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# **ULI San Francisco**

## **Strategic Plan 2008-2011**

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**Final Draft**

**ULI San Francisco Executive Committee Meeting**

**April 16, 2008**

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## **I. MISSION & CODE OF ETHICS**

### **Mission**

As approved by the ULI Trustees in 2006 as part of an Institute-wide strategic planning process, ULI's mission is:

*"To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide"*

Locally, we add this tagline for ULI San Francisco:

*"Serving the greater Bay Area with land use expertise and education"*

### **ULI Code of Ethics**

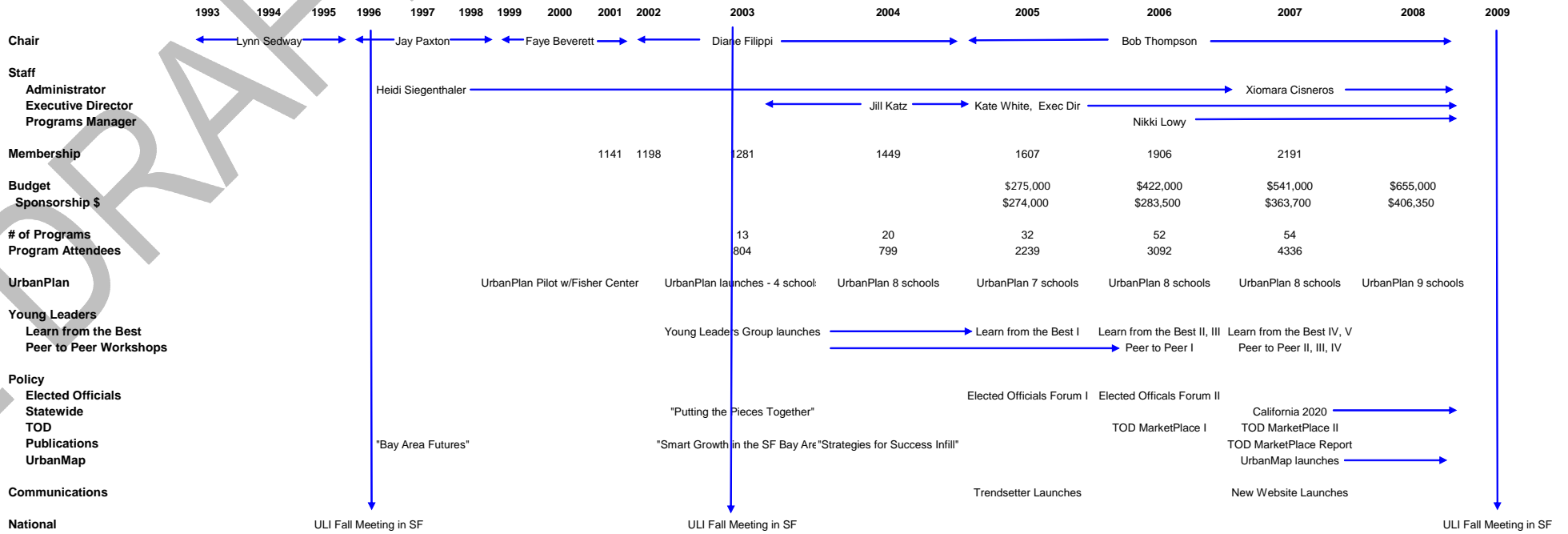
Rare among professional associations, ULI has a code of ethics established by the Board of Trustees.

#### **MISSION & CODE OF ETHICS Actions 2008-2011:**

In order to ensure ULI San Francisco members understand ULI's Mission and Code of Ethics, we will communicate them through:

- Our website, newsletter and e-announcements
- At programs, especially Young Leaders events

## II. ORGANIZATIONAL TIMELINE


















### III. COMPETITIVE ANALYSIS

Organization	Mission	Collaboration/Completion	Logo
Urban Land Institute	To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. We serve Bay Area's public and private sectors with land use expertise and education.	Nationally: conferences, real estate schools, publications, UrbanLand magazine, career center. Locally: 2,300 members, Programs 6x/month, UrbanPlan, Elected Officials Forum, UrbanMap, TOD Technical Assistance Panels & MarketPlace, CA2020, Young Leaders Group.	
Association of Bay Area Governments	One of 560 regional planning agencies across the nation working to help solve problems in areas such as land use, housing, environmental quality, and economic development.	regional planning, housing needs assessment, demographic and economic research, green businesses,	
American Institute of Architects - San Francisco Chapter	Through a culture of innovation, empowers its members and inspires creation of a better built environment.	2,300 members in San Francisco, publications, govt advocacy, educational programs and classes, career opportunities, annual design awards, tours	
American Planning Association - Northern California Chapter	APA and its professional institute, the American Institute of Certified Planners, advance the art and science of planning to meet the needs of people and society.	1,500 members in N. CA - most govt/state employees, offers continuing education & accreditation, outreach, policy advocates, research programs, publications	
American Society of Landscape Architects - Northern California Chapter	Promotes the landscape architecture profession and advances the practice through advocacy, education, communication, and fellowship.	Job links, accreditation & licensing programs, annual & monthly meetings, publications, magazine, national salary survey	
Architectural Foundation of San Francisco - Build San Francisco	The Architectural Foundation of San Francisco has created the Build San Francisco Institute, a half day high school program for students interested in design, construction, engineering and architecture.	program with mentorships in the partner firms, so that students gain new knowledge and have the immediate experience of applying that knowledge in a real world setting.	
Bay Area Council	Business-sponsored, public-policy advocacy organization for the nine-county Bay Area. The Council proactively advocates for a strong economy, a vital business environment, and a better quality of life for everyone who lives here.	275 largest employers, shapes policy in: business vitality, education, housing, resources, transportation, organize issue campaigns, meet with public officials, policy analysis.	
Bay Area Mortgage Association (BAMA)	BAMA is an organization through which individuals in the Real Estate Finance Industry exchange ideas in both professional and social settings.	Dinner meetings, golf tournament, Xmas party,	
Belden Club	real estate professional industry association on the West Coast, providing select membership with educational, social, and charitable programs for personal and professional development.	social outings, speaker luncheons, annual real estate forecast panel	
Building Owners and Managers Association (BOMA San Francisco)	Advancing the commercial real estate industry through advocacy, professional development, and information exchange	workshops, education, e-learning, social events, advocacy, career center, publications	
California Building Association - Northern California	To lead the housing industry in the promotion of policies and practices that support free enterprise and the creation of desirable communities for all in a growing and sustainable region.	Statewide trade association representing more than 6,700 companies including homebuilders, trade contractors, architects, engineers, designers, suppliers. PCBC annual Building Show, local programs, advocacy.	
California Business Property Association	CBPA is the recognized voice of all aspects of the commercial retail industrial real estate industry in California — representing the largest commercial real estate consortium with over 10,000 industry members.	Statewide lobbying arm of ICSC, BOMA, NAIOP, CCIM. Based in Sacramento	
Career Real Estate Women (CREW San Francisco)	To enhance the success and foster the development of women in commercial real estate by providing resources and business opportunities.	Membership-driven. Annual community service project. Job postings. Programs.	
Certified Commercial Investment Members (CCIM)	The CCIM movement began 40 years ago to help commercial real estate practitioners elevate their business practices through education and networking.	educational courses, networking, online database of commercial property listings. 17,000 members in 33 countries.	
Chamber of Commerce San Francisco	157 Years as San Francisco's Leading Business Organization	member services, public policy, advocacy, programs	

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ULI San Francisco Competitive Analysis (continued)

