the schools, career programs, and links to internship opportunities – all available from our map.

TMASF Connects members are proud of our Work program. The [TMASF Board of Directors](#) and [Connects Work Executive Committee](#) provide guidance and are actively involved in the program. Members engage interns, and we are committed to our efforts to help the next generation of San Francisco workforce find mobility and gainful employment.

As of this writing, the TMASF remains privately funded and does not accept nor does it intend to seek public funding.

Submittal of this program plan reaffirms TMASF Connects member commitment to promoting and expanding commute trip options. Well into our third decade of service to San Francisco commuters and the business community, we look forward to continuing to build and develop relationships that result in a strong program.

We remain in partnership with civic, non-profit, community and business entities dedicated to increasing productivity, competency, efficiency, and satisfaction of the City's workforce – both local and from around the region.

CCSF PLANNING CODE SECTION 164 PROGRAM REQUIREMENTS TMA SF CONNECTS WORK PROGRAM PLAN 2017 – 2021

City and County of San Francisco Planning Code Section 164 Permit Program Requirements

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

As the TMA SF Connects Work program moves forward, we will continue to monitor construction, renovation, and development projects that may result in office job creation. Our efforts will be to collect data about the numbers of jobs created as a result of any added downtown office development.

As economic changes occur, the TMA SF Connects Work program will consider conducting surveys of existing tenants in member buildings to assess hiring needs. Information gleaned from this type of activity will be used to tailor our programs and services. A partial list of other methods of evaluation that will be used as appropriate includes conducting business research, staying current with commercial real estate development building trends, and working with our members and City Planning staff.

Specific activities that could be considered advantageous to meeting this requirement may include:

Administering surveys to building tenants to assess projected hiring trends/needs;

Conducting web-based mini-surveys about specific job creation plans or employer qualifications for workers of the future;

Researching a manageable method for listing jobs; and,

Maintaining relationships within the community and local government to keep informed of job creation.

It is important to work with the educators and job training entities to share information. As they continue their development of curriculum, job shadowing, internship and other methods of preparing students and their constituents to be a competitive force in the labor market, we need to share our information. Working with groups such as SFUSD's CTEAC is of help for workforce candidates, employers, and educators.

NUMBER TWO

***To publicize to San Francisco residents the availability of those jobs;
Publicize and Partnership***

As TMASF Connects refines our program offerings and studies employment cycles we now believe that creating another job bank is not necessary. Broadening our links to training, listing and placement programs and services provides job seekers with better and more direct access to potential jobs. TMASF Connects has publicized the resources available from our [website](#) that encourage job seekers and employers to reach out to civic, local, faith-based and professional associations to hire local participants. Our work with SFUSD also creates the next generation awareness of the robust local job market.

The TMASF Connects Work program will continue to use radio, print, newsletters and other delivery systems that allow us to collaborate and communicate with community and civic groups to publicize the development of new jobs as office development occurs. We expect to use our [website](#) and other electronic media as the primary tools for publicizing those jobs but will constantly monitor technology developments to keep our practices efficient and cost effective.

We intend to encourage the public to view our website with its links to job sites and will use all available media as appropriate to drive job seekers to our site. It is the goal of the program to direct employers to San Francisco's community and civic resources for consideration of their recruitment needs. During 2016, we built a new website that is based on a series of dynamic guides. These guides direct employers and job seekers to helpful workforce resources and will be updated and distributed on a regularly scheduled basis. We have also implemented a [Member Handbook](#) for each member building that provides extensive links to commute and employment resources. As we enter 2017, we intend to develop employer and workforce guides with extensive links to local hiring, training, education and job bank resources.

Partnership with both local schools and San Francisco residents requires us to develop a mix of communication techniques that may include:

Ad, public service spots and announcements placed on the radio, through the web, and in printed publications;

Developing partnerships with local organizations to co-sponsor and collaborate as possible to help bring job seekers and employers together; and,

Participation in local events and promoting www.tmasfconnects.org as a resource for job seekers at any level of employment.

TMASF Connects is a professional, full-service, message-driven organization. We employ formal communication techniques matched with current and evolving electronic delivery options.

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;

SFUSD, Guides, Scholarship & Graduation

The TMA SF Connects Work program partners with SFUSD and other civic organization to keep our members aware of the qualified nature of San Francisco residents and their value to the current and future workforce. The TMA SF provides links to San Francisco's [civic and community organizations and their training programs](#) and activities to our website as possible.

