



SAN FRANCISCO PLANNING DEPARTMENT

Executive Summary Transportation Management Association of San Francisco (TMASF) Connects Work Program Authorization

HEARING DATE: MAY 4, 2017

Case Number: 2016-014788GEN
Project Name: Transportation Management Association of San Francisco
(TMASF) Connects Work Program Authorization
Staff Contact: Rachel Schuett, (415) 575-9030
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Reviewed by: Corey Teague, (415) 575-9081
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Recommendation: **Adoption**

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BACKGROUND

In 1985 Sections 163, 164, and 165 were added to the Planning Code. All three sections are focused on reducing commuter trips in the downtown area.

- Planning Code 163 establishes a framework for regulation of new developments' transportation management requirements, requiring transportation brokerage services.
- Planning Code Section 164 identifies promotion of local employment as an added measure to be required of new projects developed in the downtown area to reduce commute trips.
- Planning Code Section 165 establishes promotion of child daycare facilities as an added measure to serve San Francisco's working population and notes the added benefit of trip reduction through trip linking and management of commute and daycare needs.

In 1988, the Planning Commission adopted Resolution No. 11249, establishing performance criteria for the implementation of Planning Code Section 163 and similar permit conditions, and recommending creation of a private entity to coordinate implementation of Transportation Management Plans (TMPs) in a cohesive manner for buildings in the downtown (C-3) area.

In 1988, the Planning Commission adopted Resolution No. 11680 endorsing the concept of a Transportation Management Association that would satisfy the general objectives and goals of the 1988 Developer's Manual and release participating building owners and managers from the performance of the specific standards included therein.

Transportation Management Association of San Francisco (TMASF) Connects was founded in 1989 as a 501(C) 4 non-profit organization to provide transportation brokerage services in compliance with Planning Code Section 163. TMASF Connects currently offers services as part of three distinct programs: Commute, Work, and Community:

- **Commute.** The Commute program guides the workforce by linking creative, eco-conscious campaigns, promotions, and programs with member outreach to facilitate employer compliance (within member buildings) with Planning Code Section 163.
- **Work.** The Work program guides the current and future workforce to resources designed to increase productivity and employability, and to support life-long learning opportunities. The Work program facilitates member buildings' compliance with Planning Code Section 164.
- **Community.** The Community program guides the workforce within member buildings to daycare options for children, seniors, and pets. The Community program facilitates member buildings' compliance with Planning Code Section 165.

TMASF Connects' membership consists of 79 San Francisco office buildings representing more than 5.6 million square feet of commercial office space. All of the TMASF Connects programs are funded solely through collection of membership fees.

In 1988, the Planning Commission adopted Resolution No. 11821 endorsing the TMASF and its 1990 Work Plan which released its members from strict performance of minimum criteria and standards, on the basis that the Work Plan sufficiently satisfied the TMP goals and objectives for member buildings in the downtown area.

The Planning Commission adopted the following resolutions endorsing the TMASF, and its Work Plan, on the basis that the Work Program satisfied TMP goals and objectives:

- Resolution No. 13003 (1991) - 1991-1992 Work Plan
- Resolution No. 13434 (1992) - 1993-1997 Work Plan
- Resolution No. 14509 (1997) - 1998-2002 Work Plan
- Resolution No. 16540 (2003) - 1998-2002 Work Plan
- Resolution No. 17210 (2006) – 2003-2011 Work Plan
- Resolution No. 18210 (2010) – 2011-2016 Work Plan

PROGRAM DESCRIPTION

Pursuant to Planning Commission Resolution No. 18210, adopted on October 28, 2010, TMASF is authorized to satisfy the requirements of Planning Code Section 164 ("San Francisco Resident Placement and Training Program") for new buildings or additions to existing buildings in the C-3 District where the gross square feet of new, converted, or added floor area for office use equals at least 100,000 square feet.

The purpose of Section 164 is to further promote congestion relief through enhanced opportunities for San Francisco residents to be a competitive workforce and a key resource for

local hiring. Since October 28, 2010, TMASF has worked with member buildings, consultants, and Planning Department staff to develop an approach for compliance with Planning Code Section 164.

The Work program website offers tools for employment readiness, scholarship and financing options, and interactive guides to local workforce resources for employers.

The TMASF Connects program has placed and/or sponsored more than 200 internship and externship opportunities, and has provided more than \$75,000 in scholarship funds and related student support between 2012 and 2016. Interactive guides for employers and job seekers, for student resources, and for community referrals work together to support overall trip reduction and congestion relief efforts and goals.