<b>Commercial Board of Realtors - Northern California</b>	A professional trade association which exists to enhance the business opportunities of its members through access to pertinent real estate information, education, recognition, ethics, legislative advocacy & networking.	Monthly speaker programs, committee involvement, quarterly continuing education, real estate seminars. Member recognition programs. Data exchange, legislative affairs. Where brokers get education.	
<b>Congress for the New Urbanism</b>	Advocates the restructuring of public policy and development practices to support the restoration of existing urban centers and towns within coherent metropolitan regions	Create publications & events to advance the state of art in urbanism.	
<b>CORENET</b>	Association for corporate real estate and related professionals. As a global learning organization, it is the industry thought and opinion leader.	Corporate Real Estate 2010, Global Summit, Exec. Development Seminars, prof designations, short courses, Webinar	
<b>Foundation for San Francisco's Architectural Heritage</b>	To educate the public and advocate for preservation of architectural and historically significant buildings and places.	education, programs, advocacy	
<b>Greenbelt Alliance</b>	Promotes protecting open space and promoting livable communities	research, advocacy, tours	
<b>International Council of Shopping Centers</b>	Advance the development of the shopping center industry and to establish the individual shopping center as a major institution in the community.	Education, research, information, deal making and action on legislation and regulation. Conventions, research, trends, eDistance Learning, expositions, periodicals.	
<b>Lambda Alpha</b>	Honorary Society for the Advancement of Land Economics	membership by invitation only, monthly lunch, annual dinner	
<b>Livable City</b>	Create a San Francisco of great streets and complete neighborhoods, where walking, bicycling, and transit are the best choices for most trips, where public spaces are beautiful, well-designed, and well-maintained, and where housing is more plentiful and more affordable.	policy campaigns	
<b>Metropolitan Transportation Commission</b>		Transportation planning, coordinating and financing agency for the nine-county Bay Area.	
<b>National Association of Industrial and Office Properties (NAIOP San Francisco Bay Area Chapter)</b>	A national association with an extensive chapter network that represents the interests of developers, owners, asset managers, investors and other professionals involved in industrial, office and mixed-use real estate throughout North America.	Broker oriented. 13,000 members. Research Foundation. National Forum, educational seminars, legislative action.	
<b>Non-Profit Housing Association of N. California (NPH)</b>	Works to advance affordable housing as the foundation for thriving individuals, families and neighborhoods. As the collective voice of those who support, build and operate affordable housing, promotes the proven methods offered by the non-profit housing sector and focuses government policy on housing solutions.	advocacy, training, networking, research, awards	
<b>San Francisco Beautiful</b>	Creating, enhancing and protecting the unique beauty and livability of San Francisco	advocacy, grants, beautification awards	
<b>San Francisco Planning and Urban Research Association (SPUR)</b>	San Francisco's preeminent public-policy think tank. Through research, analysis, public education, and advocacy, SPUR promotes good planning and good government.	research, analysis, public education, advocacy	
<b>Society of Industrial and Office Realtors (SIOR)</b>	SIOR is the only broker organization that provides industrial and office professionals with the prestigious SIOR designation. The designation signifies that an individual has achieved the high professional standards and a level of competence and success.	professional accreditation, education, 3,200 members worldwide,	
<b>Transportation and Land Use Coalition</b>	Partnership of over 90 groups working for a sustainable and socially just Bay Area. Envision a region with healthy, vibrant, walkable communities that provide all residents with transportation choices and affordable housing.	TALC analyzes county and regional policies, works with community groups to develop alternatives, and coordinates grassroots campaigns.	

From the “Competitive Analysis” above, we see that ULI’s core competencies and uniqueness are: 1) inter-disciplinary real estate organization 2) content-rich 3) UrbanPlan curriculum. We also see many opportunities for collaboration around both programs/events and policy. As of FY08, we are already collaborating with: ABAG, Bay Area Council, CBIA, CREWSF, Greenbelt Alliance, MTC, NPH, TALC, UC Berkeley IURD, USGBC.

#### **IV. MEMBERSHIP**

Historically ULI San Francisco has been passive about membership and rested on our programs to drive membership. As we move into a downturn period in real estate and our members are making tough economic choices, we will need to be more focused on retention and growth by emphasizing the value-add of ULI membership.

##### **Membership Committee**

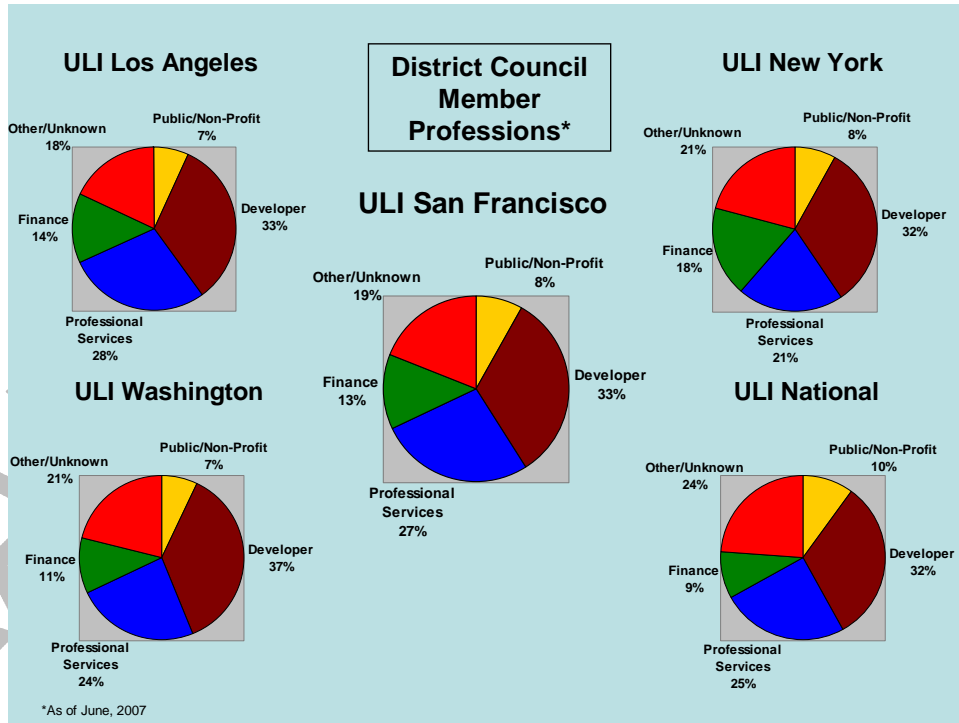
Launched in 2007, the 8-member ULI Membership Committee currently meets quarterly, chaired by Diane Filippi.

##### **Membership Committee Actions 2008-2011:**

- 2008: Identify Young Leader Co-Chair for Committee
- Target public sector, non-profit members.

##### **Member Professions**

ULI San Francisco’s member professions’ break-down is very similar to the national average and our large counterparts, LA, New York and Washington, D.C. (see charts below “District Council Member Professions”).



### Membership Geographic Reach

As indicated from the chart and map below, as of March 2008, almost exactly half our 2,400 members work in San Francisco, almost a quarter work in the East Bay, and about 15% work in Peninsula/South Bay. Only 5% of our members are outside of the 9-county Bay Area. The geographic distribution of various categories of members (Full, Associate, Young Leader, Student) mirrors the same percentage break-down -- with the notable difference of 64% of Young Leaders working in San Francisco (compared with 50% average).

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ULI San Francisco Strategic Plan 2008-2011

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**ULI San Francisco Members  
by Place of Employment**

<b>County</b>	<b>Total Members</b>	<b>Percent</b>
<u>San Francisco</u>	1,204	50.3%
<u>East Bay</u>		
Alameda	351	14.7%
Contra Costa	<u>205</u>	<u>8.6%</u>
<i>Subtotal:</i>	556	23.2%
<u>North Bay</u>		
Marin	108	4.5%
Napa	11	0.5%
Solano	14	0.6%
Sonoma	<u>26</u>	<u>1.1%</u>
<i>Subtotal:</i>	159	6.6%
<u>Peninsula/South Bay</u>		
San Mateo	169	7.1%
Santa Clara	<u>189</u>	<u>7.9%</u>
<i>Subtotal:</i>	358	14.9%
<u>Other</u>		
Fresno	25	1.0%
Monterey County	28	1.2%
Stockton	21	0.9%
Other (1)	<u>44</u>	<u>1.8%</u>
<i>Subtotal:</i>	118	4.9%
<b>Total:</b>	<b>2,395</b>	<b>100.0%</b>

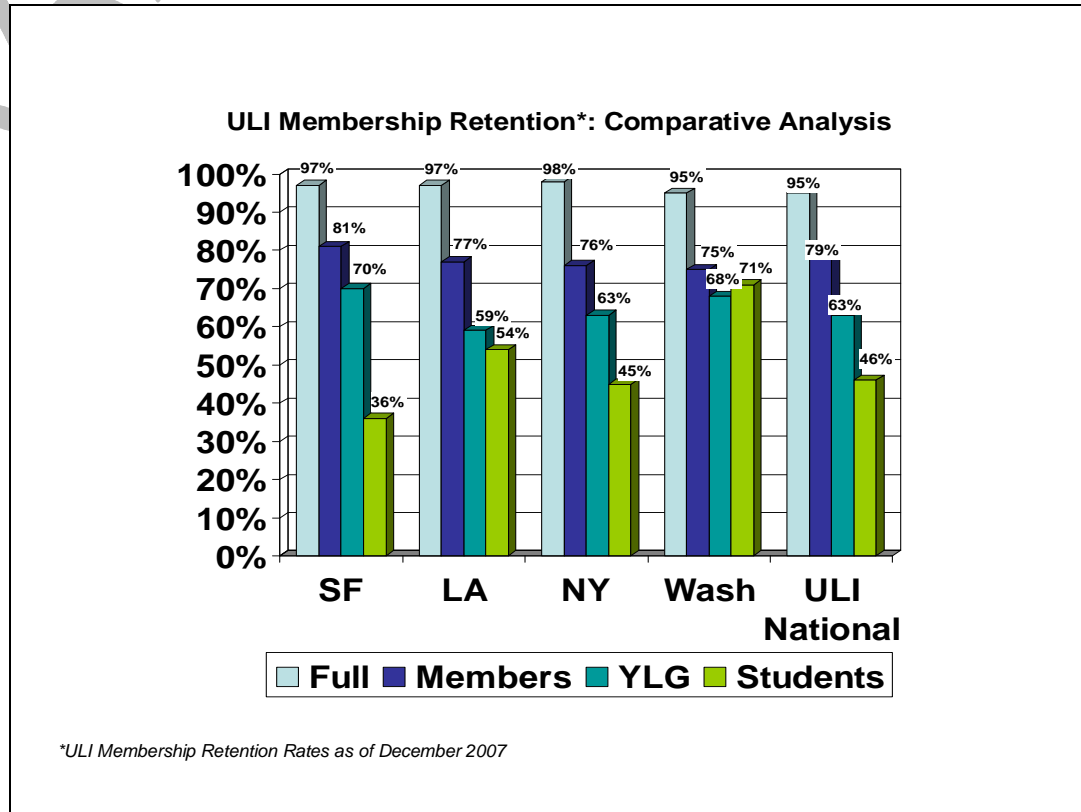
(1) Other includes Fresno, Lake, Madera, Merced, Orange, San Benito, San Joaquin, Santa Cruz, San Benito, and Tolumne counties.



