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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 2017

TMASF Connects posts annual reports to our [website](#) following acceptance by the City and County of San Francisco Planning Department and Commission. Please [click here](#) for the TMASF Connects 2017 Program Calendar and [here](#) for the full Portfolio.



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**TMASF CONNECTS
2017 ASSOCIATION INFORMATION
FOR
JANUARY 2017 – DECEMBER 2017**

Mission Statement
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TMASF Connects Mission Statement

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

TMASF Connects Program Commitment Statements

[Commute program](#) *guides the workforce by linking creative, eco-conscious campaigns, promotions, 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*



Organizational History

The Transportation Management Association of San Francisco ([TMASF](#)) was incorporated in 1989 and began offering transportation demand management compliance services to commuters in member buildings during 1990. The regulatory impetus for the program can be found in the history of codes and resolutions of the City and County of San Francisco (CCSF) Planning Department and Commission. Since the original work plan was submitted in 1990, the TMASF program has remained in compliance with the terms of the governing authorizations granted by the CCSF Planning Commission without interruption. The association has grown from a charter membership of 24 buildings in 1990 to 81 members in 2017.

During a public hearing in October 2010, the CCSF Planning Commission authorized TMASF to provide a new transportation demand management strategy through a workforce development for local residence program in support of CCSF Planning Code Section 164. This authorization was issued through 2016. During 2017, the CCSF Planning Commission re-authorized the TMASF Connects Work program through 2021 under [Resolution 19911](#).

This report is intended to provide an update to the CCSF Planning Staff and Commission about our program activities from January 2017 through December 2017. In summary, we have secured re-authorization from CCSF Planning Commission for our program plan and have fulfilled our obligations for both the TMASF Connects Commute (Planning Code Section 163) and TMASF Connects Work (Planning Code Section 164) without substantive change in either intent or commitment. Our level of effort continues to be aggressive and strives to create programs that fulfill requirements while leading to changes in travel behavior and improvements in local resident employment and training options.

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

To learn more about the TMASF Connects Commute and Work programs, please visit tmasfconnects.org. Materials, reports, and survey findings are published in the [Programs and Results](#) section of our website.



Association Facts

Program Name	TMASF Connects
Non-Profit Status	501(C) 4
Milestones	Incorporated November 1989/ Operation April 1990
Funding	Private; Membership Fees Only
Members	81 Buildings
Board of Directors	Elected; Volunteer
Work Committee	Appointed; Volunteer
Attorney of Record	Andrew Weill; Weill & Mazer
Staff	Kimberly B. Martinson, CAE, Chief Executive Officer Jennifer Bock, Program Manager Silvia Zeng, Business Manager Jeffrey Lee, Work Program Coordinator
Services	Developer compliance programs for CCSF Planning Code Sections 163 (Transportation Demand Management) and 164 (SF Residents Jobs and Training) All tenants and their employees in member buildings are encouraged to use TMASF 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



Governance 2017

TMASF Connects 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>	CBRE
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

TMASF Connects Work Executive Committee

Mark V. Buckingham	<i>Vice President Connects Work</i>	Hines
Mather Eldred	<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

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
Jeffrey Lee	<i>Work Program Coordinator</i>	jlee@tmasfconnects.org



TMASF Connects Member Buildings 2017

TMASF Connects proudly serves tenants in 81 of San Francisco's premiere commercial office buildings.

275 Battery	405 Howard	456 Montgomery
750 Battery	500 Howard	505 Montgomery
333 Brannan	505 Howard	555 Montgomery
345 Brannan	875 Howard	655 Montgomery
185 Berry (Berry Bldg.)	88 Kearny	33 New Montgomery
185 Berry (Wharf)	222 Kearny	90 New Montgomery
333 Bush	One Maritime Plaza	235 Pine
One California	One Market	One Post (Crocker Plaza)
101 California	333 Market	350 Rhode Island
150 California	388 Market	Rincon Center
201 California	455 Market	353 Sacramento
345 California	685 Market	One Sansome
550 California	799 Market	343 Sansome
580 California	800 Market	475 Sansome
600 California	901 Market	55 Second
Ferry Building	1155 Market	101 Second
201 Filbert	101 Mission	222 Second
100 First	123 Mission	303 Second
22 Fourth	201 Mission	501 Second
50 Fremont	350 Mission	160 Spear
199 Fremont	415 Mission (Salesforce Tower)	201 Spear
One Front	535 Mission	345 Spear (Hills Plaza)
601 Gateway	555 Mission	49 Stevenson
651 Gateway	560 Mission	71 Stevenson
600 Harrison	One Montgomery	550 Terry Francois
75 Hawthorne	250 Montgomery	665 Third
400 Howard	420 Montgomery	260 Townsend



TMASF CONNECTS
2017 PROGRAM OVERVIEW AND ASSOCIATION UPDATE
FOR
JANUARY 2017 – DECEMBER 2017

Submitted for Approval to
City and County of San Francisco
Planning Department and Commission
In consideration of CCSF Planning Commission
Resolution Numbers [17210](#) (Commute) and [19911](#) (Work)

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



TMASF Connects

2017 Program Overview and Association Update

Program Overview

2017 was an active year for TMASF Connects. We completed our official name change, secured reauthorization of the TMASF Connects Work program, began extensive website refinement, and finalized the content and delivery for our Q4 large-scale new tenant handbook project.

