



San Francisco

2024 TECHNICAL ASSISTANCE PROGRAM Call for Applications

ULI SF is accepting applications for its Technical Assistance Panel (TAP) program. In recognizing that communities around the region face pressing challenges related to the built environment, ULI SF is also providing the opportunity to support communities in need of technical assistance and may lack full funding; thus, the Executive Board of ULI SF has authorized subsidized funding for a TAP through this application process.

Program Description

TAPs are one of ULI's signature programs, where a panel of experts work over a concentrated timeline to evaluate and provide feedback and recommendations on a local development or land use challenge. Panelists are selected from the over 2,200 ULI members in the San Francisco 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, and members of the public sector. The panel takes place over one to two days, with a final presentation on the final day, a report of recommendations completed a few months after the workshop, and a webinar presented thereafter.

Application Process

The application period is open from January 18 - February 29, 2024. All applications must be submitted by 5:00 pm PST on February 29, 2024 to joy.woo@uli.org. Questions may be submitted to joy.woo@uli.org.

About ULI

The Urban Land Institute (ULI) is a non-profit research and education organization with almost 45,000 members globally, 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. ULI's mission is to shape the future of the built environment for transformative impact in communities worldwide.

[Learn more about ULI San Francisco.](#)

FREQUENTLY ASKED QUESTIONS

What is the benefit of holding a TAP?

Think of a TAP as 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 community 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. Since 2006, ULI SF has provided TAPs to over 30 cities throughout the San Francisco Bay Area; **[see previous TAPs in our archive.](#)**

What is the typical agenda for a TAP?

The TAP takes place over 2 days. On day one, the panel listens and learns by typically touring the study area, hearing a presentation from the city or community sponsor, and meeting with key local stakeholders. On day two, the panel deliberates, collaborates, and develops recommendations, all of which culminate in a presentation that afternoon/evening. A final written report is also developed and delivered approximately 12 weeks after the end of the TAP followed by a webinar.

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 SF works with the TAP sponsor 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. These stakeholders are then 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 responsibilities of the sponsor?

The city/community sponsor will be responsible for developing a briefing book that 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 sponsor staff. While ULI San Francisco will take the lead on coordinating logistics for the two-day TAP, the sponsor is responsible for providing the on-site meeting rooms, arranging meals/snacks for the panel throughout the workshop, preparing an overview presentation, leading a site visit of the project area, and inviting/scheduling local stakeholders to participate.

What is the cost of the TAP?

The cost of a TAP is \$30,000. The subsidized TAP is \$15,000 (where ULI SF will contribute \$15,000 to cover the remainder of the TAP fee). In addition to the fee, the sponsor is also responsible for TAP workshop expenses, including meeting/presentation rooms, meals/snacks and a dinner for the panel and staff, site visit transportation, and depending on the TAP site location, two nights of hotel accommodations for the panelists and ULI staff.

2024 TECHNICAL ASSISTANCE PANEL APPLICATION

Timeline	Milestone
January 18 through February 29, 2024	Open call for applications, inc. subsidized TAP
5:00 pm PST, February 29, 2024	Deadline for applications
March 1 through 21, 2024	Committee review of applications
March 22, 2024	Response to applicants with next steps

Please check all boxes below that apply to your TAP application:

- Affordable housing
- Climate change/resilience/sustainability
 - Drought
 - Extreme heat
 - Fire
 - Flooding
- Downtown revitalization
- Economic development
- Site-specific project
- Transit-oriented development
- Under-served community
- Other:

Are you applying for a subsidized TAP?

- Yes
- No

Main Point of Contact

Name:	Title:
Phone:	Email:
Organization:	Address:

List the lead staff person who will be responsible for the day-to-day management of the TAP process (if different from Main Point of Contact):

Name:	Title:
Phone:	Email:
Organization:	Address:

Statement of the Problem: Please describe the topic or area that would be the focus of the TAP, and outline potential implementation strategies/opportunities. Highlight recent plans or studies focusing on the area and explain any factors that make this proposal a priority in 2024 (planned transit expansion, significant development underway nearby, rapidly changing property values, etc.). Include your desired timing for a TAP program. Please limit answer to the space provided at the end of this sentence.

Proposed Panel Assignment:

Considering your desired outcome for this TAP, 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:

Application deadline for the 2024 ULI SF TAP program is February 16, 2024 at 11:59 pm PST.

Submit any questions and completed applications to:

joy.woo@uli.org