

ALAN HOFFMAN

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EDUCATION

Master of Science (February 1996) in Urban Studies and Planning

Massachusetts Institute of Technology, Cambridge, Massachusetts

Department of Urban Studies and Planning

Concentration in urban transportation planning. Coursework in transit management and operations, marketing strategy, land use planning, transport economics, transportation systems analysis, and quantitative methods. Thesis involved market research to generate service design strategy for \$1 billion urban rail project in San Juan, Puerto Rico, including market segmentation strategy and service design specification.

Master of Education (June 1989) in Administration, Planning, and Social Policy

Harvard University, Graduate School of Education, Cambridge, Massachusetts

Research Program in Administration, Planning, and Social Policy

Coursework in public management, policy analysis, program evaluation, finance, teaching and learning, leadership, service sector management, ethnographic (field) research, consulting, and organizational behavior.

Master of Science in Educational Foundations and Policy Studies (May 1987)

The Florida State University at Tallahassee

Program in International/Intercultural Development Education.

Coursework in social and economic analysis of government policy, educational foundations, and program evaluation. Awarded both University Fellowship and College of Education Fellowship.

Bachelor of International Studies (June 1985)

School for International Training, Brattleboro, Vermont

Coursework in international social and economic development, cross-cultural communications, and training of trainers. Awarded Compton Peace Fellowship and Roothbert Fellowship.

Bachelor of Arts, cum laude, with Distinction in All Subjects (August 1984)

Cornell University, Ithaca, New York

Double major in Social Relations and Sociology. Elected to Phi Beta Kappa, Phi Kappa Phi, Quill & Dagger.

PERSONAL INFORMATION

Citizenship: Citizen of USA.

Languages: Completely bilingual in English and Spanish; Portuguese (read/speak); some French.

Former: *Associate*, CitiStates Group, the preeminent national think tank on issues of regionalism.
Associate, Idea Connection Systems, a leading firm in the field of organizational innovation.
Member, MENSA International.
Alumnus, Pi Kappa Alpha Fraternity (Beta Theta Chapter).
Past President, C3 (Citizens Coordinate for Century 3), a San Diego civic organization.
Assistant Scoutmaster, Boy Scout Troop #5, Bonita, California.
Faculty Advisor, Pi Kappa Alpha chapter at San Diego State University, San Diego, California.
Member, Environment + Design Council, San Diego.

Current: *Volunteer*, Mount Diablo State Park back country trail patrol.

PROFESSIONAL EXPERIENCE

Senior Consultant (2018-present)

San Francisco County Transportation Authority, San Francisco, California

- Performing study on improving transit options for Bay View community..

Oregon Department of Transportation / WSP, Inc., Portland, Oregon

- Assisting with the development of an Equity Strategy to guide road tolling projects..

TransForm, Oakland, California

- Design Manager for Bay Area Regional Express Transit System (ReX), developing a long-range express transit strategy at the request of the Metropolitan Transportation Commission (MTC).
- Co-Author, with Stuart Cohen, of *Pricing Roads, Advancing Equity: Report and Toolkit*, a nationally-distributed report and toolkit on using road pricing to improve the equity of the transportation system.

Founder and Principal (2016-present)

The Center for Advanced Urban Visioning, San Diego, California

- Authored and published a book on urban transformation (*Sails to Trails: Reimagining San Diego's Historic Growth Corridor with Quickway Transit, the Balboa Parkway, Max3 Greenways, and the Great Park of North Park*). Planned and launched social media campaign.
- Authored 200-page discussion paper, *Preserving Paradise: How a Better-Connected San Diego Can Serve Residents, Reduce Traffic, and Save Taxpayers Money*.
- Developed a \$2.2 billion integrated infrastructure proposal and secured endorsement from community groups.
- Conducted major strategy study for a large, international Networked Transportation company.

Lecturer (2013-2018)

School of Public Affairs, San Diego State University, San Diego, California

Teaching in the graduate program in City Planning and the undergraduate program in Public Administration. Courses taught include:

- Planning Theory
- Regionalism
- Regional Planning in SD
- Contemporary Urban Issues
- Concepts & Issues in Public Admin.
- Urban Transportation Planning
- Improving Public Transit

A hallmark of several of my courses is that I have students conduct field research, interviewing and surveying people in the community.

Additional responsibilities included managing the Student Outcome Assessment process for the School of Public Affairs and reviewing Master's Comprehensive Exams.

Founder and Principal (1996-2015)

The Mission Group, San Diego, California

Consultant to organizations and businesses in urban planning, marketing strategy, transportation planning, innovation process, training issues, program evaluation, and informational strategies. Clients drawn from public transportation, urban redevelopment, and training sectors.

- Developed regional multi-billion dollar long-range transportation strategies for several major cities;
- Globally-recognized expert in transit market research; conducted major studies on attracting new riders to public transit systems;
- Consulted to agencies, cities, regions, non-governmental organizations and governments across U.S. and globally on long-range strategic planning;
- Conducted transportation studies and TOD (Transit-Oriented Development) land development studies for clients in US and internationally;

- Developed parking, mobility, and land use vision plans for municipalities and business districts;
- Extensive community-level research, including focus groups, participant-observation, and survey research.
- Presented to numerous governmental, professional, community, and citizen groups world-wide;
- Nationwide workshop speaker for the National Transit Institute and other major organizations;
- Taught courses, workshops, and seminars on Public Transit and Urban Planning for various university programs.

Lecturer (2005-2006)

Extension School, University of California, Davis, California

Taught courses in university extension program on Increasing Transit Ridership and Transit-Oriented Development.

Lecturer (2003)

Executive M.Arch. Program, New School of Architecture, San Diego, California

Taught course in Transportation Facilities Design in graduate architecture program.

Education Consultant (1994-1996)

Intercultural Center for Research in Education (INCRE), Arlington, Massachusetts

- Designed university-wide course in Applied Academic Computing for the University of Puebla, Mexico; trained professors in teaching that course and authored textbook, *Introducción a la computación académica aplicada*.
- Conducted workshops across Argentina on the use of the Internet in education.

Research Assistant (1994-1996)

Massachusetts Institute of Technology, Cambridge, Massachusetts

Studied marketing strategy and service strategy for public transportation projects; conducted study on strategic issues in information technology (intelligent systems) implementation.