Only 783 of our members have a reported home address. Of those, 42% live in San Francisco, 24% live in the East Bay, 16% live in Peninsula/South Bay, and 11% live in the North Bay.

### Membership Retention

ULI San Francisco's Full, Member, and Young Leader membership retention is comparable or better than the national average, and on par with our counterparts in LA, NY, and Washington, D.C. (see graph below "ULI Membership Retention: Comparative Analysis"). Our student retention rate is significantly lower than average and our counterparts, perhaps because Berkeley Real Estate Club (BREC)'s memberships are paid for by Steve Chamberlin and many Berkeley students leave our District upon graduation.



### **Membership Retention Actions 2008-2011:**

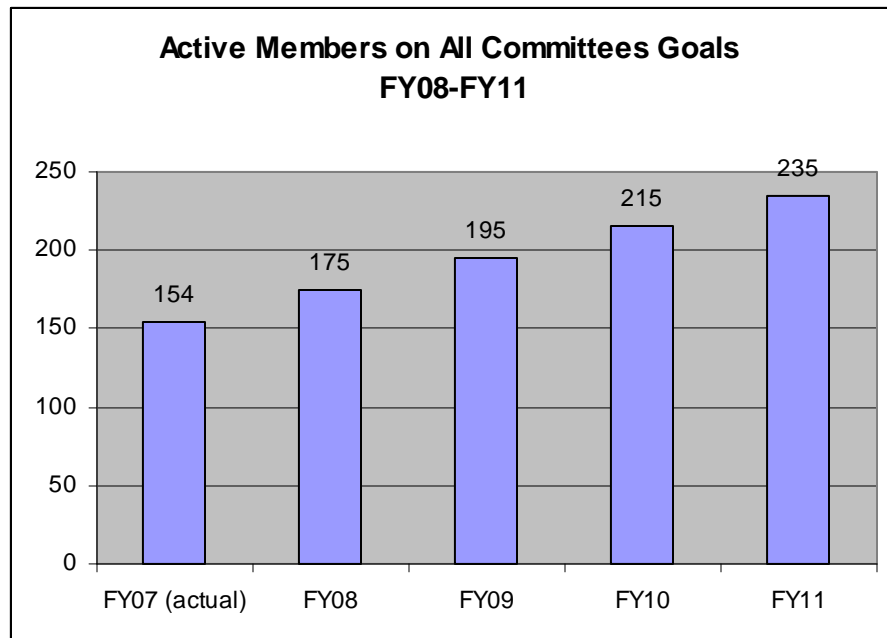
The Membership Committee is implementing a number of strategies that should be continued:

- Continue Membership Committee welcome letters & calls to new members (quarterly)
- Continue My ULI Nite (annually, January a good month)

- Continue conducting short member evaluations on various aspects of our work to solicit feedback (3-5 questions, 2-3x/year)

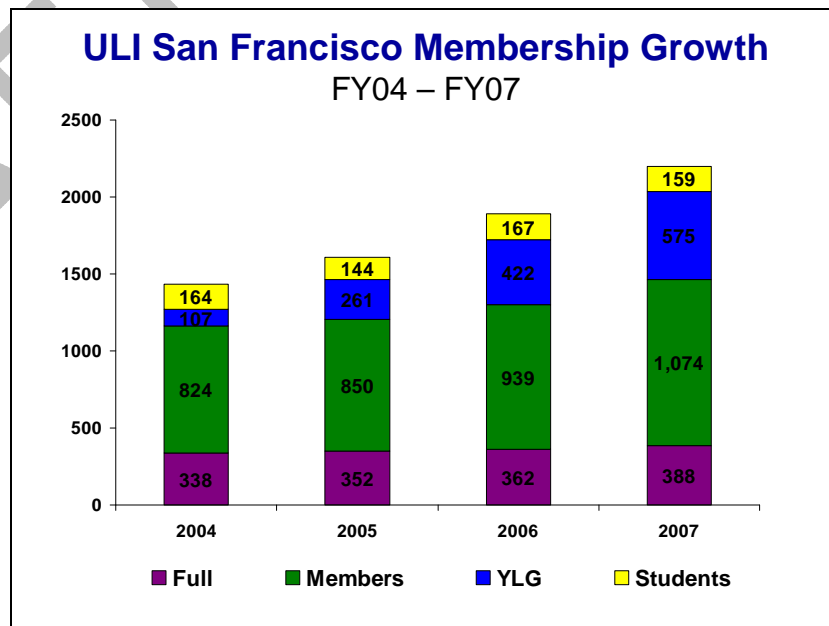
In addition, new membership retention strategies should be instituted:

- Institute special targeted welcome events (annually) for:
  - Public sector
  - Non-Profit
- Launch Young Leader “Graduation” parties/recognition (at least 2x/year) targeting 34-35 year olds, with opportunities to meet “senior” members.
- Launch student retention campaign
- Launch Executive Assistants’ Orientation (annually starting April 2008)
- Conduct Exit Surveys
  - Find out what does national already does
- Launch events exclusive for Full Members (at least annually starting 2009)
- Increase all committees member participation by 20 new members per year from 154 at close of FY07 via My ULI Nite and activating current committee members to recruit new (see chart below:)



### Membership Growth

ULI San Francisco has experienced strong membership growth over the last three years in Full, Associate, and Young Leader categories (see chart “ULI San Francisco Membership Growth” below), making us the largest membership of any District Council after ULI New York. Given the real estate downturn, we do not anticipate these growth levels to continue over the next three years.



### Membership Growth Actions 2008-2011:

To grow membership, we will continue the following activities:

- Continue special “Ask Me About ULI Membership” nametag ribbons for Membership Committee members at all Major events.
- Continue sending follow-up emails to non-members who attend major events pitching membership (10-12/year)
- Continue current strategic alliances/co-sponsoring programs with allies (see “Competitive Analysis” above) and prioritizing most important relationships.
- Offering free memberships to targeted, participating non-profit and public sector leaders

In addition, new membership recruitment activities should be pursued:

- Publicize (public/non-profit) Agency membership packages
- Establish staffed/volunteered Membership table at all major programs (10-12/year)

- Develop Strategic Alliances/Co-sponsor programs and projects with other organizations (see “Competitive Analysis” above).
- 2008-2009: Recruit an “Urban Community Adviser,” assist with non-profit developer outreach
- Publicize member-get-a-member contest
- Actively encourage sponsor companies to take advantage of complimentary memberships and event registrations

### **Membership Directory**

For the first time, in January 2008 ULI San Francisco published a printed Membership Directory at the cost of \$17,000 for design, print, and mail.

#### **Membership Directory Actions 2008-2011:**

- Early 2008: Evaluate importance of printed Directory via member survey, determine whether worthwhile
- Publicize access to ULI’s on-line directory

## **V. AREAS OF WORK**

### **ULI PRIORITIES: Infrastructure, Workforce Housing, Sustainability**

During 2007, ULI set three top Institute-wide priorities: Infrastructure, Workforce Housing, and Sustainability. Throughout this Strategic Plan, we highlight how our various areas of work are meeting these priorities.

