



**TMASF CONNECTS
2018 ANNUAL STATUS REPORT
FOR
JANUARY 2018- DECEMBER 2018**

In consideration of

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

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

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 2018



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

Please [click here](#) to access the TMA SF Connects 2018 Calendar of Events and Materials Produced.



**TMASF CONNECTS
2018 ASSOCIATION INFORMATION
DECEMBER 2018**

Mission Statement
Organizational History
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Governance

Supporting Documentation Includes:
Roster of Member Buildings in Good Standing



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

December 2018

The Transportation Management Association of San Francisco ([TMASF](#)) was incorporated in November 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 82 members in 2018.

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 2018-2021 under [Resolution 19911](#).

This report is intended to provide an update to the CCSF Planning Staff and Commission about TMASF Connects commute and work programs from January 2018 through December 2018. In summary, we have fulfilled our requirements 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

Legal Name	TMASF Connects
Non-Profit Status	501(C) 4
Inceptions	Incorporated November 1989/ Operation April 1990
Funding	Private; Membership Fees Only
Members	82 Buildings
Board of Directors	Elected; Volunteer
Attorney of Record	Andrew Weill; Weill & Mazer
Staff	Kimberly B. Martinson, CAE, CEO/Executive Director Jennifer Bock, Program Director Jennifer Pollard, Business & Operations Manager Jeffrey Lee, Program Associate
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
Programs	Commute Guide commuters with programs to increase mobility Work Guide current and next generation workforce to resources Community Daycare options for children, seniors, and pets
Features	Surveys, building events, promotions, comprehensive website with advanced mapping, extensive links and resources for commute, workforce development, job training, and daycare options for children, seniors, and pets available



Governance 2018

TMASF Connects Board of Directors

Bonnie S. Pybus, RPA, FMA*	<i>Co-President</i>	
Tawni Frank Sullivan	<i>Co-President</i>	CBRE
Paul C. Richards	<i>Executive Vice President Association Affairs</i>	Wilson Meany
Mark V. Buckingham	<i>Chief Financial Officer</i>	Hines
Randy J. Valdez	<i>Vice President Commute</i>	
Stacia Keisner	<i>Director</i>	The Swig Company
Amber Miller, RPA, FMA, LEED GA	<i>Director</i>	Boston Properties
Brad Collins	<i>Director</i>	CommonWealth Partners
Paige Salazar	<i>Director</i>	CBRE

*Founding Directors

Paul E. Paradis, LEED AP, Hines

Albert J. Maher, CPM

Staff

Kimberly B. Martinson, CAE	<i>CEO/Executive Director</i>	kmartinson@tmasfconnects.org
Jennifer L. Bock	<i>Program Director</i>	jbock@tmasfconnects.org
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Jeffrey K. Lee	<i>Program Associate</i>	jlee@tmasfconnects.org



TMASF Connects Member Buildings December 2018

TMASF Connects proudly serves tenants in 82 of San Francisco's premiere commercial office buildings.

**Work Program member buildings*

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



**TMASF CONNECTS
YEAR-IN-REVIEW AND LOOKING FORWARD
DECEMBER 2018**

In consideration of

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

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



TMASF Connects 2018 Year-in-Review and Looking Forward *Program Overview & Integration and Association Update*

*The three major elements of this report are the TMASF Connects **Commute** Status Responses, TMASF Connects **Work** Status Responses, and the [Calendar of Events and Materials Produced](#). In these sections, we have detailed our program offerings for 2018. Levels of effort, targeting, surveying, promoting and monitoring are presented for both programs in their respective sections.*

Summary

During 2018, TMASF Connects saw a slight increase in membership from 81 to 82-member buildings with two pending new memberships for 2019 and 2020 – 350 Bush Street properties and 345 Fourth. The TMASF Connects management structure was strengthened with the addition of a professional Business Operations Manager and the TMASF Connects Board of Directors actively participated in the direction and management of the association. Longer-term staffing with the Executive Director, Program Manager and Associate remained intact.

Program Overview

TMASF Connects Commute Program

Two new promotions to encourage commuters to continue using public transportation and encouraging the formation of rideshare arrangements were implemented following the closure of the Salesforce Transit Center. The promotions began at the beginning of October 2018 and as of this writing, more than 1,024 commuters have pledged to continue using public transportation during the closure; and, more than 87 carpools have been formed.

Helping to encourage involvement of the greater public in this campaign was strengthened through the support of a national network of radio stations operating within our region. During 2018, more than 76,000 registered users have regularly visited our [website](#).

A program highlight of 2018 was the development of a number of fact sheets designed to provide commuters with more in-depth understanding about issues relating to transportation choices. These topics included: financial comparisons based on commute choice, carbon footprint, commuter benefit programs, pedestrian safety, and sustainable transportation. Informational

campaigns were conducted during the year to help fully incorporate awareness of the power of personal choice in relationship to the community and the environment.

Attending European Road Transport Telematic Implementation Coordination Organization (ERTICO) World Congress in Denmark was a highlight for staff development. Trending improvements, innovations and practices were previewed over a five-day period. For a summary of the proceedings, please [click here](#).

Participation in the Association for Commuter Transportation (ACT) National Conference was an additional highlight. For a summary of proceedings from that conference, please [click here](#).

TMASF Connects Work Program

The TMASF Connects Work program researched member attitudes and needs, student and recent graduate readiness, and conducted three “pulse” surveys supplemented with a focus group to assess member and student attitudes. This information is being used to develop a refined program that helps introduce local opportunity with local talent.

The *TMASF Connects Facing Forward* event attracted a record number of association members. Showcasing actual services that are possible for members including styling services prior to professionally photographing their headshots and providing resume updates proved to be a strong draw for the event.

The Work program also sponsored nine scholarships for local students from San Francisco Unified School District and supplied 23 students with tablets to offset textbook costs as they continue their education.

Student surveys were conducted at [Cal State East Bay](#) and [San Francisco State University](#) during job and hiring fairs. Students were asked to evaluate their career readiness, preparation for job hunting and overall level of comfort with their “soft skills.” While most students have resumes, they do not have time to balance professional commitments and academic responsibilities during the school year. Although exposure to professionals is essential, it must be kept to short-term and part-time opportunities.

Additionally, as we enter 2019 we plan to begin a pilot for “micro grant” scholarships. The concept is to infuse money into situations that will make a true difference in the employment readiness of the applicant. If permanently implemented, TMASF Connects will strive to make 12- 15 micro grants per year.

