

Technical Assistance Panel



Program Manual

2016



Urban Land **Triangle**
Institute

Contents

TAP Program Overview	1
Introduction	1
Mission	1
Format	2
Products	2
Filing an Application	3
Submittal Requirements	3
Roles & Responsibilities	4
TAP Committee	4
District Council Staff	4
The Panel	5
Recruitment	5
Responsibilities of Panel	5
Responsibilities of Chair	5
Conflict of Interest Requirements	5
Procedures	6
Application Review & Selection	6
Planning Meeting	6
Execution of Agreement	6
Pre-Panel	6
Report	7
Resources	7
Attachment A	8
Attachment B	11
Attachment C	12
Attachment D	13

TAP Program Overview

Introduction

The Triangle District Council of the Urban Land Institute has launched a Technical Assistance Panel program to provide an opportunity to use the unique real estate and land use skills of a diverse organization to contribute to the larger community.

The Technical Assistance Panel (TAP) program is a smaller-scale version of the larger technical assistance programs run by ULI-national, adapted for implementation and administration at the District Council Level. Like the national-level programs, the TAP program focuses on mobilizing impartial and expert advice to solve identified problems.

Distinguishing features of TAP include:

- » A short time frame: panels typically last no more than one or two days.
- » A focus on a discrete, well-defined problem
- » Modest costs for the applicant, whether cash or in-kind contribution, making the TAP program particularly accessible for smaller governments and non-profits.

Mission

ULI is a non-profit organization dedication to research and education. ULI serves to facilitate the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Triangle District Council event Triangle Reality Check 2009 has produced a report on the future growth of the Triangle Region. The report sets forth three guiding principles:

- » Transit: Improve regional transit, matching land use decisions with transit investments.
- » Vibrant Centers: Reinvest in city and town centers (where existing infrastructure is underutilized), promote compact development, density and mixed use, including a balance of jobs and housing.
- » Green Space: Define appropriate growth & preservation areas to protect open space, agricultural land and natural resources, especially water supply and quality.

The mission statement for the Triangle TAP program reflects the overall mission of ULI, focuses on the three guiding principle that emerged from Reality Check 2009, and embodies the purpose of the TAP program, which is to provide seasoned and objective advice on discrete planning and development issues.

“The Triangle District TAP program brings together applicants and experienced professionals from the private, public and non-profit sectors to develop solutions to specific land use and development problems related to enhancing transit and the transportation-land use connection; growing and sustaining vibrant centers; and conserving the region’s agricultural and natural areas. The Triangle District TAP program embodies the core ULI principles of objective advice, free from conflicts of interest; the open exchange of ideas, information and experience; and leadership in the responsible use of land.”

Format

All Triangle District Council TAPs will be conducted over one to one-and-a-half days, depending upon the nature of the request. One day TAPs are recommended for problems that do not require a detailed site visit, while the longer format is designed to permit site visits and orientation to occur the afternoon prior to the full day of sessions, interviews and brainstorming. All TAPs include the creation of a briefing booklet compiling background data and information for the panel to review prior to the TAP. The TAP concludes with a presentation of findings and recommendations to the project sponsor.

Components of the TAP process include the following:

- » Briefing session with the sponsor
- » Site visit (optional)
- » Stakeholder briefings/interviews
- » Panel working session
- » Presentation drafting
- » Final presentation

Sample agendas for both one and one-and-a-half day TAPs are provided in Appendix D. While these samples are typical for a TAP, they can be modified based on the particulars of the problem under investigation.

Products

All TAPs will produce a PowerPoint presentation and/or a final, written report. Final reports are provided to the sponsor in the form of a print-ready PDF that can be optimized for black and white or color reproduction at the sponsor's preference. Printed copies can be provided at cost to the sponsor; however, since the Triangle District Council has no special relationship with local printers, it will generally be the sponsor's interest to arrange for printing independently.

