



EXECUTIVE SUMMARY

TRANSPORTATION MANAGEMENT ASSOCIATION OF SAN FRANCISCO (TMA SF) CONNECTS: COMMUTE PROGRAM & CAREER PROGRAM AUTHORIZATIONS

HEARING DATE: March 4, 2021

Record No.: 2021-000317CRV
Project Name: Transportation Management Association of San Francisco (TMA SF) Connects
Project Sponsor: Kimberly Martinson, CEO/Executive Director TMA SF Connects
180 Montgomery Street, Suite 2360
San Francisco, CA 94104
Staff Contact: Justin Kran – (628) 652-7429
Justin.Kran@sfgov.org

Recommendation: Adoption of the Resolution

BACKGROUND

In 1985, Planning Code Sections 163 and 164 were created. Both sections are focused on reducing commuter trips in the downtown area.

- Planning Code Section 163 establishes a framework for regulation of new developments' transportation management requirements and requires transportation brokerage services.
- Planning Code Section 164 identifies the promotion of local employment as an added measure to be required of new projects developed commute trips in the downtown area to reduce commute trips.

On January 7, 1988, the Planning Commission (hereinafter "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.

On June 15, 1989, the Commission adopted Resolution No. 11680 endorsing the concept of a Transportation Management Association that could 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. The TMASF Connects Commute program guides the workforce by linking creative, eco-conscious campaigns, promotions, and programs with member outreach.

On December 14, 1989, the Commission adopted Resolution No. 11821 endorsing TMASF Connects and its 1990 – 1991 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.

Since the Commission's initial authorization of the TMASF Connects Work Plan, the Commission has adopted the following resolutions reauthorizing TMASF Connects to continue providing transportation brokerage services in compliance with Planning Code Section 163:

- Resolution No. 11821 (1990) – Work Plan Approval
- Resolution No. 13003 (1991) – Work Plan Approval
- Resolution No. 13434 (1993) – Work Plan Approval
- Resolution No. 14509 (1998) – Work Plan Approval
- Resolution No. 17210 (2006) – Work Plan Approval
- Resolution No. 18210 (2010) – Work Plan Approval
- Resolution No. 19911 (2017) – Work Plan Approval

As part of the Commission's Resolution No. 18210 on October 28, 2010, the Commission also authorized TMASF Connects to provide brokerage services for resident placement and training, pursuant to Planning Code Section 164. The TMASF Connects Career program guides the current and future workforce to resources designed to increase productivity and employability, and to support life-long learning opportunities. The Work Plan for this program was authorized for the period from 2011 – 2016.

On May 4, 2017, the Commission adopted Resolution 19911 reauthorizing TMASF Connects to provide brokerage services for resident placement and training, pursuant to Planning Code Section 164 for the Work Plan period from 2017 – 2021.

TMASF Connects' membership consists of 82 San Francisco commercial office buildings representing more than 26 million square feet of commercial office space. All of the TMASF Connects programs are funded solely through collection of membership fees.

As the COVID-19 pandemic continues, TMASF Connects promotes commute alternatives without disruption. As many organizations are switching to a remote work arrangement for the foreseeable future, TMASF provides information as health and safety standards are implemented. Since the beginning of the COVID-19 pandemic, TMASF has released at least one significant communication piece per week. Topics have included information regarding COVID-19, financial resources available to employers and employees as federal stimulus packages

came into effect, and transportation service expansions and adjustments as local transit agencies experienced a small resurgence in ridership rates.

Due to the magnitude and impact of COVID-19, TMA SF Connects has had to readjust many of their program offerings. TMA SF's focus shifted from promotion-centric incentive campaigns to safe commuting in a pandemic. TMA SF also focused on remote work issues. TMA SF is working with public transportation service providers to prepare for a returning workforce. TMA SF is planning for community outreach that will be required to reassure commuters about safely returning to the use of public transit services.

The difficulties stemming from the COVID-19 pandemic prompted a major readjustment to the new program features that began in late 2019. As transportation ridership rates decreased and commuters switched to remote working, the Career Program shifted emphasis to community support. In 2020, TMA SF Connects donated a total of \$15,500 to local organizations and initiatives to help support students with meals and school supplies. Numerous member buildings have also showed their support, such as donating backpacks to Malcolm X Academy Elementary School.

REQUIRED COMMISSION ACTION

The Commission is requested to adopt a resolution authorizing TMA SF Connects to provide brokerage services for their Commute and Career programs pursuant to Planning Code Sections 163 and 164 and accepting the TMA SF Connects 2021-2030 Work Plan. This would place both programs on the same re-authorization schedule on a decennial basis.

BASIS FOR RECOMMENDATION

Compliance with Planning Code Section 163 includes meeting the following conditions of approval:

1. Submittal of an annual report detailing program progress and funding;
2. Delivery of a semiannual list of all TMA SF members in good standing;
3. Administration of a biennial survey of members and presenting a summary of findings;
4. Submittal of annual reports from the individual buildings subject to additional conditions; and
5. Solicitation and encouragement to other properties to gain membership in TMA SF's brokerage services.

The work Status Report (2011-2021) indicates that the TMA SF Connects Commute Program is currently in compliance with Planning Commission Resolution No. 18210 adopted on October 28, 2010.

Compliance with Planning Code Section 164 includes meeting the following conditions of approval:

1. Determination of 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;
4. Work with employers in the building to encourage their hiring; and
5. 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 (2017-2021) indicates that the TMASF Connects Career Program is currently in compliance with Planning Commission Resolution No. 19911 adopted on May 4th, 2017.

The Work Plan 2021 – 2030 demonstrates TMASF’s Connects commitment to continue to address performance issues such as schedule promotion; employee education and assistance; mode shift; commuter behavior; and progress monitoring. Further, TMASF addresses the implications of the COVID-19 Pandemic in both the 2020 Annual Status Report and the 2021-2030 Work Plan. As indicated in the annual report, the on-site building population decreased from more than 130,000 commuters in March 2020 to less than 5,000 as of December, 2020. TMASF has pivoted in their role to assist members, employers, and commuters with resources, and delivery of vital information. TMASF’s response to COVID-19 through monitoring employment and commuter trends will play an important role as one of the city’s major economic areas enters recovery.

ATTACHMENTS:

- Draft Resolution
- Exhibit A – TMASF Connects 2020 Annual Status Report
- Exhibit B – TMASF Connects 2021-2030 Work Plan Briefing Book
- Exhibit C – TMASF Connects Work Plan 2021- 2030
- Exhibit D – Resolution No. 18210, 2010 Work Plan Approval
- Exhibit E – Resolution No. 19911, 2017 Work Plan Approval



PLANNING COMMISSION DRAFT RESOLUTION

HEARING DATE: MARCH 4, 2021

Record No.: 2021-000317CRV
Project Name: Transportation Management Association of San Francisco (TMASF) Connects
Project Sponsor: Kimberly Martinson, CEO/Executive Director TMASF Connects
180 Montgomery Street, Suite 2360
San Francisco, CA 94104
Staff Contact: Justin Kran – (628) 652-7429
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RESOLUTION OF THE PLANNING COMMISSION ADOPTING FINDINGS AUTHORIZING TRANSPORTATION MANAGEMENT ASSOCIATION OF SAN FRANCISCO (TMASF) CONNECTS TO CONTINUE PROVIDING TRANSPORTATION BROKERAGE SERVICES PURSUANT TO PLANNING CODE SECTION 163 AND EMPLOYMENT BROKERAGE SERVICES PURSUANT TO PLANNING CODE SECTION 164.

WHEREAS, since the 1970's, the Planning Commission (hereinafter "Commission") has imposed conditions on permit approvals for office development in the greater downtown area, requiring building managers to provide commuter information and assistance programs to mitigate traffic congestion in San Francisco; and

WHEREAS, since 1985, the Board of Supervisors and the Commission adopted Planning Code Sections 163 and 164 regulating approvals for office development in the greater downtown area, requiring building managers to provide transportation brokerage services and resident employment training and placement programs to mitigate adverse traffic and transit impacts; and

WHEREAS, on January 7, 1988, the Commission adopted Resolution No. 11249, setting forth performance criteria for implementation of the Planning Code Sections 163 and similar conditions, and recommending creation of a private entity to coordinate implementation of Transportation Management Programs (TMPs) in a cohesive manner for the greater downtown area; and

WHEREAS, on June 15, 1989, the 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 performance of such specific standards; and

WHEREAS, on December 14, 1989, the Commission adopted Resolution No. 11821, endorsing Transportation

Management Association of San Francisco (TMASF) Connects and its 1990 Work Plan, releasing its members from strict performance of minimum criteria and standards, on the basis that it sufficiently satisfied TMP goals and objectives for the downtown area; and

WHEREAS, on January 31, 1991, the Commission adopted Resolution No. 13003, endorsing TMASF Connects and its 1991-1992 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and

WHEREAS, on December 10, 1992, the Commission adopted Resolution No. 13434, endorsing TMASF Connects and its 1993-1997 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and

WHEREAS, on December 11, 1997, the Commission adopted Resolution No. 14509, endorsing TMASF Connects and its 1998-2002 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and

WHEREAS, on March 13, 2003, the Commission adopted Resolution No. 16540, endorsing TMASF Connects and its 2003-2007 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and

WHEREAS, on March 26, 2006, the Commission adopted Resolution No. 17210, endorsing TMASF Connects and its 2006-2011 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area;

WHEREAS, on October 28, 2010, the Commission adopted Resolution No. 18210, endorsing TMASF Connects and its 2011-2020 Commute Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area, and also endorsing TMASF Connects and its 2011-2016 Career Work Plan to provide employment brokerage services pursuant to Planning Code Section 164; and

WHEREAS, on May 4th, 2017, the Commission adopted Resolution No. 19911, endorsing TMASF Connects and its 2017-2021 Career Work Plan to provide employment brokerage services pursuant to Planning Code Section 164 on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and

WHEREAS, TMASF Connects has submitted annual reports on transportation and employment brokerage Work Plan activities between 1990 and 2020, and was found to be in compliance; and

WHEREAS, the TMASF Connects Board of Directors submitted a Work Plan for the January 2021 through December 2029 period including a list of members and an overview of the Work Plan elements.

NOW THEREFORE BE IT RESOLVED, that the Planning Commission authorizes the TMASF Connects Commute Program to provide transportation brokerage services pursuant to Planning Code Section 163 and accepts the TMASF Connects 2021-2030 Work Plan, subject to the following objectives for transportation brokerage activities:

1. Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance;

2. Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute option; and incentives to use the most efficient and appropriate options in the context of building or employee needs;
3. Ensure that activities are conducted at a level of effort that will assure contribution to gradual modal shift over time, such that the year 2000 goals for overall downtown commute patterns, established by the Downtown Plan, may be attained;
4. 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; and
5. Monitor program effectiveness and progress at regular intervals.

BE IT FURTHER RESOLVED, That the Planning Commission authorizes the TMA SF Connects Career Program to provide employment brokerage services pursuant to Planning Code Section 164 and accepts the TMA SF Connects 2021-2030 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 March 4, 2021.