TMASF Connects Program Integration

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 expand the participation of 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

Our programs actively engage with members through developing electronic promotions, hosting campaigns and events of varied nature and message, and refining our website offerings. For a glance at the overall TMASF Connects level of effort during 2018, please refer to the Program Requirement Responses section for both the Commute and Work programs. Representative work products are previewed in the [Announcements](#) section of the TMASF Connects website.

We have organized our materials for review to be as streamlined as possible. Materials are available for viewing through the [calendar](#) on our website and from the [abbreviated portfolio](#) that offers a twelve-month view of materials developed. This new format condenses previous presentations of more than 200(+) pages of attachments presented in a flipbook fashion.

During 2018, 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. Our team participated in many seasonal events for *Bike to Work, Walk to Work, Spare the Air, Earth Day* and other efforts to increase awareness and use of options rather than driving alone in a car to work.

Looking Forward

The TMASF Connects association is strong. Membership continues to increase, and stable staffing and board member involvement is a major strength. Programs, technology and partnerships continue to develop and allow us to offer our members and the public access to current transit and workforce information. We host thoughtful promotions and provide in-depth information to help with career assessment. Our efforts are geared toward reducing single-occupant vehicle trips.

Looking ahead for both programs, TMASF Connects envisions increasingly coordinated efforts to remind commuters of the benefits of working in San Francisco and as local residents of their career enhancement and employment opportunities. Traveling to work is an increasingly important part of deciding where to work. Keeping San Francisco's mobility and employment features front and center in the minds of the commuters and potential workforce is a key element of messaging for both programs.

TMASF Connects was incorporated nearly 30 years ago in November 1989. During 2019, our association will celebrate the commuter whose choices have consistently favored shared, public, or alternative transportation mode choices. Our members will be treated to commuter appreciation activities, events and refined program offerings. We look forward to sharing our celebrations with CCSF Planning entities as well.

During 2019, we intend to conduct the *TMASF Connects 2019 Commuter Behavior Survey*. The findings from the survey will be used to refine current program efforts and to begin the

development of a new program plan for City and County of San Francisco (CCSF) Planning Department and Staff to review in 2020. The proposed plan will cover a multi-year period and grant TMASF Connects continued authorization to offer compliance services in support of CCSF Planning Codes 163 and 164.

As we prepare for 2019, we are working on the following major efforts:

Conduct the *TMASF Connects 2019 Commuter Behavior Survey* at a time approved by CCSF Planning Department staff;

Host a year-long member appreciation program to celebrate our 30-years of continuous operations;

Fully launch the TMASF Connects Professional Development Network (PDN);

Roll-out the TMASF Connects Micro-Grant scholarship program; and,

Expand membership and community involvement program efforts.

TMASF Connects is also finalizing content and style and is beginning to build our new website. The new site will feature a simplified platform, increased navigation features, and streamlined access to content.

Conclusion

As we conclude 2018, we will begin preparation for a major commuter behavior survey in 2019, commencement of a member appreciation campaign to celebrate our 30th anniversary, distribution of individualized Tenant Handbooks for *each* member building, and launching a newly refined and updated website.

TMASF Connects is committed to continuing to offer quality member services on behalf of CCSF Planning Codes 163 and 164 for Commute and Work programs. The Board of Directors and staff work together to constantly evaluate and refine member services. Scheduled meetings with the membership and in smaller focus groups helps keep our program offerings aligned with current needs.

As we look beyond 2019, we will work with CCSF Planning Department to renew our program authorization, identify new office space, and plan for increased membership. We do not anticipate seeking public funds for any aspect of TMASF Connects operations or programs.

We remain a loyal and dedicated partner to various CCSF entities and look forward to our continued working together.



**TMASF CONNECTS
2018 COMMUTE STATUS REPORT RESPONSES
DECEMBER 2018**

In consideration of

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

*Submitted on behalf of our members to document representative program efforts undertaken
from January 2018 to December 2018
for compliance with City and County of San Francisco Planning Code Section 163.*

Supporting Documentation Includes:

[TMASF Connects 2018 Calendar of Events and Materials Produced](#)

[TMASF Connects 2018 Sample Member Handbook](#)



TMASF CONNECTS 2018 COMMUTE STATUS REPORT OVERVIEW

The [TMASF Connects Commute program](#) is approved by the CCSF Planning Commission and authorized by [Resolution Number 17210](#) through 2021. In 2018, the program fulfilled and exceeded activities in support of requirements identified through our program plan and in accordance with the terms of 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, fact sheet series, program materials, campaigns, events, and other services, the TMASF Connects Commute program continues to link commuters in our [82 member buildings](#) to resources and options for smarter trip-planning. After we conducted our [2017 Commuter Behavior Survey](#) last year, we focused on expanding our communication reach to help increase awareness of our services and website by sending our communications to registered users on our website as well as members. The raffles and events we hosted in our member buildings also helped to promote our services and assist tenants with their commute choices.

In 2018, we customized the [TMASF Connects Member Handbook](#) and [Commute, Work, and Community](#) guides for each member building. When tenants click on the photo of their building on the cover, they are taken to their building on our [website map](#) for real-time traffic, transit options, and nearby resources and amenities. We also created and distributed a series of fact sheets for our members based on topics they wanted to learn about from our 2017 survey data.

*Looking forward to 2019, we plan to release a re-designed website which will allow users to more easily navigate our commute, work, and community resources. After conducting the **2019 Commuter Behavior Survey** in Q1 or later as directed by City Planning, we expect to have a more fully refined picture of the needs of our members and will be able to adjust our program services accordingly. 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.*

For a summary of overall program activities, please refer to the Year-in-Review section of this report.

TMASF Connects 2018 Commute Status Responses

Program Requirement Fulfillment Responses

January 2018 – December 2018

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*

During 2018, TMASF Connects campaigns included promotions, incentives, in-depth development of membership fact sheets, and [Member Handbooks](#) for each member building. We also participated in several events at member properties and held raffles for tenants to remind them of commute alternatives.

Commuter Incentives

We continued to reward tenants working in TMASF Connects member buildings for their sound commute choices with prizes. Please refer to our [2018 Calendar of Events and Materials Produced](#) for all of our campaigns. Our campaigns included [Walk to Work Day](#), [Bike to Work Day](#), [Spare the Air](#), [PUMP Up Your Carpool](#), and [Loyal Rider Rewards](#) promotions and 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 also encouraged to utilize the map, [ConnectsLink](#). From our map, visitors can locate their office building and explore nearby commute, work, and community resources and amenities. The site offers a chance to register for more information and participate in member promotions. In 2018, more than 76,000 users registered at the site.