### **PROGRAMS**

The 30-member Programs Committee, co-chaired by Kim Diamond and Amy Neches in FY08, meets quarterly. At each meeting, the subcommittees report in and get feedback on their successes, challenges, and plans. Subcommittees meet on an as-needed basis. Current sub-committees:

- San Francisco Brownbags
- San Francisco Breakfast Tours
- East Bay Programs
- South Bay Programs
- Green Series (FY08) (ULI Priority: Sustainability)
- Staying Alive in a Down Market (FY08-FY09)

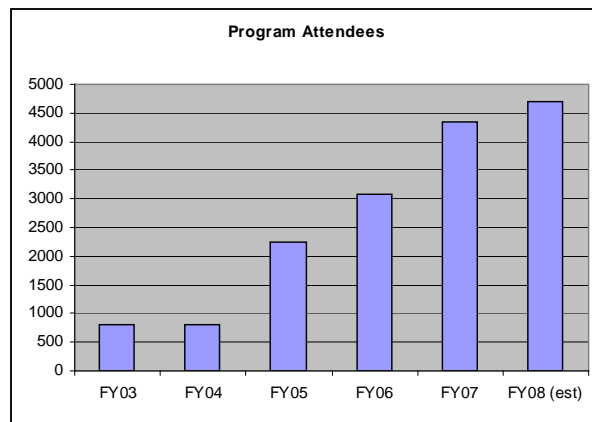
#### **Current Annual Programs**

ULI San Francisco hosts 50+ programs (more than any other District Council) annually:

**ULI San Francisco Annual Programs FY08**

- 1 Emerging Trends (375 attendees)
- 10 major programs (100+ attendees)
- 18 tours (50 attendees)
- 18 brownbags (50 attendees)
- 9 Young Leaders events (50-200 attendees)
- My ULI Nite (150 attendees)

Number of attendees has grown dramatically over the past five years (see chart “Program Attendees” below); overall ULI San Francisco programs attract more attendees than any District Council except ULI Atlanta:



As of FY08, ULI San Francisco staff (3 full-time) is at capacity and unable to take on more than 50-60 programs/year. However, please see plan to expand staff to better serve the East Bay and South Bay in under “Organizational Infrastructure” (page 36).

**Quality**

In addition to ramping up quantity, ULI San Francisco has been focused on the quality of our programs. We successfully offer:

- Uniquely intimate discussions via our brownbags (capped at 50 attendees)
- Thematic programs (such as Green Series FY08)
- Relevant ULI publications as handouts included in many programs

### Geographic Reach

We are currently offering programs around the region:

<b>FY07</b>	<u>San Francisco</u>	<u>East Bay</u>	<u>South Bay</u>	<u>Ctrl Valley</u>	<b>TOTAL</b>
Major Programs	11	2	0	0	<b>13</b>
Breakfast Tours	6	6	2	1	<b>15</b>
Brownbags	11	3	1	1	<b>16</b>
Young Leaders	8	0	0	0	<b>8</b>
<b>TOTAL # Events</b>	<b>36</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>52</b>
<b>TOTAL # Attendees</b>	<b>3315</b>	<b>655</b>	<b>71</b>	<b>68</b>	<b>4109</b>

We will have approximately the same geographic break-down in FY08, but more overall attendees. Through this analysis we identified that we are especially under-serving the South Bay with only 71 out of 4,109 total program attendees (1.7%), when our South Bay membership is 15% of total membership. We are also, to a lesser extent, under-serving the East Bay with 655 attendees (16% of total) compared to East Bay membership of 23% of total membership.

### Pricing

Out of the Strategic Planning process, we have decided to try increasing registration fees slightly (by \$5) in Members and Young Leaders categories (though not Public nor Students) and to increase the gap between member and non-member registration fees (by \$5). Our goal here is to increase earned revenue, without raising ticket prices so high that they discourage attendance. Therefore, our event prices are as follows (for the remainder of) FY08 and FY09:

<b>Program Pricing</b>
<u>Breakfast Tours</u> \$45 Members / \$85 Non-Members \$20 Public Members / \$50 Public Non-Members \$30 YLG Members / \$65 YLG Non-Members \$10 Student Members / \$20 Student Non-Members
<u>Brownbags</u> Free, for members only
<u>Emerging Trends</u> \$80 Members / \$120 Non-Members \$55 Public Members / \$85 Public Non-Members \$60 YLG Members / \$95 YLG Non-Members \$25 Student Members / \$35 Student Non-Member
<u>Staying Alive Series</u>

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\$65 Members / \$105 Non-Members  
 \$35 Public Members / \$65 Public Non-Members  
 \$50 YLG Members / \$85 YLG Non-Members  
 \$20 Student Members / \$35 Student Non-Member

Green Trends Series/Infrastructure/Design Programs  
 \$55 Members / \$95 Non-Members  
 \$35 Public Members / \$65 Public Non-Members  
 \$40 YLG Members / \$75 YLG Non-Members  
 \$15 Student Members / \$30 Student Non-Members

YLG Learn From the Best  
 \$35 YLG Members / \$60 YLG Non-Members  
 \$15 Student Members / \$25 Student Non-Members

YLG Peer to Peer Workshops  
 \$15, YLG members only

YLG Panels  
 \$25 YLG Members / \$45 YLG Non-Members  
 \$10 Student Members / \$20 Student Non-Members

**Free Sponsor Tickets**

To assess the cost of “free” sponsor tickets to programs, we took a snapshot at 6 months of programs, where we “subsidized” sponsors by \$27,380 (see chart below). Extrapolating from this info, we are “losing” approximately \$60,000/year on Sponsor tickets. However, this is a major Sponsor benefit and this “loss” is more than compensated by over \$400,000 in annual sponsorship revenue.

**Free Sponsor Tickets – First Six Months of FY08**

FY08 Events (July 07-June 08) Attendees as of February 2008				
Date	Title	Attendees #	# of Sponsors	\$\$ "Lost"
<b>MAJOR PROGRAMS</b>				
10/2/2007	The Commercial Credit Markets: Hangover or Rehab?	100	47	\$ 3,610
10/10/2007	Green Trends Series: Lessons Learned from Portland	79	40	\$ 2,323
11/29/2007	Emerging Trends in Real Estate 2008	380	118	\$ 9,935
12/05/07	High-Rise Residential in Downtown San Jose	151	26	\$ 865
01/08/08	Green Trends Series: Financing and Investing in Green Buildings	79	22	\$ 1,290
01/28/08	Green Trends Series: Developing Sustainable Planned Communities	89	22	\$ 1,405
02/07/08	Green Trends Series: Constructing and Creating a Value Proposition for Sustainable Development	73	38	\$ 2,180
<b>Total</b>		<b>951</b>	<b>313</b>	<b>\$ 21,608</b>
<b>BREAKFAST TOURS</b>				
09/10/07	The Potrero	41	13	\$ 520
09/14/07	Piedmont Avenue Renaissance, Oakland	56	15	\$ 600
09/21/07	555 Mission Street	75	24	\$ 960
11/05/07	8 Orchids, Oakland	35	17	\$ 680
11/13/07	Revitalization of Oakland's Lake Merritt District	63	14	\$ 560
11/15/2007	The Infinity	80	40	\$ 1,600
1/22/2008	The Ritz-Carlton Club and Residences	71	20	\$ 800
1/30/2008	Avenue 64, Emeryville	18	10	\$ 400
<b>Total</b>		<b>439</b>		<b>\$ 6,120</b>
<b>TOTAL</b>				<b>\$ 27,728</b>

**PROGRAMS Actions 2008-2011:**

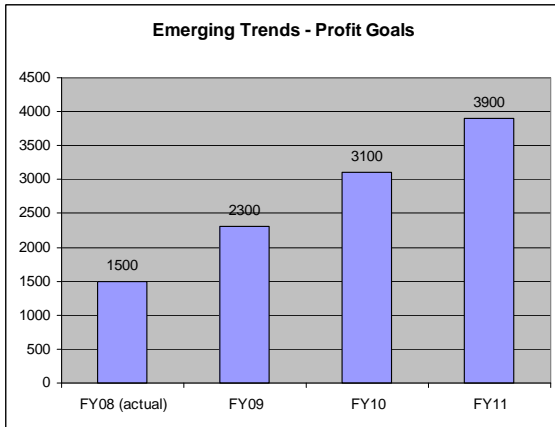
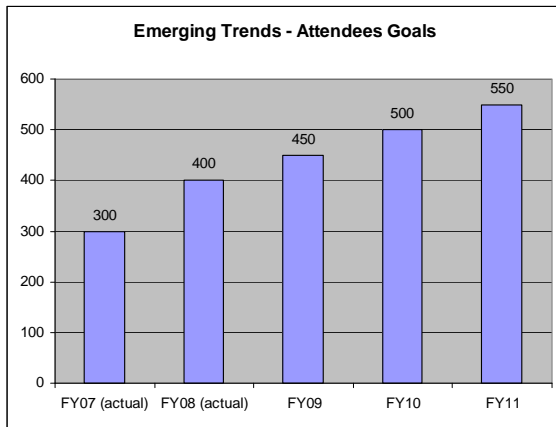
Continue:

- Continue conducting e-Evaluations for most Programs
- Continue offering Moderator Training for Programs Committee members (annually)

In addition, we should:

- Conduct geographic analysis of correlation between event attendees and membership addresses.
- Conduct analysis of what percentage of sponsors are using their free tickets.
- Conduct analysis of program attendee by membership type (i.e. public, private, non-profit).
- Conduct general Programs survey to assess members' interest in various topics.
- Increase events in the East Bay and South Bay to bring attendees closer to the percentage of respective membership (23% East Bay, 15% South Bay).
- Offer professional credits for major programs.
- Aim to break even on more "major programs."
- Conduct analysis of event turn-out with new increased pricing in FY08-FY09, and consider other increases in FY10, and FY11. Conduct analysis of non-member attendees and determine the revenue impact of increasing differential in registration fees between members and non-members.
- Build Emerging Trends into an annual "Signature Program" by increasing 50 attendees/year from 400 in 2007 to 600 attendees in 2011, and increase profit by \$800/year from \$1500 in 2007 to \$4,700 in 2011 (see charts below).

