



TMASF Connects Annual Status Report

Submitted in accordance with City and County of San Francisco Planning Department and Commission
Resolution Number 20867 (Commute and Career)

JANUARY 2023 - DECEMBER 2023

SUBMITTED TO

City and County of San Francisco Planning Department and Commission

SUBMITTED BY

Kimberly B. Martinson, CAE
Chief Executive Officer/Executive Director of TMASF Connects

December 2023

Building our workforce to be mobile and competitive

November 2023

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This report contains a large number of links to supporting documents. Please click on these links for further information.

ABOUT US

TMASF Connects has been offering transportation demand management services to San Francisco's Commercial Real Estate (CRE) professionals since 1990. Our services and tenant/employee programs encourage the use of public transportation and offer access to information and tools to keep our local workforce competitive. The TMASF Connects membership consists of 81 buildings in San Francisco's Downtown.

Our team of four people include marketing, operations, design and program professionals. We work together to offer cutting edge website resources, events and incentive campaigns to encourage consideration of both Commute and Career options and full compliance with City and County of San Francisco (CCSF) Planning Codes 163 and 164.

TMASF Connects is a privately funded 501 (c) (4) and does not accept public funding.

GOVERNANCE

BOARD OF DIRECTORS

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Kimberly B. Martinson, CAE
CEO/Executive Director

Jennifer Pollard
Chief Operating Officer

Shirley Lin
Creative Designer/Marketing Associate

Fatima Gomez
Marketing & Communications Strategist

MEMBER BUILDINGS

**Please click on each member building to learn more*

275 Battery	505 Brannan	600 California	50 Fremont	500 Howard	455 Market
750 Battery	333 Bush	300 Clay	(Salesforce West)	505 Howard	685 Market
185 Berry	One California	(One Maritime Plaza)	199 Fremont	875 Howard	799 Market
(Berry Building)	101 California	77 Federal	601 Gateway	88 Kearny	800 Market
185 Berry	150 California	Ferry Building	600 Harrison	222 Kearny	901 Market
(Wharfside)	345 California	201 Filbert	75 Hawthorne	One Market	1155 Market
333 Brannan	550 California	100 First	400 Howard	333 Market	101 Mission
345 Brannan	580 California	22 Fourth	405 Howard	388 Market	123 Mission
201 Mission	250 Montgomery	One Post	303 Second	71 Stevenson	
350 Mission	420 Montgomery	350 Rhode Island	501 Second	550 Terry Francois	
(Salesforce East)	456 Montgomery	353 Sacramento	101 Spear	665 Third	
415 Mission	505 Montgomery	One Sansome	(Rincon Center)	260 Townsend	
(Salesforce Tower)	555 Montgomery	343 Sansome	160 Spear	510 Townsend	
535 Mission	655 Montgomery	475 Sansome	201 Spear		
555 Mission	33 New Montgomery	55 Second	345 Spear		
560 Mission	90 New Montgomery	101 Second	(Hills Plaza)		
One Montgomery	235 Pine	222 Second	49 Stevenson		

This report contains a large number of links to supporting documents. Please click on these links for further information.

This introduction is intended to briefly summarize the activities of TMASF Connects between January 1st, 2023 and December 31st, 2023

Year-in-Review

The TMASF Connects Board of Directors and staff remain active and committed to the membership. Our [board of directors and staff](#) maintained a consistent work and meeting schedule. TMASF Connects has never requested public funding for our programs. As of this writing, we are not requesting public funding for our programs for 2024.

During 2023, 81 of our 83 members from 2022 renewed their membership. We reported the two lapsed memberships to the City and County of San Francisco (CCSF) Planning Department as required. The properties at 201 California and One Front Street did not renew their memberships. Both were constructed prior to the CCSF Planning Code 163 requirements enacted in 1989. Please review our [membership roster](#).

This compliance report provides information about the activities undertaken by TMASF Connects on behalf of our Commute and Career programs. This report further provides an overview of our efforts and responses to each of the requirements as identified in CCSF Planning Codes [163 for Commute](#) and [164 for Career](#). These programs work in tandem to focus on trip reduction strategies and to reduce traffic congestion. The Commute program highlights and promotes alternatives to driving alone. The Career program helps San Francisco residents become aware of resources to help them stay or become more competitive through local employment and educational opportunities.

This report provides links to our quarterly release of [materials and information](#) pieces we offered during 2023. We redesigned our website with increased local mapping features. The [new site](#) increases access and simplifies user experience.

