

JAMIE A. COCHRAN, AICP

SENIOR VICE PRESIDENT OF TRANSPORTATION PLANNING

GRESHAM, SMITH AND PARTNERS

ATLANTA, GEORGIA

Experience

Ms. Cochran has more than 35 years of experience in community, regional and statewide planning, policy planning, transportation programs, public management, finance and visioning, citizen and stakeholder involvement programs. She has served in the public sector for more than 18 years and has served as a consultant for numerous public- and private-sector clients. Her project experience includes:

Public Transit Planning and Management

- Osceola County Transit Study, Osceola County, Florida (scheduled to start in June 2009) --Public Involvement Task Leader and Project Director. Responsible for developing public outreach and stakeholder coordination strategies associated with creating a countywide plan for improved transit services in the county. Responsible for quality assurance/quality control and assignment of appropriate corporate resources for the effort.
- Transit System Implementation, City of Hinesville, Georgia--Project Manager. Responsible for developing and implementing actions necessary to launch a new bus transit service within the cities of Hinesville, Flemington and Ft. Stewart in Liberty County. Activities include development of federal transit grant documents, preparation of Transit Service Delivery Request for Proposal, evaluation of transit proposals, development and implementation of marketing, passenger amenities, local government coordination, Metropolitan Planning Organization coordination and service monitoring/reporting programs.
- Atlanta Regional Commission Downtown-Midtown Bus Circulation Study, Atlanta, Georgia--Task Leader for Data Analysis and Public Involvement. Responsible for the technical work associated with several data collection efforts aimed at understanding the issues surrounding the use of streets by express bus vehicles (over-the-road coaches) in downtown and midtown Atlanta. Data analysis tasks included developing survey instruments, training and overseeing field data collectors and data compilation and analysis of rail station area surveys, an on-line community survey and a survey of express bus riders across the region. Also responsible for preparing public informational materials for public involvement events and coordination with ten important public- and private-stakeholder groups.
- Cherokee County Public Transportation Needs Study, Cherokee County, Georgia--Task Leader for Needs Assessment and Public Involvement. Responsible for assessing the current and future needs for express (intercounty) and local public transportation and paratransit services in Cherokee County, a rapidly growing county in the Greater Atlanta region. Also responsible for the planning and implementation of public workshops throughout the project to obtain citizen and stakeholder input.
- Cherokee County Vanpool Program Grant Assistance, Cherokee County, Georgia--Project Manager. Provided technical assistance to a start-up countywide vanpool program for a rapidly growing suburban county in the Metro Atlanta region. Developed Request for Proposal and proposal evaluation documents for contracted vanpool program services. Assisted with preparing federal transit grant documents for the new system.
- Downtown Birmingham Transit Study, Regional Planning Commission of Greater Birmingham, Alabama--Project Manager. Responsible for conducting an analysis of the existing organizational framework for delivering public transit services in the Birmingham region as well as identifying options for modifying the framework to create a more regional approach to transit. Analysis included

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numerous community leader interviews, a literature review of best practices and a listing of recommendations for improving the institutional framework for transit.