The TMA SF Connects Work program promotes internship, job shadow and scholarship programs and opportunities. TMA SF Connects sponsors a [scholarship program for SFUSD students](#) and works with a variety of industry and academic working groups. We have placed more than 200 people in temporary paid internships or short-term hires for the Bay Bridge closures and re-opening and employers in member buildings.

We are conducting a survey of former students who have interned with TMA SF Connects or received one of our scholarship awards. These students were asked questions about the value of their internship experience. Questions about skills learned, exposure to career opportunities, and impact of the internship/scholarship on their post-secondary decisions were also asked.

Since 2012, we have engaged fifteen (15) interns. Seven of fifteen students responded to our survey. 100% of survey respondents were interested in networking, interviewing, and resume assistance as they are in the phase of entering the workforce. These themes are congruous with the development of the Work section of our website. These students also expressed overwhelming support that the internship experience and skills learned have shaped and given them confidence in their college and career choices.

We were pleased to hear from students in their own words that the internships positively impacted and empowered them. We also asked questions about what services/information would be helpful as a number of these students prepare to enter the workforce. TMA SF Connects is exploring the idea of professional mentoring through an alumni association-type group that would help these students find work, most likely in our member buildings. The survey respondents were enthusiastic and interested in participating in such an activity.

Our program will continue to features tools to assist and encourage [candidate preparation](#) for interviewing, job hunting & retention, professional development and planning for the next steps in a career.

Our new map includes an actual clickable layer of information about schools and their training programs in San Francisco allowing visitors and students easy access to vital opportunities. Future information layers are likely to include location tools for job training programs, employment fairs, [daycare facilities](#) and other important information to help maximize employment opportunities and enhance commuting options.

The TMASF Connects membership shares a common goal of providing the best possible office development for their tenants. A pool of San Francisco's residents qualified to obtain jobs created by added downtown development benefits everyone. Program strategies may include:

Working together and sponsoring student groups to prepare for local employment, and creating internship, scholarship, job fair, alumni network, and other career-readiness opportunities;

Developing a guide for "Working in the City" to highlight our unique employment and business culture and offered in conjunction with [Member Handbook](#) materials; and,

Providing tools through our website that help students and job training program candidates with strong, practical tools for interviewing, and maintaining employment.

TMASF Connects is proud to partner with [San Francisco Unified School District](#), [Career Technical Education Advisory Council](#), [National Academy Foundation](#) and others to bring career training and readiness opportunities to our students.

NUMBER FOUR

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

Tenant Handbooks, Website, Employer Guides

The TMASF Connects Work program will be made available to all association member properties and their tenants. The program will feature the benefits of hiring from a strong local workforce and be delivered through electronic media, website, fact sheets, radio, printed medium and other delivery channels as practicable. The TMASF Connects Work program will seek to provide a [guide](#) for building tenants which will identify local training programs, highlight success stories of local residents and businesses, and feature current and emerging information for employers.

Survey information about hiring, new office development, significant changes in employment or sector shifts, and financial/legislative incentives for local hiring and other topics of interest will be incorporated in program efforts as applicable. Additional program components may include a mix of services designed to encourage hiring of local employees:

The TMASF Connects program will include a mix of the [Member Handbook](#) and other materials that serve as a guide to San Francisco's local workforce, training programs, educational institutions and other groups that might provide a local workforce asset;

Materials will be made available electronically, from our [website](#) and provided to building management members as needed;

Continue to participate in professional, academic and business organization activities that focus on recruitment, retention and training of the current and future workforce;

Maintain a well-organized and current web-based system of [links](#) to San Francisco's many hiring resources – including local non-profits, job training, and educational, faith-based, civic and other community entities to encourage City employers to hire from local sources.

TMASF Connects is exploring enhanced e-mail campaigns that highlight training programs, educational and internship opportunities. The purpose of this is to create awareness and strengthen the conviction that *San Francisco's finest employees are 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.

Extension of Authorization

The TMASF Connects Work Program will remain flexible, topical and work with City Planning or its designee to provide an effective program that is designed to address the goals of Planning Code Section 164.

The interrelationship between the TMASF Connects Commute and Work programs provides a valuable service to all of our member properties. Increasingly, commute management issues are becoming Human Resource concerns. Issues of carshare benefits, telecommuting privileges, staggered work hours, and transit subsidies overlap increasingly with our Commute program.

