

NEIL S. MAYER  
Neil Mayer & Associates  
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**EDUCATION:**

Ph.D, Economics, University of California, Berkeley.

B.A., Economics, Harvard University.

**EXPERIENCE:**

Neil Mayer is a researcher and consultant in the fields of economic and community development, neighborhood revitalization, and housing, with 35 years of experience. Currently president of his own consulting firm, he has also directed a municipal housing and community and economic development department for a decade and been a researcher and policy analyst with the Urban Institute. He combines a high degree of hands-on practical experience in program and project design, feasibility analysis, and implementation with public bodies and private partners, with a policy analyst's eye on broader social goals and objectives.

**Principal Professional Positions**

President, Neil Mayer and Associates, 1982 to present.

Undertake community and economic development and housing projects, with focus on benefiting low-income people, as consultant to private and public sector clients. Projects in areas of research and evaluation, technical assistance, program development and design, implementation, and policy analysis. Sample clients include NeighborWorks America, Fannie Mae, City of San Jose, the MacArthur Foundation, Ford Foundation, Minneapolis Neighborhood Revitalization Program Consortium (City/County/Foundation), HUD, City of Portland, City of Berkeley, Los Angeles County Workforce Development Project, Pew Charitable Trusts, National Community Development Initiative Consortium, Legal Aid Foundation of Los Angeles, William and Flora Hewlett Foundation, Packard Foundation, Philadelphia Neighborhood Development Collaborative.

Senior Project Manager, Center for Community Change, January 1995 to December 2001.

Directed projects examining locally generated economic development initiatives that are targeted to serve low-income people and communities by increasing their access to economic opportunity in the wider economy. Technical assistance to community-based organizations carrying out the initiatives.

Director of Community Development, City of Berkeley, CA, January 1991 to January 1995.

Directed staff of 75 in shaping and carrying out all City projects and programs in housing, economic development, community development, and energy. Emphases on expanding opportunities for people in need, while generating resources for community development and other municipal functions.

Assistant City Manager for Economic Development, City of Berkeley, CA, October 1985 to January 1991.

Established new Office as its first director. Overall responsibility for conceptual and program development, management, and hiring and supervision of 20 staffmembers. Program areas included development impact fees and project negotiation, employment, business assistance, neighborhood revitalization, and energy conservation.

Senior Research Associate, The Urban Institute, Washington, D.C., 1977 to 1985.

Responsible for design, conduct, and management of major studies and program development projects in the fields of economic and community development and housing. Emphases on issues of community-based economic development, neighborhood revitalization, housing rehabilitation and housing costs, and the effectiveness of neighborhood organizations in carrying out housing and economic development projects.

National Science Foundation Resident Scientist, 1980 to 1982.

Analyzed the impacts of growth and revitalization in the housing and broader economic markets in Berkeley, California. Emphasis on how low- and moderate-income people can participate in the benefits of that revitalization.

Economist, Human Resources and Community Development Division, Congressional Budget Office, Washington, D.C., 1975 to 1977.

Responsible for evaluation of budget issues and options in fields of housing, community development, and aid to state and local government -- with emphasis on housing finance and homeownership problems and policies. Activities included research, policy and program analysis, preparation of budget issue papers, and Congressional briefings.

Staff Economist, David Dornbusch and Company, San Francisco, California, 1972.

Conducted research on the economic and environmental impacts of intensive high-rise building development in San Francisco, under HUD research contract.

## **Teaching**

Guest Lecturer in U.C. Berkeley courses in Economics and City and Regional Planning, 1972 to 1975 and 1981 to present.

Subjects included: strategies for local economic development, possibilities of local government assistance for rehabilitation and new construction of housing, the economics of rent control, the role of neighborhood organizations in community development, community participation in master planning.

Trainer in community development, 1996 (continuing), for local government officials, as contractor to HUD.

Lecturer on citizen participation in economic development planning, Czech Republic and Slovakia, 1994.

### **Related Professional Experience**

Member, Local Initiatives Support Corp Advisory Board for Northern California, 1987 to present.

Chair, Bay Area Housing Support Collaborative, 1991 to 1997.

Editorial Advisory Board member, Journal of the American Planning Association, 1988.

Presentations to audiences including Local Initiatives Support Corporation, Local Self-Government Conference in Czech and Slovak Republics, Fannie Mae, National Conference for Urban Economic Development, MIT International Symposium on Neighborhood Policy, American Real Estate and Urban Economics Association.

Expert witness, suits regarding the constitutionality of rent control legislation.