Jonas P. Ionin
Commission Secretary

AYES:

NOES:

ABSENT:

ADOPTED: March 4, 2021

Exhibit A

TMASF Connects 2020 Annual Status Report

2020 ANNUAL STATUS REPORT

January 2020 - December 2020

Submitted for Approval to

City and County of San Francisco
Planning Department of Commission

Submitted by

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

December 2020

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IN CONSIDERATION OF

City and County of San Francisco Planning Commission Resolution Number 17210 (Commute)
City and County of San Francisco Planning Commission Resolution Number 19911 (Career)

Our mission is...

“

Building Our Current and Future Workforce

to be

Mobile and Competitive

”

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Association Overview

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[TMASF Connects Year-in Review](#)

[TMASF Connects 2020 Commute Status Report](#)

10 pages of responses to CCSF Planning Code 163 Requirements
CCSF Resolution Number 17210

[TMASF Connects 2020 Career Status Report](#)

7 pages of response to CCSF Planning Code 164 Requirements
CCSF Resolution Number 19911

[TMASF Connects 2020 Calendar of Events and Materials produced](#)

Member Buildings in Good Standing as of November 2020

[Click Here](#) to view a map of our member buildings

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

*Per SF PC 164

Meet TMASF Connects

TMASF Connects is committed to remaining funded through membership fees. We have not accepted any public funding since our participation in the statewide matching start-up grant from Caltrans in 1989. We do not intend to seek public funding and remain confident of our membership to fund the programs that they enjoy.

*TMASF Connects Association Statement of Funding
November 2020*

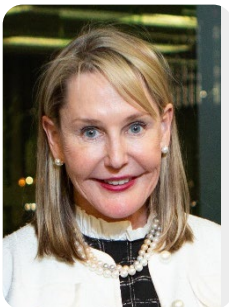
TMASF Connects operates from an office in Downtown San Francisco. We have a staff of four professionals and outsource a number of our functions for IT management, accounting, legal and some creative design. Our staff is professionally accomplished and dedicated to our mission. The TMASF Connects association is managed by two senior staff members – Chief Operating and Chief Executive Officers. The staff of four also features a full-time Program Manager and Marketing Associate with strong design expertise.

We are governed by an advisory board of directors who are professionals in property management and development. The TMASF Connects Board of Directors are an engaged, committed, and active advisory council who are commercial real estate professionals elected by the membership of the association.

Our Staff

“We are dedicated to improving the experiences of commuters and current & future workforce participants through our programs, services and scholarship opportunities.”

*TMASF Connects Team Statement of Intent
November 2020*



Kimberly B. Martinson, CAE
CEO/Executive Director



Jennifer Pollard
Chief Operating Officer



Jeffrey Lee
Program Manager



Shirley Lin
Marketing Coordinator

Our Board of Directors

"We are committed to providing guidance for our programs and services that promote clean and efficient commute choices and identify opportunities that help prepare our next generation workforce."

*TMASF Connects Directors Statement of Commitment
November 2020*



Bonnie S. Pybus
Co-President



Tawni F. Sullivan
Co-President



Mark V. Buckingham
Chief Financial Officer



Paul C. Richards
Executive Vice-President



Randy J. Valdez
Director, Vice President of
Commute



Stacia Keisner
Director



Amber Brown
Director



Paige Salazar
Director

TMASF Connects 2020 Year-in-Review

*The three major elements of the TMASF Connects 2020 Annual Status Reports are **Commuter Status Responses**, **Career Status Responses**, and the [Calendar of Events and Materials Produced](#). In these sections, we have detailed our program offerings for 2020. Levels of effort, targeting, surveying, promoting and monitoring are presented for both programs in their respective sections.*

This introduction is intended to briefly summarize the activities of TMASF Connects.

Year-in-Review

During 2020, TMASF Connects celebrated our 30th year of offering programs and services. We launched our year with a large member event that also began our 2020 commuter behavior survey. The TMASF Connects scholarship awards were made solely to SFUSD/Spark SF* to fund 5000 student meals and SupplyHopeInfo to distribute school supplies. An important new project is the new [Community Support](#) webpage, which has already matched and donors and supplies to local needs.

Our board of directors and staff maintained a vigorous work and meeting schedule from remote locations. Staff development and training were featured prominently this year as we prepare for a vastly changed membership of the future.

The association continues to be funded solely through collection of membership fees. A roster of our member buildings is found on the [membership roster](#) of this report. We are pleased to report 100% membership renewal. We did not increase the number of buildings in our membership this year.

TMASF Connects expanded our information services to our membership and through our website. This report provides [links](#) to materials and information pieces we offered during 2020. We also streamlined and further refined our [website](#).

This summary offers reports of both the TMASF Connects Commuter and Career programs. These reports provide an overview of our efforts and responses to each of the requirements as identified in CCSF Planning Codes 163 for Commuter and 164 for Career. These programs work in tandem to reduce traffic congestion.



**TMASF CONNECTS
2020 ANNUAL STATUS REPORT
-COMMUTE -
DECEMBER 2020**

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 2020 to December 2020
for compliance with City and County of San Francisco Planning Code Section 163.*

To view our materials developed please click below:
[TMASF Connects 2020 Calendar of Events and Materials Produced](#)
[TMASF Connects COVID-19 Resources](#)



TMASF CONNECTS 2020 COMMUTE STATUS REPORT OVERVIEW

The [TMA SF Connects Commute program](#) is approved by the CCSF Planning Commission and authorized by [Resolution Number 17210](#) through 2020. In 2020, the program had to augment and reposition its activities during the COVID-19 pandemic. Our Commute program is authorized through CCSF Planning Commission Resolution 17210. Our programs are offered in accordance with the terms of City and County of San Francisco (CCSF) Planning Code Section 163. We continue to offer robust programs for our member properties and look ahead to our upcoming program reauthorization hearings. As of this writing, we have completed a new Work Plan for both Career and Commute programs. The new plan is proposed for services from 2021 – 2030.

During 2020, TMA SF Connects Commute program continues to link commuters in our 82 member buildings to resources and options for smarter trip-planning. We have continued to expand our reach by sending our communications to registered users on our website as well as members. This helps increase awareness of our services and website.

We believe that a combination of events this year made the findings from the TMA SF Connects 2020 Commuter Behavior Survey reflect a skewed picture of the actual travel patterns. The COVID-19 pandemic and the Better Market Street Project both coincided with the final days of our survey monitoring. Thus, it may not necessarily reflect true commute needs of our members at that time. There is no doubt that the events of 2020 have again impacted the needs of our members.

Currently, our member buildings are occupied at a maximum of 3% of total building capacity. As building population returns to normal, additional survey measures will be undertaken. However, we continue to integrate our Commute program services with our expanding Career and Community programs in order to achieve our goal of contributing to San Francisco's mobile and competitive workforce.

During 2020, TMA SF Connects expanded our website offerings while simplifying navigation tools to better view information. Please visit our site as you view the materials developed from our calendar of [Announcements](#).

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

TMASF Connects 2020 Commute Status Responses

Program Requirement Fulfillment Responses

January 2020 – December 2020

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

Impact of the Commuter Behavior Survey period, Impact of COVID-19

During 2020, TMASF Connects campaigns was significantly impacted by the Commuter Behavior Survey period and the COVID-19 pandemic. We have continued development of in-depth membership resource sheets about public transportation usage. These resources were developed to reassure commuters about the options for safe travel while using public transportation services.

Impact of Commuter Behavior Survey period

TMASF Connects 2020 Commuter Behavior Survey period was launched on January 29th of this year, with an end date of February 17th. Per our requirements for conducting the survey, we did not implement any promotions or campaigns six weeks before the start of the survey period as to not skew data and create bias in our survey responses. The start of the survey period also coincided with the start of the Better Market Street's Quick Build program. The uncertainty of both the COVID pandemic and the changing landscape of Market Street are events that we believe have slightly skewed the commuting patterns of survey respondents during the study period. The survey findings will be further discussed in *Program Requirement Number Three* and *Program Requirement Number Five*.

Impact of COVID-19

As a result of stay-at-home and remote work requirements, we have experienced significant reduction in public transportation service. TMASF Connects continues to provide information to our members about major traffic incidents, as well as any transportation service changes as it becomes available. Commuter incentive campaigns, which included sports and theater tickets given away through our website, were stopped as events were postponed or outright cancelled. Increased health and safety protocols at member buildings as well as dramatically reduced tenant occupancy rates have led to most, if not all, building events being cancelled.

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

Emergency Resources, Member Communications, Streamlined Website Functions

TMASF Connects program continues to offer commute assistance in any capacity possible, including materials developed and our website offerings. During 2020, we continued to streamline and promote 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 [map](#) and in our [Commute section](#). The Commute section 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 June 2020, rather than providing the annual printed transit materials to our members, we opted for an electronic distribution. TMASF Connects designed our own printable Emergency Resources sheet. We continue to remind & encourage commuters to know their overall transportation alternatives in the event of a problem. To that extent, printed materials serve as a back-up resource at all times. Safety standards in the COVID-19 era and reduction of transit services and materials prompted us to create an improved and more succinct version of this information. We continue to remind commuters to understand their options in the event of a disruption to their customary travel patterns.

Member Communications

Bay Area transportation sources cited that COVID-19 reduced daily commute trips by as much as an estimated 97%. As members transitioned to remote work, the need for information changed dramatically. Our [Transit Service Updates](#) continue to be maintained and distributed accordingly. TMASF Connects staff monitors member needs and develops tailored communication programs to address those concerns.

Streamlined Website Functions

TMASF Connects continues to refine and streamline website functions. This year, we launched a new section for our website to provide vital information titled [Health and Safety Resources](#). This section includes the [COVID-19 Updates and Changing Conditions](#) and [Community Support](#) page. We have and will continue to refine the TMASF Connects website as we enter 2021. Our goal is to offer a simplified, yet comprehensive website that features our customized mapping.

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

Member Communications, COVID-19 Disruptions, Survey Findings in a Remote Work Environment

In 2020, TMASF Connects augmented our program offerings as many transit organizations drastically reduced their services. Our message distribution system continues to go through our property management contacts to their building tenants. Our website houses all materials sent to members. Our total on-site building population in March 2020 was 130,000+ commuters. As of this writing, we have less than 5000 people working in their offices. Please refer to the table below for more details on the amount of communications and materials distributed.

Member Communications

As the COVID-19 pandemic continues, TMASF Connects promotes commute alternatives without disruption. As many organizations are switching to a remote work arrangement for the foreseeable future, we provide information as health and safety standards are implemented. Since the beginning of the COVID-19 pandemic, we have released at least one significant communication piece per week. Topics included a sustained quality of life while working remotely. Q1 2020 focused on [COVID-19 information](#) and [telecommuting](#). Q2 emphasized financial resources available to [employers](#) and [employees](#) as federal stimulus packages came into effect. Q3 focused on [transportation service expansions](#) and adjustments as local transit agencies experienced a small resurgence in ridership rates. As we navigate Q4, we continue to monitor events and tailor communication accordingly. Details of these communications will be further discussed in *Program Requirement Number Four*.

Please refer to our calendar of [Announcements](#) on our website to view the materials developed.

