



2024-25 TECHNICAL ASSISTANCE PANEL PROGRAM

Program Description

Technical Assistance Panels (TAPs) are one of ULI Washington's signature programs, where a panel of 8-10 experts work over a concentrated timeline to evaluate and provide market-based feedback on a local development or land use challenge. Panelists are selected from the over 2,300 ULI members in the Washington District Council based on the specific nature of each assignment. Panel member expertise typically includes developers, property owners/managers, investors, designers, planners, engineers, market and financial analysts, as well as members of the public sector. The panel takes place over 2 days, with a report of recommendations completed thereafter.

ULI and COG recognize that communities around the region face pressing challenges related to the built environment. In doing so, they prioritize supporting communities in need of technical assistance but lacking funding. Through this partnership, ULI Washington and COG will deliver three TAPs in 2024-25 focused on identifying catalytic strategies to maximize the impacts of investments in COG-designated Equity Emphasis Areas (EEA), High Capacity Transit Station Areas (HCTSA) and Activity Centers (AC).

Application Process

The application period is open from April 19 - May 31, 2024. All applications must be submitted by 4pm Eastern Time on Friday, May 31, 2024 to marc.gazda@uli.org.

About ULI

The Urban Land Institute (ULI) is a nonprofit research and education organization supported by its members. Founded in 1936, ULI now has over 50,000 members in 95 countries, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service – including leading property owners, investors, advisors, developers, architects, lawyers, lenders, planners, regulators, contractors, engineers, university professors, librarians, students, and interns. [Learn more about ULI Washington here.](#)

About COG

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland and Northern Virginia. COG's membership is comprised of 300 elected officials from 22 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. Policies are set through the COG Board of Directors, the National Capital Region Transportation Planning Board, and the Metropolitan Washington Air Quality Committee. These three boards are responsible for a broad range of issues under the COG umbrella, including but not limited to transportation, land-use, public health and safety, education, the environment and more. [Learn more about COG here.](#)

FREQUENTLY ASKED QUESTIONS

What is the benefit of holding a TAP?

A TAP is a fast-paced brainstorming session with a group of outside experts who will use their extensive professional experience to respond to a set of specific questions posed by a local government or non-profit sponsor. The panel of professionals who come together to serve on a TAP are leading experts in the real estate, land use, planning, and community development fields, and are hand-selected for each TAP based on the specific local challenge and on the skill sets needed to address this challenge. The multi-disciplinary nature of the panel and the quick-response nature of the TAP process often allow for new, creative ideas to be explored and vetted with a group of experts who bring “fresh eyes” to the issue. [Read about TAPs conducted by ULI Washington in the National Capital Region.](#)

What is the application process and how many ULI-COG TAPs are awarded?

The application period is open from April 19, 2024 – May 31, 2024. All applications must be submitted by 4pm on May 31, 2024 to marc.gazda@uli.org. Applications may be found [here](#). The application includes information about expected deliverables; panelists; partner responsibilities between ULI Washington, COG, and the applicant; timeline; and cost. There will be three ULI-COG TAPs awarded for the 2024-2025 fiscal year, which runs from July 2024 to June 2025.

What is the typical agenda for a TAP?

The TAP takes place over 2 days. On day one, the panel listens and learns. They receive a briefing from the sponsor, tour the study area, meet with key local stakeholders, and begin deliberations. On day two, the panel deliberates, collaborates, and develops recommendations, all of which culminate in a presentation that afternoon. ULI then develops a written report detailing the panel's recommendations, which is delivered 8-12 weeks after the end of the TAP.

What kind of stakeholder/public involvement is involved in a TAP?

Stakeholder involvement is a key part of the TAP process. Due to the short term (2 days total) timeline of a TAP, ULI Washington works with the TAP sponsor (usually a city, county, agency or local non-profit organization) to identify a group of key stakeholders whose input will be essential to the panel in addressing the local challenge. During the first day of the panel exercise, the ULI experts meet with these stakeholders and listen to their views. The broader public is usually invited to hear the panel's presentation on Day 2, and is encouraged to share feedback at that time. It is important to note that a TAP is a very short-term, exploratory exercise that usually serves as one step in a broader public planning process, which would involve more extensive public outreach.

What are the roles and responsibility of the sponsor?

The sponsor will be responsible for developing a briefing book which provides the essential background information needed for the panel to tackle the assignment. In addition to staff time required to prepare the briefing book, additional time commitment is required on the part of local staff. While ULI Washington will take the lead on coordinating logistics for the 2-day TAP, the sponsor is responsible for providing the meeting rooms on-site, arranging to feed the Panel throughout the program, preparing an overview presentation, leading a site visit of the project area, and inviting local stakeholders to participate.

What is the cost of the TAP?

The cost to the city/county sponsor for this program is \$15,000. ULI Washington and COG will subsidize the cost of the TAP by \$7,500 each.

2024-25 TECHNICAL ASSISTANCE PANEL APPLICATION

Timeline	Outcome
May 31, 2024	Application Deadline
June 2024	Review of Applications; convene selection panel
July 2024	Begin scoping process
August 2024 - May 2025	TAPs conducted
October 2024 - July 2025	Final reports developed and delivered

Project Information

Jurisdiction:	Equity Emphasis Area:
Activity Center:	High Capacity Transit Station Area:

Main Point of Contact

Name:	Title:
Phone:	Email:

Secondary Point of Contact

Name:	Title:
Phone:	Email:

List the lead staff person who will be responsible for the day-to-day management of the TAP process:

Name:	Title:
Phone:	Email:

Is your organization willing and able to cover your share (\$15,000) of the total \$30,000 cost for the TAP?

Yes No

Statement of the Problem: Please describe the area that would be the focus of the TAP, and explain the challenges this area faces with regard to plan implementation. Highlight recent plans or studies focusing on the area and explain any factors that make this proposal particularly timely (planned transit expansion, significant development underway nearby, rapidly changing property values, etc.). Please limit answer to the space provided in the box below.

Proposed Panel Assignment:

Please list 3-5 questions that you would want the panel to address as part of the TAP.

Question 1:
Question 2:
Question 3:
Question 4:
Question 5:

The Application Deadline for the 2024-25 ULI-COG TAP program is May 31, 2024 at 4pm ET.

Submit applications to:

Marc Gazda, Manager, ULI Washington (marc.gazda@uli.org)