Staff Consultant (1994)

The World Bank, Latin American Technical Division, Washington, DC

Authored monograph on labor training (school-to-work) policy issues for Technical Advisory Group.

Assistant Professor (1988-1993)

Central American Institute of Business Administration (INCAE), Alajuela, Costa Rica and Managua, Nicaragua

Program in Public Management:

Responsible for pre- development of new graduate program in public management under covenant with Swedish Government, including extensive needs-assessment research throughout the Central American region.

Also responsible for developing and conducting seminars under contract to various government agencies:

- Developed methodology for seminars focusing on restructuring two governmental ministries (External Relations and External Cooperation) in Nicaragua.
- Developed management training program for newly elected Mayors and City Counselors.
- Training of trainers with leading judges and magistrates for development of judicial system.
- Conducted seminars supporting municipal development/decentralization in Guatemala.
- Performed extensive surveys and needs assessments in support of training programs.
- Conducted seminars in a wide range of topics in public administration.

Graduate Management Programs:

Conducted extensive longitudinal evaluation study of our graduate management programs for use in program review and redesign. Taught classes in market research, quantitative methods, management decision-making, and management of service-sector enterprises.

Institution-wide:

Taught seminars in case method, market research, training of trainers.

In charge of surveys and evaluation research for INCAE, including extensive surveys of faculty and programs. Developed technique of “rapid survey” using Macintoshes in which complete survey results were presented back to target group within one hour of administering survey instrument.

Design Director of *Revista INCAE*, a major Latin American business review. Completed a thorough re-design of magazine, resulting in increased subscriptions.

Research Associate (1989)

Harvard Business School, Boston, Massachusetts

Member of the research faculty in service management. Prepared industry surveys and studied strategic issues in U.S. service sector industries.

Researcher (1988)

Beth Israel Hospital, Harvard Medical School, Boston, Massachusetts

Department of Training and Development

Conducted ethnographic study of immigrant work-force. Resulted in recommendations to hospital for more effective programming and services and for identifying and promoting qualified entry-level immigrant workers.

Independent Macintosh Consultant (1987-89)

Boston, Massachusetts

Consulted and provided data-support services to a number of large and small Boston-area firms in desktop publishing, data analysis, forms development, graphics, presentations, systems set-up, networking, and proposal development. Clients included Computer Sciences Corporation/CSC Partners, Harvard-Smithsonian Center for Astrophysics, and Abt Associates.

Acting Coordinator (1987)

Learning Systems Institute at the Florida State University, Tallahassee

USAID Botswana Junior Secondary Education Improvement Project (ISEIP)

Served major Botswana educational development project. Coordinated home-office logistics for program with ten permanent and several temporary consultants in the field. Systematized communications. Coordinated new graduate exchange program with the University of Botswana.

Research Assistant (1986)

Learning Systems Institute at the Florida State University, Tallahassee

Improving the Efficiency of Educational Systems Project (IEES) of USAID

In charge of researching and producing monthly project newsletter. Pioneered use of desktop publishing technologies. Edited USAID-funded country educational sector assessments.

Research Assistant (1984-85)

Four Worlds Development Project, University of Lethbridge, Alberta, Canada

Team member of development project serving Native American communities. Responsible for microcomputer database installation and training. Authored and produced training manuals.

Documentation and Graphics Arts Director (1981-83)

Digicomp Research Corporation, Ithaca, New York

Edited and produced training documentation for computer systems. Produced marketing and promotional materials. Prepared presentation drawings and other graphics materials.

MAJOR CONSULTANCIES

T/3rd / Rt. 15 Bus Study (2020)

San Francisco County Transportation Authority
San Francisco, California

Road Tolling Equity Framework. (2019 – present)

Oregon Department of Transportation / WSP, Inc.
Portland, Oregon

ReX: Regional Express Transit Network Design (2018 – present)

TransForm / MTC
Oakland & San Francisco, California

Equity in Road Tolling Study & Toolkit (2018 – 2019)

TransForm, Inc.
Oakland, California

Congestion Pricing Equity Framework (2019)

City of Seattle / TransForm, Inc.
Oakland, California

Strategic Study: Disruptive Transit Technologies (2016)

(Confidential Study for Major Transportation Firm)
Washington, D.C.

Uptown 2025 Proposal (2015)

Hillcrest business groups
San Diego, California

San Diego Regional Alternative Transit Study (FAST Plan) (2009 – 2014)

Phase IV County-Wide Network and Infrastructure Plan
Move San Diego, Inc. and the Scripps Ranch/Miramar Ranch North Traffic Reduction Project
San Diego, California

Transit System Restructuring Study (2011 – 2013)

Regional Transportation Commission of Southern Nevada
Las Vegas, Nevada

Historic Streetcar Restoration Project (2011 – 2013)

San Diego Historic Streetcar, Inc.
San Diego, California

BRT Planning Support (2012)

Office of the Mayor (*Presidente Municipal*), City of Tijuana
Tijuana, Baja California, Mexico

International Forum for Integrating the Municipal Environmental Agenda (2011)

Government of the State of México
Tlaunipantla, Edo. de México, México

Interstate 5 Expansion Options Review and Testimony (2010)

Sierra Club, San Diego Chapter
San Diego, California

BRT Peer Benchmarking Study (2010-2011)

Regional Transportation Commission of Southern Nevada
Las Vegas, Nevada

North Avenue Parking Configuration & Community Attitudes Study (2010-2011)

University Heights Community Development Corporation
San Diego, California

Transit Service Planning Manual (2010-2011)

Regional Transportation Commission of Southern Nevada
Las Vegas, Nevada

Calgary Transportation Symposium (2009)

City of Calgary
Calgary, Alberta, Canada

BRT Workshop (2008)

Local Government Commission
Oakland, California

Punta Colonet Port City Planning Study – Transportation Strategy (2008)

Gobierno de México
Baja California, México

ACExpress Implementation Plan (2008)

Regional Transportation Commission of Southern Nevada
Las Vegas, Nevada

Bus Rapid Transit Workshop (2008)

Corridor Transportation Corporation
Baltimore, Maryland

Mid-Coast Corridor New Starts Project Alternatives Development (2008)

Move San Diego, Inc.
San Diego, California

Bus Rapid Transit Workshops (2008 and 2009)

Dakota County
Apple Valley, Minnesota

International Study on “Advanced Network Planning for BRT” (2007 – 2008)