As part of the Work program, TMASF Connects continues to coordinate with the San Francisco Unified School District (SFUSD) Career Technical Education committees, and with local employment and workforce development efforts.

PUBLIC COMMENT

The Department received no comment(s) from the general public. Letters related to the TMASF Work Program are included as Attachment C.

REQUIRED COMMISSION ACTION

Adoption of a resolution authorizing the Transportation Management Association of San Francisco (TMASF) Connects to provide brokerage services for the San Francisco Resident Placement and Training Program pursuant to Planning Code Section 164 and accepting the TMASF 2017-2021 Work Plan.

BASIS FOR RECOMMENDATION

Compliance with Planning Code Section 164 includes meeting the following five objectives:

1. To determine the number and nature of jobs that will become available as a result of added downtown;
2. To publicize to San Francisco residents the availability of those jobs;
3. To work with local schools and job training programs to create a labor pool of San Francisco residents;
4. To work with employers in the building to encourage their hiring;
5. 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;

The Work Status Report (January 2016- December 2016) indicates that TMASF is currently in compliance with both Planning Commission Resolution No. 18210 adopted on October 28, 2010, and Planning Code Section 164.

The Work Program Plan 2017 – 2021 demonstrates TMASF Connect’s commitment to continuing to fulfill employment brokerage services for buildings in downtown San Francisco. The Planning Department is unaware of any other organization offering such brokerage services.

RECOMMENDATION: Adoption
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Attachments:

Attachment A: Draft Resolution

Attachment B: Work Status Report (January 2016- December 2016) and Work Program Plan 2017 – 2021

Attachment C: Letters

Attachment A: Draft Resolution



SAN FRANCISCO PLANNING DEPARTMENT

Planning Commission Resolution No.

HEARING DATE: MAY 4, 2017

Case No.: 2016-014788GEN
Project: Transportation Management Association of San Francisco (TMA SF)
Connects Work Program Authorization
Staff Contact: Rachel Schuett, (415) 575-9030
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RESOLUTION OF THE PLANNING COMMISSION ADOPTING FINDINGS AUTHORIZING TRANSPORTATION MANAGEMENT ASSOCIATION OF SAN FRANCISCO (TMA SF) CONNECTS TO PROVIDE BROKERAGE SERVICES FOR RESIDENT PLACEMENT AND TRAINING, PURSUANT TO PLANNING CODE SECTION 164.

PREAMBLE

WHEREAS, since 1985, the Board of Supervisors and the Planning Commission adopted Planning Code Section 164, regulating approvals for office development in the greater downtown area, requiring building managers to provide a resident employment training and placement program to mitigate adverse traffic and transit impacts; and

WHEREAS, on January 7, 1988, the Planning Commission adopted Resolution No. 11249, authorizing the TMA SF to provide brokerage services pursuant to Planning Code Section 163, brokerage services for Transportation Demand Management (TDM); and

WHEREAS, on October 28, 2010, the Planning Commission adopted Resolution No. 18210, authorizing TMA SF Connects to provide brokerage services for the San Francisco Resident Placement and Training Program and accepting the TMA SF 2011-2016 Work Plan; and

WHEREAS, the TMA SF has submitted annual reports on TDM Work Program activities between 2010 and 2016, and found to be in compliance; and

WHEREAS, the TMA SF Board of Directors has submitted a Work Plan for the January 2017 through December 2021 period including a list of members and an overview of the Work Plan elements.

NOW THEREFORE BE IT RESOLVED, That the Planning Commission authorizes TMA SF Connects to provide brokerage services for the San Francisco Resident Placement and Training Program and accepts

the TMASF 2017-2021 Work Plan, subject to the following objectives for local employment brokerage activities:

1. Determine the number and nature of jobs that will become available as a result of added downtown office development;
2. Publicize to San Francisco residents the availability of those jobs;
3. 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;
4. Work with employers in the buildings to encourage their hiring of qualified San Francisco residents; and
5. Carry out other activities determined by the Planning Department, or its designee, to be reasonable and appropriate in meeting the purpose of this requirement.

I hereby certify that the foregoing Resolution was ADOPTED by the San Francisco Planning Commission on May 4, 2017.