TMASF Connects continues to offer programs that work together to create a cohesive message of related strategies to reduce single occupant vehicle trips into member buildings and include San Francisco residents in local hiring and training opportunities.

To reiterate our mission statement of our reason for being –

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

2017 was a year of exploration of the new CCSF Planning Code 169; of collaboration between our members; and, working with the Mission Bay TMA to see where our organizations would be of assistance to our members and City Planning as the new requirements of Planning Code 169 become effective.

The TMASF Connects Commute program conducted our 2017 Commuter Behavior Survey at the beginning of the year. The results were dramatic -- a total drive-alone rate of 8.5% independently verified by survey consultant. A full one-third of those driving alone to work are using a company or logo vehicle that is required to conduct the duties of their job. *Thus, the drive-alone by choice percentage is slightly below 6%.*

The *TMASF Connects 2017 Commuter Behavior Survey* was required to garner 1,000 responses from members. We received more than 6,500 completed surveys. The complete [report of survey findings](#) is linked to this document.

The TMASF Connects Programs

The TMASF Connects Work program is planning to launch a series of surveys in 2018. The surveys will assess members' planned hiring, developing trends, current and future workforce labor needs, and attitudes toward participation in internship and training programs. This effort will be implemented by our newest staff member, Jeff Lee.

Mr. Lee is a recent graduate of UCLA Class of 2017 and has worked on TMASF Connects projects in previous years. He is a graduate of San Francisco Unified School District (SFUSD) and a former intern of the TMASF Connects Work program. Jeff was also a recipient of one of our scholarship awards. He is expected to be a great asset to the Work program and a strong back-up to the association's operations.

Mr. Lee will also be working with the staff as we continue to integrate the messaging, support services, web tools and events necessary to encourage local residents to seek employment in member buildings – a strategy designed to provide an additional trip reduction measure.

Our programs actively engage with members through electronic promotions and campaigns, events of varied nature and message, and our website. For a glance at the overall TMASF Connects level of effort during 2017, please refer to the table on the next page and the Program Requirement Responses section for both the Commute and Work programs.

To calculate the number of times our messages were delivered to our members, we used standard Reach and Frequency calculations. It is impossible to know exactly how many times each member reviewed the information, but for a general order of magnitude of the TMASF Connects message delivery vehicle, please refer to the table on the next page. All electronic communication pieces are available from the [Announcements section of our website](#).

Our focus groups and survey results confirm that members appreciate and use the commute advisories that are updated when significant delay or change is occurring that impacts their next commute. Although these advisories are not a promotional effort, they continually remind commuters to know their alternatives to driving alone and to plan accordingly.

Table Two details the number of events that TMASF Connects hosted or participated in that were designed to remind commuters of their alternatives to driving alone. Additional events and gatherings for the TMASF Connects Work program have also taken place. Working through the SF Chamber of Commerce, SFUSD and Institute of Real Estate Management (IREM), we promote our services to future members and partners.

As the [association website](#) is continually updated, we offer a host of promotional activities to encourage members to visit and use the resources of the website.

Table One – Communications developed and delivered by TMASF Connects

Distributed Communications developed and delivered by TMASF Connects						
Frequency x Reach = Impressions				Frequency x Reach = Impressions		
2017				2016		
Type of Material with Electronic Delivery	Number of Times Message was Delivered	Number of People Reached with Message	Total number of impressions for TMASF Connects Members	Number of Times Message was Delivered	Number of People Reached with Message	Total number of impressions for TMASF Connects Members
Alerts	39	110,000	4,290,000	42	90,000	2,610,000
Advisories	43	110,000	4,730,000	47	90,000	3,780,000
Connectors	4	110,000	44,000	5	90,000	450,000
Promotions/ Fact Sheets	11	110,000	1,120,000	9	90,000	810,000
Total	98	110,000	10,780,000	103	90,000	7,650,000

Materials listed in Table One were developed solely by TMASF Connects. The reduced number of times message was delivered from 2016 to 2017 reflects a reduction of traffic and transit alerts.

Table Two – Events

Member Events				
	Number of Events by Type	Estimated Number of Participants	Number of Events by Type	Estimated Number of Participants
Type of Event	2017		2016	
Earth Week Events	8	400	4	280
Longer Lobby Events	5	200	1	30
Meet & Greets	17	510	18	450
Total	30	1110	23	760

Table Three – Materials and Incentive Items

Transit Agency & Commute Options Materials Distributed to Member and Incentive Items used for promotions		
	Quantity	
Materials Distributed to Members	2017	2016
AC Transit	210	200
BART	530	650
Caltrain	380	300
Golden Gate Transit	270	200
SamTrans	150	200
SFMTA	150	80
VTA	160	80
WestCat	180	100
Total	6,020	5,500
Event Incentives Used for Promotions	2017	2016
Power Banks	20	50
Chocolates	2,030	1,000
Drawstring Bags	400	0
Visors	75	0
TMASF Brochures	250	0
Cards/ Bookmarks	2,030	2,000
Transit Card Wallet	300	1,000
Total	5,105	4,050

Events such as the major power outage and other disruptions in the normal course of business remind TMASF Connects about the importance of printed materials. All members receive Emergency Fact Sheets and copies of current, printed transit schedules.

Table Four – Website, Social Media and Member Promotional Items

Website, Social Media and Member Promotional Items		
	Quantity	
Item	2017	2016
Warriors tickets	54	51
Theater tickets	13	8
Giants tickets	82	80
Member Raffles	17	9
Total	166	138
Website Users Who have registered for information and promotional raffles	55,437	31,946

Please refer to our [Announcements calendar](#) for direct links to all materials developed, distributed, or provided to our members during 2017. We have organized our materials for review to be as streamlined as possible. Materials are available through the [Program Calendar](#), [Portfolio](#), and from the website.