This year, TMASF Connects launched our [MAPIFYI](#) feature. This is a customized map for each member building that represents that property at the center of the map. From there, building tenants and visitors are able to access transit, daycare, restaurants, real-time traffic, and other sources of information to make the journey to their workplace more productive and less stressful.

Each member was also given a unique QR code for their property. All buildings were provided with materials for physical and electronic posting of the QR code and information about MAPIFYI. Our goal is to remind commuters and tenants about the myriad of commute options and workforce tools available to those working in our member buildings.

We also continued our video series and as of Q4, we began migrating our videos to the YouTube platform. Shorter videos, and information blasts both from the website and YouTube are also planned. The official launch of the YouTube channel is scheduled for 2024.

TMASF Connects also continued to produce our [quarterly reports](#) that summarize goals and campaigns for that time period and detail our efforts on behalf of CCSF Planning requirements. This is a tool designed primarily to provide a quarterly update for CCSF Planning staff and is also distributed to the membership.

Throughout this report, we provide links to [governing documents](#). These include past [commuter behavior surveys](#) conducted by TMASF Connects and previous [annual status reports](#). We also offer links to past [CCSF Planning Commission Resolutions](#) that have governed our efforts for more than 30 years. Additionally, we provide links to our [calendar of events](#) and [materials produced](#), [a guide to videos released](#), and information about the association that is [released annually](#).

The TMASF Connects Board of Directors, membership, and staff thank you for your consideration.

2023

QUARTERLY REPORTS

**Please click on each icon to learn more information*

JANUARY - MARCH

Launched New Year, New Me campaign highlighting Personal Stylist Lili Henry discussing ways to enhance work wardrobe



[Quarterly Summary](#)



Materials Produced

Q1

Q2

APRIL - JUNE

Released Career Development with McCall Staffing, featuring two Staffing Professionals & launched member customized Mapping Service.



[Quarterly Summary](#)



Materials Produced

Q3

Q4

JULY - SEPTEMBER

Released Cybersecurity with Centarus, featuring Centarus Founder.



[Quarterly Summary](#)



Materials Produced

OCTOBER - DECEMBER

Year-End Summary and Annual Status Report



Quarterly Summary
(In Progress)



Materials Produced
(In Progress)

2023 CALENDAR

JANUARY - JUNE

**Please click on each event to learn more information*

JANUARY

[New T-Third Line Service](#)

[Caltrain - No Service Between Hillsdale and Millbrae Station](#)

[Major Delay at Richmond](#)

[Systemwide BART Delay](#)

[BART Not Stopping at Lafayette Station](#)

[Justice for Tyre Nichols Protest in Downtown](#)

[Major Delays System Wide](#)

FEBRUARY

[New Year, New Me Launch](#)

[Bart Service Stopped Between Colma and Daly City Stations](#)

[Caltrain & Muni Providing Services](#)

[Lili Henri Video: Learning more about Local Personal Stylist](#)

[SF Muni 1X California Express Service Updates](#)

[No BART service on the Richmond Line in Millbrae Direction](#)

[Lili Henri Video: Styling Point of View](#)

[Lili Henri Video: Capsule Wardrobe](#)

MARCH

[Lili Henri Video: Tools & Tips Personal Styling](#)

[Major Delay on the Richmond Line](#)

[Major Delay System Wide](#)

[BART Service Stopped - Millbrae & San Bruno](#)

APRIL

[BART Delay in Berryessa Direction](#)

[San Francisco Upcoming Events](#)

[Spare the Air Alert](#)

MAY

[McCall Video: The McCall Story](#)

[Website Update](#)

[McCall Video: The Art of Soft Skills](#)

[Bike To Wherever Day Advisory](#)

[McCall Video: The Job Seeking Paradox](#)

[2023 Carnaval San Francisco Advisory](#)

[McCall Video: Resumes - Content & Delivery](#)

JUNE

[McCall Video: The McCall Process](#)

[Free Summer School Lunch Advisory](#)

[McCall Video: The McCall Hiring Process Pt. 2](#)

[Weekend Events Advisory](#)

[Upcoming Street Closures](#)

[McCall Video: Working with McCall](#)

[SF Pride Weekend Events Advisory](#)

[Upcoming Transit Fare Increases + July 4th Transit Updates](#)

JULY

[Major Delay on the Berryessa Line Alert](#)