Jonas P. Ionin
Commission Secretary

AYES:

NOES:

ABSENT:

ADOPTED: May 4, 2017

Attachment B:

Work Status Report (January 2016- December 2016) and Work Program Plan 2017 – 2021



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

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

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

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

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

DECEMBER 2016

TMASF CONNECTS 2016 WORK PROGRAM

YEAR IN REVIEW

LOOKING FORWARD

PROGRAM REQUIREMENTS FULFILLMENT RESPONSE STATEMENT

Membership Growth, Program Expansion and Refinement

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

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

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

The local workforce in San Francisco offers an extensive array of qualified job candidates trained through a myriad of community programs. Our efforts have included developing [resource listings](#) for these programs through our website. These listings are geared toward [employers](#) operating businesses within member buildings. Our effort is expected to focus on locally available services for employers and resources for job seekers and students. During Q4, we provided each member with the [TMASF Connects Work Resource Guide](#). Our intention is to begin our campaign to boost the number and nature of student internships during 2017. The full-service approach of the Connects Work Resource Guide is intended to provide information about job training, employer resources, hiring, and educational programs that offer candidates that are trained and ready to work.

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

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

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

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

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

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

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

We continue to work closely with the SFUSD, the Mayor's Office of Economic and Workforce Development ([OEWD](#)), and Career Technical Education Advisory Committee ([CTEAC](#)). This CTEAC Committee includes members from the City's business community. Their purpose is to identify resources to prepare students for successful participation in the local workforce or continuing post-secondary study. The CTEAC is working to help assure that high school curriculum is relevant to workforce needs. Members from major San Francisco workforce organizations are also represented on this task force. Representative groups include OEWD, TMASF Connects, SF Chamber of Commerce, Workforce Investment Board, and others.

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

During 2016, we awarded \$12,000 in scholarship monies to students who participate in the CTE programs. Scholarship funds were collected from our membership through dues payment. This is a popular program for our members and we look forward to our next award for the Class of 2017. We will promote both the internship and scholarship programs within our membership, and encourage members to mentor [summer interns](#) to help prepare the next generation workforce through early experience in a job setting.

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

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

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

Looking Forward

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

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

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

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

The TMA SF Connects Work program continues to meet the spirit and fulfill the requirements of CCSF Planning Code 164. We offer a robust program, survey our members, expand our website, and actively look for ways to help develop a competitive, prepared workforce of San Francisco residents that is known to employers in member buildings. As TMA SF Connects moves forward, the [Connects Work program](#) will continue to be conjoined with our Commute program and featured in our events and promotions.

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



TMA SF Connects 2016 Work Status Report

San Francisco Planning Commission Resolution 18210

CCSF PLANNING CODE SECTION 164 PROGRAM REQUIREMENTS JANUARY 2016 – DECEMBER 2016	
NUMBER ONE	To determine the number and nature of jobs that will become available as a result of added downtown office development
NUMBER TWO	To publicize to San Francisco residents the availability of those jobs
NUMBER THREE	To work with local schools and job training programs to create a labor pool of San Francisco residents qualified to obtain jobs created by added downtown office development
NUMBER FOUR	To work with employers in the building to encourage their hiring of qualified San Francisco residents
NUMBER FIVE	To carry out other activities determined by the Department of City Planning, or its designee, to be reasonable and appropriate in meeting the purpose of this requirement

TMASF CONNECTS FULFILLMENT RESPONSE STATEMENT

JANUARY 2016 – DECEMBER 2016

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

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

Many of the new jobs being created in San Francisco are not located in our member buildings. Currently-expanding areas such as Mid-Market and Mission Bay are not areas served by TMASF Connects. However, TMASF Connects is preparing to conduct a survey to assess the number of businesses working in our member buildings, which will help us to determine the number and nature of jobs available. The purpose of collecting a headcount of individual businesses is to help define the random sample required for our *TMASF Connects 2017 Commuter Behavior Survey*.

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

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

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

Currently, we are promoting [internships](#) to our members as the primary method of engaging local residents with opportunities to work in our member buildings. As stated at the end of 2015, TMASF Connects Work Executive Committee is continuing to review the best practices for ongoing program services.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

NOVEMBER 2016



Members with Work Program Permit Requirements

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

**joined Work Program in 2016*

Board of Directors

Bonnie S. Pybus, RPA, FMA*	<i>President</i>	CBRE
Tawni Frank Sullivan	<i>Chief Financial Officer/President Elect</i>	Wilson Meany
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Doug Baker	<i>Committee Member</i>	GLL Real Estate Partners, Inc.
Brad Collins	<i>Committee Member</i>	CommonWealth Partners
Stacia Keisner	<i>Committee Member</i>	The Swig Company
Paige Salazar	<i>Committee Member</i>	CBRE
Dale Tate	<i>Committee Member</i>	Jones Lang LaSalle