In addition to the Program Requirement Responses offered for both the Work and Commute programs, what follows is a quarterly summary of activity for review.

2017 Quarterly Summary

As we conclude 2017, we will begin a distribution of individualized Tenant Handbooks for *each* member building. The handbooks mirror the resources found in the TMASF Connects website for each program. Four handbooks will be provided for each member. Each book will feature a resource-laden treasure trove of options to improve and enhance [Commute](#), [Work](#), and [Community/Daycare](#) resources. The fourth handbook is a guide to using [TMASF Connects member services](#).

First Quarter 2017

Commute Program

Commute program conducted the [TMASF Connects 2017 Commuter Behavior Survey](#). The electronic survey was sent on a random sample basis to management representatives of all member properties. 1,000 responses were required. Commuters have strong opinions, and when we closed the survey per our approved schedule with City Planning, we had more than 6,500 responses. Our total drive-alone rate, as previously mentioned, was 8.5%. But, with nearly one-third of those driving a company car to complete the responsibilities of their job, the drive-alone by choice rate becomes slightly less than 6%.

The focus groups we hosted reminded TMASF Connects that advisories about commute conditions are prized member services. Our members distribute our commute advisories to their tenants. The increasing number of visits to our website reinforces the importance of providing information to help commuters make choices for their daily commute trips based on current conditions.

Work Program

In late December 2016 and in early 2017, TMASF Connects staff convened several focus groups to discuss the Commute and Work programs. From the discussion with these focus groups, we began to develop a framework to establish a professional development network. For the Work program the purpose is to create an exchange of resources between employers and applicants seeking to enter the workforce or to change fields.

TMASF Connects continued to offer strong support and leadership to the San Francisco Unified School District (SFUSD) Career Technical Education Advisory Committee (CTEAC). A highlight of the Work program year was sponsoring the graduation ceremony for SFUSD Academy of Hospitality & Tourism students, and the TMASF Connects 2017 [scholarship](#) awards.

Second Quarter 2017

Commute Program

Following the conclusion of the survey, we resumed an aggressive marketing program to provide incentives and information for commuters. The Warriors and Giants promotions were successful in driving commuters to our site. As we ended 2016, our website had a database of 36,000 registered users. As of this writing, the site has more than 56,000 registered site users.

During 2017, we tracked the website visitors use and habits. Unquestionably, promotions of local sporting events and opportunities to win tickets drive people to the site. The average user spent more than two minutes per site visit.

As we track site information through Google Analytics, we also hired independent review of the website use. The goal of this review is to ascertain whether members are receiving information that ultimately drives them to the site for additional resources. It appears that many members do have correlating visits to specific pages within the site following promotion of an issue. Late Spring 2017 was witness to large number of people tracking internship, scholarship and job opportunities. Correspondingly, traffic conditions and transit resources are the most frequently visited/landing page following episodes that required TMASF Connects to issue advisories.

The second quarter also brought the *Earth Week*, *Walk to Work*, and *Bike to Work* events. Both as a community partner and service to our members, TMASF Connects staff participated in dozens of building and civic events. Events were designed to remind commuters of options and the benefits of mindful trip choices and the impact on the community and environment of poor choices. The TMASF Connects staff also participated in several significant events designed to support various elements of our Work program.

The power outage that impacted San Francisco was a powerful reminder of the need for printed materials. Following that event, we updated our [Emergency Factsheet](#) and packages for each member electronically and printed. Materials were sent to each member and again later in the summer.

Work Program

More than \$15,000 in scholarships were awarded to SFUSD students in 2017. Additionally, we awarded 25 tablets to enhance the reading and book-buying options for students and teachers. The graduation ceremony was well attended and TMASF Connects and Fairmont Hotel co-hosted the event. Please [click here](#) for an overview and photo album of the graduation ceremony.

The San Francisco Unified Career Technical Education Advisory Committee (CTEAC) was active during 2017. TMASF Connects hosted large quarterly CTEAC meetings and was active in trying to advance workforce opportunities for students.

In May 2017, City and County of San Francisco Planning Commission reauthorized our on-going efforts for compliance with Planning Code 164 through [Resolution 19911](#). The new authorization carries our efforts forward for another five years. In support of the materials presented to the CCSF Planning Commission, we developed a photo book of member buildings.

As of this writing, we are beginning to work with CCSF Planning Commission to determine the next steps for compliance with Planning Code 165 for child-care brokerage services. We agree that our program does meet the requirements and the spirit of 165 and look forward to exploring the next steps that lead to formal resolution.

Third Quarter 2017

Association

During the third quarter of 2017, TMASF Connects finalized our name change. This change was taken to formalize the integration and permanence of the Work and Commute programs. As we proceed with 165 compliance, the connectedness of the programs is expected to fully reflect the original intent of the CCSF Planning Staff with the development of Planning Codes 163, 164 and 165.

The program experienced another change. Rather than providing materials to only our member building contacts and their tenant representatives, we began to send all registered database users our mailings. As we reached a record of 56,000 registered users, we have expanded the reach of our message significantly.

