

**“The TAP process was enormously helpful. By convening a variety of seasoned professionals from the fields of architecture, real estate development, and planning, TAP provided an impressive set of perspectives on our proposed project.”**

**Nick Stewart**  
**Deputy Executive Director**  
**Burbank Housing Development Corporation (BHDC)**  
**Santa Rosa**

**“TAPs helped us better understand how we can optimally utilize our limited assets and I am happy to say that we did exactly what was recommended and we were successful.”**

**Sam Ruiz**  
**Executive Director**  
**Mission Neighborhood Center (MNC)**  
**San Francisco**

**“The ULI TAPs panel provided an important piece to our overall urban planning and implementation. It’s one reason we’re not just seen as a suburb anymore but a growing community of diverse business, residential, entertainment and employment opportunities.”**

**Jeff Schwob**  
**Planning Director**  
**City of Fremont**  
**Fremont**



## About ULI

Established in 1936, ULI today has 30,000 members worldwide. Members represent the entire spectrum of land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

The ULI San Francisco is the largest District Council worldwide with 2,000 members. ULI San Francisco is a member-led organization committed to providing high-quality programs and initiatives to Bay Area's public and private land use professionals.

### **ULI San Francisco**

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# The Technical Assistance Panel Program (TAP) of the ULI San Francisco District Council



**TAPs PROVIDE OBJECTIVE, INDEPENDENT,  
AND PRAGMATIC ADVICE ON COMPLEX  
LAND USE ISSUES**



**Urban Land Institute San Francisco**

## What is the purpose of TAP?

- To provide objective and pragmatic information to development and land use decision makers at the community and local government levels
- To contribute expert advice on ways to restore economic vitality to challenged communities, developments and land

## How can a TAP help a nonprofit or government agency?

A TAP can provide a variety of services including:

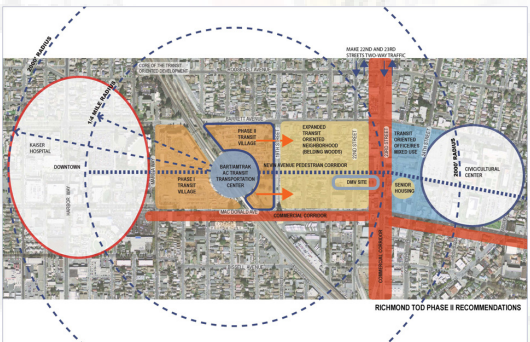
- Evaluating the potential to reuse existing properties
- Developing useful criteria for evaluating development proposals;
- Analyzing the compatibility of proposed regulations with real estate market conditions



## The TAP Process and Deliverables

TAPs are comprised of 4-7 senior-level members of ULI San Francisco, representing a broad range of disciplines.

- Panelists are chosen specifically for each assignment, and are pre-screened to ensure that no conflicts of interest exist. Depending on the assignment, panel member expertise includes for-profit developers, affordable housing developers, architects and planners, market and financial analysts, and regulatory experts.
- Panels last for 1-2 days, during which panelists tour the area, meet with stakeholders, and work to produce an initial report of findings, presented at the end of the panel session which includes a Q&A discussion
- After the panel is completed, the findings are compiled in a bound report, which the sponsor receives in hard copy format. Reports include both written recommendations and illustrations



## **What is the application process?**

Application to TAP can be made at anytime. After receiving an application, members of the TAP Committee will arrange an initial meeting to understand and refine the assignment and objectives as well as identifying key issues. A decision on whether the panel assignment will be accepted is determined shortly after the initial meeting. ULI San Francisco charges a \$10,000 fee for each of its panels to cover associated costs and staff time. Panel members are not compensated.

## **How much lead time is necessary?**

A three-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.

**To learn more about the TAP program or to request an application, please contact Xiomara Cisneros, ULI San Francisco, at 415/268-4039 or [xcisneros@uli.org](mailto:xcisneros@uli.org)**

Recent TAP reports can be found online at [www.ulisf.org](http://www.ulisf.org)