Events

During the spring, we participated in five events at member buildings for Earth Week. We also held 19 member-specific incentive promotions for member buildings. During August, we hosted two major multi-building commuter events at member properties at which the San Francisco Bicycle Coalition, Tideline, San Francisco Bay Ferry, and BART participated. These multi-building events were held at 201 Mission and 260 Townsend.

The purpose of the events was to encourage tenants to try public transit, carpooling, biking, walking, and other alternative commute options to driving alone to work. Another goal of this event was to introduce tenants in member buildings to TMASF Connects services, particularly the website and map, and the Professional Development Network (PDN). Please [click here](#) to view photos from the events.

Throughout this report, we have various tables that detail our levels of effort and more information about the TMASF Connects events and programs.

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, Emergency Resources, Commuter Campaigns October 2018- Continuing, 2018 Fact Sheet Series, Staff Professional Development, New Website 2019*

TMASF Connects program offers direct commute assistance through hosted events, materials developed, and our website offerings. During 2018, we promoted our 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 [ConnectsLink map](#) and in 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.

Emergency Resources

In July 2018, printed transit material packages were sent to each member building. Printed materials are essential if electronic information is disrupted. It is important that commuters know overall transportation alternatives in the event of a problem. Please refer to *Table One* below to view the transit agency materials included in the packages. 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 One – Distributed Transit Agency Materials: Routes & System Overview

These distributed transit agency materials include the emergency material packages that were sent to property managers as well as materials distributed at commuter events.

Agency	Quantity	
	2018	2017
Transit Service		
AC Transit	180	210
BART	510	530
Caltrain	315	380
Golden Gate Transit	250	270
SamTrans	220	150
SFMTA	200	150
VTA	210	160
WestCat	210	180
Total	2,095	2,030

Expanded Communication Reach

During 2018, we continued to distribute our electronic materials to registered users of the association website in addition to our members. Registered users receive information about commute education and alternatives, fact sheets, promotions, emergency alerts, and important advisories. This expansion ensures that tenants in our member buildings are receiving current information through a variety of delivery systems.

Table Two – Distributed TMASF Connects Logo Incentive Items

These items were distributed to remind and acquaint both existing and new members about TMASF Connects programs, resources and website.

Items	Quantity – 2018	Quantity – 2017
Keychains	310	0
Mirrors	260	0
Drawstring Bags	330	400
Visors	55	75
TMASF Brochures	220	250
Cards/ Bookmarks	850	1,030
Total	2,025	1,755

Commuter Campaigns October 2018- Continuing

During the temporary closure of the Salesforce Transit Center, TMASF Connects updated members and tenants as soon as information was released. The closure presented an opportunity to renew our efforts to encourage people to share their ride to work. As a way to accomplish this goal, we launched our [PUMP Up Your Carpool](#) campaign to reward carpoolers. We also launched the [Loyal Rider Rewards](#) campaign to incentivize commuters who are continuing to take public transportation to the old Temporary Transbay Terminal during the closure of Salesforce Transit Center.

The incentives for participation in raffles were Warriors tickets and \$100 Visa gift cards to offset the cost of commuting. Please see *Program Requirement Number Three* and *Table Five* for more details.

2018 Fact Sheet Series

From January 2018 through April 2018, our graduate extern, Marena Puetzschler, updated and created new fact sheet campaigns to distribute to our members throughout the year. Miss Puetzschler is studying sustainable transportation through her Industrial Engineering and Management program at the Technical University of Berlin. She gained valuable experience in the field of transportation by supporting the GIZ (a German federal enterprise) in China establishing a Sino-German cooperation on Electro-Mobility as well as working for the think tank Agora Verkehrswende in Berlin.

Please [click here](#) to view our fact sheets – [Commuter Benefit Programs](#), [Walking: 2018 Update](#), [Commute Costs](#), and the [Sustainable Transportation](#) – and refer to *Program Requirement Number Four* for more details.

Staff Professional Development

TMASF Connects staff is actively involved in the Association for Commuter Transportation (ACT) and attended the 2018 annual conference in Anaheim, California. Please [click here](#) for an overview of topics covered at the conference. Staff also attended the European Road Transport Telematic Implementation Coordination Organization (ERTICO) Intelligent Transportation Society (ITS) World Congress conference in Copenhagen for long-term planning strategies and professional development. Please [click here](#) for a summary of key takeaways, session findings, and information from technical visits.

New Website 2019

In 2018, we continued to refine our website for navigational simplicity and user friendliness. In 2019, we will launch a new website which will be simpler yet still include the plethora of resources and mapping functions our current site has.

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, Commuter Campaigns October 2018-Continuing*

In 2018, TMASF Connects provided a year-long commute options campaign designed to remind commuters about 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 130,000+ commuters. Please refer to the tables on the following two pages for more details on the amount of communications and materials distributed, events, incentives, and the results of our commuter campaigns.

Membership Growth/ Handbooks

TMASF Connects added one new member building in 2018 – 505 Brannan, for a total of 82 member buildings. We also have one pending membership for 2019 – 350 Bush, and one for 2020 – 345 Fourth.

We introduced new members to our programs through a customized [Member Handbook](#). This handbook provides an overview of our services, website, as well as links and guides to Bay Area commute resources and transportation service providers. When tenants click on the photo

of their building on the cover, they are taken to their building on our [website map](#) for real-time traffic, transit options, and nearby resources and amenities. We also distributed copies of Commute, Work, and Community guides to each member.

Table Three – Communications Developed and Delivered by TMASF Connects

Communications Developed and Delivered by TMASF Connects						
Frequency x Reach = Impressions				Frequency x Reach = Impressions		
2018				2017		
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	26	130,000	3,380,000	40	110,000	4,290,000
Advisories	39	130,000	5,070,000	43	110,000	4,730,000
Connectors	3	130,000	390,000	4	110,000	440,000
Campaigns/ Fact Sheets	20	130,000	2,600,000	11	110,000	1,120,000
Total	86	130,000	11,440,000	98	110,000	10,580,000

Materials listed in *Table Three* were developed by TMASF Connects. Focus group findings resulted in fewer but more subject-specific/briefs and advisories issued in 2018.