COVID-19 Disruptions

As stated earlier, the daily population of people working in TMASF Connects member buildings decreased from 130,000+ to less than 5,000 people. This decrease was in response to mandatory stay-at-home orders and employer concerns for public safety. As such a decline impacted the entire country, public transit service offerings declined in proportionate scale. As such, the need for daily transit/traffic alerts became virtually nonexistent.

As the need for traffic and transit alerts decreased, the requirements for member communications became more complicated. TMASF Connects combined messages for workforce and community resources with healthy and safe commute options. This resulted in consistent messaging and creating a true synergy between programs.

To review our level of effort by numbers, please refer to *Table One*.

Table One – Communications Developed and Delivered by TMASF Connects

TMASF Connects 2020 Messaging Frequency and Reach			
Category of Message	Number of Times Message was Delivered (by category)	Estimated Number of People Reached per Message	Estimated Number of Impressions Released
Alerts	7	130,000	910,000
Advisories	5	130,000	650,000
Campaigns/ Fact Sheets	27	130,000	3,510,000
Website	27	100,000	2,700,000

Materials listed in *Table One* were developed by TMASF Connects.

Survey Findings in a Remote Work Environment

As stated earlier, the *TMASF Connects 2020 Commuter Behavior Survey* period began January 29th and was open until February 17th. We accumulated a total of 4400 survey responses. From that sample size, we drew the required 1130 responses for our sample population.

We attained a **drive-alone by choice rate of 7%** from our sample size (1130 responses). From our total 4400 survey responses, we attained a drive-alone by choice rate of 6%. These results may have been skewed or otherwise biased due to the initiation of Better Market Street Project’s Quick Build program which also began on January 29th. Furthermore, as most companies and organizations have switched to a remote work arrangement during the COVID-19 pandemic, this year’s survey findings does not necessarily reflect a current commuter experience.

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

2020 Resource Sheet Series, Member Service Programs, Informational Program Materials, Tailored Messages for the COVID pandemic

*With a **drive-alone by choice** rate of 7% per the TMASF Connects 2020 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 2020. The changes that are expected to emerge after a prolonged remote working environment will require extensive outreach to commuters. Safe travel, cleanliness, flextime, and staggered work hours will be representative topics that are promoted as we enter 2021 and beyond.*

The future return-to-work migration will offer a new opportunity for promoting commute options. In all likelihood, we will be promoting commute options as an integral part of all combined promotions with our Career program. As many employers are expecting to slowly phase in their workforce, the telecommuting and other employment options will continue to be an important part of future messaging.

2020 Resource Sheet Series

When the COVID-19 pandemic began, many organizations switched to remote work. TMASF Connects targeted our messaging to focus on successful transitions to telecommuting. We focused on the practical aspects of remote working from both a commuter and employer perspective.

As mentioned in *Program Requirement Number Two*, these resource sheets had topics that ranged from detailed [COVID-19 factsheets](#) to [telecommuting](#) to updates from the [local](#) and [state](#) governments. Other pieces aimed to offer a relatable solidarity with our members while working remotely, like [Thoughts and Tips from TMASF Connects staff](#) and [Satellite Stories](#). We remain committed to developing and implementing activities that educate our members on making smart commute choices and patterns.

Member Service Programs

TMASF Connects continues to offer comprehensive resources and messaging to help commuters identify options to driving alone. Our website features unique mapping that identifies transit alternatives, daycare resources and other information to assist commuters with individualized trip linking and commute planning. We provide direct commute assistance through our alerts, advisories, and resource sheets. Using e-mail, Mailchimp, and [Twitter](#), TMASF Connects encourages commuters to visit [our site](#) and register to receive alerts and program information.

Informational Program Materials

TMASF Connects Alerts are issued as conditions disrupt daily commutes. These vary in depth of information. Format also changes to provide additional resources for longer-term disruptions that prompt a commute change beyond the next trip. Please refer to *Table One* for additional details about scope and delivery of messaging. A complete portfolio of program materials can be found in our [2020 Calendar of Events and Materials Produced](#).

As discussed in *Program Requirement Number Three*, our level of effort continued to be strong during 2020. Technology refinements continue to streamline our information delivery. Targeted message delivery and quality information are the hallmark of *TMASF Connects* programs. As we approach 2021 and beyond, we will continue to review and enhance our message development and delivery options.

Tailored Messages for the COVID pandemic

Due to the magnitude and impact of COVID-19, *TMASF Connects* has had to readjust many of our program offerings. Our focus shifted from promotion-centric incentive campaigns to safe commuting in a pandemic. We also focused on remote work issues. We are working with public transportation service providers to prepare for a returning workforce. As commuters return to work, distribution of promotional items such as safety straps and hand sanitizers are being discussed. We assume that extensive community outreach will be required to reassure commuters about safely returning to the use of public transit services.

Our tailored messages in the COVID-19 era include educating our members about commuting while following proper health and safety protocols. Our messages and communications aims to serve as an educational resource when remote work is not an option and a commute alternative is required.

SUMMARY

Website Effectiveness, Impact of 2020 Commuter Behavior Survey Findings, Continued Staff Development and Membership Commitment

The TMASF Connects 2020 Commuter Behavior Survey [results](#) showed that the share of commuters of our member buildings who drive alone to work is at 11% (compared to 8.5% in 2017). **The current drive-alone by choice rate is slightly less than 7%.** Public transportation usage is at 73.6%. TMASF Connects has defined a series of metrics that apply directly to our membership. These include membership retention and growth, 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. Membership fee collection as our sole source of income is also a metric we use to measure our progress.

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. This information is incorporated into program planning and website expansion and refinement.

In 2020, we continued to update our website by refining key navigational elements. We encourage members to locate their building from our [map](#). We also provided recent updates on our [Announcements calendar](#), and relevant [Commute](#), [Career](#), and [Community](#) sections. Amid the COVID-19 pandemic, we also introduced a new [Health and Safety Resources](#) section. In 2020, we continued refining website pages that are expected to continue as we enter 2021. We will update the website map with new overlays in accordance with resources our members find beneficial.

Impact of 2020 Commuter Behavior Survey Findings

The TMASF Connects 2020 Commuter Behavior Survey period began January 29th. Two factors prompted us to extend the deadline until the end of February – COVID-19 and the initiation of Better Market Street Project's Quick Build program.

We theorize that the survey findings of the [TMASF Connects 2020 Commuter Behavior Survey](#) may have been slightly skewed. To note, many commuters may have been in the midst of changing their transportation patterns due to the closure of Market Street to private automobiles. The Better Market Street Project and COVID-19 pandemic have obviously distorted previous commute patterns. As we look ahead to 2021 and beyond, we anticipate conducting additional studies of travel behavior and commute preferences as people begin a phased return to their office pattern.

Continued Staff Development and Membership Commitment

This year, TMASF Connects staff undertook extensive online training. Our team participated in transportation demand management courses offered by Association for Commuter Transportation (ACT). Scoop, a carpooling software company also offered webinars and resources to help with program planning.

Staff attended association management conferences hosted by the American Society of Association Executives (ASAE). Staff also attended workforce development courses to further develop their depth of understanding needed for the TMASF Connects Career program.

As we look ahead, our Board of Directors, members, and staff remain committed to maintaining a strong partnership with City and regional entities. We will continue to offer programs that provide commuters with relevant resources. Furthermore, we remain committed to conducting additional commuter behavior surveys at such time as we have a critical mass of people working in member buildings. Based on previous TDM estimates of critical mass for programs such as ours, we would imagine 30,000 people or more would constitute a reasonable survey population.

We did not add new members in 2020. We have worked with our membership diligently in 2020. We do not anticipate any changes for 2021 membership retention.

For a full roster of our member buildings, please consult the [membership roster](#) of this report.



TMASF CONNECTS 2020 CAREER STATUS REPORT OVERVIEW

The [TMASF Connects Career program](#) is approved by the City and County of San Francisco Planning Commission and authorized by [Resolution 19911](#) through 2020. In 2020, the program faced a difficult year due to the COVID-19 pandemic. A pilot of new services and features were modified as in-person interactions and events carried risk of exposure. However, we remain committed to keeping our local workforce mobile and competitive. All association members are eligible to participate in the [Connects Career program](#).

The difficulties stemming from the COVID-19 pandemic prompted a major readjustment to the new program features that began in late 2019. As transportation ridership rates decreased and commuters switched to remote working, the Career Program shifted emphasis to community support. In 2020, TMASF Connects donated a total of \$15,500 to local organizations and initiatives to help support students with meals and school supplies. Numerous member buildings have also showed their support, such as donating backpacks to Malcolm X Academy Elementary School.

TMASF Connects has developed a fully integrated program to reduce single occupant vehicle trips. We focus our efforts on the three programs – Commute, Career, and Community. TMASF Connects also offers [trip-linking resources](#) and [daycare information](#) for seniors, teens, children, and pets. Established travel trends indicate that daily care needs influence commute choices 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 2021, we will continue assessing options to creating the most effective programs. When the COVID-19 pandemic recedes enough for workers to begin returning to their offices or for workforce expansion, we will continue with further refined program development. Specifically, we intend to build community partnerships and increase the number of local collaborations as we have done in the program's infancy. Our goal is to increase the number of workplace tools and resources available and 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 and/or view the [Announcements calendar](#) on our website.

TMASF Connects 2020 Career Status Responses

Program Requirement Fulfillment Responses

January 2020 – December 2020

NUMBER ONE

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

SUMMARY

Workforce Contraction, Employment Trends Monitoring

We did not add new members in 2020. The 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 during the COVID-19 pandemic. The workforce is changing and as jobs become available in our member buildings once again, we will continue to identify additional avenues to promote the availability of those jobs.

Workforce Contraction

During the COVID-19 pandemic, employment opportunities have contracted or come to a halt as companies and organizations have begun closing offices in favor of remote work arrangements and reducing their number of staff members.

Employment Trends Monitoring

TMASF Connects remains committed and continues to track unemployment and job creation information. We will continue monitoring employment opportunities. As employment revitalization begins, this information will be used to create programs shared with our membership.

SUMMARY*Website, Resource Sheets, Workforce Contraction*

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. Due to the COVID-19 pandemic, many of our buildings have seen occupancy rates as low as 3%. This information coincides with a 10% job loss rate in San Francisco between January and September of this year, according to the Bureau of Labor Statistics. TMASF Connects will continue to use available media to promote and publicize information as future opportunities arise.

Website

Our website design makes it easy to navigate and access the plethora of job search resources in our [Career section](#). The TMASF Connects website allows 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 97,600 registered site visitors.

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

Resource Sheets

TMASF Connects has crafted a number of resource sheets for employers and employees regarding resources available during the COVID-19 pandemic. These were routinely updated as circumstances changed due to local, state, and federal benefits programs. The [Employee Guide to Changes in Workforce Benefit Laws](#) details stimulus packages available to employees who may be eligible for them. TMASF Connects also created a [Skills Update Guide](#) and resource sheets on [Helpful Tips for Telecommuters](#) and [Working and Commuting During Flu Season](#). Our goal is to give employees and jobseekers a sense of perseverance, resilience, and solidarity during the COVID-19 pandemic. We also remind readers that their experiences are shared and we offer encouragement.