National Bus Rapid Transit Institute
University of South Florida
Tampa, Florida

TOD Development Strategy (2007 – 2008)

Hennepin County
Minneapolis, Minnesota

Go Local Scoping Plan (2006 – 2007)

City of Aliso Viejo
Aliso Viejo, California

Tappan-Zee BRT Workshop (2007)

Tri-State Transportation Campaign
White Plains, New York

Small Starts BRT Project Development (2007-2010)

Sarasota County Area Transit (SCAT)
Sarasota, Florida

Ashley-Cooper Transportation Workshop (2007)

Keane & Company
Charleston, South Carolina

Long-Range Transit Strategic Plan (2006 – 2008)

Regional Transportation Commission of Southern Nevada
Las Vegas, Nevada

Bus Rapid Transit and Transit-Oriented Development Seminars (2006)

Hennepin County and the Institute of Transportation Engineers
Eagan, Minnesota

University Heights Parking and Traffic Management Plan (2006 – 2013)

University Heights Community Development Corporation
San Diego, California

Review of North Wellington Public Transport Study (2006)

Wellington City Council
Wellington, New Zealand

Handler Properties Site and Community Planning (2006 – 2007)

Otay Mesa, California

Course on Transit-Oriented Development (2006)

California Department of Transportation (Caltrans) and UC Davis
Sacramento, Emeryville, and Ontario, California

Course on Improving Public Transportation (2006)

University of California, Davis, University Extension
Sacramento, California

County-Wide Transit-Oriented Development Strategy (2005 – 2007)

Sarasota County
Sarasota, Florida

Workshops on Transit-Oriented Development (2005, 2006)

Ministry of the Environment
Wellington, New Zealand

Workshops on Transit-Oriented Development (2005, 2006)

Auckland Regional Council
Auckland, New Zealand

Busway Land Use (TOD) Study (2005)

Queensland Transport/TransLink
Brisbane, Queensland, Australia

Course on Transit-Oriented Development (2005)

Transport Roundtable Australasia/University of Queensland
Brisbane, Queensland, Australia

Lathrop Proposed TOD Project (2005)

TCN Properties, LLC
Lathrop, California

San Diego Regional Independent Transit Study (2005 - 2006)

Phase I Network Planning and Feasibility Analysis
Move San Diego, Inc.
San Diego, California

Long-Range Strategic Planning and Board Communications (2005 – 2007)

Sarasota County Public Transit System (SCAT)
Sarasota, Florida

Course on Transit-Oriented Development (2005)

University of California, Davis, University Extension
Sacramento, California

Community Training Workshop on Transportation Planning (2005)

Environmental Health Coalition
National City, California

25th Street Renaissance Project (2005)

Golden Hill Community Development Corporation
San Diego, California

Quarry Falls TOD Strategy (2004 – 2010)

Sudberry Properties, Inc.
San Diego, California

Building a Successful Palestinian State—Transportation Infrastructure (2004 – 2005)

Rand Corporation/Suisman Urban Design
Santa Monica, California

Normal Heights Parking/Pedestrian Study (2002 – 2010)

Mid-City Parking District
San Diego, California

Workshop Speaker on Bus Rapid Transit/Land Use Integration (2001 – 2006)

National Transit Institute at Rutgers University
Atlanta, Georgia; New York, New York; Phoenix, Arizona; San Antonio, Texas; Minneapolis, Minnesota; Sacramento, California; Tampa, Florida; Baton Rouge, Louisiana; Reno, Nevada; Philadelphia, Pennsylvania; Monterey, California

Parking and Mobility Strategic Plan (2000 – 2009)

Mid-City Parking District
San Diego, California

Long-Range Bus Strategy Review (2004)

Tri-Met
Portland, Oregon

Transportation Workshop Facilitation (2004)

San Ysidro Transportation Collaborative
San Ysidro, California

Transportation System Performance Measures Team (2004)

California Department of Transportation (Caltrans)
Sacramento, California

BRT Transit Integration Study (2004)

General Growth Properties, Inc.
Chula Vista, California

Parking Study (2003 – 2004)

Family Health Centers of San Diego
San Diego, California

Long-Range Strategy Options (2004)

Clark County Regional Transportation Agency
Las Vegas, Nevada

Transit Options Review (2004)

City of Aliso Viejo
Aliso Viejo, California

Atlanta Transit Market Research (2003)

Metro Atlanta Chamber of Commerce
Atlanta, Georgia

Regional Public Transportation Planning Improvement Study (2003)

San Diego Dialogue/James Irvine Foundation
San Diego, California

Metro Travel Model Improvements and Indicators (2003)

Auckland Regional Council
Auckland, New Zealand

Transportation Enhancement Program—Westfield Shoppingtown UTC (2002 – 2003)

Westfield Corporation, Inc.
San Diego, California

North Bay Planning Study (2002 – 2003)

New City America, Inc.
San Diego, California

Hillcrest Parking Study Update (2002)

Uptown Partnership (Katz, Okitsu & Associates, Lead)
San Diego, California

Transit Innovations in Australia and New Zealand (2002)

Sunline Transit
Palm Desert, California

Menefee Town Center Community Specific Plan (2002)

Warkentin Partnership
Riverside, California

Atlanta Regional Transit Strategy (2001 – 2002)

Metro Atlanta Chamber of Commerce
Atlanta, Georgia

Market Study for Station Car Concepts (2002)

eMotion Mobility
Atlanta, Georgia

Parking and Mobility Strategy (2002)

University Heights Community Development Corporation
San Diego, California

Parking Study (2002 – 2004)

Golden Hill Community Development Corporation
San Diego, California

Support to General Plan Update (Transit and TOD Integration) (2001 – 2003)

City of Chula Vista
Chula Vista, California

Downtown Vision Plan (2002 – 2003)

Downtown El Cajon, Inc.
El Cajon, California

Traffic Circulation Scoping Plan (2002 – 2003)

San Ysidro Business Association
San Ysidro, California

University Avenue Traffic Calming and Historic Streetcar Study (2002)

North Park Main Street Association (KTU+A Landscape Architects, Lead)
San Diego, California

International Sustainable Cities Competition Study (2002 – 2003)

American Gas Institute (Project Design Consultants, Lead)
San Diego, California

Downtown Specific Plan Parking Study (2002 – 2004)

City of Coronado (RBF Consulting, Lead)
Coronado, California

Transportation Working Group (member) (2001)

Regional Governance Efficiency Committee (REGC)
San Diego, California

Support to Development of GP 2020 County General Plan Update (2001)

County of San Diego
San Diego, California

Support to Development of Transit Element of Regional Transportation Plan (2000 – 2001)

San Diego Association of Governments
San Diego, California

County-wide Transit/Land Use Strategy Development (2000 – 2001)

Riverside County CETAP Process (client: Southern California Association of Governments)
Riverside, California

Transit IDEA Program Research Grant on Mobility (2000 – 2003)

Transportation Cooperative Research Program
Washington, D.C.