Table Four – Website, Social Media and Member Promotional Items

Website, Social Media and Member Promotional Items		
Website users who have registered for information and promotional raffles	76,395	55,437
Item	Quantity – 2018	Quantity – 2017
Warriors tickets	36	38
Theater tickets	6	13
Giants tickets	84	82
Member Raffles	19	17
\$100 Visa gift cards	10	0
Other	10	7

Commuter Campaigns October 2018- Continuing

The temporary closure of the Salesforce Transit Center presented an opportunity to revise our efforts to encourage people to share their ride to work. As a way to accomplish this goal, we began offering a contest for carpools or vanpools (new or existing) with two or more people to win a \$100 VISA card each week. To be eligible for this [PUMP Up Your Carpool](#) promotion, participants must work in a member building or be entering as part of our iHeartRadio campaign and intend to share a ride with the same people for the majority of their commute trips each week. One carpool was awarded each week (nine carpools total so far). As of this writing, we have had a total of 87 carpools formed.

We also launched the [Loyal Rider Rewards](#) campaign to incentivize commuters who are continuing to take public transportation to the former Temporary Transbay Terminal during the closure of Salesforce Transit Center. After releasing the [Loyal Rider Rewards](#) campaign to our registered users and members, we received 273 responses in two days from 63 member buildings. As of this writing, we have over 1,024 participants and have awarded nine pairs of Warriors tickets.

Participants are asked to comment on their current commutes. Many comments were positive but a number cited overcrowding on BART, heavy traffic getting in and out of downtown San Francisco, and not enough AC Transit buses during commute hours.

Please refer to the results in *Table Five* below for the number of carpools formed and loyal transit riders each week. Please note that Week Three and Week Six have lower numbers because a reminder email was not distributed those weeks. Since this promotion is ongoing, we will incorporate results from future weeks into this report at a later time.

Table Five – Results of PUMP Up Your Carpool and Loyal Rider Rewards

Week	Number of New Carpools Formed	Number of Loyal Transit Riders
Week One (10/3)	21	N/A
Week Two (10/10)	5	345
Week Three (10/17)	1	5
Week Four (10/24)	12	94
Week Five (10/31)	13	86
Week Six (11/7)	2	3
Week Seven (11/14)	18	177
Week Eight (11/28)	10	161
Week Nine (12/5)	6	151
Total	87	1,024

In conclusion, we infer from these campaigns that commuters value shared rides such as carpools and will most likely continue to use public transportation even when inconvenienced by the Salesforce Transit Center closure and other disruptions. Rewards incentivize commuters to continue taking public transportation or to try an alternative commute option.

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 *2018 Fact Sheet Series, Member Service Programs, Informational Program Materials*

*With a **drive-alone by choice** rate of less than 6%, per the [TMASF 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 130,000 commuters working in member buildings from 2016 to 2018. 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 TMASF Connects [Member Handbook](#) and customized [Commute](#), [Work](#), and [Community](#) guides for each member building.*

2018 Fact Sheet Series

From January 2018 through April 2018, our graduate extern, Marena Puetzschler, updated and created new fact sheet campaigns to distribute to our members throughout the year.

The [Commuter Benefit Programs](#) fact sheet covers program applicability, compliance, and design, as well as the impacts of the 2018 tax reform. It explains the relevance of the 2018 commuter benefit tax update for both employers and employees. To pair with our [Walk to Work Day](#) promotion, we distributed the [Walking: 2018 Update](#) which covers safe walking tips, benefits of walking, and updates on efforts by the City to improve streets and walking conditions. The [Commute Costs](#) fact sheet explores the amount of time, money, and greenhouse gas emissions each type of commute costs. Lastly, the [Sustainable Transportation](#) fact sheet assesses California's climate goals and how shared, electric, and automated vehicles will transform transportation.

Member Service Programs

TMASF 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 smarter trip linking. We provide direct commute assistance through our alerts, advisories, issues of the Connector, and fact sheets. Using e-mail, Constant Contact, and [Twitter](#), TMASF 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.

Informational Program Materials

TMASF 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. *TMASF Connects Advisories* are released regarding 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. Please refer to *Table Three* for the amount and type of communications distributed. A complete portfolio of program materials can be found in our [2018 Calendar of Events and Materials Produced](#).

Our [PUMP Up Your Carpool](#) and [Loyal Rider Rewards](#) campaigns were launched during the temporary closure of the Salesforce Transit Center to encourage sharing rides and continuing to take public transit. This was a key effort referenced in *Program Requirement Number Three*. These campaigns were targeted at tenants working in member buildings who have had a displaced commute. Please see *Table Five* for the results of these successful campaigns. We also re-distributed our [Telecommuting & Flextime fact sheet](#) during the closure to remind commuters of these alternatives.

As discussed in *Program Requirement Number Three*, our level of effort continued to be strong during 2018. As technology refinements occur, our reach and ability to communicate with 130,000 commuters and over 76,000 registered website users expand. Consistently delivering important, accurate, helpful, and timely information is a hallmark of our program efforts. In 2019, we will continue to review and enhance our message delivery options with the introduction of our new, state-of-the-art website.

NUMBER FIVE Monitor program effectiveness and progress at regular intervals

SUMMARY *Website Effectiveness, Program Services Expansion, 2019 Commuter Behavior Survey, Continued Commitment*

The TMASF Connects 2017 Commuter Behavior Survey [results](#) showed that the share of commuters of 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%.

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 commuters in our member buildings. 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.

Website Effectiveness

We continue to monitor program effectiveness by analyzing our website visitor registrations before, during, and following commuter campaigns. Additionally, Google Analytics data is used to evaluate our site views, users, and most and least visited pages.

In 2018, we continued to update our website by refining key navigational elements of our website to ensure commuters can locate our [ConnectsLink map](#), recent updates on our [Announcements calendar](#), and relevant [Commute](#), [Work](#), and [Community](#) resources. In Q4 2018, we started a major website re-design and expect to release the new site following the completion the *TMASF Connects 2019 Commuter Behavior Survey*. We will update the website map with new overlays in accordance with resources our members find beneficial.

Program Services Expansion

As we begin 2019, our membership is expected to house 83-member buildings. As buildings begin occupancy, our commute campaigns will address the needs of new tenants. We will continue to distribute custom electronic packages for each member building comprised of Commute, Work, and Community guides and updated member handbooks.

Our work program is expanding with our evolving TMASF Connects Professional Development Network (PDN) created for employers and professionals in TMASF Connects member buildings and local students and recent graduates seeking employment. 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.

After the *TMASF Connects 2019 Commuter Behavior Survey*, we will better understand the needs of commuters and will adjust our program goals and services to address these. We will work with the City to determine the most appropriate time to conduct the survey, depending on the re-opening of the Salesforce Transit Center.