Employment Contraction

During the COVID-19 pandemic, employment opportunities have contracted or come to a halt. Companies and organizations have offered remote work arrangements and reduced staff during 2020. Our efforts will focus on the return to offices as that begins in 2021 or beyond.

To work with employers in the building to encourage their hiring of qualified San Francisco residents**SUMMARY***Local Training Programs, Resource Sheets, Future Workforce*

TMASF Connects members receive informational mailings and resource guides that identify local job training and educational entities. These groups are helping to prepare San Francisco residents to be ready to enter the local workforce. Additionally, we are refining the TMASF Connects [Career Network](#) that will offer job seekers and local employers career opportunities for training and mentorship 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.

Local Training Programs

Although hiring of qualified San Francisco residents has drastically slowed, we continue to 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. We continue to refine the [TMASF Connects Career](#) program website offerings. This year, we have made many changes to our website – an on-going process for our association.

Resource Sheets

In 2020, TMASF Connects crafted many resource sheets for employers and employees regarding financial resources available to them during the COVID-19 pandemic. We developed pieces such as [Employer Guide to Financial Resources](#) and [Paycheck Protection Program Application Information](#). We have strived to provide members with detailed local, state, and federal resources available to organizations and companies during the COVID-19 pandemic. Other materials, like the [Telecommuting Implementation Resource Sheet](#) was distributed to help employers and employees reorganize for remote work.

Future Workforce

As tenants phase employees back to work in member buildings, TMASF Connects will be on the forefront of collecting information about hiring trends. This information will be used to refine future programs. TMASF Connects will continue our efforts to identify opportunities for full workforce participation by our local 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

SUMMARY

Association Commitment

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. We value our partnerships.

Association Commitment

With input from our Board of Directors, we continue to reach out and communicate with our members on a weekly basis. In addition, we continue maintaining contact with local public transportation, education, and City and County of San Francisco (CCSF) agencies as we have always done.

Our members are actively engaged and supportive of the TMASF Connects Career programs and we look forward to building on our efforts to date. TMASF Connects staff continues to monitor job creation data and employment trends 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.



TMASF CONNECTS 2020 CALENDAR PORTFOLIO

Per requirements of the Commuter Behavior Survey, promotions and campaigns were not implemented for six weeks prior to and during the survey period in January and February.

To view materials from March until as of this writing, please see following pages. If you have any difficulties accessing them, please [Click Here](#) to access the materials on our website.



March 2020

Please click on each document within this calendar to see materials released in March 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 Coronavirus and Telecommuting Resource Sheet	4	5	6	7
8	9 Telecommuting Implementation Resource Sheet	10	11 Helpful Tips for Telecommuters	12	13 Navigating the Coronavirus Resource Sheet	14
15	16	17	18	19 Employment Health Factsheet Wellness Agreement	20	21
22	23 Thoughts and Tips from TMA SF Connects Staff	24	25	26	27	28
29	30	31 Website Update Launch Member Update				



April 2020

Please click on each document within this calendar to see materials released in April 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Transit Service Updates	2 Bay Area School Meal Pick Up Sites	3	4
5	6 April 6 Update: Transit Service Updates	7 Employer Guide to Financial Resources April 7 Update: Transit Service Updates	8 Guide to Changes in Workforce Benefit Laws	9	10	11
12	13	14 Update from State of California Governors News Conference	15 New Website Features Updates	16 April 16 Update: Employee Guide to Changes in Workforce Benefit Laws	17	18
19	20 How to: Workout at Home During Coronavirus Outbreak	21 Virtual Coffee Hour Invitation SFUSD Chromebook Pick Up Sites	22 Earth Day Greetings April 22 Update: Employer Guide to Financial Resources	23	24 Paycheck Protection Program Application Information	25
26	27	28	29	30 Childcare Options April 30 Update: Transit Service Updates		



May 2020

Please click on each document within this calendar to see materials released in May 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	May 5 Update: Transit Service Updates	Childcare Information	7	8	9
10	Satellite Stories Skills Update Guide 2020	12	13	14	15	16
17	18	19	Memorial Day Notice	21	22	23
24	25	26	27	May 28 Update: Childcare Information	29	30
31						



June 2020

Please click on each document within this calendar to see materials released in June 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Contra Costa County Connection, Wheels and Rapid Service Suspensions due to Planned Protests 1:39 pm	2 Expanded BART 15-Step Plan Information, AC Transit and SamTrans Update	3 Overview of Materials Developed (March-May 2020)	4	5 Critical Mass Solidarity Ride at Embarcadero Plaza Today 5:30 pm	6
7	8 COVID-19 Industry Guidance CDE Guidelines for Reopening Schools	9	10	11 New Bart Schedules, Upcoming Muni and SF Bay Ferry Service Changes	12	13
14	15	16	17 Parking Garage Resource Sheet	18	19 Select BART Stations to Stop Selling Paper Tickets	20
21	22	23 Emergency Services Information	24	25	26	27
28	29	30 Fourth of July Member Update				



July 2020

Please click on each document within this calendar to see materials released in July 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8 July 8 Update: Transit Service Updates	9	10	11
12	13	14	15	16 July 16 Update: Transit Service Updates	17 Update from SF Mayor's Office and State of California Governor's News Conference	18
19	20	21	22	23 How to: Utilize Google During the Coronavirus Outbreak	24 Update from State of California Governors News Conference	25
26	27	28	29 Essential Rider Work Home	30	31	



August 2020

Please click on each document within this calendar to see materials released in August 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 Giving Back to the Community	4	5	6	7	8
9		10	11	12	13 Updated Bay Area School Meals Pick Up Sites	14
16		17	18 Muni Service Expansion	19	20	21 Congestion Pricing for Downtown
23		24	25 Muni Metro Service Temporarily Suspended and Spare the Air Alerts 3:50 pm	26 How To: Comment on Congestion Pricing of Downtown	27	28
30	31 Bay Area Healthy Transit Plan Resource Sheet					



September 2020

Please click on each document within this calendar to see materials released in September 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10 September 10 Update: Transit Service Updates	11	12
13	14	15 Working and Commuting During Flu Season	16	17	18	19
20	21	22 Bay Area Meals Update	23	24	25	26
27	28 Community Support	29	30			



October 2020

Please click on each document within this calendar to see materials released in October 2020.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 Spare the Air Alerts and Napa/Sonoma County Road Closures 12:34 pm	2	3
4	5	6	7	8 Severe Traffic on Westbound I-80 11:35 pm	9	10
11	12	13	14	15 October 15 Update: Transit Service Updates	16	17
18	19	20	21	22 BART Station Closure at Civic Center 3:36 pm	23	24
25	26	27	28	29	30	31



November 2020

Calendar months are updated at the end of each month. As of this writing, additional materials will be present on the calendar on our [website](#) as topics and release dates are determined.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					



December 2020

Calendar months are updated at the end of each month. As of this writing, additional materials will be present on the calendar on our [website](#) as topics and release dates are determined.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



Building our Current & Future Workforce to be

Mobile and Competitive



Exhibit B

TMASF Connects 2021-2030 Work Plan Briefing Book



February 17, 2021

City and County of San Francisco
Planning Commission
City and County of San Francisco
Planning Department
49 South Van Ness Avenue
Suite 1400
SF CA 94103

RE: TMASF Connects Program Reauthorization Hearing scheduled for March 4, 2021

VIA: E-mail -- andrew.perry@sfgov.org and justin.kran@sfgov.org

Dear Planning Commission Members :

On behalf of our staff, board of directors and members of TMASF Connects, we thank you for your review of our program efforts on behalf of CCSF Planning Commission Codes 163 and 164 for transportation demand management and local employment efforts undertaken by our association. We are looking forward to our CCSF Planning Commission hearing on March 4, 2021.

Since our time together will be abbreviated to five minutes, we have prepared a briefing book that provides an overview of our programs, membership and efforts to help keep San Francisco mobile and employed. Late last year we sent you a large volume of reports and links about our program. It is our hope that this briefing book will highlight the key facts about our commitment and plans for future programs.

Again, we thank you for your review and consideration.

Sincerely,

Kimberly B. Martinson, CAE
CEO/Executive Director



Work Plan 2021 – 2030

Briefing Book

Prepared for City and County of San Francisco Planning Commission
March 4, 2021 Public Hearing