- General Planning Consultant, Hillsborough Area Regional Transit Authority, Tampa, Florida--Task Leader. Responsible for miscellaneous technical assistance in the areas of transit and Intelligent Transportation System grants, air quality impact analysis of proposed transit projects and other related tasks.
- Development of Grant Application Process and Procedures and Training Manual for Municipal Transit Services, Commonwealth of Puerto Rico, San Juan, Puerto Rico--Task Leader. Responsible for creating a new grant application manual and training materials for the government of Puerto Rico to use in training representatives of local transit operators requesting transit capital grant funds.
- Gold Coast Commuter Services, Florida Department of Transportation, District 6, Ft. Lauderdale, Florida--Department Head. Responsible for the start-up of the first regional rideshare (carpool and vanpool) program for Southeast Florida, including Dade, Broward and Palm Beach Counties. Program was initiated as part of a regional effort to provide commute alternatives during the major reconstruction of the I-95 corridor through the three counties. Responsibilities included budget preparation, stakeholder coordination, marketing visits to potential employers/sponsors, oversight of contracted services, coordination with Metropolitan Planning Organization and transit operations in the tri-county region.
- Georgia Regional Transportation Authority Regional Vanpool Initiative, Atlanta, Georgia--Chief Program Officer/Director of Planning. Responsible for developing a concept for launching a 13-county vanpool initiative for Metro Atlanta to address air quality initiatives in 2000. Responsibilities included coordination with the Metropolitan Planning Organization, Georgia Department of Transportation, transportation management associations and others involved in rideshare operations in the region, federal transit grant development and preparation of a Request for Proposal for contracted vanpool services.
- Commuter Transportation Study, Jacksonville Transportation Authority, St. Johns County, Florida--Project Manager. Responsible for the technical analysis and project management of a comprehensive countywide study of commuter transportation options to link the coastal St. Johns County area with Jacksonville, including a project funding analysis. About one third of the county's residents commute to Jacksonville/Duval County, approximately 30 miles away. Project resulted in express bus routes and park-and-ride facility improvements being implemented to serve the needs.
- Management of Express Intercity Bus Services, Florida Department of Transportation (FDOT), District 4, Ft. Lauderdale, Florida--FDOT Project Manager. Responsible for the oversight of a contracted commuter bus operation between Southwest Broward County and the Miami International Airport area, including service marketing.

Regional and Metropolitan Planning

- Metro Atlanta Long-Range Planning Support Services, Atlanta Regional Commission, Atlanta, Georgia--Task Leader. Responsible for conducting a peer region survey on metropolitan regional visioning activities in the US as well as the development of a work plan for a regional visioning process for Metro Atlanta to begin in 2008. Developed a conceptual framework for more closely integrating transportation and land use into Metro Atlanta's overall regional planning, including development of process improvements incorporating discussions with in-house staff, regional leaders, technical experts and local governments.
- Metro Atlanta Transportation Investment Study, Georgia Department of Transportation and Atlanta Regional Commission--Task Leader. Responsible for researching the practices of eight metropolitan

regions with respect to their planning processes and procedures for selecting and prioritizing transportation projects and making investment decisions.

- Development of Regional Performance Measures, Georgia Regional Transportation Authority, Atlanta, Georgia--Task Leader. Responsible for directing the work of a technical team focused on establishing a comprehensive set of new regional performance measures to assess the Greater Atlanta region's progress in meeting air quality, mobility and growth management goals.
- Regional Taxi Study - Phase I, Atlanta, Georgia--Project Manager. Responsible for overseeing an inventory and assessment of all taxi facilities at rapid rail stations in the Greater Atlanta area. Project included a review of state and local ordinances related to taxi transportation and recommendations for improving the transit-taxi interface in station areas.
- Area of Influence Analyses, Various Developments of Regional Impact for Private Development Companies in the Metro Atlanta Region--Task Leader. Responsible for the technical analysis associated with examining the jobs/housing balance for proposed major residential, commercial, industrial and mixed-use projects located in the 13-county Metro Atlanta region in conformance with regionally established procedures. Among the projects were Serenbe (Chattahoochee-Hill Country), Lakes of Holly Springs (Cherokee County), Douglas Hill Industrial Park (Douglas County) and Global Forum (Gwinnett County).
- I-95/I-595 Multimodal Master Plan, Broward and Palm Beach Counties, Florida Department of Transportation, District 4, Ft. Lauderdale, Florida--Alternatives Analysis and Public Involvement Task Leader. Responsible for managing the evaluation of ten multimodal transportation scenarios involving freeway, interchange, arterial, bus transit, rail transit and traffic operational elements for a 67-mile interstate highway corridor in Southeast Florida. Also responsible for managing the public involvement and stakeholder coordination program involving more than 70 community groups and agencies.
- I-4 Multimodal Master Plan, Transit Bridge Study, Florida Department of Transportation, District 5, Orlando, Florida--Project Manager. Responsible for the technical coordination of the rail and bus transit element for an interstate highway major investment study involving extensive highway, interchange and transit improvements. Study area extended approximately 70 miles through Central Florida (Volusia, Seminole, Orange and Osceola Counties).
- Metropolitan Dade County 2020 Long-Range Transportation Plan, Metro-Dade Metropolitan Planning Organization, Miami, Florida--Project Manager. Responsible for the management and public involvement coordination for the update of the region's transportation plan, including population and employment projections, multimodal alternatives definition and evaluation and plan recommendations for roadway, transit, bicycle and pedestrian improvements.

