

# What is a TAP?

## Overview

Technical Assistance Panels, known as TAPs, are a service offered by the Urban Land Institute that brings real estate, planning, and development experts together to provide unbiased pragmatic advice for addressing complex land use and real estate development issues. TAPS are offered to local, public and private organizations. TAPS offer an opportunity to engage local land use leaders in exploring a development project, policy, or challenge.

ULI North Florida assembles a group of members with expertise relevant to the scope of work. These members may include developers and landowners, investors, designers, planners, engineers, architects, market and financial analysts, marketing professionals, as well as members of the public sector. A conflict-of-interest statement is signed by all panelists prior to participation.

## The Process

We work with each organization to understand and refine the scope of work to help identify and solve key issues. A three- to six-month lead-time is necessary to provide sufficient time to assemble the best available ULI panel members, compile briefing materials, and plan for the logistics of the TAP program.

## The Result

Within six to eight weeks following the TAP, ULI North Florida will deliver a professional, high-quality report that can be used as a tool to help your team implement the recommendations. A dedicated representative from the panel is available for questions and consulting for 12 months following the TAP.

If you have any questions or need further information, please contact:

**Carolyn Clark**  
Senior Director, ULI North Florida  
Carolyn.Clark@uli.org  
904-486-8256



## Sample Two-Day Agenda

### Day 1:

9:00 – 10:00 AM:	Project Introduction / Team Introduction / Client Introduction
10:00 – 11:00 AM:	Driving / Walking Tour of Study Area
11:00 – 12:00 PM:	Q&A with Client
12:00 – 1:00 PM:	Working Lunch/Initial Observations
1:00 – 3:30 PM:	Stakeholder Involvement Interviews (30-45 minutes each)
3:30 – 5:30 PM:	Panelist Analysis and Review
5:30 – 7:30 PM:	Dinner with Panelists, Client & ULI Staff/Volunteers

### Day 2:

8:30 – 12:30 PM:	Continued Workshop Efforts / Initial Land Planning Efforts
12:30 – 1:00 PM:	Working Lunch / Q&A with the Client
1:00 – 4:00 PM:	Develop Recommendations
4:00 – 5:00 PM:	Presentation to Client

*If you are looking for a more in-depth advisory process, ULI also offers Advisory Service Panels (ASPs), which are five days. Contact Carolyn Clark for more info.*

## Recently Completed TAPs

**Northwest Jacksonville Community Development Corporation (2019)**  
Redevelopment of Northwest Jacksonville CDC

**Rail Yard District (2019)**  
Redevelopment and Rehabilitation of the District

**UF Health Jacksonville (2018)**  
Social & Economic Impact of the Medical Campus on Adjacent Land Use

**Visit <https://northflorida.uli.org/about/taps/> to view and download all available ULI North Florida TAPs.**

## Getting Started

### 1. The Scope of Work

ULI will work with your team on the initial scope of work. This document is key to a successful TAP as it determines the focus, the panelists, the data, and the final product.

### 2. The Contract & Payment

A contract is required to secure a TAP. A 50% deposit is required at the signing of the contract and final payment is due upon report delivery. ULI North Florida charges a fee for each of its TAPs to cover staff time and associated costs (workshop materials, report writer's fee, transportation/lodging, venue/catering, and other logistical costs). Fees vary from \$25,000-\$30,000 for a two-day TAP (anywhere within North Florida), depending on location, the type and extent of the scope, and final written report.

### 3. The Briefing Booklet

ULI organizes a briefing booklet to help familiarize the panelists with the project prior to the onsite meeting. Typically between 300 and 500 pages, the contents are determined by the scope of work, and ULI will help you identify the necessary information.

Below are examples from other TAPs Briefing Booklets:

#### General

- Scope of work/map of study area
- Photographs/video of study area

#### Demographics/Analysis/Maps

- Demographic data
- Major employers/map of key landowners
- Economic market analysis
- Relevant infrastructure/transportation plans

#### Site Background/Funding

- Existing vision or action plans
- Safety concerns (traffic, crime, etc.)
- Public funding information (Tax Increment District, Business Improvement District, or related public/private funding, etc.)
- Projects currently pre-funded/planned
- Zoning overlay maps
- Wetlands maps

### 4. List of Stakeholders

ULI works with the client to determine and invite local stakeholders with a direct relation to the project or those impacted by the recommendations of the panel. For example, landowners, businesses, city council members, etc. Client may provide a list of stakeholders.

### 5. Tour of Study Area

The ULI panelists will tour the study area on day one. The client is necessary to lead the tour to familiarize the panelists with the study area. ULI coordinates any transportation needed.

## Timeline

A three- to six-month lead-time is necessary for ULI & Client to achieve the important milestones below:

- ▶ ULI & Client draft contract agreement
- ▶ ULI & Client set meeting dates
- ▶ ULI & Client finalize scope of work and map of study area
- ▶ ULI & Client identify Briefing Booklet contents
- ▶ Client organizes public and community meetings, if needed
- ▶ ULI coordinates onsite logistics
- ▶ ULI identifies and secures panelists
- ▶ ULI identifies and invites stakeholders
- ▶ Client creates comprehensive route for the site tour
- ▶ Client determines an accessible point of contact during the two-day TAP

## Frequently Asked Questions

### *Can I recommend someone to serve on the TAP panel?*

We prefer to identify ULI members throughout the country that have the expertise to provide unbiased assistance during the panel.

### *Who manages the meeting logistics?*

ULI coordinates the meeting location, food and beverage, audio visual, transportation for the site tour, as well as the panelist/client dinner.

### *Does ULI help with community outreach?*

ULI is happy to participate, subject to availability, at public and community meetings regarding the TAP, but ULI does not coordinate these meetings.

### *Can we observe the two-day meeting?*

ULI dedicates time for the client to meet with the panelists throughout the two-day meeting due to the limited time frame to meet their objectives. The client plays an active role at the start of the meeting to provide the project background, participate on the tour, and is invited to the panel/client dinner.

### *Who attends the final presentation?*

At the end of day two, the ULI panel presents their recommendations to the client and/or anyone the client would like to include at the meeting. Please coordinate with ULI to ensure we have the space needed to accommodate attendance.