Mission Statement

*Building Our Current and Future
Workforce to be
Mobile and Competitive*

tmasf
connects
Commute • Career • Community

About Us 2021



Jointly established by commercial real estate and CCSF entities



CCSF Planning Code 163 and 164 compliance



Membership
82 buildings
2000+ tenants
130,000 commuters



Commute Program
drive alone rate by choice 7%



Privately funded



Consistently expanding Career Program scholarship awards



Member Buildings Gallery 2021

2021 Membership

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

Meet the Team



Kimberly B. Martinson, CAE
CEO/Executive Director



Jennifer Pollard
Chief Operating Officer



Jeffrey Lee
Program Manager



Shirley Lin
Marketing Coordinator

Meet Our Board of Directors



Tawni F. Sullivan
Co-President



Bonnie S. Pybus
Co-President



Paul C. Richards
Executive Vice-President



Mark V. Buckingham
Chief Financial Officer



Stacia Keisner
Director



Randy J. Valdez
Director, Vice President of
Commute

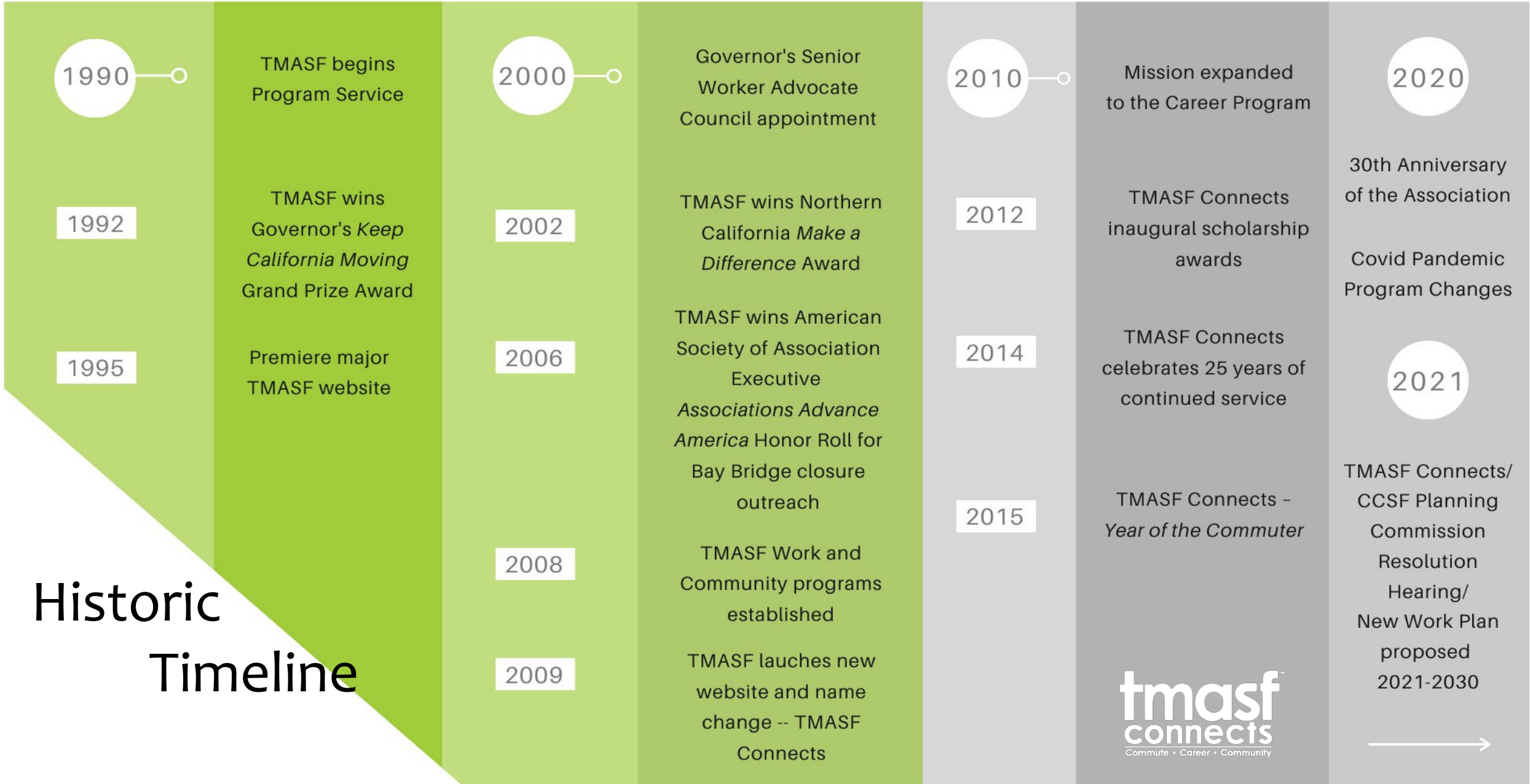


Amber Brown
Director



Paige Salazar
Director

Representative Milestones





Looking Beyond 2021

Foundational



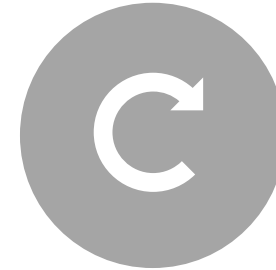
100%
MEMBERSHIP
RENEWAL



NO PUBLIC FUNDING



PROVEN
TEAM/STRONG
MANAGEMENT



7% DRIVE-ALONE BY
CHOICE

*(Findings from March 2020
Association survey)*

Variables (Post-COVID)



RETURN TO
BUILDINGS
PLANNING



POLICY IMPACT
AND DEVELOPMENT
ON EMPLOYERS



POLICY IMPACT AND
IMPLEMENTATION
ON PUBLIC
TRANSPORTATION

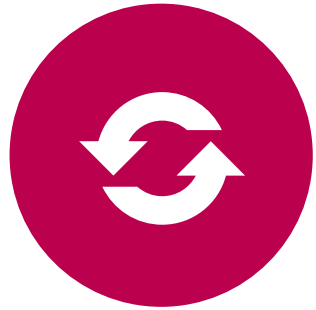


EMPLOYER TRENDS/
EMPLOYEE
OUTLOOK



REMOTE TO
IN-OFFICE
(Longer term)

Our Core Values



EXPAND AND REFINE
CONTINUITY AND
PURPOSE FOR OUR
PROGRAMS AND
INITIATIVES



INCREASE
AND ENHANCE
MEMBER
PARTICIPATION



CONTINUE PROFESSIONAL
DEVELOPMENT OF OUR
STAFF AND DIRECTORS
THROUGH EDUCATION
AND TEAM BUILDING



ACCOMPLISH THE BEST
POSSIBLE RESULT BY
PUTTING FORTH OUR
BEST EFFORT

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TMASF Connects Commitments 2021 - 2030

Governance

Maintaining staffing adequate to serve members, work with CCSF as directed and continue offering programs at the current or expanded levels of service.

Continue to be operated with our current governance structure of the TMASF Connects Board of Directors and staff.

Funding

TMASF Connects to continue to self-fund through collection of membership fees only.

Should our funding needs change, TMASF Connects will notify CCSF Planning staff if we seek public funding from any CCSF agency.

After 30 years of being privately funded, we do not foresee a circumstance where this would change.

TMASF Connects Commitments 2021 - 2030

Regulatory Agreements

Continue to work with City Planning staff, provide annual reporting, and work in concert with CCSF entities as requested

Provide a roster of members in good standing as of March 30th each year

Conduct a survey every other year or *as needed* to assess commuter behavior

Community Involvement

Promote learning and career opportunities for local residents

Promote commute options through communication channels deemed most appropriate

Maintain and refine resources as needed for members and the community

CCSF Planning Code 163

Transportation Demand Management

Establishes the first true requirements on commercial office development for trip reduction

Requires continuous attention to reducing single occupant vehicle trips

Requires a mix of informational, promotional, targeted communication efforts to help accomplish these activities

Establishes monitoring requirements to assess drive-alone rates

Directs program sponsor to work with CCSF and other entities

CCSF Planning Code 164

Local Employment Brokerage

Establishes requirements for new development that promote employment of SF local residents jobs become available

Links CCSF *Transit First* policy to both local employment (164) to trip reduction goals (163) to expand overall effort

Requires coordination among local hiring, training and educational entities

Requires promotion of both opportunities for employment and tools to keep local workforce competitive

Directs program sponsors to work with CCSF and other entities

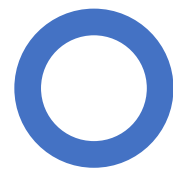
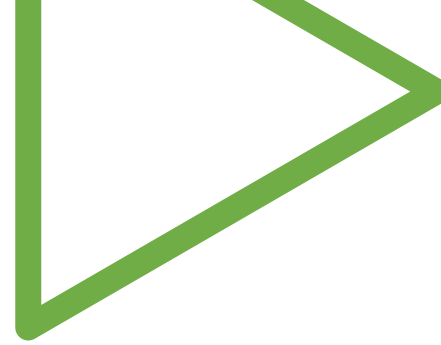
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Representative

Tools

and

Activities



Reduce Traffic Congestion

Representative Features

Commute Clinics and Major Events

Practical Assistance for commuting

Field trips

Ticket purchasing and more

Trip Planning measures

Special Community Outreach

Collaborate with local transportation entities

Measure commuter behavior and program progress through surveys, focus groups, website usage



Program Ideas to Increase Local Employment

Career enhancement events

Specific Job Topics

Business Etiquette Workshops

Resume Resources

Business Attire Guidance

Job Seeking– Mock interviews and other interactive preparation

Practical Guidance for Successful Workplace Experience

Build on TMASF Connects Scholarship Programs



Collaborative Program Activities – To be Further Defined

Tenant Handbooks

Employment References

Cooperative Events and Joint Promotions

Integrated mapping for member buildings

Identifying transportation community and career resources



Representative Calendar of Activities

January to March

- Even year Commuter Behavior Survey
- Odd year Career Survey – topic and audience
- Website Study and Update
- Scholarship Programs and Awards
- Seasonal Promotions

April to June

- Spring Promotions for Commute
- School and Graduation Programs for Career
- Scholarships, Events, Promotions
- Member Events

July to September

- Fall Promotions for Commute
- Events, subjects and messages
- Fall Efforts for Career
- Final year-end push for hiring
- Scholarship Programs and Awards

October to December

- Membership Outreach
- Pre-survey preparation
- Year-End Member Activities and Promotions
- Donations, Education and School focus

Thank You for your review.

Everyone at TMASF Connects
appreciate your consideration.

Together, we will
*build our current and future workforce
to be mobile and competitive.*

Our mission is...

“

Building Our Current and Future Workforce
to be
Mobile and Competitive

”



Exhibit C

TMASF Connects 2021-2030 Work Plan

Work Plan | 2021 - 2030

*Proposed Work Plan in Compliance with
City and County of San Francisco (CCSF)*

PLANNING CODES

163 Transportation Management Programs
164 SF Resident Training and Placement Program

Period of Authorization
January 1, 2021 - December 31, 2030

Prepared by:
Kimberly B. Martinson, CAE
CEO/ED TMASF Connects

Date of Submittal November 2020

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Please click on a corresponding section below to access it directly.

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- What do we do?..... 6
- Why do we do it? 6
- How are we Funded? 7
- What is our Structure?..... 7
- TMASF Connects Staff 8
- TMASF Connects Board of Directors 9
- What did we accomplish?..... 10
- What’s Next?..... 11
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- TMASF Connects Commute.....19-20
- TMASF Connects Career.....21-22
- Representative Calendar of Activities**
- Photo Gallery of Member Buildings**
- Reference Links**

Who is TMASF Connects?

TMASF Connects is a non-profit association of members who are comprised of buildings managers and owners of 82 commercial office buildings in San Francisco. The organization was established to fulfill the requirements of City and County of San Francisco (CCSF) Planning Department and Commission, *Transit First Policy*.

The organization works on behalf of these managers and owners to promote alternatives to driving alone. The buildings house more than 130,000 workers and more than 2,000 business. Both of these numbers are based on March 2020 occupancy. Following the closures from the Covid-19 Pandemic, we now estimate the building vacancy to be about 97% for an average day. This translates to an estimated 3,500 – 4,000 total daily workers on site. TMASF Connects continues to provide member services, both for remote and on-site workers.

Since 1990, we have conducted city-wide commute fairs, employment and commuter clinics and events, and produced millions of messages encouraging people traveling to San Francisco to use an alternative to driving alone. We have included more background throughout this report. Copies of past annual reports are available from our [website](#) or upon request.

Member Buildings in Good Standing as of November 2020

To view a gallery of our member buildings, please [Click Here](#).

A [map](#) of our member buildings

275 Battery	Ferry Building
750 Battery	201 Filbert
185 Berry (Berry Building)	100 First
185 Berry (Wharfside)	22 Fourth
333 Brannan	50 Fremont
345 Brannan	199 Fremont
505 Brannan	One Front
333 Bush	601 Gateway
One California	651 Gateway
101 California	600 Harrison
150 California	75 Hawthorne
201 California	400 Howard
345 California	405 Howard
550 California	500 Howard
580 California	505 Howard
600 California	875 Howard

Member Buildings in Good Standing as of November 2020

To view a gallery of our member buildings, please [Click Here](#).

88 Kearny	655 Montgomery
222 Kearny	33 New Montgomery
One Maritime Plaza	90 New Montgomery
One Market	235 Pine
333 Market	One Post
388 Market	350 Rhode Island
455 Market	Rincon Center
685 Market	353 Sacramento
799 Market	Salesforce Tower
800 Market	One Sansome
901 Market	343 Sansome
1155 Market	475 Sansome
101 Mission	55 Second
123 Mission	101 Second
201 Mission	222 Second
350 Mission	303 Second
535 Mission	501 Second
555 Mission	160 Spear
560 Mission	201 Spear
One Montgomery	345 Spear
250 Montgomery	49 Stevenson
420 Montgomery	71 Stevenson
456 Montgomery	550 Terry Francois
505 Montgomery	665 Third
555 Montgomery	260 Townsend

What do we do?

