Alan S. Hoffman
CITY PLANNER
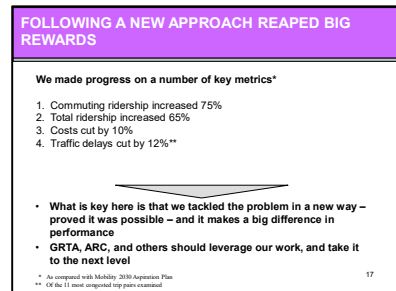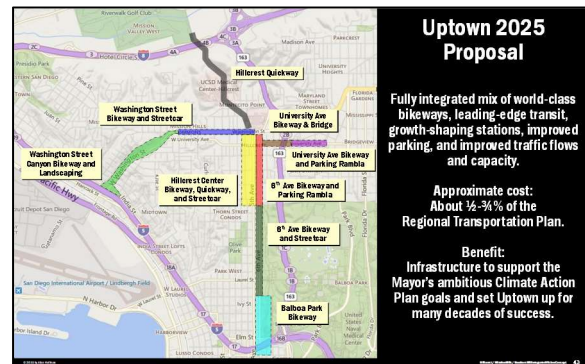
SKILLS AND COMPETENCIES

- Expert in urban markets, market research, and marketing strategy.
- Expert in devising measurable solutions to wicked planning problems employing creative and "out-of-the-box" problem solving skills.
- Exceptional team-building and collaborative skills.
- Broad base of international experience.
- Unassailable ethics and commitment to high standards.
- Strong commitment to community participation and community concerns; multicultural and multilingual.
- World-class presentation, speaking, and writing skills. Expert in MS Office.

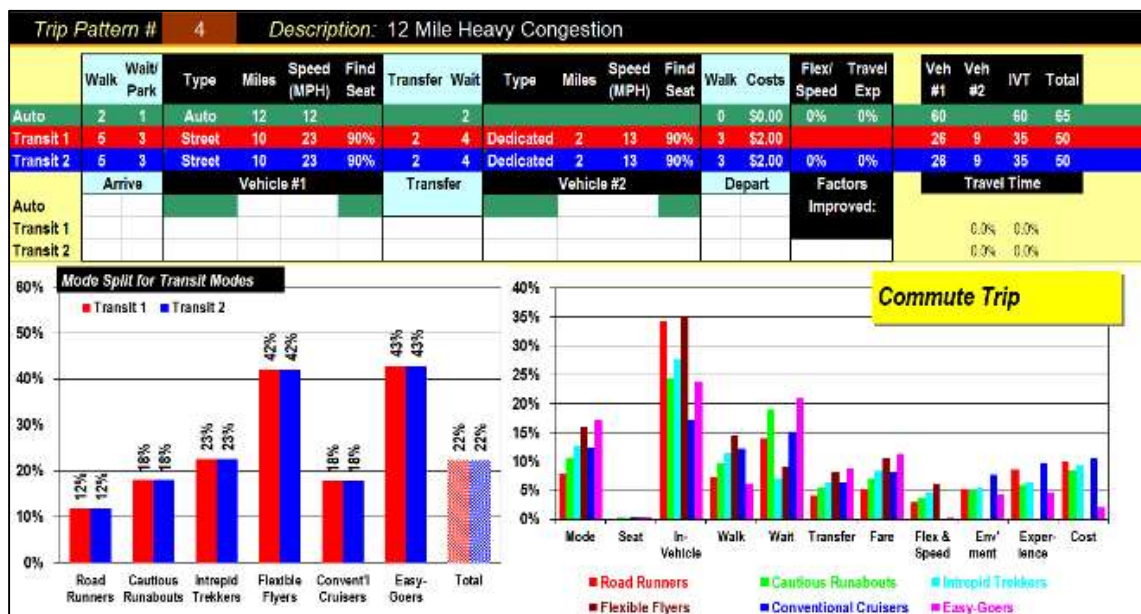### Expert in urban markets, market research, and marketing strategy.

- **Depth of understanding**. My graduate thesis at MIT—"Toward a Positioning Strategy for Transit Services in Metropolitan San Juan: An Initial Typology of Public Perception of Transportation Choices"—was a deep study of how residents of San Juan, Puerto Rico, understood and valued their transportation-related choices. Though a purely qualitative study, it was methodologically rigorous and produced actionable findings, earning it the highest grade for a thesis at MIT. It became an ongoing assigned reading at MIT for a decade, an unusual achievement for a thesis.

- **Experience and insight.** I was involved in three of the major transit market research studies conducted nationwide over the past two decades (San Diego, Atlanta, and Las Vegas), and was a panelist at the Transportation Research Board annual conference speaking on market segmentation in transit planning.

- **Originality of formal research.** I conducted original research under the "Ideas Deserving Exploratory Analysis" (IDEA) program of the Transportation Cooperative Research Board exploring how to create transit services that would attract the "mode choice" market. I developed a technique of "mobility mapping" that gives significant insight into the performance of both transportation and land use choices.

- **Teaching research skills.** I teach a senior-level course (PA 420) on Research Methods in City Planning at San Diego State University.

- **Advanced survey methodologies.** While serving on the faculty of the INCAE (Central American Institute of Business Administration) Business School, I was known as the "Survey King of Central America." I developed a methodology, using cascading spread sheets, of giving a detailed survey to a large group of workshop participants and preparing the fully analyzed and graphed results within one hour.

- **Breadth of training.** Graduate training in both quantitative and qualitative (ethnographic) research at Harvard and MIT.