Filing an Application

Who Can File

Applicants for a TAP should come from the government or non-profit sectors. The program is not intended to offer low-cost advice to for-profit development entities or private land owners. Examples of eligible applicants include the following:

- » Local governments
- » Non-profit housing and community development entities
- » Regional councils and planning bodies, including Councils of Government and Metropolitan Planning Organizations
- » Business improvements districts
- » Economic development commissions, corporations, and entities
- » Neighborhood or citizen-led advocacy and improvements organizations

Eligibility

Only undertakings involving well-specified questions or problems that can be meaningfully addressed within the parameters and limitations of the TAP program will be considered. The determination that an undertaking is properly specified will be made by the TAP Committee. Applications for a TAP that do not meet approval guidelines will not be rejected out of hand; rather, the TAP Committee will work with prospective project sponsors to refine and improve their application to meet the guidelines. Eligible undertakings should meet the following general parameters:

- » Involves a discrete district, area or site, rather than an entire jurisdiction or region.

- » Falls within the interest and expertise of ULI members, i.e., is concerned with some aspect of land use, development, finance, and/or infrastructure.
- » Relates in some manner to one or more of the three principals that emerged from the Reality Check exercise: vibrant centers; transit, transportation and land use; and open space and agricultural preservation.

Submittal Requirements

All applicants must complete the Triangle District TAP application forms (See Appendix A). The application requirements include the following:

- » **Statement of the Problem**
Give a brief description why a Technical Assistance Panel (TAP) is needed, including nature of the assignment and the key issues and problems that the panel would address.
- » **Questions to be addressed by panel members**
No more than three specific questions to be addressed by the panel. These questions may be tweaked at a later date, but questions are necessary to determine the scope of the panel.
- » **Management Plan**
Individuals who will participate in the panel process and their areas of responsibility, including the preparation for the briefing book and organization of the briefing session, tour of the study area (if applicable), on-site panel support (including refreshments), and follow-up.
- » **Sponsor Information**
The organization(s) that will serve as the sponsor(s) for the panel assignment.

Roles & Responsibilities

TAP Committee

The TAP Committee is appointed by the Triangle District Council Executive Committee. The Chair of the TAP Committee also serves on the Executive Committee. The TAP Committee provides progress reports on the implementation of the TAP Program at regular Executive Committee meetings.

The TAP Committee has review and approval authority over all aspects of the Triangle District Council TAP program. Specifically, it is the role of the committee to:

- » Source opportunities for the Triangle District Council to provide services to the community through the TAP program
- » Develop and adopt TAP materials including application forms, manuals and guidance documents, so long as they conform to ULI guidelines for TAP programs.
- » Review applications for a TAP, work with applicants on their applications, and select qualifying applicants
- » Recruiting the membership of the TAP panel
- » Review and finalize the final work products of the TAP

District Council Staff

The District Council staff supports services to the committee. These services include assistance with panel recruitment; scheduling and logistics (including travel and lodging expenses); web site support; securing writer to produce TAP reports; and the maintenance of a database of District Council members willing to serve on panels (see the “pool of experts” discussed below).

Sponsor

In return for the low-cost expertise provided by the TAP program, the sponsor is expected to participate both financially and materially in making the TAP a success. The sponsor plays the central role in organizing the major requirements of TAP, including:

- » Compiling a comprehensive package of background data and information necessary for the panel to effectively perform its work.
- » Providing all meeting and work spaces required by the TAP
- » Providing refreshments meals for the panelists and participants, including at least breakfast and lunch the day of the TAP, as well as dinner the night before for 1.5-day TAPs.
- » Organizing the site visit, if there is one, including arranging for transportation.
- » Scheduling stakeholder interviews.

Panel Cost: \$10,000

The Panel

Recruitment

The TAP Committee has the primary responsibility for recruiting participants to serve on a panel, with support from District Council staff. The Committee starts by broadcasting a request for expressions of interest to serve on a TAP to the District Council membership. Respondents are asked to provide information regarding their interest and expertise as well as an affirmation of their willingness to abide by the conflict of interest guidelines. Based on the responses, a “pool of experts” representing different relevant disciplines is compiled. Assembling a TAP starts by recruiting members from the pool. For specialized undertakings, the committee may look beyond the registered pool for panelists.

Sponsors will work with the Committee to confirm the skill sets needed on the panel. The Committee will have final approval of all panelists.

Responsibilities of Panel

Panelists are expected to set aside sufficient time to effectively serve on the TAP. In addition to the one to 1.5 days spent directly on the panel, this time commitment also includes time spent reviewing the background data and information package prior to the TAP date, and some time spent helping to produce the final report. Panelists also commit to abiding by the conflict of interest standards, described below.