Technical advisor (volunteer) to non-profit community development corporation.

Member of Advisory Task Force on Research in Community Development, AAAS, 1978.

Member of City of Berkeley Housing Conservation Task Force, 1974 to 1975. Task Force was responsible for presenting to the City Council a plan for city-wide municipally-assisted housing rehabilitation.

Chair (1971 to 1973) and member (1973 to 1975), City of Berkeley Housing Committee. Committee was responsible for preparing Housing Element of the Master Plan.

Planning Commissioner, City of Berkeley Planning Commission, 1971 to 1973.

## PUBLICATIONS and REPORTS:

“The Community Revitalization Index: A Method for Measuring Revitalization,” with Lindley Higgins, NeighborWorks America, 2007.

“An Assessment of the City of San Jose Strong Neighborhoods Initiative,” with Chris Walker, report to City of San Jose, 2007.

“Housing Partnerships: the Work of Large-Scale Regional Non-Profits in Affordable Housing,”  
for the Housing Partnership Network, 2006.

“Local Government’s Role in Community Revitalization,” with Langley Keyes, for the National Community Development Initiative consortium, 2005.

“Healthcare Employment in Los Angeles County,” for the Los Angeles Healthcare Workforce Development Project, 2004.

“Training and Education for Community Developers,” for the Ford Foundation and reprinted in Building Organizations That Build Communities, ed. Roland Englin, 2003.

“Economic Clusters and Disadvantaged Populations,” for Ford Foundation/Regional Technologies conference, 2002.

“Building CDC Capacity in Philadelphia,” for the Pew Charitable Trusts, 2000.

“Evaluation of the Minneapolis Neighborhood Revitalization Program,” with Renee Berger et. al., 2000.

“Assessment of the Neighborhood Improvement Initiative (year 2),” with Renee Berger et.al., for the William and Flora Hewlett Foundation, 1999.

“Saving and Creating Jobs: A Study of Industrial Retention and Expansion Programs,” U.S. Department of Housing and Urban Development, 1998.

“Strengthening Rural Economies: A Sector Approach,” with Alan Okagaki and Kris Palmer, U.S. Department of Housing and Urban Development, 1998.

“Providing Employment Opportunities for People in Need: The Berkeley Experience,” for the James Irvine Foundation, 1997.

“Rowing the Boat with Two Oars,” with Steve Callahan et.al., NFG Reports (newsletter of the Neighborhood Funders Group), 1998.

“Assessment of the Neighborhood Improvement Initiative (year 1), with Renee Berger et.al., for the William and Flora Hewlett Foundation, 1997.

"HUD's First 30 Years: Big Steps Down a Longer Road," Cityscape, Vol. 1, Number 3, September 1995.

"Portland Housing and Community Development: Observations and Recommendations," for the City of Portland Bureau of Housing and Community Development, October 1996.

"Options for Area-Focused Grant Making," for the David and Lucile Packard Foundation, October 1996.

"Preserving the Low-Income Housing Stock: What Non-Profit Organizations Can Do Today and Tomorrow," Housing Policy Debate, Vol. II, Issue II, 1991.

"The Role of Non-Profits in Renewed Federal Housing Efforts," in DiPasquale and Keyes ed., Building Foundations, U. Penn. Press, 1990.

"Berkeley's City Hall Is 'First Source' When Employers Need Workers" and "'Responsible Development' In Berkeley's Durkee Project Also Means Jobs," Western Cities, October, 1989.

"Flexible Linkage in Berkeley: Development Mitigation Fees," with Bill Lambert in Arthur C. Nelson, ed., Development Impact Fees, Planners Press, The American Planning Association, Chicago, 1988.

"Taking Another Look at CDC Performance and Potential," Community Development Research Center, New School for Social Research, March, 1987.

"Roles for Progressive Planners in Community-Based Development," in Barry Checkoway, ed., Strategic Perspectives on Planning Practice, Lexington Books, 1986.

"Future Directions for Neighborhood Organizations," the Charles Stewart Mott Foundation, November, 1986.

"Credit Mechanisms in Community Upgrading in Egypt," The Urban Institute, October, 1985.

"The Role of Lending, Race, and Ownership in Rental Housing Rehabilitation," Journal of Urban Economics, May, 1985.

"Obtaining Benefits from Private Development," for City of Berkeley, 1985.

"Action Recommendations for Berkeley Economic Development," with Lenny Goldberg, for the City of Berkeley, 1985.

Neighborhood Organizations and Community Development, the Urban Institute Press, December, 1984.