Transportation Funding and Program Management

- Preparation of Section 5307 Transit Grant Document, City of Hinesville, Georgia--Project Manager. Responsible for the preparation of transit grant documents, including supporting information for the environmental analysis (Categorical Exclusion) for a new transit system in Liberty County, Georgia.
- Evaluation of Section 5307 Policy for Metro Atlanta Region--Task Leader. Responsible for conducting a peer analysis of 10 peer regions concerning the process and procedure for allocating federal Section 5307 funds among various public transit organizations compared to the methodology used by the Atlanta Regional Commission.
- Catalog of Funding Sources, Hillsborough Area Regional Transportation Authority, Tampa, Florida--Project Manager. Responsible for the technical analysis and project management of the development of a detailed catalog of more than 60 federal, state, regional, local and private funding

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sources to improve mobility in the Greater Tampa Bay area, including road, bus transit, rail transit, bicycle, pedestrian, transportation demand management and intermodal improvements.

- Transportation Program Management, Florida Department of Transportation, District 5, Ft. Lauderdale, Florida. Responsible for the development and financial management of the district's \$1.6 billion Five-Year Work Program of highway, bridge and public transportation projects. Handled staff management and provided technical assistance on transportation financing issues to local governments and metropolitan planning organizations. Directed program analysis, budget preparation and monitoring activities. Responsible for intergovernmental contracts, professional services agreements and minor construction contracts (under \$1 million) and other procurement activities.
- Transportation Equity Analyses, Florida Department of Transportation, District 4, Ft. Lauderdale, Florida. Responsible for analyzing the historic distribution of federal and state transportation funding to certain political jurisdictions. Work included assessing the fairness of the distributions according to standards established in the Florida Administrative Code.
- Development of Transportation Joint Participation Agreements. Responsible for developing initial drafts of project funding agreements between Florida Department of Transportation (FDOT) and local jurisdictions in FDOT, District 4, including coordination with FDOT attorneys and local government project sponsors.
- Training Manual and Presentation on "The Legislator's Guide to the Florida Department of Transportation (FDOT) Work Program." Responsible for developing a training manual aimed at non-transportation professionals involved in the legislative process. Delivered training sessions for aides of elected officials and FDOT personnel on the fundamentals of FDOT's program development, project selection and funding processes.

Freight Planning

- Atlanta Regional Truck Study, Georgia Department of Transportation, Atlanta, Georgia--Deputy Project Manager. Involved an assessment of current and future truck travel conditions in the 13-county region. Responsible for the technical work associated with a literature survey of truck travel strategies used in the US, a peer region analysis, three regional data collection efforts (origin/destination, establishment and congestion observations), the identification and evaluation of more than 100 strategies to address the impacts of truck operations and an implementation program for selected strategies.
- Georgia Statewide Truck Lane Needs Study--Task Leader for Public Involvement. Responsible for developing and carrying out a comprehensive public involvement and stakeholder outreach effort to identify the opportunities for planning and constructing truck-only lanes Georgia. Effort required identifying private-sector stakeholders from across Georgia and facilitating committee meetings to obtain consensus on potential public policies affecting truck lanes.

Local Government Plans

- Comprehensive Transportation Plan, Wayne County, Georgia--Project Manager. Responsible for the development of a multimodal countywide transportation plan funded by the Georgia Department of Transportation (GDOT) and Wayne County. Project included working closely with a Project Advisory Panel of local, regional and state-level stakeholders, identifying the short-range and long-term mobility needs, assessing a range of options for improving the various transportation modes (roads, transit, sidewalks, truck movement, etc.), identifying the financial requirements for plan implementation and developing a prioritized list of transportation system improvements and supporting land use and other policies for plan implementation.