The TMASF Connects Community which was designed to address daycare concerns completes our program. Our three program features strengthen each other. Daycare impacts commute and ultimately the workday. Commute impacts daycare and workday. At the core of the relationship is the workforce participation.

The connection between buildings that house our workforce and transportation systems that moves them is undeniable.

As of 2017, we will be working closely with Institute of Real Estate Management (IREM) to introduce our services to their members. Our goal is to work closely with City Planning through the changes that will impact transportation demand management and workforce development activities within our membership.

We intend to use electronic media technologies, events and other activities as tools to help us provide information to advance career development and promote the existence of employment openings.

We remain committed to promoting employment opportunities arising from additional office space development to San Francisco's local workforce. We are committed to funding our programs through collection of fees from our members and do not intend to request public or grant funding from an outside source.

TMASF Connects is proud to partner with San Francisco Unified School District, SFMTA, local transportation, and other community and civic entities.

TMASF CONNECTS WORK PROGRAM PLAN

- REPRESENTATIVE IDEAS

The TMASF program has remained privately funded since 1990 and retained favorable status with the City and County of San Francisco (CCSF) Planning Department and Planning Commission. Resolutions authorizing and endorsing our efforts have been in effect without interruption since 1989.

We remain committed to the program planning and implementation principles that have allowed our association to expand and include a local workforce development component.

We intend to keep our program flexible. Our activities center on providing information and as situations develop, we tailor and refine our message and delivery methods. This flexibility is essential to allow us to continue offering a professional service in a timely manner.

The TMASF Connects program will continue to offer immediate commute and work program assistance as necessary. We are neither a news service nor a job placement agency, but daily information that will be of importance to building managers, tenants, employees, job seekers or commuters will continue to be a service that we offer. Electronic notifications, website announcements and tailored radio spots will be among the tools used.

REPRESENTATIVE PROGRAM TOOLS AND ACTIVITIES

We have identified representative activities that will be used to address immediate program needs. We will incorporate a mix of components to establish a framework for consistently delivered program messages.

ANNUAL ACTIVITIES

Submittal of Annual Reports to CCSF Planning Department and Commission

Submittal of Annual Reports to TMAF Connects Members

Convene TMAF Connects Members for annual Meeting

CONTINUING ACTIVITIES

Website Review

Maintain civic, community, government, member and other relations

Maintain, expand and refine scholarship and internship programs, career readiness events and opportunities with SFUSD and other entities

Create and distribute guides for new employees or entrants into the workforce about San Francisco's unique working environment

Partner, host, and participate in educational, job fair, and other events as appropriate

Develop, implement, tailor, refine or plan public relations activities to drive employers and job seekers to our website for the latest resources

ADDITIONAL ACTIVITIES

Conduct surveys of employers to assess hiring needs, candidate attractiveness qualities, attitudes toward job training programs, internship experiences

Maintain outreach to local schools to promote TMAF Connects scholarship and internship opportunities and job shadow events for their students

Work with SFUSD and other educational institutions to provide information that helps them develop relevant curriculum

Engage interns to work on member events and outreach

Promote member building employment centers in their most favorable light



At A Glance

Program Name	TMASF Connects
Legal Entity	Transportation Management Association of San Francisco
Non-Profit Status	501(C) 4
Milestones	Incorporated November 1989 Operation April 1990
Funding	Private; Membership Fees Only
Board of Directors	Elected; Volunteer
Work Committee	Appointed; Volunteer
CPA of Record	Nicholas Evans, CPA
Attorney of Record	Andrew Weill; Weill & Mazer
Staff	Kimberly B. Martinson, CAE, Chief Executive Officer Jennifer Bock, Program Manager Silvia Zeng, Business Manager Brittany Louie, 2016 Summer Intern
Services	Developer compliance programs for CCSF Planning Code Sections 163 (Transportation Management) and 164 (SF Residents Jobs and Training) All tenants and their employees in member buildings are encouraged to use TMA SF Connects programs and services
Connects Programs	Commute Guide commuters with programs to increase mobility Work Guide current and future workforce to resources Community Daycare options for children, seniors, and pets
Features	Surveys, building events, promotions, interactive website map Comprehensive links and resources for commute, workforce development, job training, and daycare options for children, seniors, and pets available Membership qualifies buildings for maximum number of LEED-EBOM credits from the US Green Building Council