[Major Delay on the San Francisco Line Alert](#)

[Centarus Video: Intro to Cybersecurity](#)

[Centarus Interview: Wireless Connectivity](#)

[San Francisco Marathon](#)

[Spare the Air Alert](#)

[Richmond - San Rafael Bridge Closure](#)

[Alert SF Avoid the area of Waller St. and Fillmore St.](#)

[Centarus Video: Recycling Devices](#)

AUGUST

[Caltrain Reduces Weekday Train Service Advisory](#)

[Centarus Video: Lost Devices](#)

[BART Trains not stopping at Lake Merritt Alert](#)

[Centarus Video: The Cloud Introduction](#)

[Outside Lands Advisory](#)

[Centarus Video: Cloud Storage](#)

[Centarus Video: Data Breach Intro](#)

[Spare the Air Alert](#)

[2023 Emergency Resource Guide](#)

[Transit Month Advisory](#)

SEPTEMBER

[Labor Day Advisory](#)

[Dreamforce Advisory](#)

[BART Alert Unscheduled Track Maintenance](#)

[Transit Service Changes - Fall 2023](#)

[Avoid the Area of Hyde and Post Street](#)

[Golden State Ticket Giveaway Announcement](#)

[Caltrain Schedule Change -Fall 2023](#)

[Spare the Air Alert](#)

[Weekend Event Advisory](#)

[SFMTA Street Closures in Chinatown Alert](#)

[Fall Events Advisory 2023](#)

NOVEMBER

[I-680 Weekend Closure Advisory](#)

[BART Delay on Antioch Line](#)

[Weekend Events Advisory](#)

[Protest Scheduled in Downtown SF/ Civic Center --Alert](#)

[Transit & Traffic Impacts during APEC](#)

[Resources for APEC Week](#)

[APEC Related Events - Transit Impacts](#)

[SF Muni Service Delays](#)

DECEMBER

**TO BE
RELEASED**

OCTOBER

[Civic Center Area close to Traffic Alert](#)

[Temporary Caltrain Weekend Service Changes Advisory](#)

[No Red Line Service Between Richmond and Millbrae on BART](#)

[Upcoming Market Street Closure](#)

[Weekend Transit and Event Advisory](#)

[Golden State Ticket Giveaway](#)

[BART Delay on SF Line](#)

[SF Bay Ferry Updates & Weekend Events Advisory](#)

[Spare the Air Alert](#)

[2023 APEC Advisory](#)

2023

CALENDAR

JULY - DECEMBER

[City and County of San Francisco Planning Commission Resolution Number 20867](#)

*Submitted on behalf of our members to document representative program efforts undertaken from
January 2023 to December 2023*

for compliance with City and County of San Francisco [Planning Code Section 163](#)

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

Year of the Member Promotion, MAPIFYI assistance

During Q1 of 2023, we worked through our Member Advisory Council (TMAC), to develop a plan of action. Our purpose was to identify trends, concerns, and opportunities facing our membership.

We began to implement changes to our website in Q2 to address the needs of our members by customizing amenities and features for each of our member buildings. The resulting changes to our website were branded as [MAPIFYI](#). Each member building has a pin on the map that opens to their building location, and a unique QR code for their tenants to easily access updated transportation information and options. Many of the buildings have posted the [QR Code](#) (sample is linked, each member received a customized poster) in a central location so it is easily photographed by a mobile device. It is further enhanced with features that position the building as accessible to a myriad of transportation options, and other local/neighborhood tenant amenities.

The rollout of MAPIFYI included a campaign of poster materials, stands for lobbies, printed pieces featuring their QR code, handouts, and promotional materials. These materials were also delivered electronically. As Q3 ended, the campaign efforts continued with the redesign of our website and a Golden State Warriors Ticket Giveaway. To participate, commuters visited our website, and answered queries – we are developing various ways for members to easily connect to our information and re-think their commuting habits.

Our shared and public transit communication plan focused on providing assistance, and helping commuters determine the most appropriate option for their daily trip and was promoted on a schedule to keep these issues active in the consideration of our members. We will expand more on the targeted activities in Program Requirement Four.

We continue to frame our efforts on safety, ease of use, cost efficiency, and myriad of commute options available to SF-bound commuters.

- 2. **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**

Emergency Resource Guide, Website Promotion

During 2023, we built up an extensive library of interview videos in anticipation of shifting employment trends following the COVID-19 Pandemic. Many of these videos are more directly related to and detailed in the TMASF Connects Career program section of this report.