Continue to co-sponsor with SF & SV Business Journals.



## **POLICY & PRACTICE**

### **Policy & Practice Committee**

The 10-member Policy & Practice Committee meets every two months, co-chaired by Andy Barnes and Jay Paxton in FY08.

#### **Policy & Practice Committee Actions 2008-2011:**

- 2008: Identify women and Young Leaders to join committee
- 2009: Identify Young Leader as co-chair

The Policy & Practice Committee has been an incubator for several District Council projects, which have brought new financial and human resources to the organization. We have focused our work on two levels: Regional and Statewide:

#### **Regional**

##### **Local Elected Officials Leadership Forum**

Under the leadership of Gary Binger, we secured a ULI Community Action Grant in 2005 for \$20,000 to launch the Local Elected Officials Leadership Forum, a day-long seminar co-sponsored with UC Berkeley's Institute of Urban and Regional Development (IURD). Subsequently, we internally funded a second Forum (held in 2006) and have funded a third Forum (planned for June 2008), at the cost of \$18,000/event. Each of the first two events attracted 50 local elected officials and City Managers who attend for free.

The Forum has been highlighted as a ULI Community Outreach "Casestudy for Action."

#### **Local Elected Officials Forum Actions 2008-2011:**

- Continue offering Forum complimentary to elected officials every 18 months.
- Leverage Elected Official Forum to secure more public members and distribute ULI resources to public sector.
- Conduct thorough cost-benefit analysis of event.

#### **UrbanMap**

The urbanmap.org website launched in 2007 with \$40,000 in start-up funding for development and web design, funded

internally out of the Policy & Practice budget. We subsequently received a \$25,000 ULI Community Action Grant in FY08 to further expand the site with new features and hired a Haas Graduate Student Fellow to help manage Phase II development.

We are currently getting about 122 unique users/month viewing UrbanMap (4-month average Oct 2007 – January 2008).

Phase II “News” section will launch in 2008.

**UrbanMap Actions 2008-2011:**

- Immediately: Increase “traffic” to site via:
  - Secure publicity for UrbanMap through allied organizations’ newsletters, email lists
  - Immediately post current RfPs
  - Publicize through our homepage, newsletter, email announcements, events.
- 2008: Launch new feature “Bay Area Real Estate News” section.
- 2009-2011: Identify other potential new features to integrate.
- 2008-2009: Conduct Focus Groups: Young Leaders, others?
- Conduct thorough cost-benefit analysis of project.

**TOD MarketPlace**

The first annual TOD MarketPlace was held in September 2006 with the purpose of bringing cities and developers together around transit-oriented development opportunities. The event was co-sponsored with 2 regional agencies (MTC and ABAG) and 2 allied non-profits (Non-Profit Housing Association of N. CA and Reconnecting America). Subsequently, a TOD MarketPlace was held in September 2007 and another scheduled for 2008.

**TOD Technical Assistance Panels (TAPs)**

The second and third program were expanded to include a series of “TOD Opportunity Site Tours” and ULI member-volunteer Technical Assistance Panels (TAPs) for targeted cities, culminating in the one-day MarketPlace.

In 2007, 27 high-level ULI members volunteered to serve on the Technical Assistance Panels (most of whom had served on national Advisory Panels) and 5 Young Leaders authored the

final reports. In both 2006 and 2007, the TOD MarketPlace had 160 attendees, with a balanced break-down between public and private sectors.

#### *Revenue & Expenses*

In 2007, the San Francisco Foundation granted the project \$15,000 and that support is expected to continue in 2008 and 2009. With this grant and registration revenue generated from the event, it is approximately a break-even project at a cost of \$22,500.

The TOD MarketPlace has been highlighted as a ULI Community Outreach “Casestudy for Action.”

#### **TOD MarketPlace Actions 2008-2011:**

- Leverage event to secure more public sector members
- Institutionalize Internship program for Summer & Fall.
- 2010-2011: consider other themes (beyond “TOD”, i.e. workforce housing, downtown revitalization, etc.)
- Conduct follow up surveys with targeted cities from past events to gauge impact, effectiveness

#### **Policy & Practice Publications**

The Policy & Practice Committee has produced the following publications over the last 10 years:

- 1997 “Bay Area Futures”
- 2003 “Smart Growth in the Bay Area”
- 2004 “Strategies for Success in Infill”
- 2007 UrbanMap website
- 2007 “TOD MarketPlace 2007”

#### **Publications Actions 2008-2011:**

Focus our publications on:

- Technical Assistance Panel reports (i.e. TOD MarketPlace report)
- UrbanMap (electronic)
- Special summary “take-aways” of themed programs (i.e. from Green Series), include in newsletter?

#### **Workforce Housing**

Currently ULI San Francisco not active in this area. There is already great work being conducted in this area by active

Housing Coalitions throughout the Bay Area counties and, instead of redundancy, we propose a series of activities to support these existing coalitions:

- Bay Area Council
- BRIDGE Housing
- Greenbelt Alliance
- Non-Profit Housing Association of Northern California
- San Francisco Housing Action Coalition
- San Francisco Planning & Urban Research Association
- Silicon Valley Housing Action Coalition
- UC Berkeley Fisher Center for Real Estate and Urban Economics

**Workforce Housing Actions 2008-2011:**

- March 2008: Apply for a “Housing Our Workforce” ULI Community Action Grant
- Identify core competencies and best role for ULI San Francisco in the workforce housing arena.
- 2008-2009: Offer free ULI membership to Chairs and Executive Directors of all local workforce Housing Coalitions
- 2009: Co-host regional Workforce Housing Forum with UC Berkeley Fisher Center
- 2008-2009: Partner with Fisher Center for study of effect of inclusionary zoning and other regulatory requirements on housing production in difficult market conditions
- 2009: Convene a group of non-profit and for-profit development professionals to share best practices and identify future joint ventures
- Collaborate with ULI’s Terwilliger Center/other District Councils to glean best practices from around the country.

**State-Wide**

**California 2020**

In 2007, under Doug Abbey’s leadership, ULI San Francisco launched an effort to inform land use policy reform on the State level “California 2020.” This effort is a follow-up to the 2003 California Smart Growth Initiative, led by Gary Binger, which

resulted in the “Putting the Pieces Together: State Actions to Encourage Smart Growth Practices in California.”

**California 2020 Actions 2008-2011:**

- Work with ULI Western Region Office to see implementation (limit to no more than 5% of ULI San Francisco’s Executive Director’s time)

**URBANPLAN**

UrbanPlan was created by ULI and the Fisher Center at UC Berkeley. After a two-year testing period, ULI San Francisco launched the UrbanPlan curriculum in 2003 with 4 schools. In the 2006-2007 school year, we were at 7 schools, reaching 700 students with 150 ULI volunteers at an annual expenditure of \$85,000. As of FY08, we have 250 local ULI members trained in UrbanPlan, or nearly 10% of our total membership.

**UrbanPlan Committee**

Co-chaired by Margo Bradish and Bryan Thornton in FY08, the UrbanPlan Committee meets quarterly to set goals and guide the UrbanPlan Director and program. The UrbanPlan Committee drafted and secured approval 9/20/06 for a detailed 3-year Business Plan, originally 2006-2009. As part of this larger organization Strategic Planning process, UrbanPlan is revising their Business Plan to project to 2008-2011.

**UrbanPlan Actions 2008-2011**

- Revise UrbanPlan Business Plan to reflect revised school, student, and volunteer goals.
- Expand by at least 1 new school per year.
- Determine how to scale up to meet goals, i.e. teacher independence
- 2009-2010: Consider hiring full-time UrbanPlan Director staff person
- 2008-2010 Expand to at least 1 University
- Conduct evaluations: teachers, volunteers

**YOUNG LEADERS GROUP**

Under the leadership of Jed Gates, the ULI San Francisco’s Young Leadership Group launched in 2003, and by the close of FY07 boasts 734 member (including students). Our YLG was recognized

with a ULI Silver Star awarded at the 2007 Fall Meeting District Council Day.

### **Young Leaders Group Steering Committee**

The YLG Steering Committee, co-chaired by Jed Gates, Todd Kohli, and Bryant Sparkman, is a selective group of 30, organized into the following positions:

Co-Chairs

Programs Co-Chairs, Vice Chairs

Membership Co-Chairs, Vice Chairs

Communications Co-Chairs, Vice Chairs

Peer-to-Peer Co-Chairs, Vice Chairs

Learn from the Best Co-Chairs, Vice Chairs

Deal Crawl Co-Chairs, Vice Chairs

UrbanPlan Chair

Philanthropy Co-Chairs

At Large Members

The District Council holds spots on each of its District Committees for two YLG representatives nominated by YLG's co-chairs on an annual basis.