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



TMASF CONNECTS MISSION STATEMENT

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

TMASF CONNECTS WORK PROGRAM COMMITMENT STATEMENT

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

Revised 2016



WORK PROGRAM PLAN 2017 – 2021

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[Representative Measurements of Performance](#)

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[TMA SF Connects Work Program Plan 2017- 2021](#)

[TMA SF Connects Work Program Plan: Representative Ideas](#)

TMASF CONNECTS WORK PROGRAM IN REVIEW

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

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

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

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

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

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

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

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

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

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

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

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

- New programs, features and tools;

- Website and support resources;

- Identify partnerships; and,

- Host and participate in events to support the program.

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

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

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



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

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

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



TMASF CONNECTS COMMITMENT 2017 – 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Researching a manageable method for listing jobs; and,

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

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

NUMBER TWO

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

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

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

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

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

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

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

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

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

NUMBER THREE

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

SFUSD, Guides, Scholarship & Graduation

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

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

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

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

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

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

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

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

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

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

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

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

NUMBER FOUR

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

Tenant Handbooks, Website, Employer Guides

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

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

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

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

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

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

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

NUMBER FIVE

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

Extension of Authorization

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

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

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

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

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

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

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

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

TMASF CONNECTS WORK PROGRAM PLAN

- REPRESENTATIVE IDEAS

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

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

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

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

REPRESENTATIVE PROGRAM TOOLS AND ACTIVITIES

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

ANNUAL ACTIVITIES

Submittal of Annual Reports to CCSF Planning Department and Commission

Submittal of Annual Reports to TMAF Connects Members

Convene TMAF Connects Members for annual Meeting

CONTINUING ACTIVITIES

Website Review

Maintain civic, community, government, member and other relations

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

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

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

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

ADDITIONAL ACTIVITIES

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

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

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

Engage interns to work on member events and outreach

Promote member building employment centers in their most favorable light

Attachment C: Letters



August 1, 2016

RE: Acknowledgement of TMASF Connects efforts on behalf of SFUSD Students

I am writing to acknowledge appreciation for the work that TMASF Connects has undertaken to improve internship opportunities and offer scholarship programs for San Francisco Unified School District (SFUSD) students during the past four years. San Francisco Unified has forged new opportunities to include representatives from the business community to work with our educators to assure that curriculum and internships will be developed to meet future needs of our local workforce.

TMASF Connects has worked with the Career Technical Education Advisory Committee (CTEAC) efforts for four years. During this time, your efforts have expanded to include both internship promotion and placement and the introduction of a scholarship program for students graduating from our high schools. It has been gratifying to observe as your scholarship program, has grown from including only students who participated in one of the academy programs to one that is now open to all SFUSD graduates.

We are also pleased that TMASF Connects helped sponsor the graduation ceremony for students of the Academy of Hospitality & Tourism (AoH&T) program. I enjoyed the graduation program, as did our students who expressed gratitude for generous scholarships that your organization offers.

I understand that TMASF Connects is a privately funded organization working to strengthen our community by helping the next generation workforce become competitive in the local job market. The community is further strengthened when local residents participate in local employment opportunities. Your efforts on behalf of our students is part of your larger organizational mission to help keep San Francisco mobile and less congested.

This issue is of significance and your efforts are expected to help San Francisco's next generation of workforce participants.

Thank you and best of luck with your future efforts.

Sincerely,

Richard A. Carranza



SAN FRANCISCO PLANNING DEPARTMENT

November 14, 2016

Ms. Kim Martinson, CAE
Executive Director
Transportation Management Association of San Francisco Connects (TMA SF)
180 Montgomery Street, Suite 2360
San Francisco, CA 94104

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Re: Staff Review of the TMA SF Connects 2016 Work Status Report and Work Plan 2017-2021

Dear Ms. Martinson,

Thank you for the October 2016 submittal of the Transportation Management Association of San Francisco (TMA SF) Connects Work program report, as part of the overall TMA SF Connects materials. I have reviewed the following sections of that submittal:

- State of the Association Executive Report
- TMA SF Connects 2016 Work Status Report
- TMA SF Connects Work Plan 2017-2021

Per San Francisco Planning Commission Resolution 18210 (October 28, 2010), the Planning Commission authorized TMA SF Connects to provide brokerage services for the San Francisco Resident Placement and Training Program through 2016, and accepted the TMA SF 2011-2016 Work Plan for employment brokerage activities. I understand that TMA SF is requesting that the authorization to provide brokerage services be extended to 2021.