As for selecting and using appropriate commute options, we continue to market the availability of transit videos developed in 2022. The videos produced about trains, ferry, BART and SFMTA services cover topics of use and safety in depth. We continue to remind members about the enhanced cleanliness and security measures implemented by public transit agencies.

During Q3 we reimagined and produced the [Emergency Resource Guide \(ERG\)](#). Our guide is available to members in both print and digital versions. It includes a map with Bay Area transit agency information, essential contact information for San Francisco Public Services, hyperlinks to valuable websites, and additional information that may be needed during an emergency. TMASF Connects programs are designed to work together to provide education and assistance to the traveling public.

In September, San Francisco Transit Riders sponsors *Transit Month*. TMASF Connects participated by kicking off our 2023 Golden State Warriors Ticket [incentive campaign](#). Our annual incentive campaign focused on our new website which features public transit and commute alternatives available within and to San Francisco. To win tickets, a commuter must provide answers to a variety of queries about their current and past traveling moments.

As we approach 2024, we look forward to increased opportunities to host or participate in commute and community events. Providing direct assistance services for new, relocating or returning tenants will be developed as needed.

- 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**

TMASF Connects Communications, Commuter Incentives

Through 2023, Program Planning was intense and involved a number of meetings with our focus group (TMAC) comprised of property managers in our member buildings. With their ideas and comments at hand, TMASF Connects has been able to tailor and create

program services that would meet their commuting needs. TMASF Connects continues to employ four professional staff members and outsources a temporary in-office assistant. Please refer to the [What's happening](#) feature on our website to review materials created during 2023.

During Q1 staff introduced [MAPIFYI](#). We focused on creating 81 customized packages with printed materials for each of our members to post within their building and distribute to tenants. We also offered the information through an electronic campaign. These packages included a customized poster with unique QR codes ready to be displayed in an acrylic sign holder, a factsheet with links to a video about MAPIFYI, and TMASF Connects promotional items. These packages were warmly received and displayed by our members.

Our library of interview videos has allowed us to continue reminding our members of public transportation and educational resources available to them in San Francisco. To reintroduce our videos to our members we held an incentive campaign to win a [Kindle e-reader](#). We invited property managers and their teams to participate and share their thoughts and takeaways from our informational videos.

During 2023, we launched four distinct commuter campaign promotions. All campaigns work together to promote the use and availability of commute options. All four campaigns offered distinct messaging about commute options. We developed MAPIFYI, revamped our website, and launched both Kindle and Warriors Incentive campaigns. The promotions invited members to participate with a series of questions in order to win a prize.

During Q3, we continuously worked with our website and communications developers to create, a redesigned and updated website. The website now includes four live slides with images of the City that represent each of our programs. Our members are now able to easily access commute assistance pages and our newest mapping service MAPIFYI. We intend to launch our website to our members and the public during Q4 of 2023 and throughout 2024.

Our efforts lay a foundation for 2024. We intend to launch a new channel on YouTube, expand our new mapping service, and provide additional commute incentives. TMASF Connects staff are committed to maintaining impeccable services for our members.

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

Member Advisory Council, Expanded Resources

During 2023, TMA SF Connects established a Member Advisory Council (TMAC). Our purpose was to identify trends, concerns and opportunities that are facing our membership. The property managers who participated reviewed ideas, offered suggestions and served as a test market for longer-term planning. From their suggestions, we altered our current communication platform to include additional printed materials for posting in buildings and distribution to tenants. We further segmented our messaging to include clearly marked items for each of our three audiences: property management, tenants and employees/commuters.

As commuters are the largest segment of our membership audience, our efforts were geared toward practical and compelling information to encourage the use of shared or public transportation. Our emphasis was on reintroducing commute options, focusing on transit service cleanliness and safety improvements and providing access to information.

We provided increased access to information from MA PIFYI offered from our website. Our new site provides direct access to each member building. This mapping feature was promoted extensively through 2023 and will continue into 2024 with the introduction of our new website.

During Q3, the [TMA SF Connects website](#) was completely updated and redesigned. Enhanced mapping, larger SF-centric images, and simplified access to information were key goals in the redesign. Our members can stay informed with a live X, formerly Twitter and Calendar (What’s happening) feature. It also highlights our Emergency Resource Guide and enhanced information about safe commuting. Members are also able to access our social media pages through a simplified footer feature.