Commute Program

Late in the third quarter, TMASF Connects staff conducted an exhaustive review of our website offerings and guidebooks. From this effort, we developed a number of [Tenant Handbooks](#) personalized for distribution to tenants in each member building. This is a large project and is expected to be complete by the end of Q1 2018.

TMASF Connects placed second in a national competition for the best website and marketing programs for a TMA. The competition was sponsored by the Association for Commuter Transportation (ACT), a respected and valued presence in the transportation demand management (TDM) field.

Work Program

The TMASF Connects Work program has hired a full-time coordinator. Jeff Lee, a recent UCLA graduate, has begun work and is tasked with several specific efforts:

- Establish a resource service for new graduates to find employment in member buildings;

- Develop an employer survey for deployment Q1/Q2 2018 to assess needs of the emerging workforce, attitudes toward intern and externships, and willingness/interest in active programs aimed at hiring newly graduated/trained employees;

- Launch student survey developed for deployment Q4 2017; and

- Overhaul and research of Work program resources for website.

Additionally, Mr. Lee has been working to assess the needs of the more mature participants in the workforce who are seeking to change fields or find employment. Both the entry-level and more established workforce participants have needs that can be extrapolated to a broader

audience of our members and website users. These perspectives will be factored into our ongoing programs and website and guidebook offerings.

Fourth Quarter 2017

Commute Program

We have sent our 2018 membership invoices. New Tenant Handbooks and updated safety resources are being refined and readied for distribution to our members. The on-going refinement of our website from information gleaned during the *TMASF Connects 2017 Commuter Behavior Survey*, focus groups we conducted and the information from the cross-generational research effort gathered this summer are being used to refine the website for both the Work and Commute programs.

The TMASF Connects 2017-2018 Warriors promotion continues to draw visitors to our website.

Work Program

As we prepare for 2018, our staff is finalizing both employer and student surveys. Several focus groups, events, and website refinements are being planned. Also, TMASF Connects is working through the governance of the Work program to maximize its visibility to members.

Association Update

Between 2016 and 2017, the Transportation Management Association of San Francisco (TMASF) programs were refined, expanded and delivered to a significantly increased number of daily commuters working in our member buildings. Membership increased from 79 to 81 buildings, serving an estimated 2,400 businesses and 110,000 commuters.

City Planning Reauthorization Leads to Name Change

The TMASF organization legally changed our name to TMASF Connects during 2017. This was done to formalize our operating and branding of TMASF Connects programs offered since 2009. At that time, TMASF was authorized to offer a compliance program for **City and County of San Francisco (CCSF) Planning Code 164 for local employment.**

The actions which led to the inclusion of the new program were agreed upon by vote of the membership based on the recommendation of the TMASF Board of Directors and staff. It was also decided that should the TMASF program be re-authorized at the end of the initial resolution by the CCSF Planning Commission, we would change our name in recognition of the permanently added program.

In May 2017, TMASF was granted a new five-year authorization. The name change is a legal recognition of our branding of the TMASF Connects program. The process was completed in August 2017.

TMASF Connects Board of Directors and Governance

The TMASF Connects Board of Directors continue to enjoy both long-term leadership as well as newer appointments to the board with Amber Miller and Stacia Keisner.

The Board of Directors includes Bonnie Pybus and Tawni Sullivan as President and President-Elect, Paul Richards, Executive Vice-President for Association Relations, Mark Buckingham, VP of Work Program, Randy Valdez, VP of Commute, Stacia Keisner and Amber Miller as directors, Paul Paradis, Chairman. The Board also works with the Connects Work Executive Committee members, Paige Salazar, Brad Collins, Mather Eldred.

The TMASF Connects Board of Directors and Work Committee met regularly throughout 2017.

Fiscal Management

Our program continues to operate within a budget that is approved by the TMASF Connects Board of Directors. Strict budgeting, prudent management, and an increasing membership base allow TMASF Connects to continue offering the programs without requesting or requiring public funds. TMASF Connects continues to rely solely on collection of membership fees to fund association operations and program offerings.

Major IT Advancement

During 2017, TMASF Connects underwent a major change in the way our IT is managed. The net effect has been positive and provides more control and certainty for our message delivery programs and association operations.

The new system is based on the Microsoft business model. Each member of the TMASF Connects staff has a desktop in office, laptop at home, tablet in their work satchel, and phone that allow us to communicate with members, update the website, and access association documents in nearly any imaginable circumstance which was not effectively achieved with our previous IT solution.

Looking Ahead

TMASF Connects looks ahead to 2018 with association goals that include developing a possible implementation plan for CCSF Planning Codes 165 and 169. Our organization has spent a great deal of time working through several institutional items with the Mission Bay TMA to explore how both organizations could assist members for compliance with Planning Code 169. Both organizations have a great deal to offer our respective members and anticipate serving them with compliance activities to support Planning Code 169.

We have several significant program services to offer our members during 2018. Included is a representative list of planned, expanded or revised member services:

- Quarterly educational and promotional campaigns for the TMASF Connects Work program;

- Large annual event, centrally located for both Commute and Work programs;

- Five or six campaigns to address commute topics, tied with appropriate promotional efforts and coordinated with Work program as needed;

- Participation in local efforts for *Bike to Work*, *Walk to Work*, *Earth Week*, *Spare the Air*;

- Distribution of Tenant Handbooks for all three TMASF Connects programs – [Commute](#), [Work](#) and [Community](#);

- Refined [map](#) and expanded offerings from the website that feature each member building and the nearby amenities that help make it the best possible place to work;

- [Work Program](#) research, survey, and focus groups to continue;

- Establish a formal Networking/Student to Business (STB) alliance; and

- Host the SFUSD Graduation for Academy Students as determined to be possible.