Support to Development of Strategic Element of General Plan (“City of Villages”) (2000 – 2001)

City of San Diego
San Diego, California

Author of White Paper on Transportation and Urban Form (“Here We Grow Again”) (2000)

City of San Diego
San Diego, California

Strategy Development for Livable Communities Initiative (2000)

James Irvine Foundation
San Francisco, California

Prepare White Paper on Reinvestment in America’s Cities (2000)

The Gable Group (client: US Conference of Mayors/Mortgage Bankers Association)
Washington, D.C.

Transit/Land Use Strategy Development for Future Urbanizing Area (2000)

The Planning Center (client: City of Corona, California)
Costa Mesa, California

Development of Long-Range Strategic Plan (2000)

Metropolitan Transit Development Board
San Diego, California

Co-development of Strategic Mobility Framework and Parking Plan (1999 – 2000)

Uptown Partnership (Uptown Parking District)
San Diego, California

Tourist Transportation Studies (1999 – 2001)

Zoological Society of San Diego
San Diego, California

Public Participation Research and Review for 2020 Regional Transportation Plan (1999)

San Diego Association of Governments (SANDAG)
San Diego, California

Strategies for Mobility (1999)

City of Carlsbad Integrated Transportation Program
Carlsbad, California

Four Corners Transportation Study Transit Systems Overview (1998 – 1999)

Endangered Habitats League
Los Angeles, California

Eco-Pass Development Study (1998 – 1999)

Metropolitan Transit Development Board
San Diego, California

Black Mountain Ranch TOD Transit Plan Development (1998 – 1999)

Potomac Sports Properties, Inc.
San Diego, California

Central Coastal Transit Development Study (1998)

Metropolitan Transit Development Board

San Diego, California

ADDITIONAL CONSULTING

Marketing Strategy Consultant and Instructor (1997-1998)

Foundation for Enterprise Development, La Jolla, San Diego

Developed marketing strategy for pilot Spanish-language version of national entrepreneurial training program (Premier FastTrac™ II). Co-taught course (under separate contract).

Impact Evaluation Consultant (1996)

Fundación APEC de Crédito Educativo, Inc., Santo Domingo, Dominican Republica

Conducted major study analyzing the impact of an Inter-American Development Bank-financed Technical-Vocational Education project. Designed and conducted three surveys, focus groups, extensive meetings with all major sector players. Developed highly integrated spreadsheet models permitting extensive on-going analysis of new data.

Marketing Strategy Consultant (1995-1996)

Rowes Wharf Associates/Beacon Management Company, Boston, Massachusetts

Developed marketing strategy for privately-run Airport Water Shuttle service and new business development plan for port activities for major Boston developer.

Regional Strategy Consultant (1995)

Inter-American Development Bank, Washington, D.C.

Conducted feasibility study regarding a regional strategy for human resource and labor market development in the Central American Isthmus. Field work included extensive meetings with high-level officials throughout the region. Proposed measures to implement such a strategy.

Computer Training Specialist (1995-present)

Intercultural Center for Research in Education, Arlington, Massachusetts; Puebla, Mexico; Argentina

Authored 100+ page 60 hour Spanish language computer training curriculum for university faculty in Mexico, focused on use of computers in higher education, as part of extensive university faculty computerization project. Also authored introductory academic computing course (curriculum, manual, and supporting materials) to serve 7000 students/year. Gave seminars throughout Argentina on the use of computers and the Internet in education.

Chief Investigator, Nicaragua Non-Formal Vocational Education Project (1992)

Salesian Missions/United States Agency for International Development

Research supervisor for study of formal and informal sector job opportunities for major (8000+ students) job training program. Results served as basis for changes in program scope and goals.

Institutional Training Needs Assessment Specialist (1991)

Academy for Educational Development/United States Agency for International Development

Conducted extensive multi-sectoral study of training needs in key Nicaraguan institutions. Results served as basis for design of \$10 million training assistance program.

Microcomputer Specialist (1987)

United States Agency for International Development (USAID)

Junior Secondary Education Improvement Project (JSEIP), Botswana, Africa

Consultant to USAID on use of Macintosh computers for data analysis; established microcomputer lab at Molepolole College of Education; conducted faculty training workshops.

PUBLICATIONS

ACADEMIC AND PROFESSIONAL

- *ReX: Connecting the Bay Area with a Regional Express Transit Network*. Oakland, California: TransForm (October, 2019).
- "Pricing Roads, Advancing Equity." With Stuart Cohen. Oakland, California: TransForm (January, 2019).
- *Sails to Trails: Reimagining San Diego's Historic Growth Corridor with Quickway Transit, the Balboa Parkway, Max3 Greenways, and the Great Park of North Park*. San Diego: The Center for Advanced Urban Visioning (November, 2017).
- *Moving About Paradise: Comparing the Quickway Proposal and the SANDAG 2050 RTP Transit Plan for Area Coverage and Transit Travel Times*. Discussion Paper #2 in The Paradise Project series. San Diego: The Center for Advanced Urban Visioning (July, 2017).
- *Preserving Paradise: How a Better-Connected San Diego Can Serve Residents, Reduce Traffic, and Save Taxpayers Money*. Discussion Paper #1 in The Paradise Project series. San Diego: The Center for Advanced Urban Visioning (November, 2016).
- *Advanced Network Planning for Bus Rapid Transit: The 'Quickway' Model as a Modal Alternative to 'Light Rail Lite.'* Washington, D.C.: US Federal Transit Administration (February, 2008).
- "How to Overcome the Ten Barriers to Effective BRT Planning," *Smart Urban Transport* (February, 2004).
- *Here We Grow Again: Preserving Mobility in San Diego—The Transportation/Land Use Connection*. White Paper commissioned by the City of San Diego Planning Department in support of the Strategic Framework Program (November, 2001).
- "Creating a New Century of Transit Opportunity: Strategic Planning for Transit." With Bill Lieberman, Dave Schumacher, and Chris Warnum (2001). *Transportation Research Record* 1747, pp. 60-67.
- "Beyond Participation: Market Research as a Tool for More Effective Transportation Planning." *Colloqui: Cornell Journal of Planning and Urban Issues* (1997).
- Introducción a la computación universitaria aplicada (Introduction to Applied University Computing). Puebla, Mexico: Universidad Autónoma de Puebla (January, 1996).
- *El Ministerio de Finanzas: Ingresos e ingratos* (The Finance Ministry: Income and Ingrates), a case study on a public bureaucracy. With Mayra Rossess. Managua: INCAE (1990).
- *La Mina del Limón*, a case study of gold mining in the Nicaraguan economy. Managua: INCAE (1988).