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
CALENDAR OF EVENTS AND MATERIALS PRODUCED
JANUARY 2018 – DECEMBER 2018**

In consideration of

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

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



TMASF CONNECTS CALENDAR OF EVENTS AND MATERIALS PRODUCED JANUARY 2018 – DECEMBER 2018

This Calendar of Events and Materials Produced contains twelve pages of calendars – one for each month January 2018- December 2018 – consisting of links to all of our distributed communication pieces in 2018. Please click on a document title within the calendar to be directed to the document. TMASF Connects' 200+ pages of materials for the year have been consolidated into these twelve pages. After our focus group with members, we have transitioned to more in-depth but consolidated advisories to reflect trends toward focused information rather than broader topics.

Type of Material with Electronic Delivery	Quantity
Alerts	26
Advisories	39
Connectors	3
Fact Sheets/Campaigns	20
Promotions and Incentives	120
TOTAL	206



January 2018

Please click on each document within this calendar to see materials released in January 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
	Warriors vs. Nuggets. Win Tickets!		Warriors vs. Clippers. Win Tickets!			
			MLK Day Transit Schedules & Events			
14	15	16	17	18	19	20
	MLK Day: Click here for transit schedules and events.		Women's March Bay Area this Saturday			Women's March Bay Area
21	22	23	24	25	26	27
		Warriors vs. Knicks. Win Tickets!		Warriors vs. Timberwolves. Win Tickets!		Warriors vs. Celtics. Win Tickets!
				This Weekend's Events: Critical Mass; Walk for Life		
28	29	30	31			



February 2018

Please click on each document within this calendar to see materials released in February 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
		Warriors vs. Thunder. Win Tickets!		Warriors vs. Mavericks. Win Tickets!		Warriors vs. Spurs. Win Tickets!
11	12	13	14	15	16	17
Warriors vs. Suns. Win Tickets!						
18	19	20	21	22	23	24
	President's Day Transit Schedules			Warriors vs. Clippers. Win Tickets!	Critical Mass	Warriors vs. Thunder. Win Tickets!
				San Francisco Weekend Events		Chinese New Year Parade
25	26	27	28			
			ICE Protest in Downtown SF			



March 2018

Please click on each document within this calendar to see materials released in March 2018. Communication pieces are in green boxes and promotions/incentives are in orange boxes.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 BART Delays at SF Stations, 9:05 AM	2	3
4	5	6 Warriors vs. Nets. Win Tickets! Traffic Disruption on the Bay Bridge 3:45 pm	7	8 Warriors vs. Spurs. Win Tickets! BART MacArthur Station Closure	9	10
11	12 TMASF Connects PDN Invitation and Employer Survey	13 Warriors vs. Lakers. Win Tickets! St. Patrick's Day Events (3/16 and 3/17)	14	15	16 Warriors vs. Kings. Win Tickets!	17
18	19 Posey Tube Closure in Oakland 10:00 am	20 Morning BART Delays System-wide TMASF Connects PDN Invitation and Employer Survey	21	22 Weekend Traffic & Transit Updates — March for Our Lives	23 Warriors vs. Hawks. Win Tickets!	24
25 Warriors vs. Jazz. Win Tickets!	26	27 Warriors vs. Pacers. Win Tickets!	28 Weekend Events & Transit Updates Reminder: TMASF Connects PDN Invitation and Employer Survey	29 Walk to Work Day is Thursday, April 5th Warriors vs. Bucks. Win Tickets!	30	31



April 2018

Please click on each document within this calendar to see materials released in April 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1 Warriors vs. Suns. Win Tickets!	2	3 Giants vs. Mariners. Win Tickets!	4 Giants vs. Mariners. Win Tickets!	5 Walk to Work Day 2018	6	7 Warriors vs. Pelicans. Win Tickets! Giants vs. Dodgers. Win Tickets!
8 Giants vs. Dodgers. Win Tickets!	9 Giants vs. Diamondbacks. Win Tickets!	10 Giants vs. Diamondbacks. Win Tickets!	11 Giants vs. Diamondbacks. Win Tickets!	12	13	14
15 TMSAF Connects Professional Development Network Invitation	16	17	18	19	20	21
22	23 Giants vs. Nationals. Win Tickets!	24 Giants vs. Nationals. Win Tickets!	25 Giants vs. Nationals. Win Tickets!	26 Critical Mass and Giants Games	27 Giants vs. Dodgers. Win Tickets!	28 Giants vs. Dodgers. Win Tickets!
29 Giants vs. Dodgers. Win Tickets!	30 Giants vs. Padres. Win Tickets!					



May 2018

Please click on each document within this calendar to see materials released in May 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 TMASF Connects Fact Sheet: Commuter Benefit Programs Giants vs. Padres. Win Tickets!	2 Giants vs. Padres. Win Tickets!	3 Bike to Work Day is Thursday 5/10!	4	5
6	7	8 Warriors and A's Home Games Tonight	9	10	11	12
13	14 Giants vs. Reds. Win Tickets!	15 Warriors Bobblehead Giveaway Giants vs. Reds. Win Tickets!	16 Giants vs. Reds. Win Tickets! 2018 Bay to Breakers Weekend (Race is Sunday 5/20)	17 Giants vs. Rockies. Win Tickets!	18 Giants vs. Rockies. Win Tickets!	19 Giants vs. Rockies. Win Tickets!
20 Giants vs. Rockies. Win Tickets! 2018 Bay to Breakers Race	21	22	23 Memorial Day Weekend Transit Schedules & Events	24	25 Severe Traffic Alert on I-80 and Muni Delays	26
27	28	29	30 Weekend Events & Transit Impacts	31		



June 2018

Please click on each document within this calendar to see materials released in June 2018. Communication pieces are in green boxes and promotions/incentives are in orange.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 Giants vs. Phillies. Win Tickets!	2 Giants vs. Phillies. Win Tickets!
3 Giants vs. Phillies. Win Tickets!	4 Win tickets to the Warriors Game 3 Watch Party! Giants vs. Diamondbacks. Win Tickets!	5 Giants vs. Diamondbacks. Win Tickets! CA-121 Closures in Sonoma County	6 Giants vs. Diamondbacks. Win Tickets!	7	8	9
10	11 Warriors Parade in Oakland Tomorrow	12	13	14	15	16
17	18	19 Giants vs. Marlins. Win Tickets! SF Pride Weekend Events (06.22- 06.24)	20 Giants vs. Marlins. Win Tickets! SFMTA/Muni Twin Peaks Tunnel Closure begins 06.25	21 Giants vs. Padres. Win Tickets!	22 Giants vs. Padres. Win Tickets!	23 Giants vs. Padres. Win Tickets!
24 Giants vs. Padres. Win Tickets!	25 SFMTA/Muni Twin Peaks Tunnel 2-month closure begins	26 Giants vs. Rockies. Win Tickets! TMSAF Connects PDN Invitation	27 Giants vs. Rockies. Win Tickets!	28 Giants vs. Rockies. Win Tickets! Weekend Events & Transit Impacts	29 Giants vs. Dodgers. Win Tickets!	30