We continue to work with City and County of San Francisco Planning Department, SFUSD, and other entities to continue support of our *Transit First Policy*.

TMASF Connects members, staff, and directors remain committed to fulfilling our part in the shared community goals of enhanced mobility, access to employment and learning opportunities, and understand and use of community resources for caregiving. We believe that enhanced mobility and knowledge of workforce and learning options will further create a well-connected, competitive local workforce. We value our partnership with the City and County of San Francisco and look forward to working together to accomplish shared goals.



TMASF CONNECTS
2017 COMMUTE STATUS REPORT RESPONSES
FOR
JANUARY 2017 – DECEMBER 2017

In consideration of
[City and County of San Francisco Planning Commission Resolution Number 17210](#)

Submitted on behalf of our members to reflect the program efforts undertaken from January 2017 to December 2017 for compliance with City and County of San Francisco Planning Code Section 163.



TMASF CONNECTS 2017 COMMUTE STATUS REPORT RESPONSES

*2017 Commuter Behavior Survey
Membership Growth – Tenant Handbooks
Expanded Communication Reach
Website Refinements
Commuter Events and Incentivized Campaigns
Emergency Resources*

The [TMASF Connects Commute program](#) is approved by the CCSF Planning Commission and authorized by [Resolution Number 17210](#) through 2021. In 2017, 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 has proven effective through consistently expanding membership.

Through our website, program materials and campaigns, events, and other services, our Commute program continues to connect commuters in our [81 member buildings](#) to resources and options for smarter trip-planning. After we conducted our [2017 Commuter Behavior Survey](#) in the first quarter, we re-evaluated our goals to address our members' changing commute needs concluded from survey data. Our drive-alone rate was 8.5%, the lowest it has ever been. We focused on expanding our communication reach to help increase awareness of our services and the plethora of resources available on our website. The events we hosted at our member buildings also helped to promote our services and assist tenants with their commute options. We also updated the [TMASF Connects Member Handbook](#) as well as [Commute](#), [Work](#), and [Community](#) guides customized for each member building to ensure that tenants have access to our commuter resources and accurate, up-to-date information.

Because of our website redesign and extensive update in 2016, TMASF Connects received a finalist award from the Association for Commuter Transportation for best Marketing & Outreach program in the nation. We continue to update our website by refining key navigational elements to ensure commuters can locate our [ConnectsLink map](#), our recent updates on our [Announcements calendar](#), and relevant [Commute](#), [Work](#), and [Community](#) resources.

In 2018, we will continue to encourage commuters to visit our site for not only commute options and assistance, but also workforce development tools and care resources for children, seniors, and pets. Looking forward, we will address specific commute needs by creating monthly commute campaigns paired with incentives to keep commuting on the minds of our members. By continuously integrating our commute program services with our expanding Work and Community programs, we achieve our goal of contributing to San Francisco's mobile and competitive workforce.

TMASF Connects 2017 Commute Status Responses

Program Requirement Fulfillment Responses

January 2017 – December 2017

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 Incentives, Events*

Commuter Incentives

In 2016, we began a commuter appreciation campaign consisting of promotions, incentives, in-depth development of membership informational pieces, and [Member Handbooks](#) for each member building. We continued this campaign throughout 2017 by rewarding tenants working in TMASF Connects member buildings for their great commute choices with prizes that coincide with our commuter education campaigns. Please refer to our [Program Calendar](#) and [Portfolio](#) for all our campaigns.

Our campaigns, including our [Walk to Work Day](#), [Bike to Work Day](#), and [Spare the Air](#) promotions, are paired with giveaways on our website to encourage commuters in member buildings to visit our new site and learn about their commute options. Website visitors are encouraged to utilize the new map, [ConnectsLink](#).

From the map, visitors locate their office building and explore commute, work, and community resources. The site offers a chance to register for more information and participate in member promotions. In 2017, more than 56,000 users registered at the site. This number reflects a 62% increase of registered users since 2016.

Events

At our annual member meeting, we asked members to identify their interest in hosting a commuter event at their building. We received a 100% response rate. Members wanted to host events, get more information and volunteer for focus groups.

During 2017, we participated in eight (8) events at member buildings for Earth Week. We also hosted 17 Meet & Greets in the lobbies of our member buildings during the summer. The purpose of these events was to increase awareness of the abundant resources available on our website and to remind tenants of the benefits of exploring alternatives to driving alone to work.

Additionally, we hosted five (5) two-hour lobby events at member buildings during the summer and fall. These events provided direct commute assistance for individuals. We also held 17 member-specific raffles for member buildings. Please refer to the 2017 Program Level of Effort

charts throughout this report for more details about the TMASF Connects events programs.

Table Two – Events

Member Events				
	Number of Events by Type	Estimated Number of Participants	Number of Events by Type	Estimated Number of Participants
Type of Event	2017		2016	
Earth Week Events	8	400	4	280
Longer Lobby Events	5	200	1	30
Meet & Greets	17	510	18	450
Total	30	1110	23	760

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 *Expanded Communication Reach, Website Refinements, Emergency Resources*

TMASF Connects program offers direct commute assistance through hosted events, materials developed, and our website offerings. During 2017, 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](#). The Commute section, which also can be viewed as a [flipbook](#) and/or downloaded as a [guide](#), 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.