TMASF Connects offers programs to bring San Francisco's *Transit First* Policy to life through compliance with City and County of San Francisco (CCSF) Planning Codes 163 and 164 for transportation demand management and local workforce brokerage. The TMASF Connects programs include assessing issues of importance to both commuters and workforce participants – current and future through conducting surveys, studies, focus groups and monitoring trends.

The programs are targeted to meet the needs of the commuter and worker in a timely and topical manner. Since early 2000, most of the TMASF Connects programs have centered on electronic communication campaigns supplemented with events, community outreach, incentives and collaborating with other civic entities.

Why do we do it?

TMASF Connects is an association that was founded to comply with local San Francisco Planning Codes 163 for transportation demand management and 164 for local workforce brokerage. As an active and involved association, we have taken our efforts beyond strict compliance and offered energetic, robust, and topical programs to meet the needs of the moment. TMASF Connects has interpreted the CCSF Planning Code conditions and responded through a lens that asks:

What are the most effective ways to help reduce traffic congestion and increase local residents' participation in the SF workforce?

The TMASF Connects program is authorized through CCSF Planning Commission Resolutions and we have operated without interruption and in compliance since 1990. For a list of past CCSF Planning Commission Resolutions, please visit our [site](#).

We have written a retrospective of our efforts that is found on Pages 12-14 of this Work Plan.

How are we Funded?

TMASF Connects is committed to remaining funded through membership fees. We have not accepted any public funding since our participation in the statewide matching start-up grant from Caltrans in 1989. We do not intend to seek public funding and remain confident of our membership to fund the programs that they enjoy.

*TMASF Connects Association Statement of Funding
November 2020*

TMASF Connects is funded solely through annual collection of membership fees. In 1989, we accepted a matching start-up grant from a Caltrans pilot project that offered “seed money” to more than 60 transportation management organizations across the state. Since the original Caltrans grant, we have not accepted any public or institutional funding.

Our tax status is a non-profit 501 (c) (4). Our tax information is available on GuideStar.

What is our Structure?

TMASF Connects operates from an office in Downtown San Francisco. We have a staff of four professionals and outsource a number of our functions for IT management, accounting, legal and select creative design projects. Our staff is professionally accomplished and dedicated to our mission. The TMASF Connects association is managed by two senior staff members – Chief Operating and Chief Executive Officers. The staff of four also features a full-time Program Manager and Marketing Associate with strong design expertise.

We are governed by an advisory board of directors who are professionals in property management and commercial office development. The TMASF Connects Board of Directors are an engaged, committed, and active advisory council who are commercial real estate professionals elected by the membership of the association.

TMASF Connects Staff

“We are dedicated to improving the experiences of commuters and current & future workforce participants through our programs, services and scholarship opportunities.”

*TMASF Connects Team Statement of Intent
November 2020*



Kimberly B. Martinson, CAE
CEO/Executive Director



Jennifer Pollard
Chief Operating Officer



Jeffrey Lee
Program Manager



Shirley Lin
Marketing Associate

TMASF Connects Board of Directors

"We are committed to providing guidance for our programs and services that promote clean and efficient commute choices and identify opportunities that help prepare our next generation workforce."

*TMASF Connects Directors Statement of Commitment
November 2020*



Bonnie S. Pybus
Co-President



Tawni F. Sullivan
Co-President



Mark V. Buckingham
Chief Financial Officer



Paul C. Richards
Executive Vice-President



Randy J. Valdez
Director, Vice President of
Commute



Stacia Keisner
Director



Amber Brown
Director



Paige Salazar
Director

What did we accomplish?

Since our first survey of commuters and their travel patterns in 1990, our organization has grown from 23,000 to 130,000 daily commuters. The number of member buildings has increased from 24 to 82. The downtown footprint of our member buildings now expands from the Northern Waterfront to South of AT&T Park.

In 1990, the total drive-alone rate across all neighborhoods in our membership was 23%. The total current day drive-alone rate is 11%. The drive-alone rate by choice because a vehicle is required to conduct their jobs is 7%.

TMASF Connects is part of the City's rich mix of transportation management features and travel options. We have embraced our efforts with enthusiasm, commitment, and innovation. We have promoted, without disruption, commute alternatives to driving alone. Travel options have expanded and include electronic, telecommute and new services. We have developed campaigns, fact sheets, events, and partnerships to promote options to driving alone.

In 2008, we undertook the Career Program (CCSF Planning Code 164) to address all facets of trip reduction measures more fully. The incorporation of the Career program truly rounded out the TMASF Connects trip reduction program. Not only has the Career program put more of a human face on the subject of trip reduction, the synergy between commuting and working strengthens both efforts.

The TMASF Connects member building representatives work closely with our staff. Together, we host events for tenants and commuters. We promote trip reduction and career enhancement programs. As a team, our messages are consistently and reliably delivered to tenants. The TMASF Connects Board of Directors are involved with identifying future needs of our membership.

This Work Plan proposed for 2021 – 2030 is based on a strong foundation and our commitment to a less congested and more mobile community with a competitively employed local workforce. As of this writing, these goals may seem lofty. We are preparing our efforts to meet future needs however they may develop. TMASF Connects looks forward to San Francisco as a vibrant workplace of commuters using some of their many alternatives to driving alone.

What's Next?

TMASF Connects is proposing a ten-year work plan from 2021 – 2030 for both programs that requires authorization from City and County of San Francisco (CCSF) Planning Commission. We do not seek public funding for our efforts. We intend to proceed as we have in the past in key areas of governance, funding, and regulatory agreements.

Governance

TMASF Connects commits to:

Maintaining staffing adequate to serve members, work with CCSF as directed and continue offering programs at the current or expanded levels of service; and

Continue to be operated with our current governance structure of the TMASF Connects Board of Directors and staff.

Funding

TMASF Connects will continue to self-fund our organization through collection of membership fees only. Should our funding needs change, TMASF Connects will notify CCSF Planning staff if we seek public funding from any CCSF agency. *After 30 years of being privately funded, we do not foresee a circumstance where this would change.*

Regulatory Agreements

Continue to work with City Planning staff, provide annual reporting, and work in concert with CCSF entities as requested;

Provide a roster of members in good standing as of March 30th each year; and,

Conduct a survey every other year to assess commuter behavior;

Please continue to read about our proposed program ideas.

Retrospective

Thirty years ago, Transportation Management Association of San Francisco (TMASF) was formed. We were established in partnership with City and County of San Francisco (CCSF) Planning Department, local transportation service providers, commercial real estate representatives, Caltrans, and regional ridesharing interests. Our goal was to mitigate the impacts of development on the streets and transportation systems because of increased building density. The total drive-alone rate among the charter members – 24 buildings was 23 % and the properties housed an estimated 24,000 workers.

The program was governed by CCSF Planning Commission Resolution that authorized the TMASF to offer services on behalf of their members as a single, unified program to maximize efficiency and effectiveness. The agreed-upon Conditions of Approval included requirements that the association would be independent of other real estate programs. We would also offer services in support of *Transit First* policies of CCSF. We are required to submit annual reports of progress and a membership roster annually. We also identify sources of funds to assure continued programming. We have completed these requirements without interruption since 1990.

Twenty years ago, TMASF featured an award-winning website that matched transit, rideshare and paratransit options to traffic conditions. Our 44 member properties had a documented drive-alone rate of 13.8%. The program staff increased in size and many of the original board members still participated in the guidance of the association.

Eight years ago, TMASF took the first steps to become TMASF Connects and offer new compliance services to complement the existing transportation management program. This took the form of TMASF Connects Careers as our response to CCSF Planning Code 164 for local employment brokerage services. The board of directors expanded to include a component of the original TMASF Connects Careers program officers. We also expanded our new services to all members of the association. From 13 buildings with permit requirements to offer the program, we have expanded the effort to include all members – 72 at that time. These buildings began to participate in the program to encourage hiring of SF residents by tenants in member buildings.

Within the past seven years, TMASF Connects has placed hundreds of student interns in member buildings for summer program and offered scholarships and microgrants to SF residents of various ages to help with the entry or return to work process.

Today, TMASF Connects stands at 82 member buildings with a total drive-alone rate of 11%. However, it is worth noting that a significant number of these commuters require a vehicle for their work. **When factored completely, we have a total drive-alone rate *by choice* of 7%.**

Our most recent survey of commuter travel patterns began in February 2020. It was concluded as 97% of all tenants in member buildings began working remotely because of COVID-19 restrictions. TMASF Connects has revamped our member services and continued with aggressive communication programs to help the workforce navigate the challenges of remote working.

We are requesting a continued authorization to offer compliance services on behalf of CCSF Planning Codes 163 and 164 for our members. The authorization is requested for a ten-year period for both programs.

To reiterate, the association commits to remaining fully staffed and governance will be provided by a stable and engaged board of directors. We intend to continue with our aggressive programs to reduce the number of people driving alone to work in member buildings. We intend to continue encouraging the local workforce to be competitive for local employment opportunities.

During the past thirty years, TMASF Connects has worked on many local, regional, and statewide efforts to promote trip reduction and encourage job creation, expansion, and workforce readiness. A *representative list* of these projects that have added depth and reach to our efforts:

1990 - 2000

Demolition of the Embarcadero Freeway
Post-Loma Prieta Earthquake ridesharing and transit options
Bay Bridge Outreach
BART 25th Anniversary
Working with SFCTA on various projects including activities for the Congestion Management Agencies
Bay Area Air Quality Management District programs

2001 - 2020

Volvo Driverless car pilots
Palm Pilot Research
Will commuters alter their travel plans if they have advance information?
The answer was a resounding YES and current on-demand information services abound
Various forms of Smart Traveler programs
Bay Bridge Outreach, job placement
Intern placements working with San Francisco Unified School District (SFUSD)
Hosted graduation programs, offered scholarships and microgrants
Transit Subsidy Promotions
Governor's Council on Older Workers (Post age 40)
Participation in conferences on technology related to transportation through ITS, ERTICO, CAATS and other Smart Information Technology Programs

In addition, TMA SF Connects has conducted more than two dozen large-scale commute fairs/festivals and hundreds of commute & workforce clinics to provide information and assistance throughout the life of our association. We have conducted quarterly information campaigns with incentives, raffles, newsletters, and other types of outreach to help convince commuters to find ways to work without driving alone to their building.

To review a list of our current and previous resolutions and governing documents, please visit our [website](#). TMA SF Connects surveys, annual reports and portfolios can also be viewed from our [site](#).