Targeting messages to members also continues to involve messages to on-site and remote commuters. Our 2023 Emergency Resource Guide (ERG) greatly expanded informational offerings and resources that may be needed during a commute. We released both a printed and digital version throughout our membership.

As we approach 2024, we consider the negative impacts of commuting alone. Not just air pollution, but the wasted time caused by traffic congestion, the increasing costs of fuel, and the reduction in quality of life caused by sitting in traffic. We envision including both positive messages about commuting along with factual information that will make people stop and truly think about the choices they make. How much is that gas, bridge toll, and parking actually costing? What could be done with more time at each end of the day by commuting on public transportation?

Safety, making sound choices and knowing options afforded to San Francisco-bound commuters continues to be at the cornerstone of our information efforts.

5. Monitor program effectiveness and progress at regular intervals

Membership Retention & Expansion, TMASF Quarterly Reports

The Covid-19 Pandemic resulted in a changed landscape for our membership. As such, our metrics have expanded slightly to account for the significant impact of the remote workforce on commute patterns.

Customarily, our performance measures have included member retention, dedicated commitment by board and staff, and program expansion. Additional metrics include the ability to remain privately funded, member involvement and participation, and monitoring website usage metrics.

In 2023, TMASF Connects staffing, member and board of directors involvement was stable and strong. This year we also established a member advisory committee. We continue to evaluate the needs of our membership. Please refer to the [“What’s happening”](#) feature on our website to review materials created during 2023.

We reported two lapsed memberships during 2023. Both buildings were constructed prior to the implementation of CCSF Planning Code 163 and are believed to be exempt from that requirement.

Our member buildings continue to house a significantly reduced number of workers on a daily basis. As we end 2023 there is visible evidence of an increased number of workers returning to our member buildings. We will continue to monitor building occupancy.

Our stated purpose is to encourage the use of public and shared transportation choices by our local workforce. We look forward to conducting a survey of commuter behavior when we have a more robust showing of workers on site in our member buildings.

We continue to issue [quarterly status reports](#) that summarize association activity. This quarterly activity is important for providing a consistent approach to program monitoring. We remain a committed partner ready to work with CCSF as required.

[City and County of San Francisco Planning Commission Resolution Number 20867](#)

Submitted on behalf of our members to document representative program efforts undertaken from January 2023 to December 2023

for compliance with City and County of San Francisco [Planning Code Section 164](#)

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

Workforce Opportunities

During 2023, no new buildings were added to our membership and there was no additional downtown office development that impacted our membership. TMA SF Connects staff continues to monitor job creation data from the [SF Chamber of Commerce](#), [Workforce Investment Board](#), [Employment Development Department](#), and for [San Francisco](#) specifically, [LinkedIn](#) and other sources within our community and the country.

Whether people are job-seeking or already in the workforce, we focus on remaining flexible to be as helpful as possible to the current workforce. TMA SF Connects continues to track unemployment and job creation information. We continue our work to identify additional avenues to create effective programs and promote the availability of jobs in our member buildings.

As the workforce continues to return to their offices, and jobs are created or reduced, TMA SF Connects will continue to offer a robust Career program with resources for continuing education, skill building, and professional development. Our Career program resources are available from our [website](#) and available to the public.

2. To publicize to San Francisco residents the availability of those jobs

Website, LinkedIn, TMA SF Connects Interviews..., TMA SF quarterly reports

TMA SF Connects' website continues to offer vital [career development resources](#). Our website continues to be public, making it available to the local San Francisco workforce. It houses information and resources that will direct a job seeker, recent graduate, or professional about how to start looking for a job, how to apply for an available position, and even how to get ready for an interview. Although we do not have direct links to specific job openings, the website directs people to reliable employment listing websites in all industries.

Our [website](#) also houses the TMA SF Connects interview videos. During Q1 and Q2, we launched the [New Year, New Me](#) campaign which featured interview videos for further career development. The series in this campaign included one with a [local Personal Stylist](#) discussing current work wardrobe trends, and another highlighting a [Staffing Agency](#),

focusing on topics relevant to the job seeker. We anticipate more workforce development subjects in 2024.

During Q3, we employed social media, specifically [LinkedIn](#), to publicize the availability of resources and jobs for employment and workforce development. TMA SF Connects staff focused on posting the availability of interview resources on our website. We also repost information from local job-searching agencies including McCall Staffing Services, and The Job Forum of San Francisco.

