



ULI SAN FRANCISCO MULTIFAMILY LOCAL PRODUCT COUNCIL – FLIGHT 2

TERMS OF REFERENCE

January 2026

PURPOSE

The purpose of the ULI SF Multifamily Local Product Council – Flight 2 (“MFLPC2”) is to bring together accomplished ULI professionals greater than 35 years of age who work in the Bay Area multifamily real estate industry, facilitating the exchange of information, case studies and best practices at biannual meetings, in order to support ULI’s mission of providing leadership in the responsible use of land and creating and sustaining thriving communities.

MFLPC2 membership is a privilege desired by many ULI SF members and the value of the council experience is determined by the quality and participation of its members. Each council member is therefore expected to be a committed and participating part of the council, contributing as much value to the council experience as they take home.

OBJECTIVES

- Organize content-relevant residential panels, case studies, discussions, and sharing of best practices with meaningful take home value for the MFLPC2 members.
- Recruit and integrate new members who are recognized local leaders in their respective field of discipline, while being intentional in broadening diversity in membership, programming, and leadership.
- Use council membership as a tool to acknowledge seasoned industry professionals along with graduating YLG members.
- Provide a forum for information exchange on the “state of the art” practices in residential development.
- Develop and maintain an informational and response capability for addressing development problems and opportunities.
- Provide an appropriate focus on the major social and economic goals and issues of the day.
- Seek meaningful ways for councils to relate to and interact with one another while providing the ability to enhance a member’s network.

COUNCIL MEMBER EXPECTATIONS

- **Council Attendance** - Each council member has been invited for the value that their unique background and experience brings to the council and missing a meeting or part of a meeting reduces the value for every other member of the council. If a MFLPC2 member has two unexcused absences out of three council sessions, their seat will not be renewed. If a council member only attends part of a council day, this will be reflected as non-attendance.

- **Council Participation** - Council members are expected to attend and actively engage in council meetings. This includes participating in discussions, sharing insights and experiences, and contributing to a collaborative and respectful exchange of ideas that benefits the full council.
- **Term** - The term for council membership will last three years and may be considered for renewal one time for an additional three years at the end of the term, at the discretion of the council Co-Chairs. The member must then take a two-year break from the council before reapplying.
- **Open & Honest Communication** - MFLPC2 members are expected to participate openly and honestly with specific, detailed information and experience from your current real estate practice. Media is not invited to the MFLPC2 meetings in order to keep the communication open.
- **Confidentiality** – Everything discussed within the RLPC meeting is kept completely confidential by all MFLPC2 members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your council.
- **Real Deals & Real Numbers** – The key to truly valuable interaction between the MFLPC2 members is the sharing of real deals and real numbers successes as well as lessons learned.
- **Respect for Others** – Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.
- **Recruit the Best & Brightest** - MFLPC2 members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. RLPC member involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:
 - Attend and participate as speakers and panelists at RLPC meetings.
 - Participate in local District Council programs.
- **Membership & Dues** – MFLPC2 members are expected to hold current ULI memberships and be up-to-date on their annual MFLPC2 dues. Dues will be collected in advance of the MFLPC2 Spring meeting and are expected to be paid in full by June every year. Failure to pay MFLPC2 dues, or lapse in ULI membership, will result in nonrenewal of MFLPC2 membership.

STRUCTURE AND ROLES

Membership composition of the MFLPC2 is as follows:

- The group will be limited to 65 members at any time.
- Only one employee from any company may have membership in the MFLPC2 (unless approved by the council leaders).
- In order to become a member of the MFLPC2 committee, one will need to complete an online application which will be reviewed and approved by the MFLPC2 Co-Chairs and Vice Chairs and ULI SF Staff. There will be one application deadline each year ahead of the spring MFLPC2 meetings. If there is a need for members later in the year, an additional application may be opened in the fall.
- Existing LPC members may request one guest to attend per meeting. Guests must be approved by MFLPC2 Co-Chairs and Vice Chairs. If a guest wishes to join the MFLPC2 afterward, they will need to submit an application for review. If their application is approved, they will be invited to join the council as a member.

Leadership composition of the MFLPC2 is as follows:

- MFLPC2 will have one Chair and three Vice Chairs.
- The Vice Chairs will evolve into a Chair position after two years.

- The term for the Chairs and Vice Chairs will be three years total with the first two years in the Vice Chair role and the last year in the Chair role. Chair and Vice Chair terms can be renewed depending upon agreement among the existing Chair and the ULI SF Executive Director.
- Co-Chair and Vice Chair terms will be staggered with one Vice Chair rolling on and one Co-Chair rolling off each year, after the inaugural year.
- The Chair will have responsibility for recruiting and selection of new Vice Chairs. New leadership must be approved by ULI's Management Committee and Executive Director.
- The Chair and Vice Chairs will be responsible for recruiting new MFLPC2 members (via application) and the approval of new MFLPC2 members.
- The Chair and Vice Chairs will be responsible for the approval of guests at MFLPC2 meetings.
- The Chair and the Vice Chairs will have responsibility for creating rich and relevant content panels along with the successful execution of the MFLPC2 meetings twice per year.
- The MFLPC2 Chair and Vice Chairs will host periodic calls in advance of the MFLPC2 meeting day to plan and organize for the MFLPC2 meeting day.