



## REQUEST FOR BOARD ACTION

ITEM NO. 23

**DATE OF MEETING:** July 5, 2016

**REQUESTED BY:** Melissa Long, Clerk to the Board

**SHORT TITLE:** Approval of Appointment to the Pender County Board of Adjustment.

**BACKGROUND:** The County Clerk advertises vacancies on boards, commissions, committees, task forces, etc. The County Clerk serves only clearinghouse functions with respect to the appointment process; no influence is exerted in this role. Commissioners are welcome to recruit applicants, or citizens may apply of their own free will.

Suzann Rhodes is applying to serve on the Board of Adjustment for the first time. Ms. Rhodes lives in Hampstead and there is not currently a seat open in her district but wishes to be appointed should the Board approve. Ms. Rhodes is new to Pender County but has an extensive background in Planning and is a certified Planner. Ms. Rhodes application, cover letter, and resume are attached for review. The Board of Adjustment currently has open seats in Districts 3 and 5.

These positions have been properly advertised.

**SPECIFIC ACTION REQUESTED:** To consider approving an appointment to the Pender County Board of Adjustment.

# Suzann Rhodes, FAICP

Transportation Planning, Stakeholder Engagement, Freight and Corridor Analysis

57 Rowan Road  
Hampstead, NC 28443  
740-225-2705

[suzannrhodes@gmail.com](mailto:suzannrhodes@gmail.com)

June 8, 2016

The Honorable Pender County Board of Commissioners  
c/o Ms. Melissa Long, Clerk to the Board  
P.O. Box 5  
Burgaw, NC 28425

**Subject: Applications to Volunteer to Pender County Boards/Commissions/Committees**

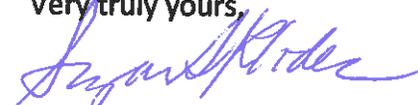
Dear Honorable Pender County Commissioners:

Please accept the enclosed applications to serve you and the citizens of Pender County as an appointed volunteer on any of several Pender County boards, commissions or committees. Applications are enclosed for: the Board of Adjustment, the Southeast Economic Development Commission, the Planning Board, and the Wilmington Metropolitan Planning Organization (citizen committee – should it be re-established).

I recently retired and become a permanent resident of Pender County. Throughout my 40+ year career in the public sector and in private sector consulting to close to 50 government agencies throughout the U.S., I also volunteered in a variety ways. Several ways included serving on advisory panels for the American Planning Association and the National Academies of Sciences. I have published peer reviewed academic articles and documents on planning related topics. I have developed training for states, local governments and the Federal Highway Administration.

I believe each of us has a responsibility to contribute to our community to the best of our abilities. I respectfully ask that you review my applications and resume. I would appreciate being given the opportunity to serve on any of these boards or in any way you can use my skills and knowledge. Should you have any questions, please do not hesitate to call me at 740-225-2705.

Very truly yours,



Suzann S. Rhodes, FAICP

Enclosures

# PENDER COUNTY

## Application for Appointment to Boards/Commissions/Committees



Appointees to Pender County Boards/Commissions/Committees must be a Pender County resident and must be at least 18 years of age. Please complete this application and return to: Pender County Manager's Office, PO Box 5, Burgaw, NC 28425.

### APPLICANT INFORMATION

Last Name	<b>Rhodes</b>	First	<b>Suzann</b>	M.I.	<b>s</b>	Date	<b>June 7, 2016</b>
Physical Address	<b>57 Rowan Road</b>			Apartment/Unit #			
City	<b>Hampstead</b>	State	<b>NC</b>	ZIP <b>28443</b>			
Mailing Address (if different from above)							
City				State	ZIP		
Home Phone	<b>740-225-2705</b>	Work Phone			E-mail Address 1 <b>suzannrhodes@gmail.com</b>		
Fax Number				E-mail Address 2			
Board Interest(s) <b>Board of Adjustment</b>							

How long have you been a resident of Pender County? **(owned home for 1 year - permanent resident 3 months)**

### EDUCATION

High School	<b>New Kensington High School</b>	Location	<b>New Kensington, Pa 15068</b>				
From	<b>1964</b>	To	<b>1967</b>	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<b>with honors</b>
College	<b>University of Pittsburgh</b>		Location	<b>Pittsburgh, PA</b>			
From	<b>1967</b>	To	<b>1971</b>	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	Degree <b>Urban Affairs &amp; Sociology - Cum Laude</b>
Other	<b>The Pennsylvania State University</b>		Location	<b>State College, PA</b>			
From	<b>1974</b>	To	<b>1976</b>	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	Degree <b>Masters Planning &amp; Masters Public Administration</b>