July 2018

Please click on each document within this calendar to see materials released in July 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 Independence Day Transit Schedules for Tomorrow 7/4	4	5 Giants vs. Cardinals. Win Tickets!	6 Giants vs. Cardinals. Win Tickets!	7 Giants vs. Cardinals. Win Tickets!
8 Giants vs. Cardinals. Win Tickets!	9 Giants vs. Cubs. Win Tickets!	10 Giants vs. Cubs. Win Tickets!	11 Giants vs. Cubs. Win Tickets!	12	13 Giants vs. Athletics. Win Tickets!	14 Giants vs. Athletics. Win Tickets!
		15 Mayor London Breed Inauguration and Giants Day Game Tomorrow (7/11)				
16 Giants vs. Athletics. Win Tickets!	17	18	19	20	21	
22	23 I-80 Carquinez Bridge Lane Closure	24	25	26 Giants vs. Brewers. Win Tickets!	27 Giants vs. Brewers. Win Tickets!	28 Giants vs. Brewers. Win Tickets!
				29 SF Marathon & Giants Home Games This Weekend		
30 Giants vs. Brewers. Win Tickets!	31					
31 SF Marathon						



August 2018

Please click on each document within this calendar to see materials released in August 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
					<div style="border: 1px solid green; padding: 2px;">BART Weekend Track Closures in Oakland</div> <div style="border: 1px solid green; padding: 2px;">Westbound Bay Bridge Lanes Blocked, 9:15 AM</div>	
5	6	7	8	9	10	11
	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Astros. Win Tickets!</div>	<div style="border: 1px solid green; padding: 2px;">Salesforce Transit Center Grand Opening on Saturday 8/11!</div> <div style="border: 1px solid orange; padding: 2px;">Giants vs. Astros. Win Tickets!</div> <div style="border: 1px solid green; padding: 2px;">BART Systemwide Delay 5:00 pm</div>	<div style="border: 1px solid green; padding: 2px;">Outside Lands is this weekend (8/10- 8/12)</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Pirates. Win Tickets!</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Pirates. Win Tickets!</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Pirates. Win Tickets!</div> <div style="border: 1px solid purple; padding: 2px;">Salesforce Transit Center Grand Opening Party 12:00 pm</div>
12	13	14	15	16	17	18
<div style="border: 1px solid orange; padding: 2px;">Giants vs. Pirates. Win Tickets!</div>						
19	20	21	22	23	24	25
			<div style="border: 1px solid green; padding: 2px;">SFMTA/Muni Subway Service Delay, 8:12 AM</div>	<div style="border: 1px solid green; padding: 2px;">Weekend Events & Transit Impacts</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Rangers. Win Tickets!</div> <div style="border: 1px solid green; padding: 2px;">Weekend Spare the Air Alert</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Rangers. Win Tickets!</div>
26	27	28	29	30	31	
<div style="border: 1px solid orange; padding: 2px;">Giants vs. Rangers. Win Tickets!</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Diamondbacks. Win Tickets!</div> <div style="border: 1px solid green; padding: 2px;">BART Major Delay, 8:17 AM</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Diamondbacks. Win Tickets!</div>	<div style="border: 1px solid orange; padding: 2px;">Giants vs. Diamondbacks. Win Tickets!</div> <div style="border: 1px solid green; padding: 2px;">Labor Day Weekend Transit Schedules & Events</div>		<div style="border: 1px solid orange; padding: 2px;">Giants vs. Mets. Win Tickets!</div>	



September 2018

Please click on each document within this calendar to see materials released in September 2018. Communication pieces are in green boxes and promotions/incentives are in orange.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1 Giants vs. Mets. Win Tickets!
2 Giants vs. Mets. Win Tickets!	3	4	5 Weekend Events & Transit Updates	6	7	8
9	10 Warriors vs. Nets. Win Tickets! Giants vs. Braves. Win Tickets!	11 Giants vs. Braves. Win Tickets! Weekend Events & Transit Updates	12 Giants vs. Braves. Win Tickets!	13	14 Giants vs. Rockies. Win Tickets!	15 Giants vs. Rockies. Win Tickets!
16 Giants vs. Rockies. Win Tickets!	17	18 Fall 2018 Events	19	20 Dreamforce Convention (09.25-09.28)	21 Severe Traffic Westbound I-580	22
23	24 Giants vs. Padres. Win Tickets!	25 Giants vs. Padres. Win Tickets! Spare the Air Day	26 Giants vs. Padres. Win Tickets! 09.26 Salesforce Transit Center Closure Update 09.26 Salesforce Transit Center Closure	27 Update: Salesforce Transit Center Closure	28 Giants vs. Dodgers. Win Tickets! Upcoming Events & Transit Updates	29 Warriors vs. Timberwolves. Win Tickets!
30 Giants vs. Dodgers. Win Tickets!						



October 2018

Please click on each document within this calendar to see materials released in October 2018. Communication pieces are in green boxes and promotions/incentives are in orange.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Update: Salesforce Transit Center Closure Extended	2 Salesforce Transit Center closed 6 more weeks	3 TMASF Connects PUMPS up your commute. Start a carpool and be eligible to win \$100!	4	5 Warriors vs. Kings. Win Tickets! Southbound I-680 Closure until 1:00 PM	6
7	8 Warriors vs. Suns. Win Tickets!	9	10 Loyal Rider Rewards — Thank you for taking transit!	11	12 Warriors vs. Lakers. Win Tickets!	13
14	15 Fremont Street has reopened	16 Warriors vs. Thunder. Win Tickets!	17	18 BART Pittsburgh Station Open — Temporary Evacuation Center	19	20
21	22 Warriors vs. Suns. Win Tickets!	23	24 Carpool or ride transit and WIN! Warriors vs. Wizards. Win Tickets!	25	26	27
28	29 Major BART Morning Delays	30	31 Warriors vs. Pelicans. Win Tickets! Carpool or ride transit and WIN!			