Expert in devising measurable solutions to wicked planning problems

- **Understanding linkages.** Work for San Diego's Uptown Community demonstrated how an integrated approach to more intelligent transportation infrastructure can provide notable and measurable improvement and create the ability to absorb new development intensities; no other proposal came even remotely close.

- **Doubling effectiveness.** For the Metro Atlanta region, demonstrated how a smarter strategy for transit could double return on investment, significantly reduce road congestion, and save Atlanta nearly $2 billion, according to an independent technical analysis conducted by URS.

- **Applying market insights.** For Sarasota County, Florida, aided them increase transit ridership by 50% in just three years in a place where many did not think it possible by focusing on creating value for potential and existing riders.
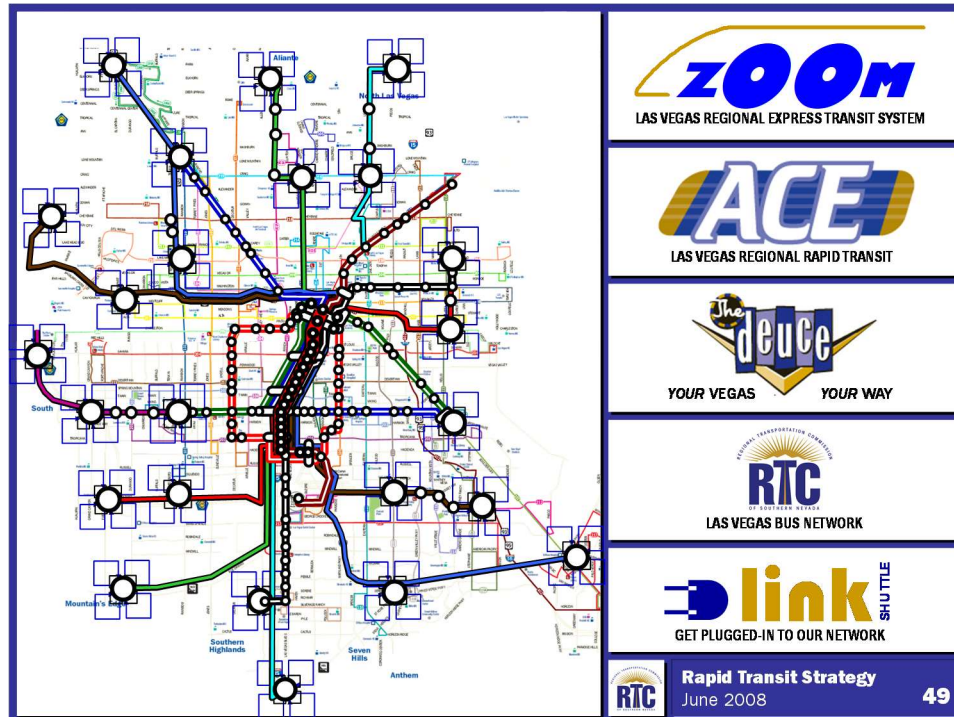

Innovative and analytically rigorous.

- **Deep insight.** For San Diego's MTDB, developed a sophisticated sketch modeling tool that integrated six different demand models with nearly a dozen variables into a planning tool that demonstrated the relative importance of different variables on outcomes.

- **Making the implicit explicit.** Under a research grant from the Federal Government, developed a methodology for analyzing the mobility impacts of land use and transportation development choices.

Exceptional team-building and collaborative skills.

- **Consensus building.** For the Regional Transportation Commission of Southern Nevada, devised their formally-adopted, highly innovative long-range transit plan by building internal teams within the RTC and building unanimous consensus within the organization.

Broad base of international experience.

- **Planning adviser.** Advised on transit projects in New Delhi, India, and Tijuana, Mexico.
- **Infrastructure studies.** Conducted planning study for Busway expansion in Brisbane, Australia, leading to changes in recommended alignment and station location. Conducted options analysis for a commuter rail corridor in Auckland, New Zealand.
- **Teaching/presenting.** Taught/presented classes, seminars, workshops, and/or presentations in India, Australia, New Zealand, all over Canada, Mexico, Colombia, Brazil, and Puerto Rico.
- **Additional international experience.** As a former professor at the Central American Institute of Business Administration (INCAE Business School) and advisor to the World Bank, the Inter-American Development Bank, USAID, and INCRE, taught, consulted, or conducted research in Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, the Dominican Republic, Argentina, and Botswana.

Unassailable ethics.

- **Resignation point.** I have willingly given up contracts where I was asked to collude with unethical planning practices.
- **Teaching ethics.** I include discussions of professional ethics in my courses.

Strong commitment to community participation and community concerns.

- **Successful collaboration.** Working for the Mid-City Community Parking District, developed a pilot program for head-in (perpendicular) parking in the City of San Diego, worked with the community to gain support and turn opponents into supporters, and successfully led to the adoption of a head-in parking standard for the City, now widely implemented.

World-class presentation, speaking, and writing skills.

- **Keynote speaker.** In addition to my experience teaching at both undergraduate and graduate level, I have been the keynote speaker at conferences and workshops around the world, including India, Australia, New Zealand, Canada, Mexico, Puerto Rico, Colombia, and Brazil, in addition to many US states. Nationally-syndicated columnist and author Richard Louv named me "The Prince of PowerPoint." I am especially effective at communicating complex ideas so that people can easily understand them.
- **Published author.** My article for Mass Transit Magazine on the Quickway Model was, according to the publisher, one of the top three most-downloaded articles from that magazine.