### **Young Leaders Group Annual Programs**

- |   |
|---|
| <ul style="list-style-type: none"><li>○ Learn from the Best Mentoring Night (2x/year)</li><li>○ Peer to Peer Workshops (3-4/year)</li><li>○ Deal Crawl (annually)</li><li>○ YLG Panels (1-2/year)</li><li>○ Special Tours: Ventures in Vineyards, Presidio</li><li>○ Volunteerism</li></ul> |
|---|

### **Young Leaders Group Actions 2008-2011**

- Analyze our "graduation" rates versus other District Councils.
- Improve YLG retention rate (70% as of 12/07, slightly lower than other District Councils and national average)
- Expand YL events geographically, including East Bay and South Bay.
- Develop programs that are aligned with ULI's content priorities
- Expand mentoring to allow more individual attention  
i.e. utilize Learn from the Best mentors to host a brownbag or similar intimate program following the event

- Increase involvement of young leader member “volunteers” into all ULI District Council programs and activities.
- Incorporate ULI Mission Statement & Code of Ethics into all programs
- Decrease subsidies to YLG programming and/or create YLG-specific sponsorship opportunities
- Develop smaller programs targeted towards students (career focused).
- Enhance role of YLG communications (i.e. note takers at events to post on website, YLG member profiles, YLG-specific newsletter.)
- Establish more defined leadership training and development within YLG.
- Create mentoring between the District Executive Committee and the YLG Steering Committee.

**FALL MEETING 2009**

Here is a “countdown” of ULI San Francisco’s primary responsibilities for the Fall Meeting in San Francisco in 2009:

**FALL MEETING 2009 SAN FRANCISCO - COUNTDOWN**

<b>2008</b>	
Q1	Finalize sponsorship MOU with David Howard, ULI
Q1	Fall Meeting discussed at District Council Executive Committee (as part of strategic planning)
Q1	Identify Local Arrangements Committee Co-Chairs
Q2	Identify Sub-Committee Chairs (Sponsorship, Venues, UrbanLand, Mobile Workshops, Cultural Tours, Special Engagements)
Q2	Identify 75-100 Sub-Committee Members
Q2	As part of FY09 District Council sponsorship campaign include Fall Meeting pledge form
Q2	Coordinate small “heads-up” meeting with Mayor Newsom, plan launch
Q2	Identify Sponsorship contractor
Q2	Sub-committees submit program, workshop, tour, special engagement proposals to Mary Beth Corrigan & Emogene Mitchell.
Q3	Hire Sponsorship contractor
Q3	Local Arrangement Committee meet w/Mary Beth Corrigan and Emogene Mitchell re: programs, workshops, special engage,etc.
Q4	Kick Off Meeting in San Francisco w/ Mayor Newsom, top 100 CEOs, Rick Rosan, Cheryl Cummins, etc.
Q4	Launch joint Sponsorship Campaign: District Council/Fall Meeting
<b>2009</b>	
Nov 3-6	Fall Meeting San Francisco, Moscone Center

**Fall Meeting 2009 Actions 2008-2010**

Take advantage of Fall Meeting to leverage for ULI San Francisco:

- Membership
- Sponsorship
  - Split local sponsorship dollars raised and cost of a contract fundraiser 50-50
- Involvement

Involve high-level ULI members:  
governors, trustees, full members, etc.

## **PRODUCT COUNCILS**

In FY08, ULI San Francisco had 245 local members who serve on national product councils. The Bay Area is represented on nearly every ULI product council. We strive to continually cross-fertilize knowledge and leadership development skills between the Product and District Councils.

### **Product Council Actions 2008-2011**

We are – and should continue to – implement a number of strategies to leverage our local Product Council members:

- Invite Product Council speakers to repeat their Fall and Spring presentations locally.
- Identify Product Council members for Young Leader mentoring.
- Include a “Product Council” info table at My ULI Nite.
- Recognize ULI San Francisco Product Council chairs in our annual report.

## **VI. GOVERNANCE**

### **ULI NATIONAL/INTERNATIONAL**

#### **Governors** (27 in Bay Area FY08)

Governors contribute \$50,000 or more to the ULI Foundation and thereby sit on the Foundation Board.

#### **Trustees** (6 in Bay Area FY08)

Chosen by national Governance Committee to maximum 6-year term limit

#### **Executive Committee** (1 San Francisco rep: Joe Brown FY08)

Chair – chosen by Governance Committee

Vice Chairs for various areas of work, including Vice Chair for District Councils

Incoming Chair chooses 15 members for his/her 2-year term.

### **National/International Governance Actions 2008-2011**

- Solidify relationship in order to continue to have Bay Area strong representation on Governors, Trustees, Executive Committee, Vice Chairs

**ULI SAN FRANCISCO**

**Chair** - 3-year term-limit (Bob Thompson term ends June 30, 2007, Rick Dishnica FY09-FY11)

**Vice-Chair** - Selected by Leadership Development Group (currently made up of past chairs, meets annually)

**Treasurer**

**Committee Chairs** – appointed by Chair

- i. Programs
- ii. Policy & Practice
- iii. Young Leaders
- iv. UrbanPlan
- v. Communications
- vi. Membership
- vii. Sponsorship

**Executive Committee**

Currently 40 members, can grow  
3-year renewable terms

**ULI San Francisco Executive Committee Terms**

			<b>3-Year Renewable Term ending:</b>	
1	Andy	Barnes	Barnes & Co	June 30 2008
2	Gary	Binger	UC Berkeley	June 30 2008
3	Margo	Bradish	Cox Castle	June 30 2008
4	Mary	Corley	UC Fisher	June 30 2008
5	Diane	Filippi	SPUR	June 30 2008
6	Tom	Hart	Shorenstein	June 30 2008
7	Amy	Neches	City of SF Redevelopment	June 30 2008
8	Byron	Rhett	City of SF Port	June 30 2008
9	Paul	Sedway	Sedway	June 30 2008
10	Mike	Smith	CBRE	June 30 2008
11	Elliot	Stein	CBRE/Sedway	June 30 2008
12	Faye	Beverett	Page St	June 30 2009
13	Paula	Blasier	ULI	June 30 2009
14	Leslie	Browne	Ellman Burke	June 30 2009
15	Michael	Covarrubias	TMG	June 30 2009
16	Alex	Galovich	WMS	June 30 2009
17	Steve	Jorgensen	KeyBank	June 30 2009
18	Jay	Paxton	Ellman Burke	June 30 2009
19	Susan	Sagy	Broadreach	June 30 2009
20	Jesse	Smith	City of SF Attorney	June 30 2009
21	Gary	Teague,	Bank of America	June 30 2009
22	George	Von Liphart	New City Capital	June 30 2009
23	Doug	Abbey	AMB	June 30 2010
24	Alan	Billingsley	RREEF	June 30 2010
25	Kim	Diamond	Pulte Homes	June 30 2010
26	Rick	Dishnica	Dishnica Co	June 30 2010
27	Jed	Gates	Buchanan	June 30 2010
28	Anne	Hoffman	Chamberlin Assoc	June 30 2010
29	Nick	Kittredge	AMB	June 30 2010
30	Stephen	Koch	AIG	June 30 2010
31	Bob	Lalanne	Lalanne	June 30 2010
32	Alan	Mark	Mark Company	June 30 2010
33	Ron	Nahas	Rafenelli & Nahas	June 30 2010
34	John	Protopappas	Madison Park	June 30 2010
35	Kendall	Riding	Riding Group	June 30 2010
36	Lynn	Sedway	CBRE/Sedway	June 30 2010
37	Susan	Smart	Forest City	June 30 2010
38	Bryant	Sparkman	MacFarlane Partners	June 30 2010
39	Bob	Thompson	Sheppard Mullin	June 30 2010
40	Bryan	Thornton	Pacific Coast Capital	June 30 2010

Executive Committee members sign an agreement committing to:

- Attend 2/3 meetings
- Participate in committee or as rep of key constituency
- Initiate or assist with at least 2 events or projects/yr
- Contribute as sponsor and/or through personal contribution
- Help recruit new ULI members
- Participate in greater ULI activities, i.e. Fall Meeting

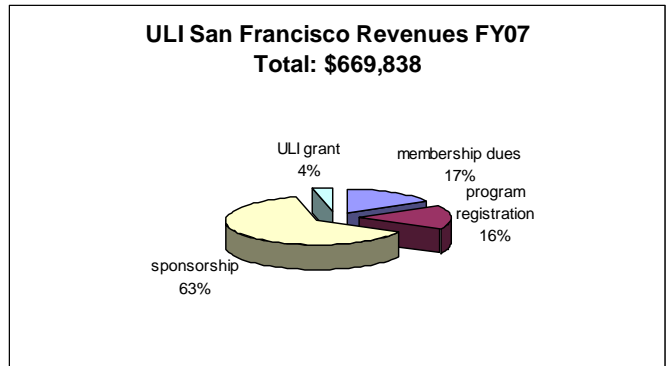
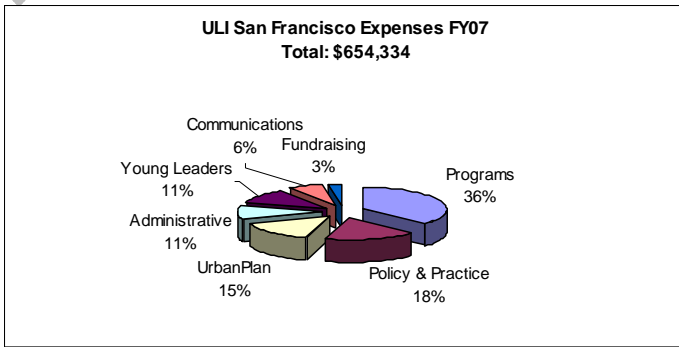
**Local Governance Actions 2008-2011**

