

ULI San Francisco

## Overview

ULI San Francisco (ULI SF) and City and County of San Francisco's Mayor's Office of Housing and Community Development (SF MOHCD) partnered in 2022-2024 to create and deliver the [Bay Area Developers of Color Cohort Program](#). The program was designed to understand barriers to entry for seasoned mid- to senior-level affordable housing developers in San Francisco, while also providing them with monthly professional development and networking opportunities. Following the conclusion of the two-year program, a memo was created by a Coro Fellow as part of this program, to capture the feedback from practitioners in the cohorts for SF MOHCD's consideration and implementation.

Two years following the end of the partnership, ULI SF seeks to understand how SF MOHCD has implemented these recommendations, the impact, and how other communities around the Bay Area may replicate or build upon these findings. In support of this continued work, the San Francisco Foundation's Partnership for the Bay's Future initiative has provided ULI SF with an Alumni Technical Assistance grant to produce a best practices report.

## Consultant Scope of Work

1. Interview select staff from the City and County of San Francisco's Mayor's Office of Housing and Community Development (SF MOHCD). Document and showcase implementation and any impacts that the Developers of Color cohort program has had on the policies and procedures to increase affordable housing developed by developers of color. Conduct interviews with alumni of the program for practitioner input.
  - Document what policy and process adjustments proved most effective, what challenges remain, and how other jurisdictions can adapt these approaches to expand opportunities for a broader pool of developers and strengthen their housing ecosystems.
  - Incorporate structured input from the fourth-year Developers of Color Cohort and alumni, ensuring the perspectives of practitioners closest to the issues inform both the analysis and the recommendations.
  - Review the memo provided by the Coro Fellow in 2024 to understand how recommendations shaped the adjustments and what feedback remains unaddressed.
2. Create a "Best Practices" report to serve as a resource for municipal leaders, policymakers, and community partners across the Bay Area and beyond.
  - Report should be visually compelling for web viewing to ensure that the findings are broadly accessible to municipal leaders, policymakers, community partners, and the ULI network to maximize reach and applicability.

## Key Activities & Timeline:

- February 2026: Release RFP and engage a consultant to design the research plan, conduct interviews with MOHCD, mid- to senior-level developers from the Developers of Color Cohort and alumni, and partner organizations.
- March – June 2026: Consultant conducts interviews and analysis

- July – December 2026: Draft the Best Practices Report, refine with stakeholder input, and finalize. Dissemination to municipal leaders, policymakers, and community partners begins in late 2026.

**Semi-Annual Milestones:**

- June 2026: Interviews and initial analysis completed; preliminary findings shared with stakeholders.
- December 2026: Final Best Practices Report published and distributed regionally and nationally.

To apply, submit a cover letter expressing your interest, proposed scope of work, budget, qualifications, example projects, and three client references by March 20, 2026.

**Contract Dates**

February 2026-December 2026

**Compensation**

\$15,000