"Mobile Home Parks Under Rent Stabilization," City of Los Angeles, May, 1985.

"Conserving Rental Housing: A Policy Analysis," Journal of the American Planning Association, Summer, 1984.

"Community Development Block Grants," The Urban Institute, 1984.

"Housing and Community Upgrading for Low-Income Egyptians," with others, U.S. AID, October, 1984.

"A Strategy for Community-Based Economic Development," Presentation to Mayor's Conference on Economic Development, June, 1983.

Federal Housing Policy at President Reagan's Midterm, with Raymond Struyk and John Tuccillo, The Urban Institute Press, 1983.

"How Neighborhood Organizations Succeed and Grow," in Clay and Hollister ed., Neighborhood Policy and Planning, D.C. Heath, 1983.

"An Evaluation of the William and Flora Hewlett Foundation Program in Community Development," Parts I and II, reports to the Foundation, 1983.

"Rehabilitation Decisions in Rental Housing: An Empirical Analysis," Journal of Urban Economics, July, 1981, reprinted in David Listokin, Housing Rehabilitation: Economic, Social, and Policy Perspectives.

"Project Performance by Neighborhood Development Organizations," The Urban Institute, December, 1982.

"Neighborhood Development Organizations: Why Their Projects Succeed or Fail and How They Grow in the Process," The Urban Institute, August, 1982.

"Who is Doing Neighborhood-Based Development: Projects, Skills, Resources, and Limitations," The Urban Institute, May, 1982.

"Building Neighborhood Organization Capabilities in Community Development," with Jennifer Blake, The Journal of Community Action, July, 1982.

"Market Study for a Community-Based Energy Business," April, 1982.

Keys to the Growth of Neighborhood Development Organizations, The Urban Institute Press, July, 1981.

"The Berkeley Economy: The Prospects for Economic Development Planning" (with Ann Markusen, et al.), U.C. Berkeley Institute of Urban and Regional Development, July, 1981

"Federal Home Repair Programs and Elderly Homeowner's Needs" (with Olson Lee), The Gerontologist, January, 1981.

"Grants, Loans, and Housing Repair for the Elderly," Journal of the American Planners Association, January, 1981.

"Helping the Elderly Repair their Homes," HUD Challenge, September, 1980.

"The Growth and Effectiveness of Neighborhood Development Organizations," paper presented to Urban Institute Board of Trustees, April, 1980.

"The Effectiveness of Federal Home Repair and Improvement Programs in Meeting Elderly Homeowner Needs" (with Olson Lee), Urban Institute Report 1283-1, 1979.

"Factors in the success of Neighborhood Organizations in Community Development: Interim Report," The Urban Institute, 1979.

"Constructing Longitudinal Data Files of Quarterly Residential Alteration and Repair Activity with Illustrative Computations" (with Jack Goodman), Urban Institute Report, 1132-2, 1979.

"Landlord Housing Rehabilitation Decisions," paper presented to the American Real Estate and Urban Economics Association meeting, 1978.

"Design of a Study of Displacement in Neighborhoods Undergoing Private Revitalization" (with Margaret Drury), Urban Institute Report, 1978.

"Determinants of Landlord Housing Rehabilitation Decisions: Empirical Analysis and Policy Evaluation," Ph.D. Dissertation, January, 1978.

"Housing Occupancy Costs: Current Problems and Means to Relieve Them," Urban Institute Report 263-1, 1977.

"Homeownership: The Changing Relationship of Costs and Incomes, and Possible Federal Roles," Congressional Budget Office Report, 1976.

"Housing Finance: Federal Programs and Issues," Congressional Budget Office Report, 1976.

"Housing Prices in a Limited Construction Competitive Market," working paper, U.C. Berkeley Economics Department, 1973.

"Impact of Intensive High-Rise Development in San Francisco, California," David Dornbusch and Company contract Report to HUD, 1972.

"Perspective in the Assessment of Large Scale Technology: The Case of the STOL Aircraft System," U.C. Berkeley, Institute of Governmental Studies report to NASA, 1971.

**ATTACHMENT A  
SUMMARIES OF SAMPLE PAST PROJECTS and  
RESUMES OF PRIMARY CONSULTANTS**

**CURRENT AND RECENT PROJECTS  
Neil Mayer & Associates**

City of Berkeley First Source Employment program. Assessment of current status and operation of Berkeley's targeted hiring program for local residents. Examined full range of program activities, including interactions with businesses, job candidates, job training partners, and other city departments. Prepared detailed program-strengthening recommendations. Under follow-up contract, assisting First Source staff in implementing recommendations.

