

ULI San Francisco: 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 650 panels have been conducted in 47 U.S. states, 12 countries, and 4 continents. Since 2006, ULI San Francisco has adapted this model to provide [Technical Assistance Panels \(TAPs\)](#) for use at the local level, assisting over 30 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 2,000+ ULI members in the San Francisco District Council chosen specifically for each assignment. Depending on the issues being tackled, panel member expertise may be comprised of developers and owners, investors, designers, planners, engineers, market and financial analysts, as well as members of the public sector. The strength of ULI San Francisco's Technical Assistance Panels lies in the cross-section of experts, who don't have a vested interest in the project, examining the issues from multiple angles and producing recommendations and/or an implementation strategy that is based on sound information, community realities, and best practices.

ULI SF 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 two-day commitment, which includes a site visit, Client and stakeholder interviews, intensive working sessions, a presentation of recommendations, and a final report outlining the process and 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, and a concise memo outlining the recommendations. Examples of completed TAP reports can be found on our website: <https://sf.uli.org/uli-in-action/technical-assistance-panels/taps-archives/>

Typically, three to four months are needed to provide sufficient time to assemble the best available TAP panel members, compile briefing materials, and plan for the TAP. Following the TAP panel presentation we will commence writing the final report, which will be delivered to the Client within 2 months after the TAP workshop. ULI San Francisco charges a fee for each of its panels to cover associated costs and staff time. Clients are charged a fee of \$20,000 for a two-day TAP and \$10,000-\$15,000 for a one-day TAP, depending on the type and extent of the written report or memo. Panel members are ULI experts who volunteer their time because of a commitment to the ULI mission.

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/>.