MAGAZINES, NEWSPAPERS, AND NEWSLETTERS

- "Here's What Your Future Commute Could Look Like: The Quickway Proposal is a public transit idea for a modern San Diego." *San Diego Magazine* (March, 2017).
- "Millennials Are Demanding Better Transit, and We Should Give it to Them." *Voice of San Diego* (6 December, 2016).
- "Beyond 'Light Rail Lite'." With Alisdair Cain. *Mass Transit* (2 June, 2008).
- "TransNet Suffers from Fatal Flaws," Editorial column. *San Diego Union-Tribune* (29 October, 2004).
- "The Long, Slow Train to Nowhere: The Need to Reform Transportation Planning." *Minnesota Journal*, the journal of the Citizens League (March 25, 2003).

- “Overcoming Barriers to Smart Growth: The Measurement Miasma.” *Getting Smart*, the newsletter of the Smart Growth Network of the International City/County Management Association (May, 2002).
- “Exploding Some Transportation Myths.” Editorial column. *San Diego Union-Tribune* (4 October, 1998).
- “We Should Listen Carefully as the Four San Diegos Speak.” Editorial column. *San Diego Union-Tribune* (16 April, 1998).
- “San Diego Transportation Myths.” Editorial column. *San Diego Union-Tribune* (11 January, 1998).
- “Market Research as a Tool for Municipal and Regional Planning.” *Z Management Ideas* (September, 1997).
- “La Sociedad Siamesa.” Editorial column. *La Prensa de Nicaragua*. With Javier Morales (24 February 1990).

OTHER COURSES AND WORKSHOPS

- “Planning Transit Strategically: A Look at Four US Regions.” Webinar given to leadership and planning staff of the Sacramento Area Council of Governments (SACOG) (May, 2019).
- “Transit-Oriented Development: An Unusual Introduction.” Seminar/Course given to the Economic Development Association of Minnesota, Bloomington, Minnesota (January, 2007). Also given to the Auckland Regional Commission, Auckland New Zealand, and the Ministry of the Environment, Wellington, New Zealand (September, 2006).
- “Transit-Oriented Development: An Introduction.” Course developed and given for the California Department of Transportation and the University of California, Davis; Emeryville (March, 2006), Ontario (April, 2006), and Sacramento (June, 2006).
- “Improving Public Transportation.” Course developed and delivered for the University of California, Davis: University Extension, Sacramento (March, 2006).
- “Transit-Oriented Development: An Introduction.” Course developed and given for the University Extension, University of California, Davis (March, 2005). Also given for Transport Roundtable Australasia/University of Queensland, Brisbane, Queensland, Australia (September 2005).
- “An Introduction to Transit: What Works, What Doesn’t, What We’re Doing, and What We Really Need.” Training Course given to the Environmental Health Coalition, National City, California (February, 2005).

PRESENTATIONS AND REPORTS

- “Life on Wheels: A Story of the Coming Mobility Revolution.” Documentary Film. Pacifica, California: Hodgarts (January, 2020).
- “Introducing ReX: Bay Area Regional Transit Network.” Presentation given to SPUR Regional Planning and Transportation Policy Board and SPUR Transportation Technical Committee (April 2019).
- “Rapid Transit: A Regional, Systematic, Market-Focused Approach.” Presentation given to undergraduate course in Urban Transportation Planning, University of California, San Diego (February, 2019; July, 2016; January, 2015).
- “Strategies for Evolving the Next Generation Transit Network.” Presentation given at TransForm, Oakland, California (November, 2018).
- “The Quickway Proposal: A Rapid Transit Strategy Optimized for San Diego.” Presentation given to the North Park Planning Committee (June, 2018) and the San Diego 350 Working Group (January, 2018).
- “Solving Our REAL Problems: A Strategic Approach to Regional Planning.” Presentation given to Friends of San Diego Architecture, New School of Architecture, San Diego, California (21 November, 2015).