NeighborWorks America impact measurement. Assisting national organization to develop a mechanism to measure the progress of 240 local affiliate neighborhood groups. Developed method, through site visits to 32 neighborhoods around the country and statistical modeling. Have now moved into testing stage prior to assisting with implementation.

Economic Development Initiatives. Assessment of, and research on best practices in, programs assisting low-income people and residents of low-income communities to access economic opportunities in the wider economy. Focus on industrial retention and expansion, sectoral economic development strategies, and programs of job linkage (connecting people to jobs). For the Center for Community Change, funded by HUD and the Pew Charitable Trusts.

Healthcare Employment in Los Angeles. Analysis of the market for workers in various healthcare occupations, to determine the kinds of training needed to help current workers transition to better jobs or to find new employment if laid off from county employment. For the Los Angeles Healthcare Workforce Development Project, a consortium of labor unions, management, and local government.

San Jose Strong Neighborhoods Initiative. Evaluation (pilot) of San Jose's program of revitalization in 19 neighborhoods, using principally funds from redevelopment tax increments and examining the value of new mechanisms for collaboration across agencies and departments. For the City of San Jose and LISC.

Impact of Community Development Financial Institutions. Analysis of the effects of CDFIs on homeownership and neighborhood revitalization in communities and for households underserved by traditional lenders. For the U.S. Department of the Treasury.

Economic Feasibility of Inclusionary Housing in Projects and Policies in Coastal Regions of Los Angeles. Analysis of economic feasibility of mandating inclusion of low income housing in apartments and condominiums in Los Angeles city and county. For Los Angeles Legal Aid Foundation and the Western Center for Law and Poverty.

Training and Educating Community Developers. Evaluation of the ways people working in or seeking to work in community development gain needed knowledge and practice and of what might be done to improve that process. Based on extensive primary survey research and analysis and interviews with key informants. For the Ford Foundation.

Analysis of Housing Partnership Network membership. Studied the nature, work, and business model of 80 large regional non-profit housing organizations throughout the country providing housing for low and very low income people. For the Housing Partnership Network, the MacArthur Foundation, and Fannie Mae.

Economic Clusters and Economic Justice. Prepared paper analyzing the effect of support for regional economic clusters of businesses on jobs and income opportunities for low-income people. Emphasis on First Source and other means to target opportunities created by cluster growth. For the Ford Foundation and Regional Technology Strategies, conference on economic clusters and low-income people's and neighborhoods' needs.

Evaluation of the National Community Development Initiative. Assessment of the impacts, and factors in success, of a community development effort in 23 cities nationwide, supported by a consortium of major national foundations, corporations, and HUD.

Economic Development in Weak Market Cities. Assessment and identification of successful models for revitalizing economies of cities with weak or declining economies in recent decades. For Policy Link.

Review and Redesign of Community Development Program. Evaluation of Philadelphia-based programs to support community development corporations in their neighborhood revitalization work. Recommendations presented for redesign and renewal of support programs. For the Pew Charitable Trusts.

Implementing Community Development Support Programs. Technical assistance to Philadelphia Neighborhood Development Support Collaborative (PNDSC) in undertaking recommended changes in programs to help CDCs increase their capacity and scale of work, building from previous program design effort. Funded by PNDSC.

Technical assistance in sectoral economic initiatives. Provide hands-on technical assistance implementing best practices in promoting the growth of specific economic sectors within local economies and helping low-income people prepare for and become employed in those industries. For the Center for Community Change, funded by the C.S. Mott Foundation.

Workforce system development in Berkeley, California. Consultant to working group improving local and regional systems of job training, placement, and social support. For the Berkeley Community Fund and City of Berkeley, funded by the James Irvine Foundation.

Evaluation of the Minneapolis Neighborhood Revitalization Program. Minneapolis grants \$20 million/year to its 66 neighborhoods for improving communities according to neighborhood-generated plans. Evaluation examines the effects and effectiveness of the program in terms of neighborhood stabilization, using multi-variate statistical techniques.. For City/County/Foundation consortium.

Program Design Assistance in Portland, Oregon. Consultant regarding the design, evaluation, and revision of programs of support for community-based development organizations in Portland. For the Neighborhood Partnership Fund, funded by NPF, City of Portland, and the Enterprise Foundation.

Evaluation of the Neighborhood Improvement Initiative of the William and Flora Hewlett Foundation. The Foundation is supporting concentrated neighborhood revitalization work in two Bay Area neighborhoods. The assessment examines progress over 7 years of activity.