

## ULI San Diego - Tijuana Technical Assistance Panels (TAPs)

**OBJECTIVE + HISTORY** | Since 1947, ULI has harnessed the multidisciplinary expertise of its members to help communities solve challenging land use, development, and redevelopment issues on behalf of government agencies and community-based nonprofits. At the local level, this is accomplished through a Technical Assistance Panel (TAP). ULI serves as the honest broker, bringing all stakeholders together in an environment free of politics and preconceptions.

ULI San Diego - Tijuana TAPs provide expert, multidisciplinary advice to public agencies and nonprofit organizations facing complex land use and real estate issues in the region. Drawing from our extensive membership base, ULI San Diego - Tijuana panels offer objective and responsible advice on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions.

**TAPS 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.
- Identifying key economic and land use issues relating to public/private land use situations.
- Evaluating specific development and land use proposals or issues.
- Market feasibility analysis, financial structuring, and more.

The applicant provides key questions for the Panel to address, assembles relevant background information and resources, as well as arranges for stakeholder interviews and site logistics. At least 12 weeks' advance planning is required from when the scope is finalized to when the TAP can begin. ULI San Diego - Tijuana assembles a Panel comprised of 8-15 senior-level members representing the specific land use disciplines needed for each assignment. Over an intensive 2-day working session, panelists tour the study area, interview stakeholders, and work collaboratively to produce preliminary findings and recommendations. These are presented at the conclusion of the TAP in either a private or public forum. A complete report follows within about two months with detailed recommendations. Examples can be found online [here](#).

**COST** | Applicants pay a fee of \$25,000

**TIMEFRAME** | TAP applications are accepted on a rolling basis and scheduled based on the current calendar cycle (available at [sandiego-tijuana.uli.org](http://sandiego-tijuana.uli.org)). After completing a TAP application, members of the TAPs Committee and ULI staff will arrange an initial meeting to understand and refine the assignment objectives, as well as identify key issues. Decisions on whether the committee can accept the panel assignment will be determined shortly after receiving the application and the initial meeting. A minimum of 12 weeks are needed from agreement on a final scope and signed contract to provide sufficient time to assemble the best available TAP panel members, compile briefing materials, and plan for the TAP. Following the TAP panel presentation, ULI San Diego - Tijuana will commence writing the final report, which will typically be delivered to the client about two months after the TAP workshop.

## Client Obligations

**Briefing Materials** | The Client is responsible for assembling all relevant background information relating to the issues being addressed. ULI San Diego - Tijuana distributes materials to all of the panelists.

**TAP Liaison(s)** | The Client is responsible for identifying a panel liaison that will act as a formal coordinator of the panel effort. This person should attend the initial kickoff planning meeting and maintain regular communication with ULI throughout the TAP process through virtual meetings, email, and phone communication.

**Stakeholder List** | The Client prepares a list of stakeholders with a perspective on the scope of the TAP. The list should include key members of the private sector, public sector, and community who might provide valuable insight and information to the panel. All stakeholder meetings are in a small setting and comments are not attributed to individuals.

**Stakeholder Interview Outreach** | The Client is responsible for coordinating with ULI to invite stakeholders and schedule the stakeholder interviews during the two-day engagement. The Client and ULI staff will work together to determine the exact timing and length of the interviews.

**Briefing** | The Client is responsible for arranging a briefing on the project or site area and related neighborhood assets on the first day of the TAP.

**Project/Area Tour & Transportation** | The Client is responsible for arranging a tour of the project or site area and related neighborhood assets on the first day of the TAP.

**Panel Meeting Room(s)** | The Client is responsible for providing conference room(s) for:

- TAP panel workshop and deliberations – room should accommodate 12 people around one table and provide space for breakout sessions over the two-day TAP. Internet access is critical.
- Stakeholder interviews – room size and quantity depend on number of interviews conducted.
- Final TAP Presentation – room should be set up in a manner consistent with the type of final presentation desired, including ability to show a PowerPoint presentation.

**Impact Liaison(s)** | The Client is responsible for designating an impact liaison and participating in various activities associated with gathering data and measuring panel impact (can be the same person as the panel liaison).

We encourage you to consider a TAP for your community. Applicants who are early in the concept phase are encouraged to contact ULI program staff.

## Technical Assistance Panels (TAP) Program Application

**ULI San Diego-Tijuana accepts TAP application on a rolling basis. Accepted applications will be scheduled based on the calendar cycle available at [sandiego-tijuana.uli.org](http://sandiego-tijuana.uli.org).**

TAPs applications must meet the following criteria:

- A clearly defined scope of work, and three to four well-articulated questions to be addressed during a two-day session.
- A clearly defined geographic boundary (a neighborhood, district, corridor, building, etc.).
- Strong local leadership capacity, by abiding by the program's terms and conditions and Client Obligations; respect TAPs findings by galvanizing community support; and demonstrate a sincere attempt to implement recommendations.

### Please provide the following information:

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

Contact Person: \_\_\_\_\_ Title: \_\_\_\_\_

Street: \_\_\_\_\_ City: \_\_\_\_\_

State: \_\_\_\_\_ Zip: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

### 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, area, and community, as well as current and future plans or activities (both public and private). Maps, statistics, planning and development goals, and other information may be attached if relevant. Provide an explanation of previous efforts to address the scope of work, including outcomes of those efforts.

**QUESTIONS FOR THE EXPERT PANEL |** Provide three or four specific questions about the affected site or area for the panel to address.

**PREFERRED TIMING |** Indicate your preferred timing (month/year) for the TAP, including a brief explanation. Please keep in mind that two-day TAPs require at least a three-month lead time. ULI San Diego – Tijuana cannot guarantee delivery of the TAP on your preferred timing.

**LEADERSHIP SUPPORT |** Provide a letter from your organization's leadership that indicates strong understanding and support of the TAP process, including agreement with the criteria outlined in this application. Letters of support from local public sector leaders, businesses and/or community-based organizations are encouraged but are not required.

Please submit applications to Tatiana Perez, Senior Associate, ULI San Diego - Tijuana: [tatiana.perez@uli.org](mailto:tatiana.perez@uli.org) or submit them through this [form](#).