Expanded Communication Reach

During 2017, we increased outreach to introduce members to our program, website, and services. We expanded delivery of our materials to include registered users of our website. These users now receive materials and information about commute education and alternatives. This expansion ensures that tenants in our member buildings are receiving current information through a variety of delivery systems.

Website Refinements

In February, we hosted a focus group with members. We wanted to hear their ideas about the

best method of delivery of materials, site usage, and member service needs. We learned a few modifications that would help make the site more user friendly. Also suggested was a comprehensive "[how to use the site](#)" tool.

Following this idea exchange, we developed a user guide and navigational information package. We paired this information with a website raffle and re-launched the site. During Q3, we began to refine our website for navigational simplicity and user friendliness. We will continue to update and simplify our website and [ConnectsLink map](#) in 2018.

Emergency Resources

After the major power outage downtown in April 2017, we released our [TMA SF Connects Emergency Resources Factsheet](#), which links commuters to local safety, commute, and media resources. We updated and re-released this factsheet in July 2017 and continue to link it to the [homepage of our website](#) and all our distributed communications.

In June 2017, we sent packages of printed transit materials to each of the building management offices in case of emergency or specific transit questions from tenants to help with emergency preparedness efforts. It is important that commuters know alternative commute modes in the event of a problem. 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!*

Table Three – Materials and Incentive Items

Transit Agency & Commute Options Materials Distributed to Member and Incentive Items used for promotions		
	Quantity	
Materials Distributed to Members	2017	2016
AC Transit	210	200
BART	530	650
Caltrain	380	300
Golden Gate Transit	270	200
SamTrans	150	200
SFMTA	150	80
VTA	160	80
WestCat	180	100
Total	6,020	5,500
Event Incentives Used for Promotions	2017	2016
Power Banks	20	50
Chocolates	2,030	1,000
Drawstring Bags	400	0
Visors	75	0
TMASF Brochures	250	0
Cards/ Bookmarks	2,030	2,000
Transit Card Wallet	300	1,000
Total	5,105	4,050

During 2018, we will launch an aggressive commute campaign schedule. Representative topics include transit subsidies, environmental commute options (trip-linking, etc.), and expansion of our previously distributed factsheets. We also will create commuter education factsheets that coincide with our work and community programs.

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 *Membership Growth/Handbooks, Level of Effort, Emergency Resources*

The [TMASF Connects 2017 Commuter Behavior Survey](#), discussed in Program Requirement Number Five, showed that the share of commuters to our member buildings who choose to drive alone is slightly below 6% (compared to 7.7% in 2015). Public transportation usage is at 75.9%. The mode split shown on our survey demonstrates the accomplishment of the goals of downtown commute patterns established by the Downtown Plan.

Membership Growth/ Handbooks

TMASF Connects added two (2) new member buildings in 2017, Salesforce Tower and 350 Mission, for a total of 81 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 and existing members as a PDF and as a [flipbook](#). 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. We also are distributing custom copies of Commute, Work, and Community guides to each member, which will be delivered electronically by the end of Q1 2018.

Level of Effort

Similar to the past two years, in 2017, TMASF Connects provided a year-long commuter appreciation campaign designed to thank commuters who use alternatives to driving alone. 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 110,000+ commuters. The participation in the incentives/promotional campaigns increased by an estimated 65% during 2017. Please see our 2017 Program Level of Effort charts for more details on the amount of communications and materials distributed, events, and incentives.

Table One – Communications developed and delivered by TMASF Connects

Distributed Communications developed and delivered by TMASF Connects						
Frequency x Reach = Impressions				Frequency x Reach = Impressions		
2017				2016		
Type of Material with Electronic Delivery	Number of Times Message was Delivered	Number of People Reached with Message	Total number of impressions for TMASF Connects Members	Number of Times Message was Delivered	Number of People Reached with Message	Total number of impressions for TMASF Connects Members
Alerts	40	110,000	4,290,000	42	90,000	2,610,000
Advisories	43	110,000	4,730,000	47	90,000	3,780,000
Connectors	4	110,000	44,000	5	90,000	450,000
Promotions/ Fact Sheets	11	110,000	1,120,000	9	90,000	810,000
Total	98	110,000	10,780,000	103	90,000	7,650,000

Materials listed in Table One were developed solely by TMASF Connects. The reduced number of times message was delivered from 2016 to 2017 reflects a reduction of traffic and transit alerts.

Table Four – Website, Social Media and Member Promotional Items

Website, Social Media and Member Promotional Items		
	Quantity	
Item	2017	2016
Warriors tickets	54	51
Theater tickets	13	8
Giants tickets	82	80
Member Raffles	17	9
Total	166	138
Website Users Who have registered for information and promotional raffles	55,437	31,946

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 *Member Service Programs, Informational Program Materials*

With a drive-alone by choice rate of less than 6%, per the [TMA SF Connects 2017 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 have had a dramatic increase from an estimated 90,000 to an estimated 110,000 commuters working in member buildings from 2016 to 2017. Although alternative transportation is the method of choice, we have a clear opportunity to introduce and connect with our membership. The need to introduce members and tenants to our program is being addressed through the development and electronic delivery of the TMA SF Connects [Member Handbook](#) and customized [Commute](#), [Work](#), and [Community](#) guides for each member building.