### EMPLOYMENT HISTORY

Current Employment	<b>Transportation Consultant - (Part-time/Retired)</b>	Job Title	<b>Principal/owner</b>
Responsibilities	<b>Consultant to Local State and Local governments in Transportation Planning, Freight and Corridor Analysis, Training</b>		
Previous Employment	<b>CDM-Smith (3,000 employee engineering firm)</b>	Job Title	<b>Principal (handled federal transportation work)</b>
Previous Employment	<b>Ohio Department of Transportation</b>	Job Title	<b>Administrator, Office of Planning</b>
Previous Employment	<b>BHJ Metro Planning Organization</b>	Job Title	<b>Executive Director</b>

### COMMUNITY INVOLVEMENT

Please list current and past membership in civic or other organizations and offices held:

**Currently - Hampstead Women's Club**  
**1995-2016 National Academy of Science - Transportation Research Board - Committee Member and academic paper reviewer and advisor and researcher - various committees**  
**1974-2016 - American Institute of Certified Planners - various committees at state and national levels.**

Have you ever served or are you currently a member of any Pender County or other local government board/commission/committee?

YES  NO  If yes, explain (including length of service).

State reasons why you feel qualified for this appointment(s):

**I was elected a Fellow of the American Institute of Planners (FAICP) - an honor only given to about 400 professional planners out of the organization's 20,000 members - I received this for "contributing" to the advancement and improvement of the planning profession nationally, and at a local level. I have over 40 years experience in planning and government management. I understand the law and can be fair and impartial while protecting the interests of the individual and the citizens of a community. As a consultant (on my own - part time since retiring) I have kept current with legislation and issues.**

**MILITARY SERVICE**

Branch	From	To
Rank at Discharge	Type of Discharge (optional)	

**CONFLICTS OF INTEREST**

Are you aware of any legal, ethical or personal conflict of interest by serving as a member of this Pender County board/commission/committee?

YES  NO  If yes, explain.

Are you or any member of your family employed by Pender County, or currently serving on any Boards/Committee/Commission appointed by or affiliated with Pender County?

YES  NO  If yes, list family member name(s) and position/board or committee(s).

Please add any additional information you would like to share supporting your interest and qualifications for this appointment.

**I lived in NC years ago - all 3 of my grown children live and work in Raleigh, NC - I love the state, the region, and am committed to improving the region by contributing from my 40+ years of experience. I can be impartial and professional yet represent the needs and interests of Pender County.**

**DISCLAIMER AND SIGNATURE**

NOTE: This information will be used by the Pender County Board of Commissioners in making appointments to Pender County Boards/Commissions/Committees. In the event you are appointed, it may be used as a news release to identify you to the community. This application is considered a public record.

Signature **Suzann S. Rhodes**

Date **June 7, 2016**

#### SPECIALIZATION

Project Management  
Statewide and Corridor  
Transportation Planning  
Public Participation Processes  
Good Movement and Freight  
Planning and  
Performance Measures

#### EDUCATION

BA Urban Studies/Sociology  
University of Pittsburgh, 1971

MPA Public Administration  
Pennsylvania State University,  
1976

MA Regional Planning  
Pennsylvania State University,  
1978

#### REGISTRATIONS/CERTIFICATIONS

FAICP: Fellow of the American  
Institute of Certified Planners;  
#2911, 1979

Member # 058492

#### YEARS OF EXPERIENCE

Total: 40+

#### PROFESSIONAL AFFILIATIONS

American Planning Association:  
Charter member since 1976; Ohio  
Planning Conference, 1995-2016

Columbus Section Director and  
State APA Board Member, 2001-  
2004

AICP committee for the  
development of the certified  
transportation planner exam 2014

AASHTO Standing Committee on  
Planning 1998 to 2005

TRB Committee member ADA10  
Statewide Multimodal Planning,  
2002-2011

TRB Committee member AT045  
Intermodal Freight Transport  
2003 to present

TRB Committees member Task  
Force Environmental Justice  
2002-2003

TRB - NCHRP Panel 08-47, Freight  
Best Practices Manual for MPOs

Suzann Rhodes offers over 40 years of planning expertise. Prior to founding Suzann Rhodes, LLC, Suzann worked in both the public and private sectors. She served as Executive Director of a two-state Metropolitan Planning Organization (MPO) and Local Development District (LDD) for the Appalachian Regional Commission. She served as Ohio DOT's Administrator for the Office of Planning where she was responsible for statewide multimodal long-range planning, capital projects planning process and implementation, STIP/TIP development, administration of Ohio's 17 MPO programs, and statewide freight planning. She also worked for over a decade in the private sector as a consultant with Wilbur Smith and later CDM Smith as a Principal and Senior Manager responsible for several multi-million dollar transportation planning projects including as CDM Smith's/FHWA Freight IDIQ Program Manager from 2008 to 2013.

#### Suzann Rhodes, LLC (Founded July, 2013)

##### Ohio DOT Statewide Freight Plan

Client: ODOT – March 2015-present

Suzann was hired to write the MAP-21 compliant State Freight Plan and to update it to be FAST Act compliant. Document was designed to be reader friendly to a lay audience.