- Convene Leadership Development Group annually to identify new recruits
- Ensure all ExCom members understand commitment, sign agreement
- “Term-out” inactive members

**VII. ADMINISTRATION**

**BUDGET**

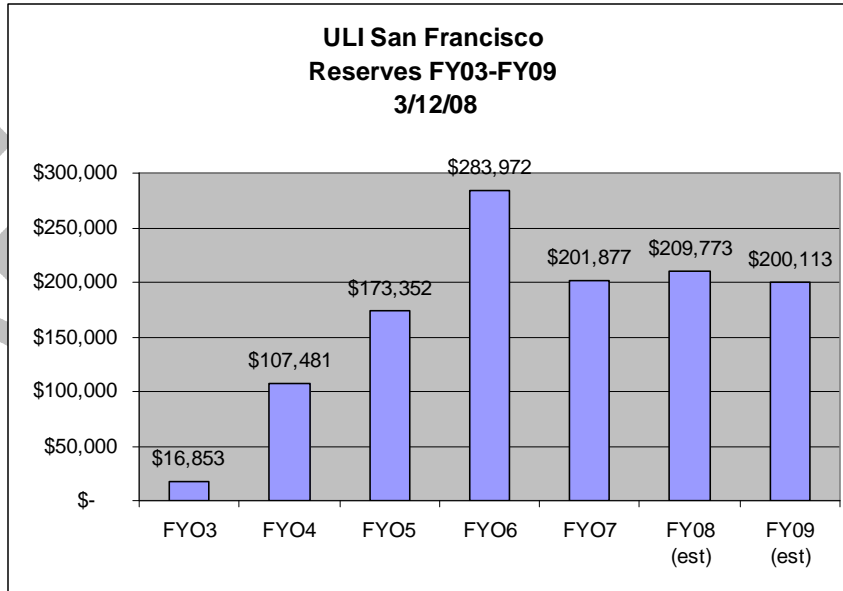
The District Council FY08 and FY09 Budgets is attached. Below is a summary of FY07 actual expenses broken down by category.



**ACTIONS 2008-2011**

- Strive for more accurate actual expenditures to budget
- Ensure staff and committee chairs understand their cost centers' revenue and expenses

Through successful fundraising and keeping expenses in check, we have been able to build up a substantial reserve, which we plan to keep through at least FY09:

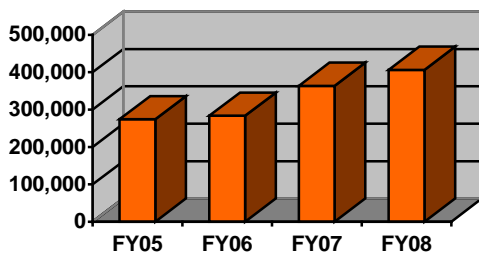


## SPONSORSHIP

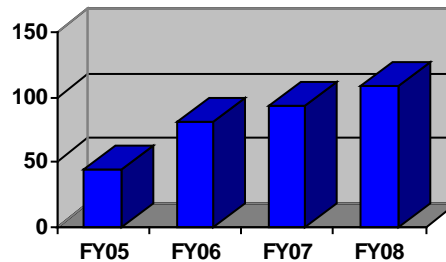
### Sponsorship Committee

Co-Chaired by Doug Abbey, Mike Jameson, and Mike Smith, the 20-person Sponsorship Committee convenes once annually to make assignments for prospect sponsor calls.

Sponsorship has grown steadily over the past four years. However, with the real estate downturn, we are projecting a slight drop-off in FY09.



■ Sponsorship Revenue (\$)



■ Number of Sponsors

In conducting geographic analysis of our sponsorship, it is apparent once again how much we are under-serving the South Bay:

<b>Sponsors - Geographic Reach FY08</b>					
	<b>San Francisco</b>	<b>East Bay</b>	<b>South Bay</b>	<b>N Bay</b>	<b>Total</b>
<b># of Sponsors</b>	68	20	16	4	108
<b>\$\$ Raised</b>	\$ 253,500	\$ 70,600	\$ 74,000	\$ 9,500	\$ 407,600

Over the last few years, our sponsorship effort has become fairly routine (and will be similar for FY09):

- Renewal letters sent out in May with a 90% renewal rate in FY07, FY08.
- Prospects letters also sent out in May, with follow-up calls by assigned Sponsorship Committee members (2-3 calls/member)
- Staff tracks all activity and sends thank-you letters.
- Sponsorship co-chairs write personal thank you notes to all Gold & Silver sponsors.
- 2 Annual Sponsorship thank you events:
  - Gold+Silver Sponsors luncheon & Roundtable Discussion
  - All-Sponsors Cocktail Party

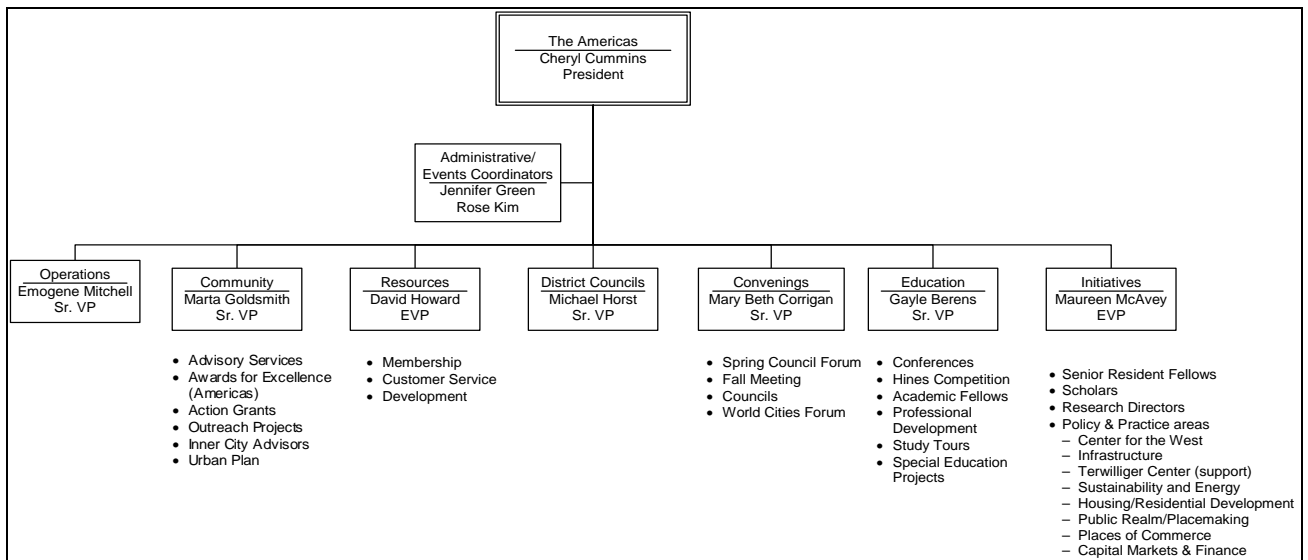
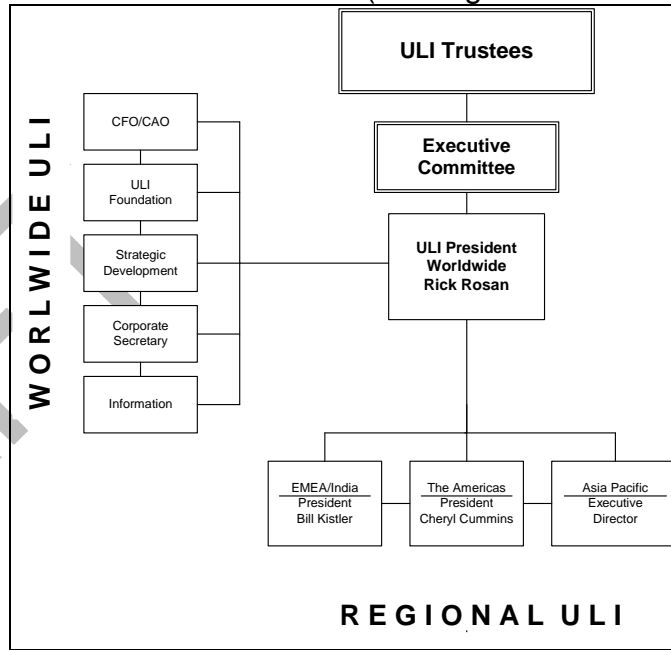
**SPONSORSHIP ACTIONS 2008-2011**

- Maintain and grow sponsorship
- Consider focused event sponsorship, i.e. Emerging Trends
- Sponsorship Process for FY10 in conjunction with national Fall meeting:
  1. Start earlier (December 2008, instead of May 2009)
  2. Split cost of fundraiser with national 50-50
  3. Split local dollars raised with national 50-50, target: raise \$1 million locally, at least \$500,000 for ULI San Francisco.