These efforts are summarized in [TMA SF Connects quarterly reports](#). TMA SF Connects intends to continue to promote and publicize these resources on our website.

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

Entry to workforce, San Francisco Unified School District

TMA SF Connects has used 2023 as a year for further development and planning of the Commute Program. We continue to research and look for more topics on job seeking and career development. As we continue to navigate the work environment following the COVID-19 pandemic, we will remain flexible to produce relevant material for our members and those who visit our website for job searching purposes.

After seeing the professional development of our former intern, TMA SF Connects hired [Fatima Gomez](#) as a full-time Marketing and Communication Strategist at the beginning of 2023. After her graduation from one of our local colleges, she has continued to develop her communications skills. She has been a wonderful asset to the team and a fresh source of ideas, and we are happy to have her as part of our staff.

In the era following the pandemic, the difficulty of engaging interns has impacted many in the business community. Our work with [SFUSD](#) and their efforts to place interns is expected to continue. We intend to promote the success of our hire as an example of the power of engaging interns and their value in the workforce.

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

Local Job Training and Workforce Resources, Looking ahead

Throughout 2023, TMA SF Connects released our [interview videos](#) paired with informational factsheets. These factsheets identified local job-searching resources and tools for career development. Resources are sent directly to our members' emails for immediate access and the ability to share with their constituents as they see fit. It is also accessible via our website calendar.

Looking ahead, we intend to continue to promote and showcase local programs and agencies that are helping to develop the workforce of San Francisco. As of this writing, we intend to host in-person seminars in 2024 with professionals and job seekers to discuss relevant subject matter and improve their skills sets. We remain committed to conducting additional research on future employment opportunities in 2024 to refine our Career program.

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

Association Commitment

TMASF Connects has a 33-year history of working closely with City and County of San Francisco (CCSF) entities. This partnership is essential to TMASF Connects effectiveness and is important to our organization. Our members remain actively engaged and supportive of our programs. We look forward to continuing the expansion and refining of our programs.

As jobs become available in our member buildings, we will identify avenues to promote the availability of those jobs to San Francisco residents. We will also review how we could best assist [graduating students](#) and those entering the workforce, and equip them with the [tools and skills necessary](#) to succeed.

We remain a loyal and committed partner to CCSF and other local groups promoting workforce development, enhanced transportation options, and a stronger community. TMASF Connects is committed to and available to working with the Department of City Planning, or its designee, in activities deemed reasonable and appropriate in meeting the purpose of this requirement.

We end 2023 in a position of readiness.

During 2023, we researched membership needs, met with member representatives, redesigned [website services](#), updated and expanded our customized [mapping services](#), and began a migration of our video library to [YouTube](#). The effects of the COVID-19 pandemic linger in the vastly reduced daily occupancy of our [81-member buildings](#). We look forward to a number of significant program launches in 2024.

We had anticipated a stronger return to an on-site, robust, and well-rounded workforce where people were using public transportation once again. That vision continues to develop steadily but more slowly than anticipated. We continue our efforts to help members attract, retain, and welcome back their tenant base. We also encourage commuters to use public and shared transportation and we are committed to promoting [San Francisco's local workforce](#) as a competitive and viable force.

As we monitor changing workforce conditions, we will renew our video interview series. Anticipating job seeker needs, new and returning commuters and a largely unknown tenant base, we will focus on providing broad, helpful, introductory and informative materials. Although the events of the past three years have created a drastically changed workforce and commuting landscape, the basics that make San Francisco a unique and desirable workforce are strong.

Robust transit service, rideshare options and telecommute opportunities offer the workforce a true opportunity to craft a commute that best suits their needs. The broad swath of industries and disciplines offering employment opportunities continue to position San Francisco as an attraction for the workforce. As restaurants return and commercial real estate converts to residential living spaces, opportunities for local employment should be promising.

We remain committed to using membership fees to fund our programs and do not anticipate any request for public funding or assistance. The [TMA SF Connects programs](#) have been 100% privately funded since 1991. We remain a committed and supportive partner to the CCSF Planning Department.

We continue to work with CCSF Planning and other entities as needed or possible. We share common civic goals and commitments for expanded local employment and reduced reliance on single-occupant commute trips.

As our association and community continue to evolve, change, and expand, so will the opportunities afforded to the San Francisco-bound workforce and commuting public.