- “Uptown 2025: A United Vision for Implementing the Mayor’s Climate Action Plan.” Presentation given to the Mission Hills Town Council, the Hillcrest Town Council, the Hillcrest Business Improvement District, and the Bankers Hill Community Group (June-October, 2015).
- “Transit Concepts.” Presentation given to the Fort Ord Redevelopment Authority planning team (10 February, 2015).
- “A New Vision for Urban Rapid Transit: Solving the 21st Century Movement Challenge.” Presentation given to the TEDx America’s Finest City forum, San Diego, California (October, 2012).
- “An affordable approach to creating a more effective transit system.” Presentation given to Move San Diego’s North County “Frienderaiser” Event, Carlsbad, California (June, 2012).
- “Making Affordable Choices—Light Rail & Bus Rapid Transit: What to Choose?” Keynote presentation to the Winnipeg Sustainable Transportation Forum (November, 2011).
- “Move San Diego’s FAST Plan: Transit Concepts for North County.” Presentation to State Senator Christine Kehoe, San Diego, California (April, 2011).
- “Un camino más rápido para transporte verde municipal: Lecciones de México, Colombia y Australia” (A Faster Way to Municipal Green Transportation). Presentation given to the International Forum for the Integration of Municipal Environmental Agendas, Tlaunipantla, Edo. de México (16 March 2011).
- “Improving Transit in the Bay Area: Principles of Effective Systems.” Presentation given to the Bayshore Speaker Series, City of Brisbane, California (April, 2007).
- “Rethinking Transit: Moving Beyond Mode.” Presentation to the Ashley-Cooper Transportation Workshop, Charleston, South Carolina (March, 2007).
- “Sarasota County Area Transit Small Starts Update.” Presentation to the Sarasota City Commission, Sarasota, Florida (December, 2006).
- “Estrategias para el incentivo del transporte público” (Incentive strategies for public transit). Presentation to the Second International Mass Transit Fair, Bogota, Colombia (November, 2006).
- “Implementing Transit-Oriented Design: Lessons from the Field.” Presentation sponsored by the Auckland Regional Commission, Auckland, New Zealand (September, 2006).
- “Transit-Oriented Development: Creating Value for New Zealand.” Presentation to select group of national leaders, Wellington, New Zealand (September, 2006).
- “Great Moments in TOD: Designing Transit Corridors for People.” Presentation sponsored by the Christchurch City Council, Christchurch, New Zealand (September, 2006).
- “Move San Diego’s Independent Transit Study: A Progress Report to San Diego Region.” Presentation delivered to the University Heights Speaker Series (September, 2006).
- “Understanding Bus Rapid Transit: Strategies for the Effective Deployment of Transformative Transit Services,” Presentation given to the Regional Transportation Commission of Southern Nevada, Las Vegas, Nevada (July, 2006).
- “Bus-Based Transit-Oriented Development: Issues and Prospects.” Seminar given for Hennepin County, Eagan, Minnesota (May, 2006); and the Federal Transit Administration, Washington, D.C. (July, 2006).
- “Move San Diego’s Independent Transit Study: Progress Report to the San Diego Region.” Presentation given to Citizens Coordinate for Century 3 (January, 2007), the City of San Diego Planning Commission (September, 2006), the San Diego Independent Taxpayers Oversight Committee (August, 2006), the City of Chula Vista’s Mayor’s First Friday Breakfast Forum (August, 2006), and the University Heights Speakers’ Forum (June, 2006).
- “Transit and Urban Mobility: The Role of Bus Rapid Transit in Shaping and Serving Cities and Regions.” Keynote presentation to the Institute of Transportation Engineers’ Bus Rapid Transit Seminar, Eagan, Minnesota (May,

2006). Also presented to the National Transit Institute's Workshops on Bus Rapid Transit, Philadelphia, Pennsylvania (April, 2006), and Monterey, California (May, 2006).

- "Transit and San Diego: Strategies for a Regionally Effective System." Presentation to undergraduate course on Regionalism, University of California, San Diego (April, 2006; April 2007).
- "Effective Transportation Systems and Regional Quality of Life: Lessons from Across the World." Presentation to the New School of Architecture, San Diego (February, 2006).
- "Strategies for Growing a Land Use-Supportive Transit System in Sarasota County." Presentation to the Sarasota County Commission, Sarasota, Florida (January, 2006). Also given to Sarasota City Commission, Sarasota, Florida (May, 2006).
- "Move San Diego's Independent Transit Study: A Leadership Challenge for San Diego." Presentation to the Policy Board of the Burnham-Moores Center for Real Estate, University of San Diego (January, 2006).
- "Effective Transportation Systems and Regional Quality of Life: Making the Connection." Presentation to the Imperial Valley Economic Development Summit, El Centro, California (January, 2006).
- "Bus Rapid Transit for Delhi: Strategies for Effective System Design." Presentation to the Delhi Bus Rapid Transit Workshop, New Delhi, India (December, 2005)
- "Improving Transit Planning: Lessons for San Diego." Presentation to the SANDAG Independent Transit Planning Review's Peer Review Panel, San Diego (November, 2005).
- "Trends in Bus Rapid Transit: The Challenge for San Diego." Presentation to the North County Leadership Forum, San Diego (November, 2005).
- "The Big Picture: A Market-Focused Approach to Transit and Regional Goals." Presentation to Korean Highway Planners Program, University of California, San Diego (November, 2005).
- "Bus Rapid Transit: Global Principles for Effective Design." Presentation to the Dulles Corridor BRT Workshop, McLean, Virginia (October, 2005).
- "Transportation Innovations in Australia: Lessons for the U.S." Presentation given to the Highway Development Association, San Diego (October, 2005).
- "Market Segmentation as a Tool for Improving the Planning and Delivery of Public Transport Services: Lessons from the U.S." Presentation/seminar given to the Institute for Transportation and Logistics Studies, University of Sydney, Sydney, New South Wales, Australia (October 2005).
- "Great Moments in Transit-Oriented Development: A Brief Overview of the State of the Practice." Keynote presentation to the conference on Emerging Futures: Smart Transport and Quality Design in Transit Oriented Development, Brisbane, Queensland, Australia (September, 2005); also delivered to workshops on Transit-Oriented Development at the Auckland Regional Council, Auckland, New Zealand (October, 2005) and the Ministry of the Environment, Wellington, New Zealand (October, 2005).
- "What Do Women Want? Integrating Market Research into Transit Systems Development." Keynote presentation to the Smart Urban Transport 2005 Conference, Brisbane, Queensland, Australia (September, 2005).
- "When the Public Doesn't Participate: Using Time-Frame Analysis for Broader Public Input and Coalition-Building for Transit-Supportive Urban Development." Presentation on the panel on Regional Decision-Making, Rail~Volution Conference, Salt Lake City, Utah (September, 2005).
- "Effective Transit Systems and Regional Quality of Life: Lessons from Across the World." Presentation to the University of the Third Age, University of San Diego (July, 2005).
- "Market-Focused Transit : A Strategic Framework for the Design of Effective Transit Systems." Presentation to senior management of the Hartline Regional Transit Agency, Tampa, Florida (March, 2005).