Member Service Programs

TMA SF Connects offers comprehensive resources to assist commuters in identifying intelligent options to driving alone. Our website features unique mapping that identifies transit alternatives, daycare resources and other information to assist commuters with intelligent trip linking. We provide direct commute assistance through our alerts, advisories, issues of the Connector, and factsheets. Using e-mail, Constant Contact, and [Twitter](#), TMA SF Connects encourages commuters to visit [our site](#) and register to receive alerts and program information. Commuters are reminded that they may randomly [win prizes](#) at the site. All our program materials can be found in our [Program Calendar](#) and [Portfolio](#).

Informational Program Materials

TMA SF Connects Alerts are issued as conditions arise that may compel many 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 aid and give directions to help commuters navigate. *TMA SF Connects Advisories* are released about longer-term conditions or projects that impact a commute for a period beyond the next commute trip. The *Connector* offers in-depth information about projects and events that will impact a commute trip for an extended period. It expands upon the subject being covered and couples it with a commuter-appropriate message.

As discussed in *Program Requirement Number Three*, our level of effort continued strong during 2017. As technology refinements occur, our reach and ability to communicate with 110,000 commuters and 56,000 registered website users expands. Consistently delivering important, accurate, helpful, and timely information is a hallmark of our program efforts. In 2017, we continued to review and enhance our message delivery options with the introduction of our [Announcements calendar](#) and new, state-of-the-art website.

SUMMARY

Commuter Behavior Survey 2017, Website Effectiveness, Program Services Expansion, Continued Commitment

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 conducted a commuter behavior survey electronically via SurveyGizmo. The survey received more than 6,500 responses and over 2,600 requests for additional commute information (SFMTA, Bart, carpool, bicycling, etc.). Using a random sample generator tool, we selected a 1% random sample of complete survey responses for each building. This dataset of survey responses was analyzed in the [TMASF Connects 2017 Commuter Behavior Survey Report](#).

The results showed that the share of commuters to our member buildings who drive alone to work is at 8.5% (compared to 9.7% in 2014), with 3.4% needing a car for their job. The drive-alone by choice rate is slightly less than 6% and public transportation usage is at 75.9%. Please refer to the [report](#) for an in-depth analysis of survey results. We sent all the 2,600 individuals who requested more information electronic guides for the specific commute area they were interested in learning more about. In addition, we conducted several raffles for Warriors tickets specifically for survey respondents.

Website Effectiveness

We continue to monitor our programs' effectiveness by analyzing our website registrations, especially after distributing incentivized commuter campaigns and hosting events. After our website re-design and extensive update in 2016, we deemed it crucial to monitor the new site's effectiveness. To do this, we ran reports on Google Analytics to evaluate our site views, users, and most and least visited pages. During the first four months after the website unveiling, it had 41% more users, 43% more sessions, and 52% more pageviews compared to 2015. For more details, please see the [TMASF Connects Website Re-Design analysis](#).

Because of our website re-design, the [Association for Commuter Transportation](#) acknowledged TMASF Connects as the finalist for best TMA marketing program in the nation. In Q3, we continued to update our website by refining key navigational elements of our website to ensure commuters can locate our [ConnectsLink map](#), our recent updates on our Announcements calendar, and relevant [Commute](#), [Work](#), and [Community](#) resources.

Program Services Expansion

As we begin 2018, our membership is with 81 member buildings. As buildings begin occupancy, our commute campaigns will address the needs of new tenants. We will distribute custom electronic packages for each member building comprised of Commute, Work, and Community guides and an updated member [handbook](#).

Our work program is expanding with our evolving TMASF Connects Professional Development Network created for past TMASF Connects interns and scholarship recipients as well as interns in member buildings. We will continue to integrate our Commute program services with our Work program with the overarching goal of keeping San Francisco's current and future workforce mobile and competitive.

In 2018, our focus will continue to be to drive members and their tenants to our website to utilize our [map](#) and the plethora of commute resources. We will update the map with new overlays in accordance with resources our members find beneficial.

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 relevant resources.



**TMASF CONNECTS
2017 WORK STATUS REPORT RESPONSES
FOR
JANUARY 2017 – DECEMBER 2017**

In consideration of

[City and County of San Francisco Planning Commission Resolution 19911](#)

Submitted on behalf of our members to reflect the program efforts undertaken from January 2017 to December 2017 for compliance with City and County of San Francisco Planning Code Section 164.



TMASF CONNECTS 2017 WORK STATUS REPORT RESPONSES

CCSF Planning Commission Renewed Authorization CCSF Planning Code 165 Update Planned Surveys and Focus Groups Staff and Program Expansion Scholarship Program

During 2017, [TMASF Connects Work program](#) plan was re-authorized by the City and County of San Francisco Planning Commission through [Resolution 19911](#) until the end of 2021. The vote was unanimous, and the news was well received by our current and new members as of this writing. TMASF officially changed our name to add Connects following the five-year re-authorization.

Related to the TMASF Connects programs was the beginning of discussions to offer compliance for our members with CCSF Planning Code 165 for information about daycare services. Beginning in 2009, to more fully complement the TMASF Connects Commute trip-linking resources, we expanded to include daycare information services for seniors, teens and pets. In recognition of established travel trends, we believe that care needs will influence travel decisions toward single occupant vehicle trips. CCSF Planning Department staff also accepts the importance of this information linking.

Developing information and making it available to members about care providers is offered to reduce the need for commuters to choose to drive to fulfill care obligations. By directly linking information about care and service providers to the work site and public transit options, we hope to keep people working in member buildings confident of their commute options.