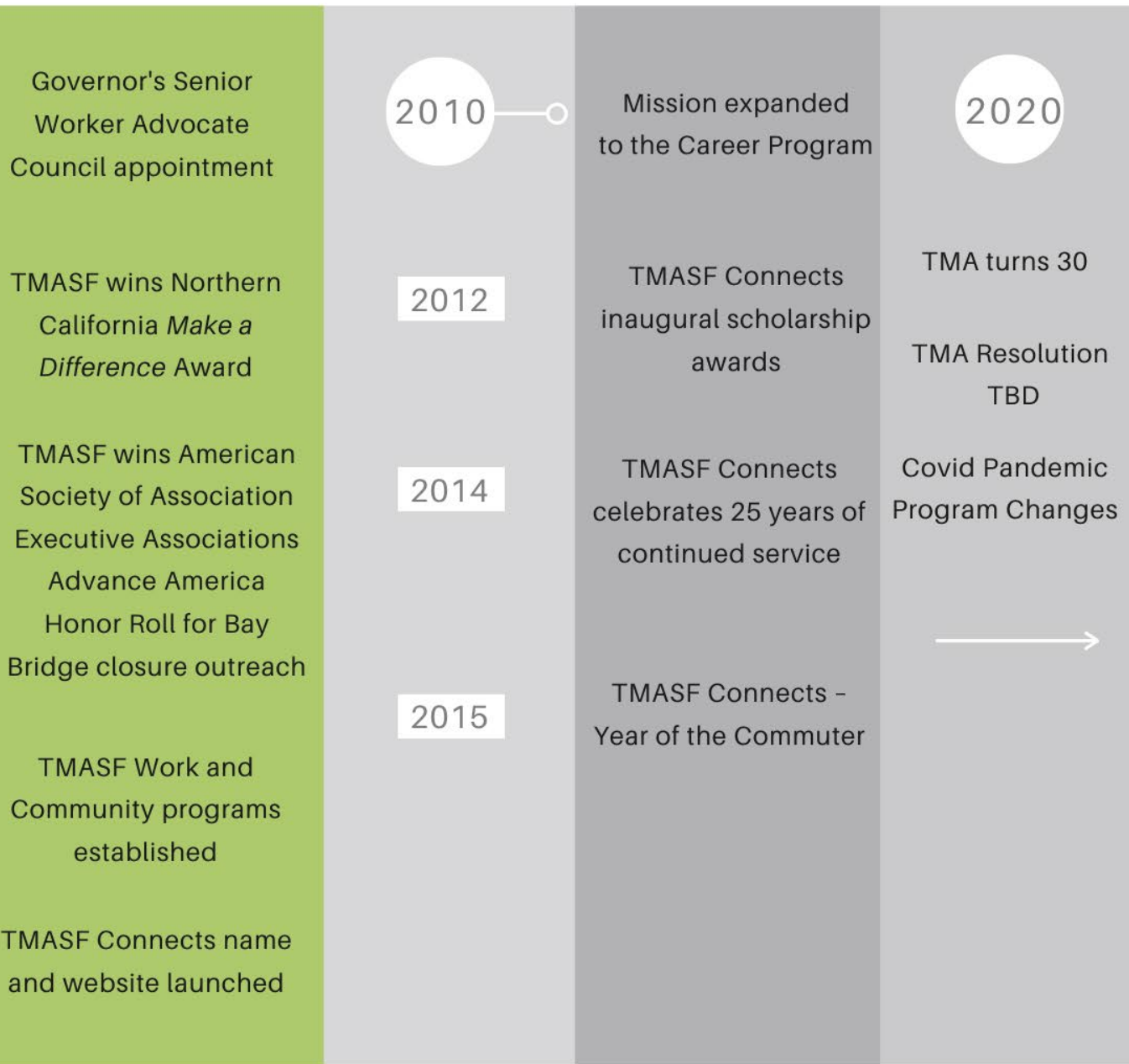
Our commitment is that we work together to navigate a radically changing landscape and continue to provide energetic and well-planned programs, monitor our progress, and to remain privately funded.



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Historic Timeline





Program Overview

Proposed for CCSF Planning Commission Authorization

TMASF Connects proposes to continue offering programs for compliance on behalf of our entire membership with City and County of San Francisco (CCSF) Planning Codes 163 and 164. Both codes were developed to help the community mitigate the impacts of commercial office development in Downtown SF. CCSF Planning Code 163 focuses on trip reduction measures and 164 expands the effort to include resident participation in the local workforce. The codes require buildings in the downtown to commit to help reduce traffic congestion and increase local resident workforce participation. These requirements are permit based. Buildings must also maintain an on-going program for the life of the structure.

We propose to conjoin our compliance calendar so that both programs are authorized for the same period of time. We have a uniquely qualified staff who understand workforce and commute issues. Our specific goals over time will become more defined as we assess the return to work and commute patterns. As Covid-19 vaccines or other developments prompt a return to a more normal work pattern, we will re-evaluate our program offerings. We are unable to propose specific activities at particular times until we have a better grasp on what the future of the SF workforce and commute will become.

Experience tells us that keeping our program topics current and relevant to our members is essential. Continuous outreach to our membership through the property management contacts is key to the communication process. The TMASF Connects programs offer a rich diversity of features. Examples include a combination of events, incentives, learning opportunities through commute clinics, workforce gatherings and significant research for fact sheets. As of this writing, it is expected that this mix of activities will form a base from which new programs will be launched.

Currently our member properties are housing a maximum of 3% of the pre-Covid building population of February 2020. Our membership adheres to policies of social distancing making it possible to engage with members solely through electronic or virtual means. We expect this to continue well into 2021. We anticipate being able to offer a broader array of activities in 2022. In concert with sound business and health practices, we will monitor and adjust as needed.

TMASF Connects monitors conditions as we continue to prepare for the future from a position of strength. The strength of our plan is based on a number of factors. We assume that we will receive CCSF Planning Commission reauthorization to continue offering member services from 2021 – 2030. Awaiting the reauthorization, we continue to fulfill our operations and membership responsibilities.

Our strength comes from a shared commitment to the goals and policies of trip reduction and enhanced local employment and learning opportunities.

We envision offering closely coordinated programs for Commute and Career that are synergistic and based upon meeting the needs presented by the realities of the moment. We have combined event themes and information offerings to tout the benefits of working in San Francisco. Our website features a [map](#) of amenities for each member building. Educational, sports, [daycare](#), and other necessities of life can be accessed in San Francisco. We help commuters find their way.

The next section of this document addresses specific CCSF requirements of each program. Representative program responses are detailed over the next few pages. We have attempted to identify these programs or services that have either been effective or should be considered. As said throughout this document, we are waiting to assess the actual needs of our members prior to issuing blanket commitments to activities that may or may not be necessary, helpful, or advisable.

This plan also identifies a calendar of representative activities throughout the year. We conclude the document with a photo gallery of member buildings and links to additional resources.

For a true picture at the recent work of TMASF Connects, we ask that you reference our 2020 Annual Report and view our [work products](#).

TMASF Connects Commute

Representative Programs 2021 – 2030

TMASF Connects cannot specifically identify dates when particular program services will be offered. We commit to monitoring conditions, our membership, building population, and changes in transportation services. We will remain vigilant about developing appropriate, topical, and helpful programs to help commuter finds ways to work without driving alone.

*We have been fulfilling the requirements of CCSF Planning Code 163 since 1990 without interruption. We intend to continue fulfilling them with commitment and robust programming as it becomes possible to do so again. Our responses are listed below and identify **representative** efforts for each of the five program requirements.*

CCSF Planning Code 163 for Transportation Demand Management Requirements

- (1) Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance.

Events, commute clinics, and other activities – virtual or in person have been and will continue to be a cornerstone of our efforts. We envision re-introduction types of campaigns as people begin to return to consistent commuting patterns and working in member buildings. As a new normal presents itself, we will be ready to help our members navigate the changed conditions.

- (2) Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute option; and incentives to use the most efficient and appropriate options in the context of building or employee needs.

TMASF Connects offers in-depth research, fact sheets and on-demand assistance for members. Our website also features many of our resources to educate and provide the public with information. We intend to expand and refine our efforts to meet member needs as they develop. We anticipate a resumption of our incentives and raffle campaigns in the latter part of 2021 or early in 2022.

- (3) 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.

With our low drive-alone rates, our focus has been to educate commuters about all of their alternatives to driving alone. If their usual commute mode is unavailable, commuters should feel comfortable knowing their options. Our annual outreach features dozens of campaigns, facts sheets, and events to help keep commuters aware of these options. This outreach is directed to our 130,000 ± member commuters and our large website user base. We expect to continue offering a strong set of messages, services, and incentives.

- (4) 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.

Commuter behavior, “pulse” surveys, and on-going focus groups help us to continually assess our members and target our messages to their needs. Incentives to try different commute alternatives are a major feature of the program and will continue. We can reasonably assume that most commuters will need a “reassurance” type of campaign as they consider their travel options when they begin returning to offices. Developing targeted messages has been and will continue to be the hallmark of our efforts to promote the best commute options.

- (5) Monitor program effectiveness and progress at regular intervals

Conducting *TMASF Connects Commuter Behavior Surveys* which document mode share will continue to be a key feature of our program metrics. As people begin returning to work in our buildings, we will continue to expand our focus on trends and member needs. TMASF Connects avails itself of survey software to routinely observe program effectiveness and changing conditions.

Other metrics of program effectiveness that we monitor include member retention, board and staff stability, maintaining sound financial goals and offering robust programming.

TMASF Connects Career

Representative Programs 2021 - 2030

The TMASF Connects Career program offers scholarships, microgrants and mentorship opportunities. We work closely with San Francisco Unified School District (SFUSD) and other educational, community and civic groups. We have placed hundreds of interns in member buildings during the program history. Since the inception of the Career program, we have awarded more than \$100,000 in scholarship funds to local residents and distributed dozens of Kindle Readers for student use. The Career and Commute programs strengthen each other and create true synergy.

We have been fulfilling the requirements of CCSF Planning Code 164 since 2008. We intend to continue fulfilling them with commitment and robust programming as it becomes possible to do so again. Our responses are listed below and identify representative efforts for each of the five program requirements.

CCSF Planning Code 164 for Local Employment Brokerage

- (1) To determine the number and nature of jobs that will become available as a result of added downtown office development;

As commercial office development occurs, TMASF Connects will continue to monitor hiring trends and incorporate these findings into program planning. We are entering a phase that is expected to create a very different workplace from our starting point of 2020. As people adapt to the altered office environment, we will refine our program efforts. We will continue monitor changing conditions with our customary vigilance.

- (2) To publicize to San Francisco residents the availability of those jobs;

Through the TMASF Connects website, fact sheets and workforce clinics, and other means, we will continue to promote available jobs in member buildings. TMASF Connects participates in job and internship promotional hiring events. We also offer a robust schedule of member building events that promote commute and career opportunities. As job fairs and other types of hiring events resume, we will attempt to participate fully.

- (3) 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;

Working with SFUSD and other community groups will continue to be a cornerstone of the Career program. We also work with local colleges and job training programs to participate in career events and job fairs.

Our scholarship, microgrant and mentorship programs will continue to be promoted to these organizations. Available jobs and other related professional opportunities will be promoted, and we will work with each entity as possible. Internships, externships and mentorships will also be offered, refined, developed and/or promoted as opportunities become available.

As conditions develop, we will remain flexible and adaptable to opportunities to help create a labor pool of qualified SF residents for jobs throughout the City.

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

TMASF Connects produces extensive resources for local hiring and links to local job training and educational programs. We will continue to refine and develop these types of resources for employers as people begin to return to work.

We continue to monitor tenant needs. We have focused on promoting qualified San Francisco residents and the abundance of local job training and professional development organizations. We intend to continue promoting the benefits of hiring from the local, talented labor pool that is available to SF employers.

- (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.

We remain committed to working with the Department of City Planning and any designee as possible to not only meet, but to advance the goals of this program.