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- Comprehensive Transportation Plan in Coordination with the County/Cities Comprehensive Plan, Paulding County, Georgia--Project Manager. Responsible for the management of a consolidated multimodal transportation plan for Paulding County, Georgia, one of the fastest growing counties in the US, including the cities of Dallas, Hiram and Braswell. Includes an analysis of existing and future land-use and transportation conditions, development and assessment of two transportation/land-use scenarios, corridor concepts for two priority corridors, a financial and implementation element and extensive public outreach program.
- Comprehensive Transportation Plan (CTP) in Coordination with the County/Cities Comprehensive Plan, Henry County, Georgia--Project Manager. Responsible for the management of a consolidated multimodal transportation plan for Henry County, Georgia, the fifth fastest growing county in the US, including the cities of McDonough, Stockbridge, Locust Grove and Hampton. Includes an analysis of existing and future land-use and transportation conditions, a Shared Agenda Workshop and Peer County Panel, development and assessment of five transportation/land-use scenarios, corridor concepts for priority corridors, an element to address institutional issues for better transportation and land-use planning, a financial and implementation element and extensive public outreach program. CTP is being integrated into the first consolidated County/City Comprehensive Plan.
- Alcova Drive Corridor Study, City of Social Circle, Georgia--Project Manager. Responsible for conducting an analysis of potential strategies to provide an alternative route to school facilities located along Alcova Drive in the City of Social Circle. Project included data collection and analysis of multimodal transportation circulation issues, potential options for improving road connectivity, public involvement and coordination with stakeholders and cost estimation.
- Various Plan Elements, Comprehensive Plan Evaluation and Assessment Reports, Cities of Pompano Beach, North Miami Beach, Wilton Manors, Coral Springs and Davie, Florida--Project Manager. Responsible for various elements of comprehensive plans.

Public Involvement and Stakeholder Programs

- Regional Plan Charrette, Atlanta Regional Commission (ARC)--Task Leader. Responsible for developing a plan for bringing together the various groups within the ARC organization to strategize on how to more closely integrate transportation and land-use planning in upcoming regional plan revisions. Process involved facilitating several large groups and debriefing with the ARC management. Approach was modified for use with other ARC-related groups.
- Liberty County Elected Officials Retreat, Liberty County, Georgia--Facilitator. Responsible for facilitating and documenting discussion sessions for all elected officials (city and county) in Liberty County, Georgia related to various aspects of the County/Cities' Comprehensive Plan. Topic areas included transportation and mobility, land use, natural and historical features, environmental preservation, economic development and housing.
- Georgia Regional Transportation Authority Policy Council and Citizens Academy, Atlanta, Georgia--Director of Planning. Responsible for organizational development, work plan and implementation of broad-based citizen and stakeholder involvement program involving 200 individuals working on transportation, land-use and environmental issues in the Atlanta region.
- I-95/I-595 Multimodal Master Plan, Florida Department of Transportation, District 4, Ft. Lauderdale, Florida--Public Involvement Task Leader. Responsible for managing the public involvement and stakeholder coordination program for the creation of a multimodal (interstate highway, arterial, ITS, bus transit and rail transit) master plan for a 70-mile corridor in Southeast Florida.