Responsibilities of Chair

The TAP committee selects the panel chair during the recruitment phase. The chair is responsible for leading the discussion and keeping the remainder of the panel on-task, and therefore must have strong leadership skills. The chair has the ultimate responsibility of guiding the panel to an agreed-upon set of findings and recommendations. The Chair also serves as lead reviewer and editor of the presentation and/or report produced by the panel. The Chair commits to working with the Committee Chair and District Council staff and writer to ensure that all TAP work products are completed in a timely manner.

Conflict of Interest Requirements

All panel members, including the chair, must not be professionally involved in the sponsor’s project or a directly competitive project or issue, and must not have a direct financial interest in the outcome of the panel’s work. Panel members must disclose any prior or ongoing relations with the sponsor during the panel selection process.

Panelists agree not to directly market their services to the sponsor for a period of six months following the completion of the assignment. Should a sponsor approach a panelist regarding future work for the sponsor following the completion of the assignment, ULI requests that the panelist notify the TAP Committee chair to verify that the panelist’s potential work for the sponsor does not adversely impact the integrity of the TAP program, and have the findings reviewed and concurred by the Governance Committee.

Procedures

Application Review & Selection

Applications will be reviewed by the TAP Committee for conformance with the TAP eligibility guidelines. The Committee will, at its discretion, work with applicants to refine applications which do not meet the guidelines. In prioritizing applications, the committee will also use the following criteria:

- » The proposed TAP is likely to result in findings and recommendations with broad interest and relevance to the community.
- » The proposal exhibits particular creativity or innovative thinking.
- » The proposal is very straightforward.

Planning Meeting

Following the selection of a specific application for a TAP, the Committee and District Council staff will organize a planning meeting with the sponsor to refine the scope and work out the specifics of the undertaking. Among the topics for this meeting include the disciplines required for the panel; selection of a timeline and preferred dates for the TAP; whether a one or 1.5-day TAP is needed; logistical issues such as meeting facilities; and what data and information can be made available to the panel in advance of the undertaking.

Following the planning meeting, each major parameter of the TAP should be decided. However, additional follow-up between the TAP Committee and sponsor will likely be needed as the logistical details are hammered out.

Execution of Agreement

The details worked out in the planning meeting should be formalized in a written agreement setting forth the specific commitments of the committee, the sponsor, and ULI staff. The agreement is intended to be simple and serves as a formal confirmation of responsibilities.

Although each agreement will be unique, a sample agreement is enclosed as Appendix C.

Pre-Panel

The Committee and ULI staff will work with the sponsor to refine expectations and prepare for the panel. This includes developing a detailed agenda, identifying the relevant expertise needed on the panel, confirming panel members including chair selection, and working out all logistics. Specifically, the TAP committee and District Council staff will:

- » Work with sponsor to define expectations, shape questions, prepare for panel
- » Develop scope and agenda for TAP
- » Work with sponsor to identify expertise needed to complete assignment
- » Confirm panelists and communicate roles and responsibilities
- » Hire and manage TAP report writer

The sponsor will:

- » Reserve all meeting spaces
- » Arrange for food and refreshments
- » Organize the site visit, including transportation, if needed

- » Complete the briefing booklet (a draft of which will be reviewed by the TAP Chair) and then distribute to the panel members at least 10 days prior to the TAP date
- » Confirm stakeholders and other outside participants and interviewees

Report

The report will be prepared by a technical writer who will be present at all meetings with the assistance of the TAP panelists and local District Council staff. The writer and staff will be responsible for final editing, formatting, and production of the document(s). Draft reports will be delivered to the panel chair within four weeks of the TAP; revised reports are sent to the sponsor for review within six weeks; and the final report incorporating sponsor comments should be delivered within nine weeks. The typical contents of the report follow this outline:

1. Acknowledgements
2. Panel and Project Staff
3. Overview of the Panel Assignment
4. Background Data and Interviews
5. Findings
6. Recommendations
7. Implementation
8. Conclusions
9. Appendix
10. Panel bios

Resources

The following resources are included as Attachments A through E:

- A. Application Form
- B. Conflict of Interest Form
- C. Sample Agreement
- D. Sample Agendas
- E. Briefing Book Guidelines

1. Date of Application

2. Applicant Contact

Lead Organization:

Contact Person:

Title/Role:

Address 1:

Address 2:

City/Town:

State:

Zip:

Email:

Phone:

Questions?

