



ULI Boston TAP Program: Frequently Asked Questions

What is a TAP?

Objective: ULI's Technical Assistance Panel (TAP) Program is designed to provide objective, expert advice to municipal and community-based organizations on the feasibility, design, or implementation of development initiatives. Previous projects have ranged in scope from generating ideas for redeveloping individual sites to creating strategies for revitalizing entire downtown districts.

How does a TAP work?

ULI Boston's TAP program brings expertise in real estate, design, and finance to bear on local land use planning and development projects. Once a project has been designated as a TAP, ULI Boston will assemble an interdisciplinary team of senior-level local professionals for a day-long brainstorming session. The one-day TAP program was developed out of ULI's national Advisory Services Program, which concentrates a team of national experts in a comprehensive look at all angles of the development process to formulate realistic options to move a project forward. The TAP program is a way for organizations with limited resources to focus local ULI members' expertise on a specific problem at a nominal cost.

A typical TAP begins with a briefing book meeting where the sponsor reviews the project and the briefing materials. A week or two later, the panel will gather for the TAP. The TAP day begins with a site tour, followed by stakeholder interviews. The panel will then go into a closed door charrette and then present their findings and recommendations at a public presentation. A written report of the TAP will be delivered within six weeks.

What is my responsibility as a sponsor?

The sponsoring organization/municipality is responsible for gathering and presenting the background information needed to understand the project. The sponsor will compile this background information along with any other relevant information into bound briefing books (a three-ring binder is acceptable) which will be distributed to each panelist at a pre-TAP meeting where the sponsor will explain the project and review the briefing materials. The sponsor also will provide staff support for the meeting and for any follow-up report or presentation. On the day of the TAP, the sponsor will arrange for a site tour, meeting space for the stakeholder interviews and charrette, and a venue for the public presentation at the end of the day. ULI members will volunteer up to a day of their time developing an understanding of the problem, compiling recommendations, and debriefing the sponsors. Sponsors also must commit to one-year follow-up meeting with ULI.

Is there a fee for the TAP program?

In December 2011, ULI Boston instituted a \$5,000 fee for the TAP program. This fee helps underwrite the overhead costs and staff time that is associated with the TAPs. Additional costs include the report writer's fee (\$1,500) and transportation costs for the panelists (mileage to and from the TAP). **The panelists donate all of their time preparing for the TAP, the day of the TAP and contributing to the final report, a \$30,000 - \$40,000 value.**

What expertise can ULI Boston Members provide?

Members of ULI Boston can provide expertise and advice in the following areas:

- Land use design and planning
- Market feasibility analysis
- Financial analysis and structuring
- Structuring private/public partnerships
- Adaptive reuse of buildings
- Development process, permitting and community relations

Technical Assistance Panel: SPONSOR OBLIGATIONS

PANEL PREPARATION

- **Briefing Materials.** The sponsor is responsible for assembling all relevant background information relating to the issues being addressed. A draft of the briefing book material should be submitted to the TAP Co-chairs and ULI Staff at least one week prior to the briefing book meeting. The TAP Co-chairs will determine if any other materials are needed for the briefing book so a completed book can be delivered to the panel on the day of the meeting.
- **Interview Schedules.** The sponsor is responsible for gathering these key stakeholders together for the morning session. The complete list of stakeholder interviews should be included in the briefing book.
- **Project/Area Tour.** If the issues deal with a specific project or project area, the sponsor is responsible for arranging a tour of the project or project area. The sponsor must arrange for transportation and an accompanying staff person to answer panel questions.
- **Other Resource Materials.** Additional resource material that is not appropriate or too bulky for inclusion in the panel briefing books should be made available at the panel meeting place. Such information might include zoning and general plan materials, market data, economic studies and projections, maps (24x36 or 36x48 Aerials and GIS Maps) and other similar materials as needed. The TAP Co-Chairs and the sponsor will determine prior to the panel session what materials might be helpful to the panel deliberations.

LOGISTICS

- Panel Meeting Room(s): The sponsor is responsible for providing a conference room for the panel meeting, group interviews and the panel presentation. The meeting room should be 800-1,000 sq ft. with big sturdy work tables for the panelists and design team. The presentation room should be set up in a manner consistent with the type of final presentation desired and the amount of audience participation desired. A projector and screen will be required for the public presentation.
- Transportation: As previously indicated, it is helpful but not critical that transportation for group activities, such as the site or area tour, are provided in one vehicle.
- Meals: Sponsor is asked to provide a light breakfast with coffee for the morning session, lunch for each panelist and a light dinner if the presentation is scheduled to begin after 5:30 pm.

About ULI Boston

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members.

The Boston District Council, now with more than 1200 members, holds a prominent spot in the Urban Land Institute's top 10 District Councils. ULI Boston provides a unique setting by catering not just to one sector of the real estate business but to many - from architects to developers, CEOs to analysts and everyone in between. Using this interdisciplinary approach, ULI examines land use issues, impartially reports findings and convenes forums to find solutions.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

Members say that ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.