- “The Big Picture: A Market-Focused Approach to Bus Rapid Transit and Regional Goals.” Presentation to the National Transit Institute’s Workshop on Bus Rapid Transit, Reno, Nevada (March, 2005).
- “Addressing Environmental Justice: Is Demographic Segmentation Sufficient?” Presentation to the Task Force on Environmental Justice in Transportation at the 84th Annual Meeting of the Transportation Research Board, Washington, D.C. (January, 2005).
- “It’s About Time: Improving Transit Planning in San Diego.” Presentation to the Community External Advisory Liaison Committee, District 11, California Department of Transportation (Caltrans), San Diego (November, 2004); the San Diego Executive’s Association (April, 2005); and the San Diego Community Planning Groups COMPACT committee (August, 2005).
- “Attracting New Transit Riders: The Role of Market Research and Market Strategy.” Presentation to senior management and staff of Tri-Met regional transit agency, Portland, Oregon (October, 2004).
- “In Search of the Breakthrough: Strategies for Effective Transit Systems Design.” Presentation to Rail~Volution conference, Los Angeles, California (September, 2004).
- “Targeting the Choice Market: What Really Improves Transit Ridership.” Presentation to the Rail~Volution conference, Los Angeles, California (September, 2004).
- “It’s About Time: The Failure of Transit Planning in San Diego and What Can Be Done About It.” Presentation to the Old Mission Rotary Club, San Diego (November, 2004) and the Torrey Pines Rotary Club, San Diego (August, 2004). Also given to the County of San Diego’s Science Advisory Committee (May, 2004); the San Diego Public Library’s Smart Growth Panel (March, 2004); and the Spirit of the Land Conference at San Diego State University (February, 2004).
- “Smart Growth, Smarter Transit: What Really Improves Transit Ridership.” Presentation to the League of California Cities, Orange County Chapter (April, 2004). Also given to the 3rd Annual New Partners for Smart Growth Conference, Portland, Oregon (January, 2004).
- “Breaking Through Regional Logjams in Transportation and Urban Development: The Role of Strategic Planning.” Presentation to the San Diego chapter of the Association for Strategic Planning (April, 2004).
- “Designing Effective Transit: A Framework for Strategic Planning.” Presentation to the National Transit Institute’s Workshops on Bus Rapid Transit: Baton Rouge, Louisiana (February, 2004); Tampa, Florida (June, 2004); Boulder, Colorado (November, 2003); Sacramento, California (July, 2003); Minneapolis, Minnesota (November, 2002); San Antonio, Texas (September, 2002); Phoenix, Arizona (May, 2002); New York, New York (November, 2001); and Atlanta, Georgia (October, 2001). Also given to Sierra Club-sponsored conference on the Future of Orange County, California (November, 2001).
- “Transit and San Diego’s Future: What We Need, What We’re Going to Get, and What We Can Do About It.” Presentation to the 8th Annual USD Real Estate Conference, University of San Diego (January, 2004).
- “Diseñando Transporte Público Efectivo” (Designing Effective Public Transit). Plenary keynote presentation to the XII Congreso Latinoamericano de Transporte Público y Urbano (Latin American Congress on Public and Urban Transportation), Bogotá, Colombia (October, 2003).
- “Building Public Transport Patronage.” Keynote paper presented to the 8th International Conference on Competition and Ownership in Land Passenger Transportation, Rio de Janeiro, Brazil (September, 2003).
- “Smart Choices for Growth and Transportation: The Strategic Role of Transit.” Presentation to the Sierra Club Orange County, San Clemente, California (September, 2003).
- “A Smart Growth-Friendly Transportation System: Principles for Transit System Design.” Presentation to the 2nd Annual New Partners for Smart Growth Conference, New Orleans, Louisiana (January, 2003) and the Local Government Commission’s “Planning and Building More Livable Communities Conference,” San Diego (June, 2003).

- “Designing Effective Transit: An Integrative Framework for Transit Systems Development.” Presentation to the Smart Urban Transport Conference, Sydney, Australia (May, 2003); Queensland Department of Transportation, Brisbane, Australia (June, 2003); Auckland Regional Council, Auckland, New Zealand (June, 2003), and the North Shore Council, Auckland, New Zealand (June, 2003).
- “Transit and Regional Growth: Strategies for Effective Solutions.” Presentation to LEAD San Diego (March, 2003).
- “Achieving a Breakthrough: Can Transit Really Make a Difference in San Diego?” Presentation to the San Diego City Council’s Land Use and Housing Committee (January, 2003).
- “Transit that Wins: A Market-Oriented Approach to Planning.” Presentation to the annual conference of the California Transit Association, Ontario, California (November, 2002).
- “Designing Effective Transit: A Framework for Strategic Planning.” Presentation to the National Transit Institute’s Workshops on Bus Rapid Transit: Minneapolis, Minnesota (November, 2002); San Antonio, Texas (September, 2002); Phoenix, Arizona (May, 2002); New York, New York (November, 2001); and Atlanta, Georgia (October, 2001). Also given to Sierra Club-sponsored conference on the Future of Orange County, California (November, 2001).
- “Transit and Urban Form: Challenging Planning Orthodoxies.” Presentation to the California state conference of the American Planning Association, San Diego (October, 2002).
- “Strategies for Sustainability: Transit and San Diego’s Future.” Presentation to the Program for Religious Leadership, San Diego State University (September, 2002).
- “The 2030 Regional Transportation Plan: The Good, the Bad, and the Ugly.” Presentation to Citizens Coordinate for Century 3 (C-3) (August, 2002).
- “Achieving a Breakthrough: Can Transit Really Make a Difference in San Diego?” Presentation to the La Jolla Town Council (August, 2002).
- “Our Traffic Mess: Is It or Is It Not Hopeless?” Presentation to the San Diego Yacht Club (August, 2002).
- “Achieving Breakthrough Service: The Challenge for Transit Planning in San Diego.” Presentation to the Urban Land Institute San Diego Chapter (July, 2002)
- “Integrating Transit and Highways: A Strategic Approach.” Presentation to the California Department of Transportation (Caltrans) District Directors Conference (July, 2002).
- “Parkway Improvement Plan: Potential Integration with Transit.” Presentation to the Rancho Santa Fe Public Affairs Council (May, 2002).
- “Designing Effective Transit: Getting Smarter about Smart Growth.” Presentation to the Mayor’s Workshop, City of Huntington Beach, California (April, 2002); and to the National Wildlife Foundation’s conference on “Smart Growth for Californians and Wildlife: A Call To Action” (May, 2001).
- “Toward a More Effective Transit System in Metro Atlanta: Exploring the Flex Trolley Concept.” Presentation to the Atlanta Regional Commission (April, 2002).
- “A World Class Transit System: A Framework for Effective Planning.” Presentation to the American Planning Association San Diego County Chapter (March, 2002).
- “Designing Effective Transit Systems.” Presentation to the Metro Atlanta Chamber of Commerce (October, 2001).
- “Transportation Solutions for San Diego County.” Presentation to the San Diego North County League of Women Voters (September 2001).
- “Transit and Land Use for San Diego County: Aiming for a Higher Quality of Life.” Presentation to the General Plan Update committees for the County of San Diego (June, 2001).