**STAFF**

ULI San Francisco Strategic Plan 2008-2011

The ULI San Francisco Executive Director reports to Mike Horst, Senior Vice President for District Councils (see org charts below).

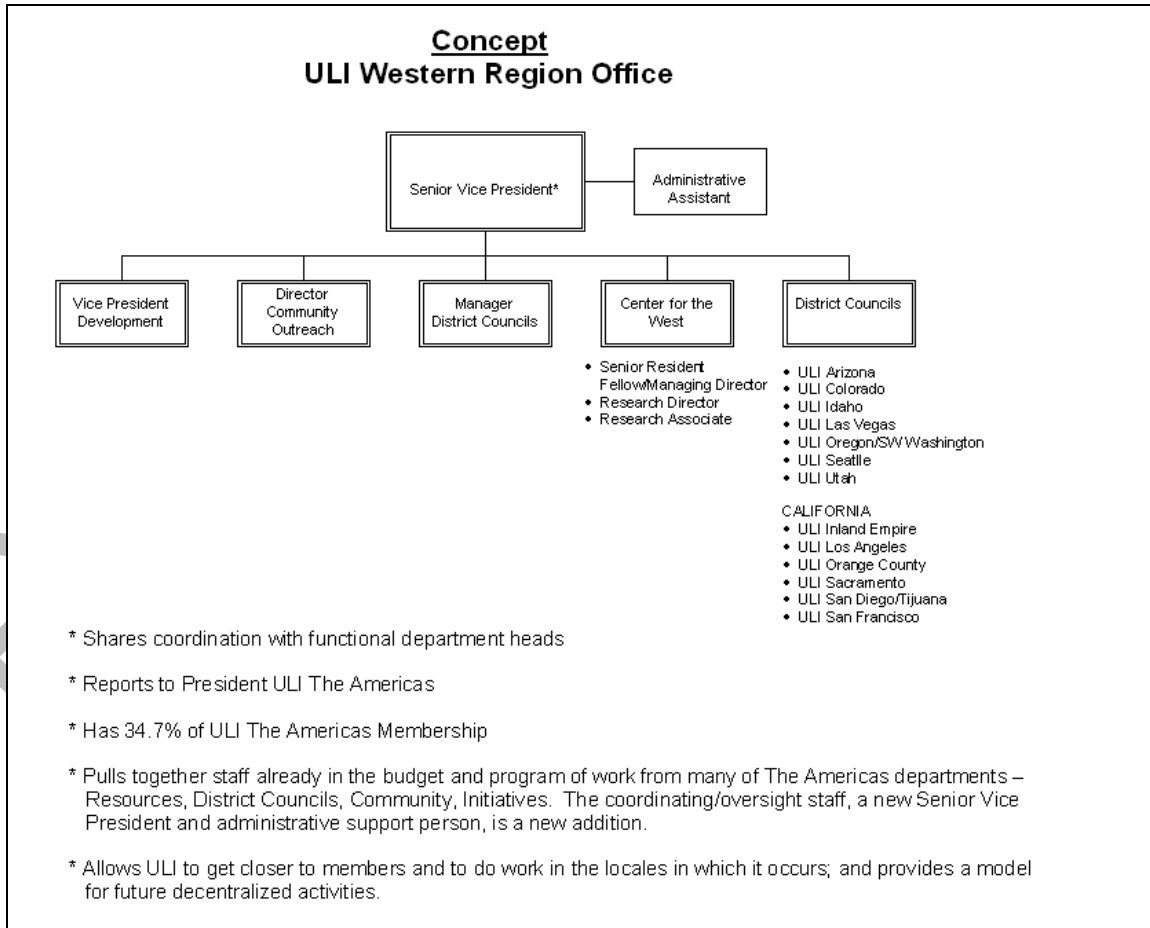


In Fall of 2007, ULI launched a Western Region office in LA (see chart below). For now, however, the ULI San Francisco Executive Director still reports to VP for District Councils in Georgetown.

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## ULI San Francisco Strategic Plan 2008-2011

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Locally, the Programs Manager, Administrative Assistant, and contract UrbanPlan Director report directly to Executive Director.

### **STAFF ACTIONS 2008-2011**

- FY09: Consider switching from contract to staff UrbanPlan Director
- FY09: Hire 4<sup>th</sup> full-time staff person “Programs Associate” to especially focus on serving areas outside of San Francisco: the E. Bay and S. Bay.

### **OTHER ORGANZATIONAL INFRASTRUCTURE**

#### **Office Space**

We have generously donated office space, telephone, fax, and storage closet from CBRE. At our current location, we have room to grow by 2-3 staff as needed.

### **Computers**

We own four computers in the office and 41 UrbanPlan computers, kept at a storage locker.

### **Electronic Communication**

Except for our quarterly newsletter (see below under “Communications”), member communication is nearly 100% electronic at little to no cost. We pay \$62/month for DSL and \$20/month for SurveyMonkey service.

### **Transportation**

Currently, none of the 3 ULI San Francisco staff own cars, so we rely on the City CarShare’s fleet and occasional taxis for transporting materials for programs. We spend an average of \$150/month on City CarShare. Transportation costs for brownbags, breakfast tours, and events held at the Hyatt Regency are \$0. Staff pays for our own commutes.

### **Other Overhead**

Other basic overhead: food for committee meetings, office supplies, postage, copying, etc. is running about \$40,000/year.

### **Support from National ULI**

We rely on national for three critical pieces of organization infrastructure:

1. Database
2. Event Registration
3. Accounting

These three functions are a significant benefit and savings to the District Council.

### **ORG INFRASTRUCTURE ACTIONS 2008-2011**

- In exchange for Gold sponsorship, keep CBRE space.

## COMMUNICATION

### **Communications Committee**

Co-chaired by Leslie Browne and Alexandra Galovich, the goals of the Communications Committee are to communicate what ULI San Francisco is doing among: ULI San Francisco members, ULI San Francisco sponsors, the Bay Area business community, Bay Area policy makers, ULI National and potential ULI San Francisco members.

### **Website**

In January 2007, we left the ULI web “template” and launched a new website with MIG, which cost \$13,000. Cost of hosting is \$1,200/year. Most basic web updates we are able to conduct in-house, with more complicated changes going through MIG at \$120/hour.

### **Email Announcements (2-3/month)**

Using a service called Constant Contact, we pay \$400/year for unlimited number of emails to our members. Out of respect for members’ in-boxes, we keep event announcements to 2-3/month.

### **Newsletter (Quarterly)**

The newsletter costs \$6,000/issue for layout, print and mailing. While the Communications Committee has generally determined that the marketing and member benefits of the printed newsletter outweigh the cost, for the FY09 budget we will be moving to 2 printed issues and 2 e-newsletters (at a much lower cost, approximately \$1,000/issue for layout only).

### **Annual Report**

Starting FY05, we have produced an attractive annual report that is included as the main content of the Summer newsletter and used as a stand-alone piece for sponsors and general pr.

### **Member Evaluations**

In addition to event-specific evaluations, the Communications Committee creates periodic short member e-evaluations of various aspects of ULI San Francisco’s work.

### **Press**

ULI San Francisco does not currently have a press strategy and does not actively pursue press coverage.

**COMMUNICATIONS ACTIONS 2008-2011**

- Annually “refresh” the website with updated photos, content.
- Evaluate the cost-benefit analysis of moving to 2 e-newsletters.
- Continue conducting periodic member e-evaluations
- Develop a press strategy.

**VIII. MEASURING OUR IMPACT**

Perhaps one of the most challenging actions is to measure the impact of our work on our region, largely because we are small organization and many other factors and forces beyond our control determine success. However, it may be informative to set some “baseline” metrics to analyze.

**MEASURING OUR IMPACT ACTIONS 2008-2011**

2008-2009: Along with other District Councils, develop series of metrics to compare the economic, environmental and equity facts of our metropolitan regions. Then, determine how ULI District Councils may be able to affect these factors. Potential factors to consider:

**(real estate) Economy**

- # of housing units built, % increase
- # sq ft of office/commercial built, % increase
- # of foreclosures, % increase
- Total dollars invested in TOD and compact, walkable development
- Public infrastructure costs to service new greenfield development

**Environment**

- # of housing units within a quarter mile of transit, % increase
- air quality, % improvement
- # of transit riders, % increase
- % transportation dollars spent on transit, % increase
- Net increase in density region-wide

- % of square footage redeveloped vs. square footage developed on greenfields

**Equity**

- # of affordable housing units, % increase
- social equity index (gap between richest and poorest), % change
- # of residents living in poverty, % change

DRAFT