The TMASF Connects Work program also hired a full-time Program Coordinator to help launch a number of member, employer, workforce participant, and student services. For a summary of overall program activities, please refer to the Association Overview and Program Report section of this report.

Looking ahead, 2018 offers a chance for continuing research to develop the most effective programs to help keep our local workforce competitive and employed within our community.

TMASF Connects 2017 Work Status Responses

Program Requirement Fulfillment Responses

January 2017 – December 2017

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. During 2017, TMASF Connects added two new members – Salesforce Tower and 350 Mission Street. As of this writing, neither property is occupied at capacity with tenants. We have created [New Tenant Handbooks](#) for the TMASF Connects programs that are to be made available to tenants upon move-in. As jobs become available in our member buildings because of added downtown development, we will begin to identify additional avenues to promote the availability of those jobs.

Most of new jobs being created by development are generally located in areas not served by TMASF Connects. Currently-expanding areas such as Mid-Market and Mission Bay are not areas served by TMASF Connects. During 2018, we intend to conduct a survey to assess hiring needs and trends. The purpose of collecting this information is to help guide our program development. We'll be assessing attitudes towards intern and externships and willingness and interest in active programs aimed at hiring newly graduated/trained employees. Through this survey, we will also gauge membership participation and interests for future mentor programs and other efforts.

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. During 2017, we spent significant time refining, updating, and tailoring the information contained in the electronic handbook. It is our goal to provide each member property with a personalized employer handbook by the end of Q1 2018. Additional efforts will be determined based on continuing survey and focus group data collected.

In 2017, we conducted focus groups with members, students, and recent graduates to evaluate San Francisco resources and employment programs and assess internship opportunities. We intend to analyze survey trends and factor them into professional development planning should that idea be further developed.

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

TMASF Connects embraces the value of internships as an effective method of engaging local residents with opportunities to work in our member buildings. As an extension of the

internship program, we are in the process of developing externship opportunities. This effort would help position recent graduates of any type of training program to develop “soft skills” that are sought by many employers. We discuss this further in Program Requirement Number Three. The TMASF Connects Work Executive Committee and staff continuously review best practices for ongoing program services.

During 2017, TMASF Connects began sponsorship of the local chapter of Institute of Real Estate Management (IREM). This sponsorship offered TMASF Connects the ability to reach beyond our membership to promote our association services. It also allowed us opportunities to place announcements and participate with local employers and potential members on a more direct level. The purpose of this effort was to promote member services as well as to serve as a reminder about the competitive and well qualified local workforce.

Positioning TMASF Connects services for local students and residents is done through participation in civic activities, professional organizations, school-based projects, and electronic communications delivered to more than 10,000 members routinely. Additional avenues for publicizing information to our membership include our website, events and materials, and handbooks that we develop. The public is encouraged to visit our website through our promotions and work with SFUSD and participate in local efforts. Working through SFUSD helps position TMASF Connects as a resource beyond the Downtown area.

Our new website design makes 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 we ended the year with 30,000 registered site visits. As of this writing, the site enjoys more than 56,000 registered site visitors.

Google Analytics records that visitors to our [site](#) land on pages within our [Work section](#) for more than 20% of all visits. Continuous outreach and electronic communication dominates the TMASF Connects public outreach for the Work program.

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

As discussed throughout this report, TMASF Connects continues to actively promote student internships and our scholarship opportunities. TMASF Connects awarded \$15,000 in scholarship monies to graduating students from SFUSD high schools in 2017. We also expanded our scholarship awards to include gifts of electronic equipment (tablets) for 18 students and seven teachers. These tablets were awarded to graduating high school students to help replace the burden of books carried and purchased.

We also increased our participation in the SFUSD CTE Advisory Council. We are continuing to work 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 continue to direct our scholarship efforts 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. TMASF Connects staff continues to work with the SFUSD CTEAC members to help create job training and curriculum that produces graduates who have employable skills.

Our new website's interactive map features overlays of job training programs, San Francisco Unified School District Academies, and includes a download of the TMASF Connects Work guide that addresses education and job training resources. As we enter 2018, we are working with our website developer to further enhance information to encourage student internship opportunities.

We are also exploring a student-to-business exchange idea and additional ways to promote internships and opportunities for newly graduated students. Our newly hired Work Program Coordinator is working to help develop a platform for a professional development network of interns and employers in TMASF Connects member buildings. We'll be launching a student survey in Q4 2017/ Q1 2018 to assess the needs of the emerging workforce and those looking to change fields.

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 focus on promoting the local hiring resources available through our [website](#). TMASF Connects does not work with specific job candidates to fill job openings. Our efforts center on promoting local job training, rehabilitation, and educational programs, which train qualified applicants.

We continue to refine the [TMASF Connects Work](#) program website offerings. Significant expansion that began in 2016 will continue in 2018. An exhaustive and customized [Tenant Handbook](#) for the TMASF Connects Work program has been developed and will be electronically distributed throughout member buildings through Q1 2018.

Working with San Francisco Unified School District has created a partnership that focuses on workforce needs and career and college readiness. As we begin 2018, we intend to survey businesses, and continue to 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.

As we launch our student-to-business exchange, we believe this will create a good opportunity for tenants in member buildings to further experience the local workforce.

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 of SFUSD's 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. TMASF 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 2017 and present [a number of students](#) with financial awards.

Our members are actively engaged and supportive of the TMASF Connects Work programs and we look forward to building on our efforts to date. TMASF Connects 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.

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