Representative

January to March

Even year Commuter Behavior Survey
Odd year Career Survey – topic and audience (to be determined)
Website Study and Update
Scholarship Programs and Awards
Seasonal Promotions (to be determined)

July to September

Fall Promotions for Commute
Events, subjects and messages to be determined
Fall Efforts for Career
Final year-end push for hiring
Scholarship Programs and Awards

Calendar of Activities

April to June

Spring Promotions for Commute
School and Graduation Programs for Career
Scholarships, Lunch 'n Learn, Events, as possible
Member Events

October to December

Membership Outreach
Odd years: Survey of building population for
Commuter Behavior Survey
Even years: Determine survey subject and audience for Q1 effort
Year-End Member Activities and Promotions
Donations, Education and School focus

Members in Good Standing as of November 2020



275 Battery



750 Battery



185 Berry
(Berry Building)



185 Berry
(Wharfside)



333 Brannan



345 Brannan



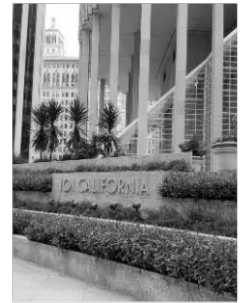
505 Brannan



333 Bush



One California



101 California



150 California



201 California



345 California



550 California



580 California



600 California



Ferry Building



201 Filbert



100 First



22 Fourth



50 Fremont



199 Fremont



One Front



601 Gateway



651 Gateway



600 Harrison



75 Hawthorne



400 Howard



405 Howard



500 Howard



505 Howard



875 Howard



88 Kearny



222 Kearny



One Maritime
Plaza



One Market



333 Market



388 Market



455 Market



685 Market



799 Market



800 Market



901 Market



1155 Market



101 Mission



123 Mission



201 Mission



350 Mission



535 Mission



555 Mission



560 Mission



One
Montgomery



250
Montgomery



420
Montgomery



456
Montgomery



505
Montgomery



555
Montgomery



655
Montgomery



33
New Montgomery



90
New Montgomery



235 Pine



One Post



350 Rhode Island



Rincon Center



353 Sacramento



Salesforce Tower



One Sansome



343 Sansome



475 Sansome



55 Second



101 Second



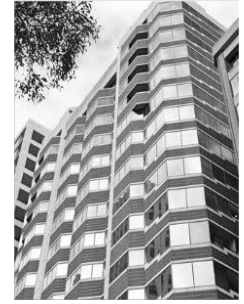
222 Second



303 Second



501 Second



160 Spear



201 Spear



345 Spear



49 Stevenson



71 Stevenson



550 Terry Francois



665 Third



260 Townsend

Reference Links

Please [Click Here](#) for:

CCSF Planning Commission Resolutions

TMASF Connects Annual Reports

TMASF Connects Commuter Behavior Surveys

[TMASF Connects 2020 Annual Status Report](#)

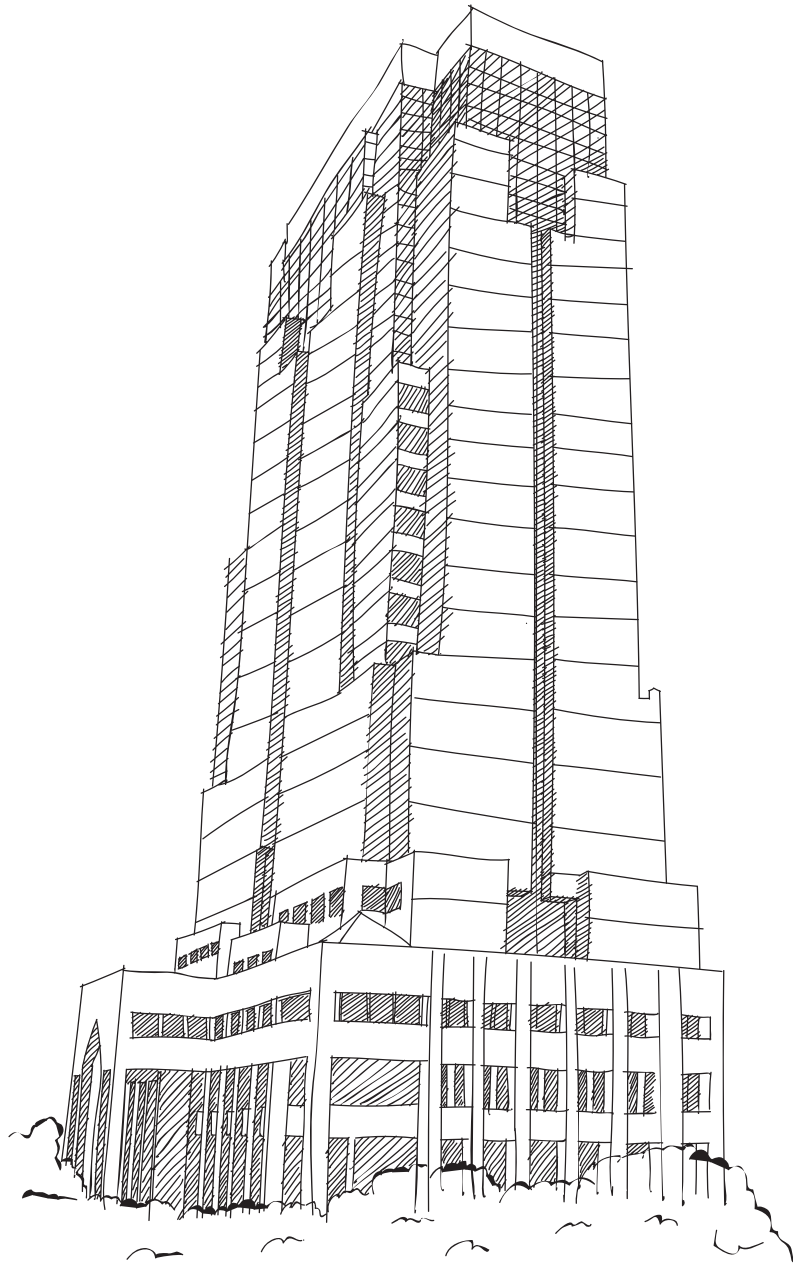
[TMASF Connects Map of Member Buildings And Amenities to help reduce need for a car](#)

[TMASF Connects 2020 Materials Developed](#)

[TMASF Connects Member Building Roster](#)

[TMASF Connects Board of Directors](#)

[TMASF Connects Staff](#)



BUILDING OUR CURRENT & FUTURE WORKFORCE TO BE
MOBILE AND COMPETITIVE

2020

Exhibit D

Resolution No. 18210 2010 Work Plan



SAN FRANCISCO PLANNING DEPARTMENT

**SAN FRANCISCO
PLANNING COMMISSION
RESOLUTION NO. 18210**

RESOLUTION OF THE PLANNING COMMISSION ADOPTING FINDINGS AUTHORIZING TRANSPORTATION MANAGEMENT ASSOCIATION OF SAN FRANCISCO (TMASF) CONNECTS TO CONTINUE PROVIDING BROKERAGE SERVICES FOR TRANSPORTATION DEMAND MANAGEMENT, PURSUANT TO PLANNING CODE SECTION 163 AND TO PROVIDE BROKERAGE SERVICES FOR RESIDENT PLACEMENT AND TRAINING, PURSUANT TO PLANNING CODE SECTION 164.

WHEREAS, since the 1970's, the Planning Commission has imposed conditions on permit approvals for office development in the greater downtown area, requiring building managers to provide commuter information and assistance programs to mitigate traffic congestion in San Francisco; and

1. On January 7, 1988, the Commission adopted Resolution No. 11249, setting forth performance criteria for implementation of the Planning Code Sections 163 and similar conditions, and recommending creation of a private entity to coordinate implementation of Transportation Management Programs (TMP's) in a cohesive manner for the greater downtown area; and
2. On June 15, 1989, the 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 performance of such specific standards; and
3. On December 14, 1989, the Commission adopted Resolution No. 11821, endorsing TMASF and its 1990 Work Plan, releasing its members from strict performance of minimum criteria and standards, on the basis that it sufficiently satisfied TMP goals and objectives for the downtown area; and
4. On January 31, 1991, the Commission adopted Resolution No. 13003, endorsing the TMASF and its 1991-1992 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and
5. On December 10, 1992, the Commission adopted Resolution No. 13434, endorsing the TMASF and its 1993-1997 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and
6. On March 13, 2003, the Commission adopted Resolution No. 16540, endorsing the TMASF and its 2003-2007 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area; and
7. On March 26 2006, the Commission adopted Resolution No. 17210, endorsing the TMASF and its 2006-2011 Work Plan, on the basis that the Work Program satisfied TMP goals and objectives for the downtown area;

8. The TMA SF has submitted annual reports on Work Plan activities between 2006 and 2010, pursuant to Resolution No. 17210 and found to be in compliance; and
9. The TMA SF Board of Directors has submitted a Work Plan for the October 2010 through September 2015 period including a list of members and an overview of the Work Plan elements.

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

1. 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
2. The TMA SF has submitted annual reports on TDM Work Plan activities between 1990 and 2010, and found to be in compliance; and
3. The TMA SF Board of Directors has submitted a Work Plan for the January 2011 through December 2016 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 TMA SF 2011-2016 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.

BE IT FURTHER RESOLVED, That the Planning Commission accepts the TMA SF 2006-2010 Program Summaries, based on a determination that the work summarized herein is consistent with the following objectives for Transportation Brokerage activities:

1. Schedule promotion and assistance activities throughout the year, to help keep commute issues in the minds of commuters and to provide ongoing assistance;
2. Focus activities on education regarding commute options; assistance in selecting and learning to use the most appropriate commute option; and incentives to use the most efficient and appropriate options in the context of building or employee needs;

3. Ensure that activities are conducted at a level of effort that will assure contribution to gradual modal shift over time, such that the year 2000 goals for overall downtown commute patterns, established by the Downtown Plan, may be attained;
4. 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; and
5. Monitor program effectiveness and progress at regular intervals.

I hereby certify that the foregoing Resolution was ADOPTED by the Planning Commission on October 28, 2010.

Linda Avery
Commission Secretary

AYES: Olague, Miguel, Antonini, Borden, Lee, Moore
NAYS: Sugaya
ABSENT: None
ADOPTED: October 28, 2010

Exhibit E

Resolution No. 19911 2017 Work Plan



SAN FRANCISCO PLANNING DEPARTMENT

Planning Commission Resolution No. 19911

HEARING DATE: MAY 4, 2017

Case No.: 2016-014788GEN
Project: Transportation Management Association of San Francisco (TMASF)
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 (TMASF) 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 TMASF 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 TMASF Connects to provide brokerage services for the San Francisco Resident Placement and Training Program and accepting the TMASF 2011-2016 Work Plan; and

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

WHEREAS, the TMASF 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 TMASF Connects to provide brokerage services for the San Francisco Resident Placement and Training Program and accepts

the TMA SF 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 D. Ionin
Commission Secretary

AYES: Richards, Johnson, Koppel, Melgar, Moore

NOES: None

ABSENT: Hillis, Fong

ADOPTED: May 4, 2017