Upon review of the October 2016 submittal staff findings that the documentation provided is sufficient, and that program activities appear to satisfy the five objectives for local employment brokerage activities as outlined in Resolution 18210. The next step will be to schedule a hearing before the Planning Commission. I will contact you as soon as I have that scheduled and we can work together on coordinating the materials in support of the staff report for the hearing. Please call me at (415) 575-9030 with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Rachel A. Schuett".

Rachel A. Schuett
Environmental and Transportation
Planner
Environmental Planning Division
San Francisco Planning Department



April 7, 2017

Ms. Rachel Schuett
Environmental Planner/Transportation Planner
CCSF Planning Department
1650 Mission Street, Suite 400
San Francisco, CA 94103

MISSION STATEMENT

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

BOARD OF DIRECTORS

- Bonnie S. Pybus, RPA, FMA
President
- Tawni F. Sullivan
Chief Financial Officer/President Elect
- Paul C. Richards, CPM, RPA
Executive Vice President of Association Affairs
- Mark V. Buckingham
Vice President Connects Work
- Randy J. Valdez
Vice President Connects Commute
- Stacia Keisner
Director
- Amber Miller, RPA, FMA, LEED GA
Director
- Paul E. Paradis, LEED AP
Chair

WORK EXECUTIVE COMMITTEE

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Vice President Connects Work
- Brad Collins
Committee Member
- Mather Eldred
Committee Member
- Stacia Keisner
Committee Member
- Paige Salazar
Committee Member
- Dale Tate
Committee Member

STAFF

- Kimberly B. Martinson, CAE
Chief Executive Officer
- Jennifer Bock
Program Manager
- Silvia Zeng
Business Manager

RE: CCSF Planning Commission continued authorization for TMASF Connects Work Program – continued authorization of CCSF Planning Resolution 18210 through 2021

Dear Rachel:

I am writing on behalf of the TMASF Connects Board of Directors, Work Executive Committee and members, to restate our commitment to offering a strong compliance program that allows for the continued authorization for our association to provide compliance fulfillment services on behalf of City and County of San Francisco (CCSF) Planning Code Section 164. The 16 member properties of the Transportation Management Association of San Francisco (TMASF) that share common permit requirements for CCSF Planning Code 164 have expanded program services and made these available to the entire membership, developed a scholarship and internship program, and continue to champion local hiring options.

These 16 member buildings represent more than 5.6 million square feet of commercial office space. The entire TMASF Connects membership represents 79 member buildings and more than 26 million square feet of commercial office space. TMASF Connects member buildings that share a responsibility for compliance fulfillment and continued commitment to fulfill CCSF Planning Code 164 through their membership include:

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

Ms. Rachel Schuett
Environmental Planner/Transportation Planner
CCSF Planning Commission and Staff
Page Two of Two
April 7, 2017

These buildings continue to pay membership fees and participate in the governance and matters of the TMASF Connects programs. TMASF Connects Work and all other efforts of the association continue to be funded solely through collection of membership fees. *TMASF Connects neither solicits nor accepts public funding.*

Each of these buildings has committed to continued participation and membership in our efforts on behalf of CCSF Planning Code 164.

The TMASF Connects membership has grown from 57,000 commuters in 2010 when the Work program authorization was granted to more than 99,000 today. Our programs continue to be shared with those commuters and are refined each year. As we look ahead, the TMASF Connects scholarship program is funded, the internship efforts are in place, outreach to local community groups continues, and promotion of San Francisco's competitive workplace is strong.

The TMASF Connects Board of Directors, Work Executive Committee, members, and our staff remain committed to offering our programs funded through collection of membership fees. We also remain committed to offering programs that inspire students, encourage workforce participants, and remind employers in TMASF Connects member buildings of the abundant and talented workforce that lives in San Francisco.

We look forward to our presentation to the CCSF Planning Commission on May 4, 2017 as we hope to finalize reauthorization of CCSF Planning Resolution 18210 through 2021.

Thank you for your guidance, review, support, and consideration of our efforts.

Sincerely,



Kimberly B. Martinson, CAE
CEO/Executive Director

cc: TMASF Connects Board of Directors
TMASF Connects Work Executive Committee and member property
representatives