



FALL MEETING

SFRC

Chair: Andrew Schaffler
Asst. Chair: Ally Heyburn
Vice Chair Membership: Scott Eisen
Vice Chair DEI: Will Dickson
Vice Chair Foundation: Charlie Williams
Vice Chair: Don Walker

Council Dinner/Reception – Wednesday, November 5, 2025

Location: [Radhaus SF Landmark Building A, 114 Fort Mason Center for Arts & Culture](#)

Address: 2 Marina Blvd BUILDING A, San Francisco, CA 94123 Located in: Fort Mason Center for Arts & Culture in Fort Mason Park

Time: 6pm-9pm

Council Day Agenda – Thursday, November 6, 2025

[San Francisco Marriott Marquis](#) Room: Pacific and Sierra Rooms

8:45-9:00am Networking Breakfast

09:00-9:20 Chair's Welcoming Remarks/Introductions/General Announcements/Business Session

- Introduction of Members and Guests
- Reminder to Complete Attendance Sheet
- Reminder to Complete Evaluation Form (sent from ULI after the Meeting)
- ULIF Announcement
- Review of ULI Priorities & Council Member Expectations (see back page of your agenda)
- Discussion re: Suggestions for Future Council and Concurrent Meeting Programs
- Announce Spring 2026 Meeting Dates – Nashville, TN, May 5-7 (Music City Center)

9:20-10:50am: Interactive w/ Roundtable breakouts “State of the SFR/BTR Union” Don Walker, Managing Partner & CFO, John Burns (ULI's mission priorities: Increasing Housing Attainability)

11:00-11:45am: Guest speaker: Capital markets, M&A, and homebuilding update. Ongoing evolution of builders BTR business/ambitions. (ULI's mission priorities: Increasing Housing Attainability)

Moderator:

Full Name, Title, City, State

Speaker(s):

Full Name, Title, City, State

11:45 – 12:30pm Lunch Guest Speaker: Ryan Stark, Managing Director, Deutsche Bank Securities



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Asset-backed and debt capital markets evolutions, new insurance capital – rated and unrated feeders/"self-securitizing" full stack (equity and debt) solutions, GSE privatization implications, etc. (ULI's mission priorities: Increasing Housing Attainability)

12:30 – 1:00pm Panel & presentation: Residential Supply – The Cycle Killer. When, where, and how do we recover? How are developers/our industry navigating/surviving/thriving? (ULI's mission priorities: Increasing Housing Attainability)

1:00-1:45 pm Closing Session: Member Spotlight Select Council Members share company activities and learnings – hear from brokers, new private equity entrants, recent dealmakers on buyer/seller sides, and more

1:45pm – Closing Remarks

Next Meeting: ULI Spring Meeting – Nashville, TN (May 5-7, 2026)

ULI Product Council Member Expectations

The value of the Product Council experience is determined by the quality and participation of its members. Council members are expected to be committed participants of the Council, contributing as much value to the experience as they obtain.

Membership Requirements Reminder:

- Maintain ULI Full Membership
- Pay annual Council fees (Council Affiliation fee and Dinner fee)
- Attend two out of three consecutive Council meetings
- Register for the Fall and Spring Meetings
- At-will donations to the ULI Annual Fund

Be open, honest, and provide specific information and experiences: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current practice. The key to truly valuable interaction between the Council members is the sharing of real deals and real numbers, as well as successes and lessons learned.

Confidentiality:

Maintain confidentiality about everything discussed within a Council meeting. This is the foundation that allows for open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council. This includes, but is not limited to, social media posts containing specific information about the content of the meeting and sharing of PowerPoint slides/decks without explicit permission.

Respect for Others:

Help make discussions productive and of high value by engaging your fellow council members respectfully with your most relevant information and experience. Acknowledge that all are there to learn and share. Acknowledge, respect, and welcome the different points of view and experiences of all members in the room, especially those who differ from you.

No Self-Promotion:

Council members are all highly successful professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take-home value for your peers, not your business. This is not a time for business solicitation.

Recruit the Best and the Brightest:

Council members often encounter new, diverse leaders in the industry—both ULI members and non-ULI members—with exciting new products, ideas, points of view, and best practices that will greatly add to the value of the Council. Bring these new leaders as guests to your Council, sponsor them for Council membership, and work with your Council leadership to help them become future members of your Council. Council guest or member sponsorship should never be used for financial or personal gains. Seek out ways to add diversity across a variety of factors to your Council ranks.

Expectations Continued:**Use of Council Group Email:**

ULI provides each council a group email primarily for each leadership team to effectively communicate with their members outside of council day and solicitation is expressly prohibited. The list serve is to only be used for Council-related information and not for self-promotion or marketing.

Stay Present and Participate Fully:

Stay committed to complete engagement while attending Council Day. Please refrain from significant cell phone/laptop use while in sessions. Most Councils have designated breaks a few times during the Day. They are designed to allow members to check in with their offices, stay on top of email, and remain connected outside of Council Day.

Attend Every Meeting and Attend All Day:

Each Council member brings value and their unique background and experience to the Council. The value of Council Day relies upon strong attendance from all members.

- Components of ULI's Product Council attendance policy includes:
 - Council Day is an official part of the ULI Fall and Spring Meetings, therefore Council members are required to register for the larger ULI meeting.
 - Attendance is only counted when the member is in attendance—sending a proxy does not count for attendance.
 - You must attend the Council meeting to which you have been appointed for a minimum of four hours on Council Day to be counted present.
 - Each Council member must indicate their attendance by signing in during the Council meeting.

Participate in ULI and ULI Leadership:

Council members are expected to be active participants in ULI's mission of providing leadership in shaping the future of the built environment for transformative impact in communities worldwide. Your involvement in ULI



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provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Identify ways to incorporate ULI's three mission priorities into your conversations and participation within your Council:
 - Decarbonization and Net Zero
 - Increasing Housing Attainability
 - Educating the Next Generation of Diverse Leaders
- Attend and participate as speakers and panelists at ULI Fall and Spring Meetings.
- Attend and participate as speakers and panelists at Council, and District Council meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Annual Fund.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.