- “A World Class Transit System: The City of Villages and the Development of a Surface Metro System in San Diego.” Presentation to the Community Planning Chairs, City of San Diego (June, 2001).
- “Seizing the Opportunity: Redefining Service to the Mid-Coast.” Presentation to the San Diego County Building Industry Association (May, 2001); University City Town Council (May, 2001), and City of San Diego Mayor’s Strike Force on Freeway Congestion (May, 2001).
- “Transit and San Diego’s Future: Building a City of Villages.” Presentation to the San Diego chapter of the American Bar Association (May, 2001).
- “Transit and the County: Solutions Outside the Box.” Presentation to the General Plan Update committees for the County of San Diego (May, 2001).
- “The Future of Transit: Issues and Opportunities.” Presentation to the San Diego Highway Development Association (May, 2001).
- “Here We Grow Again.” Presentation to the City of San Diego’s Environmental Task Force (May, 2001).
- “Designing Effective Transit Systems.” Presentation to the LEAP Atlanta Workshop, San Diego, California (May, 2001); and to the American Institute of Architects San Diego chapter Urban Design Committee (January, 2001).
- “Creating an Effective Transit System: The Challenge for San Diego.” Presentation to the San Diego Lion’s Club (April, 2001).
- “Riverside County: A Strategy for Transit Development.” Presentation to the San Diego chapter of the Women’s Transportation Seminar (March, 2001).
- “Transit Solutions for San Diego County: Lessons Learned Outside the Box.” Presentation to the Rancho Santa Fe Public Affairs Council (December, 2000).
- “El transporte público: Soluciones estratégicas para la región.” Presentation to Tijuana Trabaja and the Consejo de Desarrollo Económico de Tijuana (December, 2000).
- “Building a Transit System for Everyone: Lessons Learned Outside the Box.” Presentation to the Torrey Pines Rotary Club (November, 2000), and to the San Diego Dialogue regional forum (October, 2000).
- “Making Transit Relevant: Lessons from Other Cities.” Presentation to the North County Economic Development Corporation’s North County Transportation Forum (September, 2000).
- “The Future of Transportation in San Diego: Lessons from *TransitWorks San Diego*.” Presentation to the San Diego Association of Realtors (October, 2000).
- “The North County Connection: Exploring Transit Options.” Presentation to the North San Diego County American Institute of Architects (September 2000).
- “The Future of Transportation: Breaking Through to Stage III.” Presentation to the Institute of Transportation Engineers western region Annual Conference (June, 2000).
- “Planning for Regional Mobility: Putting Strategies into Practice.” Presentation to the San Diego County Association of Government’s Transportation Subcommittee (November, 1999).
- “Strategies for Regional Mobility: Lessons for the San Diego Region.” Presentation to the San Diego County chapter of the League of California Cities (October, 1999).
- “The Jobs/Housing Imbalance: The Mobility Connection.” Testimony to the California State Senate Hearing on Jobs/Housing Imbalance (October, 1999).
- *Strategic Planning for the MTDB: A Review of Best Practices and Lessons Learned.* Presentation and Report to the Board of Directors of the Metropolitan Transit Development Board (April, 1999).
- “Transportation and Quality of Life: Understanding the Double-Humped Curve.” Presentation on Panel on Smart Growth. San Diego Dialogue Plenary Session (January, 1999).

- *Central Coastal Transit Development Study: A Market-Focused Approach to Planning New Transit Services*. Report prepared for the North County Transit District and the Metropolitan Transit Development Board, San Diego (January, 1999).
- "Transportation is Destiny." Presentation on Panel on the Rural Heritage Watershed Initiative (October, 1998)
- "Building Transit Ridership: The Market-Focused Approach to Stage III Transit Planning." Presentation to the San Diego Transportation Management Association (September, 1997).
- *Service Strategies for the MTDB: A Market-Driven Approach to Developing and Pricing Transit Services*. Report presented to the Metropolitan Transit Development Board, San Diego (March, 1997).
- *Informe Final: Consultoría en Estudio de Resultados, Programa de Fortalecimiento de la Educación Técnico-Vocacional en República Dominicana (Final Report: Consultancy Studying the Results of the Program for Strengthening Technical-Vocational Education in the Dominican Republic)*. Report presented to FUNDAPEC, Dominican Republic (July, 1996).
- *Tren Urbano: Hacia una Estrategia de Mercadeo (Tren Urbano: Toward a Marketing Strategy)*. Presentation to the First National Transportation Conference, University of Puerto Rico, Rio Piedras, March, 1996.
- *Learning from San Diego: Lessons for Tren Urbano*. Research Study prepared for the Tren Urbano rail development project, San Juan, Puerto Rico (May, 1995).
- *Curso Intensivo de Computación Universitaria (Intensive Course in Computers in Universities)*. Training manual produced for the Benemérita Universidad Autónoma de Puebla, México (March, 1995).
- "Intelligent Transportation Systems as Information Technologies: The Contribution of a Neglected Perspective to Issues in Institutional Implementation." Research Paper prepared for ITS America (January, 1995).
- "Education for Employment in Latin America and the Caribbean: Perspectives for the World Bank." Research monograph. Washington, D.C.: The World Bank (October, 1995).
- "Demand Analysis for Nonformal Vocational Education Programs in Nicaragua." With Magali Gutiérrez and Sabina Cano (report to USAID, 1992).
- *Demanda potencial para programas de posgrado en la gerencia pública a nivel centroamericano (Potential Demand for Graduate Programs in Public Management in Central America)* (report and presentation to INCAE faculty, 1992).
- *Multisectoral Training Needs in Nicaragua*. With Ximena Barreto (report to USAID, 1991).
- *La situación en el golfo: análisis político de la crisis (The Situation in the Gulf: A Political Analysis of the Crisis)* (public presentation given in San Salvador, El Salvador, January, 1991).
- *Educational Reform in Latin America: Myths and Realities*. Talk given at Harvard University's International Education Forum (April, 1989).
- *IEES Communiqué*, a periodical journal on international educational policy reform (Tallahassee, Florida: Learning Systems Institute, 1986–87).