Richard Cox
richard.cox@uli.org

Submit

Email completed application
to triangle@uli.org

Note

Save this application form
to your computer before
completing. Work may
be lost if you attempt to
complete in your browser.

3. Sponsor Information

Please describe the organization(s) that will serve as the sponsor(s) for the panel assignment.



4. Statement of the Problem

Give a brief description why you believe a Technical Assistance Panel (TAP) is needed. Discuss the nature of the assignment and the key issues and problems that you would like the panel to address. Include a brief description of the study area as well as any current activities and future plans for the project area. Please attach maps, statistics, proposals, and any other relevant information if necessary.

5. Questions to be addressed by panel members

Please list no more than three specific questions to be addressed by the panel. These questions may be tweaked at a later date, but questions are necessary to determine the scope of the panel. It may be helpful to organize questions in the categories of Market Potential, Planning and Design, Development Strategies, and Implementation Strategies.

6. Management Plan

Identify individuals who will participate in the panel process and their areas of responsibility. Please include those who will be responsible for the preparation for the briefing book and organization of the briefing session, tour of the study area (if applicable), on-site panel support (including refreshments), and follow-up.

All panel members, including the chair, must not be professionally involved in the sponsor’s project or a directly competitive project or issue, and must not have a direct financial interest in the outcome of the panel’s work. Panel members must disclose any prior or ongoing relations with the sponsor during the panel selection process.

Panelists agree not to directly market their services to the sponsor for a period of six months following the completion of the assignment. Should a sponsor approach a panelist regarding future work for the sponsor following the completion of the assignment, ULI requests that the panelist notify the TAP Committee chair to verify that the panelist’s potential work for the sponsor does not adversely impact the integrity of the TAP program.

I agree to abide by the above guidelines.

Signature:

Date of Submittal:

Downtown Raleigh Alliance

The Triangle District Council is pleased to enter into the following agreement with the Downtown Raleigh Alliance to evaluate the market for ground floor retail space on Fayetteville Street in Downtown Raleigh. The following agreement sets for the scope of work, deliverables, and responsibilities.

Scope of Work

Triangle District Council

Pre-panel

- » Work with sponsor to define expectations, shape questions, prepare for panel
- » Develop scope and agenda for TAP
- » Work with sponsor to identify expertise needed to complete assignment
- » Confirm panelists and communicate roles and responsibilities
- » Hire and manage writer
- » Handle travel logistics for panelists, staff and writer

On-site

- » Take notes on panel discussions
- » Assist with preparation of presentations
- » Assist with logistics

Post-panel

- » Prepare draft report
- » Format and publish final report

TAP Sponsor – Downtown Raleigh Alliance

- » Reserve all meeting spaces
- » Arrange for food and refreshments
- » Organize the site visit, including transportation, if needed
- » Complete the briefing booklet and distribute to the panel members at least 10 days prior to the TAP date
- » Confirm stakeholders and other outside participants and interviewees
- » Review draft report

Deliverables

Within nine weeks of the TAP, the sponsor will be provided with a written report in print-ready PDF form summarizing the panel's findings and recommendations.

Expenses

The Downtown Raleigh Alliance will be responsible for all expenses related to the effort, including but not limited to the \$5,000 panel fee, meeting spaces, food, materials, printing costs, and all other logistical costs.

One Day TAP

8:00 a.m.	Breakfast; Discussion of panel objectives
8:30 – 11:30	Sponsor briefing; stakeholder input
11:30	Panel working session; working lunch
4:00 p.m.	Wrap-up and finalization of presentation
4:30	Presentation rehearsal
5:30	Presentation of recommendations
6:30	Adjourn

One-And-A-Half Day TAP

Day 1

2:00 p.m.	Welcome & introductions
2:30	Site Tour
4:30	Sponsor briefing; stakeholder input
6:30	Panel Debriefing Dinner

Day 2

8:00 a.m.	Breakfast; Discussion of panel objectives
8:30	Panel working session
Noon	Working lunch
3:30 p.m.	Wrap-up and finalization of presentation
4:00	Presentation rehearsal
5:00	Presentation of recommendations
6:00	Adjourn