

ULI Technical Assistance Panels

The ULI San Francisco Technical Assistance Panel (TAP) program is an extension of the national [ULI Advisory Services program](#). ULI's Advisory Services panels provide strategic advice to landowners (public agency, nonprofit organization, or nonprofit developer) on complex land use and real estate development issues. The program links the landowners to the knowledge and experience of ULI and its membership.

Since 1947, ULI has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. More than 600 panels have been conducted in 18 countries. Since 1953, ULI's Advisory Services panels have conducted 23 reports for Bay Area cities. Since 2006, ULI San Francisco has adapted this model to provide 12 [Technical Assistance Panels \(TAPs\)](#) for use at the local level, assisting numerous cities throughout the San Francisco Bay Area.

ULI San Francisco assembles an interdisciplinary panel of experts that explore the project, interview stakeholders, and make recommendations. TAP Panelists consists of unpaid volunteers from the 2,400 ULI members in the San Francisco District Council chosen specifically for each assignment. Panelists usually include at least one for-profit or nonprofit developer, designer and/or planner, market and/or financial analyst, and a regulatory expert. Panelists approach the assignment from all perspectives, including market potential, land use and design, financing and development strategies, governance, and implementation. The strength of ULI San Francisco's Technical Assistance Panels lies in the cross-section of experts examining the issue from multiple angles and producing recommendations and/or an implementation strategy that is based on sound information, community realities, and best practices.

ULI San Francisco conducts two types of TAPs. Both versions commence with a set of questions proposed by the sponsoring organization (the 'Client') – a public agency, nonprofit organization or nonprofit developer – about a specific development issue or policy barrier within a defined geographic area. The first TAP model is a one-and a half-day commitment, which includes a site visit, Client and stakeholder interviews, intensive working sessions, and a presentation of recommendations. The second model is a one-day commitment, which includes a brief introduction and overview by the Client, an approximately 4-hour working session with the panelists, followed by a presentation of recommendations to the Client. Both TAP models conclude with a memo or report outlining the panelists' recommendations.

Typically, a three- to four-month lead-time is necessary to provide sufficient time to assemble the best available panel members, compile briefing materials and plan for the logistics of the TAP program. ULI San Francisco charges a fee for each of its panels to cover associated costs and staff time. At the early stages, the administrative costs will be underwritten by ULI San Francisco. Clients are charged a fee of \$20,000 for a one and a half-day TAP and \$10,000-\$15,000 for a one-day TAP, depending on the type and extent of the written report – a small portion of the total value service of TAP.

ULI San Francisco can deliver frank, unbiased answers to our Clients' questions. We are uniquely positioned with the flexibility to swiftly formulate, manage and implement on-call dynamic Technical Assistance Panels on a relatively short notice. In addition, our experienced panelists are prepared to address both location-specific and larger high level public policy analysis, providing the client with a unique and comprehensive review. To learn more about the TAP program please watch the video on our website: <http://sf.uli.org/uli-in-action/technical-assistance-panels/>.