Land-Use and Transportation Coordination

- Subregional Planning Initiative, Houston-Galveston Area Council, Houston, Texas--Project Manager. Responsible for the development of multiple subregion plans for key sectors of Metropolitan Houston intended to more closely integrate local land-use and development plans with regional- and state-level transportation plans. Project also includes the development of a user-friendly website containing information on the best practices for multimodal mobility planning, land use and development, sustainable/green communities and environmental protection. Project included a complex effort to engage local and regional stakeholders into a new planning process that will facilitate transportation project identification, priority-setting and project implementation.
- Integration of Transportation and Land-Use Strategies, Henry County, Georgia--Project Manager. Responsible for developing a set of land-use and transportation policies to better integrate land planning and mobility planning in one of the fastest growing counties in the US. Policies were incorporated into a countywide consolidated transportation plan for Henry County and its four municipalities, the Cities of McDonough, Stockbridge, Locust Grove and Hampton. The Plan was adopted by Henry County in September, 2008.
- Land-Use Strategy Development and Implementation, Joint Atlanta Regional Commission/Georgia Regional Transportation Authority, Atlanta, Georgia--Program Manager. Served as technical liaison to the Atlanta Regional Commission in implementing a number of regional initiatives within the 13-county region to strengthen the integration of land-use and development policies with regional transportation planning processes in Greater Atlanta.
- Multimodal Transportation Plan for Banks, Franklin and Jackson Counties, Georgia Department of Transportation, Atlanta, Georgia--Subconsultant Task Leader. Responsible for the project elements involving Land Development and Corridor Management and Non-Highway Systems for a three-county region in Northeast Georgia. The area is experiencing rapidly increasing population and economic growth due to its location in the I-85 corridor. The tasks included identifying strategies for achieving better coordination of land-use and transportation decisions and development of alternative forms of transportation, including public transit, pedestrian, bicycle and trail systems.
- Multimodal Quality of Service Project, Florida Department of Transportation, Tallahassee, Florida--Project Manager. Responsible for managing the budget, schedule and staffing as well as the technical analysis for a research-oriented project to develop a new set of areawide quality-of-service measures for auto, bicycle, pedestrian and transit modes in multimodal districts.

Small Area/Redevelopment Plans

- SR 436-SR 50 Area Redevelopment Plan, Orlando, Florida--Project Manager. Responsible for the development of a strategic development plan for a four-square-mile area of Orange County located adjacent to a new major interchange at two of the region's most important arteries. The plan included a wide range of public involvement activities, including community meetings, a three-part design charrette and community input sessions at local gathering spots. The plan assessed community needs from the standpoints of land use, development and redevelopment, environmental protection and multimodal transportation. Three scenarios, including a Sustainability Focus concept, were defined and evaluated. The final Area Redevelopment Plan included a financial element outlining the public- and private-sector costs for implementing the plan as well as public policies that should guide the Plan implementation.
- Historic Downtown Transit Greenway Plan, City of St. Augustine, Florida--Project Manager. Responsible for the budget, staffing and schedule management, technical transportation, land-use and parking analysis, client and stakeholder coordination and public involvement program. Plan created a walkable, transit-friendly downtown concept, including the development of parking

strategies to manage a visitor population of about three million people annually and the convergence of three major state-owned highways located at the edge of the historic downtown.

- Downtown Redevelopment Plan, City of Hinesville, Georgia--Mobility and Circulation Task Leader. Responsible for the assessment of existing and future conditions, transportation improvement concepts involving automobile, bike, pedestrian, transit and parking improvements and implementation programming for a 1,600-acre study area, including the city's downtown, the US 84 corridor and areas adjacent to Fort Stewart.
- South Rome Redevelopment Master Plan, City of Rome, Floyd County, Georgia--Task Leader. Responsible for the Transportation and Mobility Element to support a range of redevelopment strategies for an historic area. Transportation analysis encompassed improving mobility within an area with a very constrained transportation network. Implementation program included land-use and development strategies, a roadway/intersection realignment, new roads and bridges, transit and paratransit services, bicycle/pedestrian/trail networks, truck routing and rail/highway grade interfaces.

Institutional and Management Studies

- Operational Review of the Transportation Department, City of Roswell, Georgia--Project Manager. Detailed operational review of the planning, capital projects, construction engineering, traffic management, operations and maintenance functions within Metro Atlanta's second largest municipality. Project resulted in an implementation program for human capital management, technology and process improvements and a performance management system ("scorecards") for the organizations.
- Concepts for Reorganizing, Public Transportation Office, Florida Department of Transportation, District 5, Orlando, Florida--Project Manager. Responsible for the technical analysis of organizational and performance issues relating to the office, including interviewing managers and employees, reviewing standard operating procedures and examining performance data. Provided several concepts for reorganizing the functional relationships within the office as well as roles and responsibilities of some positions to address management objectives.

