

# ULI Northwest Center for Leadership

## Mini Technical Assistance Panel Application

The mTAP (Mini Technical Assistance Panel) is the capstone project of the Center for Leadership, a program of ULI Northwest. As part of their leadership development, participants form mTAP teams to provide pro bono technical assistance to a public agency or nonprofit organization in the Puget Sound region. These teams tackle real-world land use, real estate, or community development challenges that align with ULI's mission to shape the future of the built environment for transformative community impact. Through the mTAP, clients gain expert insights and strategic recommendations, while participants apply their skills to solve meaningful problems in the field. Recommendations from local mTAPs have proven real-world impacts, including building trust between public and private organizations and urban development decision-making.

### mTAP Program Description

We leverage the collective expertise of the Center for Leadership cohort – an interdisciplinary group of about 30 mid-to-senior level professionals – to provide a unique, market-based perspective on a broad range of issues including:

- Strategies for revitalizing specific properties
- Analyzing the re-use potential of existing properties
- Evaluating specific development and land use proposals or issues
- Market feasibility analysis, financial structuring, and more

The mTAP is offered completely pro bono to eligible public agencies and nonprofit organizations – unlike the traditional two-day TAP, the mTAP does not configure the panel to a client's specific questions. Instead, it draws on the CFL cohort's structured recruitment and vetting process to ensure participants are well prepared to tackle a wide range of real-world challenges. In-person participation is required.

A Mini TAP is a one-day commitment, which includes a client briefing presentation and overview, an approximately 4-hour working session with the cohort, followed by presentations of recommendations from each group to the client. The client briefing presentation gives the cohort an opportunity to ask questions about the site and scope and reiterates key material from the Briefing Book (see Client Obligations). The client receives the presentations of recommendations and a memo as the final deliverables. Examples of past TAPs are available on the [ULI Northwest website](#).

In all mTAPs, the Client provides key questions for the CFL cohort to address and assembles relevant background information and resources. The CFL cohort is a carefully vetted, pre-selected group of interdisciplinary mid-to-senior level professionals working across the real estate industry. Backgrounds of cohort members include developers, architects, engineers, finance professionals, lawyers, construction professionals, members of the public sector, and more. Cohort members are split into interdisciplinary groups by the CFL Planning Committee

and ULI Northwest staff. The cohort composition is set for the year and outside professionals are not brought in.

### Timeframe/Review Process

After completing a mTAP application, members of the Center for Leadership Planning Committee and ULI Northwest staff will arrange an initial meeting with the client within one to two weeks of receiving the application. This one-hour meeting is an opportunity to understand and refine the assignment objectives, discuss the proposed scope, and identify key questions. ULI Northwest will work with the client to ensure the project is a strong fit for the mTAP format. Decisions on whether ULI Northwest can accept the panel assignment will be determined shortly after the initial meeting. Three to four months are needed to provide sufficient time to compile briefing materials and plan for the mTAP. The final memo will be delivered to the Client within 2 months of the mTAP.

### Client Obligations for mTAPs

- **Briefing Book:** The Client is responsible for assembling all relevant background information relating to the issues being addressed into a comprehensive Briefing Book. ULI Staff will provide the Client with a template and examples of other Briefing Books for reference. A PDF copy of the Briefing Book should be finalized and emailed to ULI Northwest staff at least 2 weeks before the scheduled mTAP. ULI Northwest staff will distribute the books to the CFL Cohort, who will be expected to review the materials prior to the mTAP day.
- **Briefing Presentation:** The Client is responsible for preparing and delivering a briefing presentation at the start of the mTAP day. This presentation should summarize key information from the Briefing Book and allow time for the cohort to ask questions about the site and scope.
- **Project/Area Tour & Transportation:** If the mTAP scope includes a specific project or project area, the Client is responsible for arranging a tour, with transportation (if needed) and an accompanying staff person to guide the tour.
- **Other Resource Materials:** Additional resource material not included in the Briefing Book must be offered digitally to the cohort at least 2 weeks before the mTAP. Such information might include: zoning and general plan materials, market data, economic studies and projections, large format maps, stakeholder outreach, etc.
- **Meeting Space:** The Client is responsible for providing or suggesting a meeting space for the CFL workshop and deliberations. The space must accommodate the full 30-person cohort and have reliable internet access. If the Client cannot provide a space directly, they should identify a nearby venue – such as a community center or business – that can accommodate the group.

# Mini Technical Assistance Panel Application



Please submit applications to [northwest@uli.org](mailto:northwest@uli.org).

**APPLICATION DEADLINE: June 19, 2026, 11:59 pm**

Applications will be reviewed by the CFL Planning Committee after the submission deadline June 19, 2026. If you have any questions, please reach out to [northwest@uli.org](mailto:northwest@uli.org).

mTAPs applications must meet the following criteria:

1. A clearly defined scope of work, and three to four well-articulated questions to be addressed during a one-day session.
2. Strong local leadership capacity, ableness to create detailed briefings and facilitate community involvement for the mTAP, as well as facilitating implementation of mTAP recommendations as necessary.

**Please provide the following information:**

Lead Applicant Organization: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Title/Role: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

**Please attach the following:**

## **SCOPE OF WORK**

Provide a one-page description of the need for the mini Technical Assistance Panel. Include background information on the affected site or area and current and future plans or activities (both public and private). Maps, statistics, planning and development goals, and other information may be attached if relevant.

## **DRAFT QUESTIONS FOR THE CFL COHORT**

Provide three or four specific open-ended questions about the affected site or area for the cohort to address.