

ULI Northwest Technical Assistance Panel Application

About ULI Northwest TAPs

For over 75 years, the Urban Land Institute (ULI) has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges through Technical Assistance Panels (TAPs). Since 2008, ULI Northwest has brought this approach to the local level, assisting over 25 cities and non-profits throughout Washington, Oregon, and Alaska.

ULI Northwest TAPs provide expert, multidisciplinary advice to public agencies and nonprofit organizations facing complex land use and real estate issues. Drawing from our extensive membership base, ULI Northwest panels offer objective and responsible advice ranging from site-specific projects to public policy questions. Recommendations from local TAPs have proven real-world impacts, including building trust between public and private organizations and supporting sound urban development decision-making.

TAP Program Description

We leverage the collective expertise of our members to provide a unique, market-based perspective on a broad range of issues including:

- Strategies for revitalizing corridors or 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

ULI Northwest's standard TAP is a two-day engagement. Depending on the complexity and scope of the issues involved, the format can be abbreviated or expanded to best meet the client's needs. Scope and format will be determined collaboratively between the client and ULI Northwest staff. Examples of prior TAPs can be found online [here](#).

In all TAPs, the Client provides key questions for the Panel to address, assembles relevant background information and resources, helps with site logistics, and coordinates stakeholder interviews with assistance from ULI Staff. ULI Northwest assembles a Panel comprised of 8-10 senior-level ULI members representing the specific land use disciplines needed for each assignment. Panel member expertise may include developers and owners, investors, designers, planners, engineers, market, and financial experts as well as members of the public sector. The strength of ULI Northwest's Technical Assistance Panels lies in the cross-section of experts, who don't have a vested interest in the project, examining the issues from diverse perspectives to produce recommendations and an implementation strategy based on information, community realities, and best practices.

The TAP fee is \$15,000 to \$35,000 depending on length and scope and generally includes panel facilitation, food and beverage for panelists, a client-panelist dinner, report writer fees, and costs of TAP administration. Grant funding may be available, and ULI Northwest staff will assist in application.

What to Expect

Following receipt of your application, ULI Northwest staff and the TAP Committee will arrange an initial one-hour meeting with the Client to understand and refine the assignment objectives as well as identify key issues. Our goal is to work with every client to find the right scope, format, and timing. We will align on next steps and a planning timeline shortly after the first meeting. A typical TAP panel takes place about three to four months after the initial planning meeting, with a final report delivered approximately three months after the panel.

Obligations for TAPs

- **Briefing Book & Presentation:** The Client is responsible for assembling all relevant background information into a comprehensive Briefing Book. ULI Staff will provide a template and examples for reference. A PDF copy must be finalized and emailed to ULI Northwest staff at least 2 weeks before the scheduled Panel. On the first day of the panel, the Client will also deliver a briefing presentation based on the book, giving panelists an opportunity to ask questions.
- **Stakeholder List and Interview Schedule:** The Client must prepare a list of stakeholders to interview on the first day of the TAP, representing key voices from the private sector, public sector, and community. The Client and ULI staff will work together to determine timing and interview length.
- **Site Tour & Transportation:** If the TAP scope includes a specific project or project area, the Client is responsible for arranging a tour, including transportation (if needed) and an accompanying staff person to guide the tour.
- **Other Resource Materials:** Any materials not including in the Briefing Book must be shared with ULI staff at least two weeks before the TAP (e.g., zoning and general plan materials, market data, economic studies and projections, large format maps).
- **Panel Meeting Room(s):** If possible, the Client is responsible for providing conference room(s) for: panel workshop and deliberations (capacity for 15+ with breakout space and internet access); stakeholder interviews (multiple rooms); and the final TAP presentation (set up to support audience participation and a PowerPoint presentation). If the client cannot provide a meeting space that meets these needs, they should suggest other community spaces or businesses that would be able to accommodate the panel.
- **Lodging:** Depending on the TAP location, additional fees may apply for accommodations for the TAP panelists and ULI staff for two nights.



Technical Assistance Panel (TAP) Application

Please submit applications to northwest@uli.org.

Applications will be reviewed by ULI Northwest Staff and our TAP Committee on an on-going basis.

TAPs applications must meet the following criteria:

1. A clearly defined scope of work, and a draft of three to four questions to be addressed during a one-day or two-day session.
2. Strong local leadership capacity to facilitate detailed briefings and community involvement for the TAP, as well implementation of TAP recommendations as appropriate.

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 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 EXPERT PANEL

Provide a draft of three or four specific open-ended questions about the affected site or area for the panel to address.