



ULI San Francisco Leadership and Executive Development Training Request for Proposals

September 23, 2025

ULI San Francisco's Pathways to Inclusion + Developers of Color Cohort is designed to create opportunities for seasoned mid- to senior-level real estate developers in the Bay Area. Participants are from multicultural/minority backgrounds, typically underrepresented in the real estate industry, and these mid-to-senior level professionals receive monthly sessions aimed to deepen their understanding of housing development and community-based development throughout the Bay Area.

To provide a more holistic program that includes leadership and executive development in addition to technical trainings, we are seeking a consultant to conduct a training to ensure that participants are equipped with the interpersonal skills and leadership tools to succeed as real estate developers in the Bay Area. This RFP is specifically for a consultant to design and deliver a two-hour, high-impact leadership development session focused on (1) leading teams and managing people, (2) navigating complex and sensitive workplace situations professionally, and (3) addressing race, bias, and power dynamics as they uniquely show up for midcareer professionals of color in real estate.

About The Urban Land Institute San Francisco

The Urban Land Institute (ULI) is a global, member-driven nonprofit organization whose mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. With over 45,500 members, ULI is the oldest and largest network of cross-discipline real estate and land use experts.

The ULI SF District Council is a chapter of ULI that serves nearly 2,200 local members in the Greater Bay Area. Our work is driven by 23 member-led committees, working groups, and Product Councils. For more information about our most recent work, please refer to our [Annual Impact Report](#).

What We're Looking For

ULI SF is looking for a two-hour, in-person seminar to ensure our participants are equipped to lead projects, organizations, and industries. The date we've identified for this training is December 10 or 16, 2025. The time window held on both dates is 12 PM – 2 PM Pacific Time. Training will be held in San Francisco; the session must be delivered in person.

Session Focus and Learning Objectives:

By the end of the session, participants should be able to:

- Apply practical frameworks for people management, including giving feedback, setting expectations, negotiating, and managing relationships across interdisciplinary teams.



- Navigate complex and sensitive workplace situations professionally, particularly those involving conflict, ambiguity, or bias.
- Recognize and mitigate bias and power dynamics that impact professionals of color and use effective strategies to respond constructively.
- Strengthen executive presence and influence in real estate and community-facing contexts.
- Successfully establish and maintain a personal brand through networking and relationship building.
- Build supportive peer and leadership practices that foster equity, allyship, and professional growth.

The Audience

The audience would be ULI SF members who are participants in the cohort and volunteers within our organization who have organized the curriculum for the cohort. Outside of ULI SF, these members work in different disciplines within the real estate and land use industry such as development (office, retail, market-rate and affordable housing, mixed use), finance, construction, law, brokerage, public sector, government, design, architecture, and more.

The audience size for the training is approximately 30 individuals: 20 participants in the cohort and an additional 10 members of the organizing committee. Cohort participants are majority midcareer professionals of color (8–20 years of experience). Content must assume baseline management experience and prioritize advanced, scenario-based practice over introductory concepts.

Scope of Work and Deliverables:

The selected consultant will:

1. Conduct a brief pre-session check-in (15-30 minutes) with ULI SF staff; conduct optional short participant survey to refine scenarios and ensure relevance.
2. Design and deliver a 2-hour, highly interactive session that includes at least one live practice element (e.g., paired role-plays, fishbowl, or case debrief) and a practical toolkit participants can reuse.
3. Provide a concise participant handout (4–8 pages max) including: frameworks, scripts/language for difficult conversations, bias interrupter techniques, and post-session reflection prompts and resources.
4. Offer an optional 30-minute debrief with ULI SF staff to capture insights and recommendations for future sessions.

Consultant Qualifications:

Proposers must demonstrate:

- Experience designing and leading leadership development programs for midcareer professionals, with a focus on people management and conflict navigation.

- Expertise in diversity, equity, and inclusion, with a deep understanding of challenges faced by professionals of color in the workplace.
- Strong facilitation skills using interactive and adult learning methods (e.g., role-play, case studies, peer learning).
- Cultural humility and credibility working with diverse audiences.
- Familiarity with real estate, land use, or related industries (preferred but not required).

Proposal Requirements:

Proposals should be clear, concise, and focused on how you will meet the goals of this training. Please include the following:

- A general outline of the two-hour training, with notes on how you would keep the session interactive (e.g., small group discussions or other engagement strategies).
- Key learning objectives and facilitation approach (aligned with this RFP)
- Facilitator bio(s) and relevant experience
- 2–3 client references (with contact information)
- Fee proposal, with all prep and materials included

Please submit your proposal by **end of day October 17, 2025**, to Pooja Sharma pooja.sharma@uli.org. Shortlisted proposers may be asked for a brief (15-minute) conversation the week of October 27, 2025. Final selection will be made by November 10, 2025.

Logistics & A/V: ULI SF will provide the venue, projector/HDMI connection, and flip charts. Proposers should specify any additional needs (e.g., movable seating for breakouts, table tents, printed handouts).

Intellectual Property: Materials you bring remain yours; ULI SF requests a non-exclusive right for ULI SF participants to use distributed handouts for personal professional development is requested.

Budget:

ULI SF has allocated **\$2,500–\$3,000** for this 2-hour, in-person session in San Francisco.