November 2018

Please click on each document within this calendar to see materials released in November 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
					Warriors vs. Timberwolves. Win Tickets!	
4	5	6	7	8	9	10
	Warriors vs. Grizzlies. Win Tickets!		BART Rockridge Station Closed, 3:50 PM	Warriors vs. Bucks. Win Tickets!	Spare the Air Alert	Spare the Air Alert
	Avoid the Area of Bryant and 7th Streets					
11	12	13	14	15	16	17
Spare the Air Alert	Spare the Air Alert	Spare the Air Alert	Spare the Air Alert	Spare the Air Alert	Spare the Air Alert	Spare the Air Alert
		Warriors vs. Hawks. Win Tickets!	Carpool or ride transit and WIN!		Free Transit on SFMTA/Muni, SamTrans, VTA	
18	19	20	21	22	23	24
Spare the Air Alert	Spare the Air Alert	Spare the Air Alert	Warriors vs. Thunder. Win Tickets!		Warriors vs. Trail Blazers. Win Tickets!	Warriors vs. Kings. Win Tickets!
	Thanksgiving Weekend Transit Schedule & Events					
25	26	27	28	29	30	
	Warriors vs. Magic. Win Tickets!	Severe Traffic on Southbound 101 near SFO 4:30 pm	Carpool or ride transit and WIN!	BART Major Delay System-Wide 9:15 am	Critical Mass	



December 2018

Please click on each document within this calendar to see materials released in December 2018. Communication pieces are in green boxes, promotions/incentives are in orange, and regional events/alerts are in purple.

*Anticipated/Work-in-Progress Materials.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
			<div style="border: 1px solid orange; padding: 2px; margin-bottom: 2px;">Carpool or ride transit and WIN!</div> <div style="border: 1px solid green; padding: 2px;">Downtown Traffic</div>			
9	10	11	12	13	14	15
	<div style="border: 1px solid orange; padding: 2px; margin-bottom: 2px;">Warriors vs. Timberwolves. Win Tickets!</div> <div style="border: 1px solid green; padding: 2px; margin-bottom: 2px;">BART Alert</div> <div style="border: 1px solid green; padding: 2px;">Avoid the Area</div>		<div style="border: 1px solid orange; padding: 2px; margin-bottom: 2px;">Warriors vs. Raptors. Win Tickets!</div> <div style="border: 1px solid orange; padding: 2px;">*Carpool or ride transit and WIN!</div>	<div style="border: 1px solid green; padding: 2px;">*2018 Winter Holiday Updates</div>		
16	17	18	19	20	21	22
	<div style="border: 1px solid orange; padding: 2px;">Warriors vs. Grizzlies. Win Tickets!</div>					
23	24	25	26	27	28	29
30	31					



TMASF CONNECTS 2018 WORK STATUS REPORT RESPONSES DECEMBER 2018

In consideration of

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

*Submitted on behalf of our members to document representative program efforts undertaken
from January 2018 to December 2018
for compliance with City and County of San Francisco Planning Code Section 164.*

Supporting Documentation Includes:

[TMASF Connects 2018 State of the Workforce](#)

[TMASF Connects 2018 State of the Workforce – September Update](#)

*Note: The Professional Development Network (PDN)
is free and open to the public but requires the user
to have a LinkedIn account to join the group and view posts.*



TMASF CONNECTS 2018 WORK STATUS REPORT OVERVIEW

The [TMASF Connects Work program](#) is approved by the City and County of San Francisco Planning Commission and authorized by [Resolution 19911](#) through 2021. In 2018, the program conducted extensive program planning and research to better understand the needs of employers and job-seekers in the San Francisco Bay Area and tailor programs accordingly.

All association members are eligible to participate in the [Connects Work](#) program. During 2018, we spent significant time refining, updating, and tailoring the information contained in the electronic [member handbook](#). By the end of Q2 2018, we were able to provide each member property with a personalized employer handbook. Additional efforts will be influenced by findings from upcoming survey and focus group data collected.

To develop a fully integrated program to reduce single occupant vehicle trips, TMASF Connects also offers trip-linking resources and daycare information about seniors, teens, children, and pets. In recognition of established travel trends, we believe that care needs influence people toward using single occupant vehicles to fulfill daycare 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.

Looking ahead, to 2019, we intend to continue research to develop and implement effective programs. Specifically, we are finalizing a new micro-grant scholarship program. In addition, our new website will allow users to more easily navigate our resources.

We are also in the final refinement stages of creating our new TMASF Connects Professional Development Network (PDN). The PDN will help job-seekers access opportunities within our member buildings. Employees working in member buildings will also have access to workplace tools and resources. Our goal is to keep our local workforce competitive and employed within our community.

For a summary of overall program activities, please refer to the Association Year-in-Review and Combined Programs Summary section of this report.

TMASF Connects 2018 Work Status Responses

Program Requirement Fulfillment Responses

January 2018 – December 2018

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

SUMMARY *Employer Survey, Focus Groups*

The TMASF Connects Work staff continues to monitor job creation data from the SF Chamber of Commerce, Workforce Investment Board, Employment Development Department, LinkedIn, and other sources. As jobs become available in our member buildings because of added downtown development, we will continue to identify additional avenues to promote the availability of those jobs. Many of the new jobs being created by local development are generally located in areas not served by TMASF Connects, such as the currently-expanding areas of Mid-Market and Mission Bay.

Employer Survey

We conducted a [survey](#) of employers working in member buildings during March 2018. We assessed employer attitudes towards intern and externship efforts, and a willingness and interest to participate in active programs aimed at hiring newly graduated job-seekers and trained employees. Findings include:

More than 40 industry sectors participated in survey, with the highest number of respondents from insurance, government and legal professions;

Respondents were equally represented by small employers (less than 50 employees) and large employers (more than 51 employees);

Half of the respondents will be hiring less than five new employees over the next 18-months;

Two-thirds of respondents have hosted interns before;

More than 75% intend to host interns again;

An estimated 50% of employers will not be hosting interns in 2018;

Many members cited concerns about a lack of employer resources and time for training, managing union and potential insurance/other difficulties; and,

An estimated 80% of members were interested in short-term, effective programs to engage with the future workforce.

For more information, please refer to the Employer Survey Summary on pages 7-10 of the [2018 State of the Workforce](#).

On point with our member interests, we branded our annual association meeting as the *Facing Forward* event. This event showcased new program ideas and featured a professional makeover. The event also included an update of their professional profile, look and headshot. Going forward, TMASF Connects continues to monitor important trends and to develop materials and services to be of assistance to members.

Focus Groups

Additionally, in Q2 2018, we conducted focus groups with members to evaluate San Francisco resources and employment programs and to assess internship opportunities. We also discussed survey trends and findings, and the possible strengths of factoring them into professional development planning.