Peer Analyses

- Peer Analysis of Regional Visioning Programs, Atlanta Regional Commission, Atlanta, Georgia--Task Leader. Responsible for conducting the technical work associated with a review of metropolitan regional visioning programs throughout the US, including a proposed work plan for launching a regional visioning program for the 20-county Metro Atlanta region in 2008.
- Regional Processes and Practices in Transportation Investment Decisions, Atlanta Regional Commission and Georgia Department of Transportation Atlanta, Georgia--Task Leader. Responsible for researching the policies, processes, practices and criteria for transportation project selection and programming by metropolitan regions in the US.
- Evaluation of Section 5307 Transit Assistance Policy of the Atlanta Regional Commission, Atlanta, Georgia--Task Leader. Responsible for the technical work associated with conducting a peer study of about eight metropolitan regions in the US and their practices for allocating and distributing Federal Transit Administration Section 5307 funding.
- Best Practices of State Departments of Transportation in Consultant Management, Georgia Department of Transportation (GDOT), Atlanta, Georgia--Task Leader. Responsible for the technical work associated with a peer study of 12 DOTs and their policies, procedures and practices for hiring and managing consultants. Focus areas included Department of Transportation Project Manager training and development, consultant program management techniques, consultant firm evaluation

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and related topics. Task was part of a larger research effort conducted by the Georgia Institute of Technology to develop process engineering improvements for the GDOT.

Development Regulations

- Downtown Redevelopment Plan, Downtown Overlay District, City of Hinesville, Georgia--Task Leader. Responsible for developing an overlay district ordinance for implementing the city's downtown redevelopment planning efforts in a 1,600-acre study area adjacent to Fort Stewart.
- Transportation-Related Development Regulations, City of Sunrise, Florida--Project Manager. Responsible for developing revised development regulations relating to the transportation aspects of the city's system, including road lane widths, sidewalks, driveway spacing, loading/unloading areas, truck routing and related provisions.
- Transportation-Related Development Regulations, Monroe County, Florida--Task Leader. Responsible for developing revised development regulations relating to the transportation aspects of the county's system, including road lane widths, sidewalks, driveway spacing, loading/unloading areas, truck routing and related provisions.

Bicycle, Pedestrian and Trail Planning

- Bicycle and Pedestrian Plan, Monroe County, Florida--Project Manager. Responsible for the team management, technical analysis, public involvement and client and stakeholder coordination activities to develop a countywide bicycle and pedestrian network throughout the Florida Keys.
- Greenways and Trails Plan, Brevard County Metropolitan Planning Organization, Melbourne, Florida--Subconsultant. Responsible for assisting in the identification of community needs for trails and greenways as part of a countywide plan. Assisted in community outreach efforts to identify potential locations where trails and greenways are needed and desired.

Professional Credentials

Master's in Public Administration, Harvard University, 1989

Bachelor of Arts in Housing/Certificate in Urban Planning, Florida State University, 1975

Member, American Institute of Certified Planners (No. 100728), 1985

Member, Institute of Transportation Engineers

Member, American Planning Association

Member, Georgia Planning Association

Member, National Governors' Association Smart Growth Task Force Staff

Special Credentials

Testimony before the U.S. Millennial Housing Commission (on behalf of the Georgia Regional Transportation Authority), 2001

Transportation Policy and Management Fellowship, Harvard University, 1988

Graduate, Atlanta Regional Commission - Regional Leadership Institute, 2002

Graduate, American Association of State Highway and Transportation Officials Leadership Academy, 1994

Awards

Merit Award - American Society of Landscape Architects, "South Rome Redevelopment Master Plan," 2004

Honorable Mention - Atlanta Regional Commission Creating Communities Award, "Henry County Comprehensive Plan/Comprehensive Transportation Plan Public Involvement Program"

Publications

Author, "*25 Things I Wish Someone Had Told Me When I Was a Young Professional*," Georgia Engineer, 2007

Co-author – "*Creating Great Places: Coordinating Land Use and Transportation in Georgia*" Georgia Engineer, 2007.

Co-author, "Best Practices for Consultant Management by State Departments of Transportation," Transportation Research Board Annual Meeting, January 2004

Co-author, "Developing Strategies for Managing Truck Travel on Atlanta's Interstate Highway System," Transportation Research Board Meeting, January 2003

Co-author, "Coordinating Social Service Transportation in Broward County, Florida," National Conference on Elderly and Handicapped Transportation, Sarasota, Florida, 1984 (co-author)