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

SUMMARY *Employer Survey, Website, Professional Development Network*

TMASF Connects employs social media, website and direct e-mail member campaigns to publicize the availability of resources and opportunities for employment and workforce development. As many of our buildings have been pre-leased, many jobs are simply being relocated to our properties. As new developments create new opportunities, TMASF Connects will continue to use all available media to promote and publicize this information.

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 130,000 members routinely. Additional avenues for publicizing information to our membership include our website, events and materials, and handbooks that we develop. We have also started electronic communications exclusively for updates to our Work Program, with over 100 people signed up as of this writing. The public is encouraged to visit the association website through our promotions and work with SFUSD and participate in local efforts. Working through SFUSD and local colleges helps position TMASF Connects as a resource beyond the Downtown area.

Employer Survey

With our [survey](#) of employers working in member buildings in March, we were able to gauge hiring trends for the various industry sectors of our members.

Website

Our website design makes it easy to navigate and access the plethora of job search resources in our [Work section](#). The TMASF Connects website and radio promotions allow all members of the public the opportunity to participate in our programs. Our current site was launched in November 2016 and as of this writing, enjoys more than 76,000 registered site visitors. Our new website is geared for release in Q1 2019 with plans to make it even easier and simpler to navigate.

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 dominate the TMASF Connects public outreach for the Work program.

Professional Development Network

In 2018, we promoted our Work Program along with the launch of our Professional Development Network through new promotional items -- namely business card holders, notebooks, and informational cards/bookmarks. The business card holders and notebooks were designed for new members and entrants into the workforce. The informational cards and bookmarks ensure tenants in our member buildings and job-seekers in the local area are aware of the features and resources that are available to them.

Table One – Materials and Incentive Items

Work Program Promotional Materials Distributed to Member and Incentive Items used for promotions	
Event Incentives Used for Promotions	Quantity
Business Card Holders	100
Notebooks	30
Informational Cards	50
Bookmarks	50
Total	230

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 were able to offer Marena Putzschler, a graduate student completing courses at UC Berkeley an externship opportunity this year. As part of her externship, Marena, who studies sustainable transportation, developed several fact sheets used for our Commute program.

As discussed in *Program Requirement Number One* regarding our *Facing Forward* event, we were able to work with four students from San Francisco State University and CSU East Bay during this event. The students assisted us in setting up, greeting, and interacting with members. We continue to work with one of these students, a Business Administration – Marketing major and a minor in Hospitality and Tourism Management at San Francisco State University, on various job/career fairs and commuter events. These efforts help 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 staff continuously review best practices for ongoing program services.

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

SUMMARY *SFUSD and San Francisco State University, Student Surveys*

During 2018, TMASF Connects expanded our efforts to engage with schools and job training programs by working with local colleges to help further create a competitive labor pool of San Francisco residents. In addition to offering a number of scholarships, we undertook a pilot “micro-grant” program that is detailed throughout this report.

SFUSD and San Francisco State University

During 2018, TMASF Connects expanded our efforts with local schools to include post-secondary education and professional job training programs.

Recognizing tourism as the number one industry in San Francisco, we continued our scholarship program 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. This year, we awarded \$15,000 in scholarship monies and gave 23 tablets to graduating students. In 2019, we will be expanding our reach to include working with San Francisco State University and other local colleges to help further create job training and curriculum that produces graduates who have employable skills.

Student Surveys

During Q1 2018, we launched a comprehensive [survey](#) at [California State University, East Bay](#), and followed up with an update during Q3 at [San Francisco State University](#) to assess the needs of the emerging workforce. We found that while resumes and cover letters are still the most commonly used for students and job-seekers, more resources need be focused into their online presence and LinkedIn profiles.

Students are eager for interaction with working professionals. The time constraints of their academic schedules do not allow them to assume professional job responsibilities. To address the gap between need for and actual interaction with professionals during their academic years, we have developed the TMASF Connects Professional Development Network. The Professional Development Network was launched in March to students, job-seekers, and employers. The goal of the PDN is to provide employers and job seekers with another avenue toward employment and career development.

In addition, our website map features overlays of job training programs. Also featured are San Francisco Unified School District Academies, and the [TMASF Connects Work Guide](#) that addresses education and job training resources. As we enter 2019, we are working on a new website to further enhance information to encourage student education and internship opportunities.

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

SUMMARY *Tenant Relations, Professional Development Network*

TMASF Connects members receive informational mailings, updated handbooks and resource guides that identify local job training and educational entities that are helping to develop qualified San Francisco residents that are available to participate in the workforce. Additionally, we are refining the TMASF Connects Professional Development Network (PDN) that will offer job seekers and local employers career opportunities within the workplace. Looking ahead, TMASF Connects will continue to promote and showcase local programs that are helping to develop a competitive workforce of San Francisco residents. The [TMASF Connects website](#) offers current resources and updated information through our series of member handbooks and guides.

Tenant Relations

To encourage hiring of qualified San Francisco residents, we focus on promoting local hiring resources available through our [website](#). TMASF Connects does not work with specific 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 2019 with our new website. An exhaustive and customized [Tenant Handbook](#) for the TMASF Connects Work program has been developed and will be electronically distributed to member buildings after the *TMASF Connects 2019 Commuter Behavior Survey* is conducted. Please [click here](#) to view our *2018 Calendar of Events and Materials Produced* for all of our electronic work program materials released.

Professional Development Network

Working with local students has created a partnership that focuses on workforce needs and career and college readiness. As we begin 2019, we intend to continue to conduct opinion and focus group research and encourage participation in our Professional Development Network (PDN). Our goal is to harness technology to deliver a real-time exchange of talents, sponsorships, and volunteer opportunities that help strengthen local 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**

SUMMARY *Partnerships, Member Engagement*

TMASF Connects has a 30-year history of working closely with City and County of San Francisco (CCSF) departments and organizations on a variety of program efforts. This partnership is essential to TMASF Connects effectiveness and is important to our organization. We remain a loyal and committed partner to CCSF and other local groups promoting workforce development, enhanced transportation options and a stronger community.

Partnerships

We have been a supportive partner of SFUSD's internship, scholarship, and curriculum development activities. We were proud to have hosted the Academy of Hospitality, Tourism & Food Services graduation and scholarship program in May 2018, presenting 23 students with tablets to help alleviate the costs of books and nine students with financial awards.

In the 2019 program year, as referenced in *Program Requirement Number Four*, we will be expanding our scholarship program to include local colleges. We want to continue to emphasize and focus our efforts on making post-secondary education a possible and affordable reality for award recipients, as we have done in previous years working with SFUSD.

Member Engagement

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, LinkedIn, 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.