##### Pennsylvania Long Range Transportation and Comprehensive Freight Movement Plan:

Client: PENNDOT – July 2013-2015

Suzann served as the task lead in the development of the MAP-21 compliant statewide freight plan. She is coordinating a variety of CDM Smith and other consulting staff working on modal analysis, the TranSearch analysis, economic analysis parts of the freight plan. She is coordinating with PENNDOT staff and stakeholder outreach staff to produce the final plan.

##### Freight Market Research

Client: ODOT – Private Client, 2015

Suzann was hired to assist a private sector company explore options to expand their services to win additional freight related consulting work.

##### NHI Instructor

Client: National Highway Institute, 2013-2014

Suzann instructed courses on freight, land use, stakeholder engagement, and the environment for the NHI throughout the U.S. While at CDM Smith she helped develop the manual, workshop, and instructed FHWA training on engaging the private sector in freight planning and advanced freight planning.

##### NCRRP06-01: Building and Retaining Workforce Capacity for the Railroad Industry

Client: TRB (as a volunteer) – 2013-2015

Suzann served as a panel member on this first national TRB rail research study funded by FRA. The study focus was to examine current workforce development issues within the railroad industry and to determine best practices for building and maintaining a competent workforce for the future.

TRB – NCRPP Panel 06-01,  
Building and Retaining Work  
Force for the Rail Industry

Conference Program Committees:  
Ohio Transportation Engineers  
Conference, Columbus, OH, Sub-  
committee chair 1999-2011;  
Biannual Transportation Planning  
Conference Chair 2000, 2002

Ohio Department of Development,  
Targeted Industry Development  
Team 2009

Ohio Statewide Freight  
Conference Committee, 2014

National Conferences  
Committees: TRB Statewide  
Planning Conference, Duck Key,  
FL, 2003; TBD 2012; National  
FHWA/AASHTO Freight  
Partnership Conference,  
Columbus, OH, 2005; TRB  
session development through  
committee work 1997-2011

#### SELECTED PUBLICATION

*Guide to Planning in Ohio*, author  
of chapter on transportation  
planning, published by the  
American Planning Association,  
Ohio Chapter, 2007

#### TRAINING

NHI Instructor for freight and  
environment topics; NHI training  
in Course Development

## Selected Consulting Work Experience through CDM Smith and Wilbur Smith Associates

### The Value of Balanced Growth to Transportation

**Client: Ohio Department of Transportation, State Research Program, 2014**

This research evaluated potential links between Balanced Growth-type policies, land use and development patterns, and transportation benefits. Working as a sub-consultant to Cleveland State University, through a CDM Smith contract Suzann provided advice and guidance on policies that would work within Ohio.

[http://www.dot.state.oh.us/Divisions/Planning/SPR/Research/reportsandplans/Reports/2014/Planning/134819\\_FR.pdf](http://www.dot.state.oh.us/Divisions/Planning/SPR/Research/reportsandplans/Reports/2014/Planning/134819_FR.pdf)

### NCHRP 8-36-113, NCHRP Report 798, The Role of Planning in a 21st Century State Department of Transportation—Supporting Strategic Decision making:

**Client: TRB Committee on Statewide Multimodal Planning as a sub to ICF, 2012-2015**

Suzann lead the analysis of policy, technical, environmental, and social changes impacting transportation and summarized potential future scenarios that may be the reality in the 21st century. She was one of the principal authors of the guidance document produced for this study. The document identified future challenges facing by state transportation planners and identified what strategies, programs, approaches and techniques need to change to address the role and skills needed to be a transportation planner in the 21st Century.

### NCFRP-15, Report 14, Understanding Urban Goods Movements:

**Client: TRB, 10/2009-5/2011**

Suzann served as project manager/principal investigator leading the development of a guidebook for local decision maker to help them develop or revise their local planning and zoning regulations to improve freight movements within urban areas. She presented multiple training sessions to local land use planners on how to improve freight mobility in their local jurisdiction.

### NCFRP-Report 33, Improving Freight System Performance in Metropolitan Areas: A Planning Guide:

**Client: TRB, 10/2012-5/2014**

Suzann assisted in the development of this guidebook to identify main locations where freight is an issue and to aid in the selection of possible alternative solutions.

### FHWA Freight IDIQ Program Manager:

**Client: FHWA Office of Freight Management and Operations, - 2011 -2013**

As the program manager, Suzann managed, administered and coordinated all WSA team task orders under this contract. Task orders included development of training workshops on freight data, integrating freight into the environmental NEPA process and developing marketing and outreach information and programs for the Office of Freight Management.

### ACCESS Ohio Update 2040

**Client: Ohio DOT, 2012 - 2014**

Suzann assisted in the development of the corridor analysis and evaluation process for the update to *ACCESS Ohio*, the statewide multimodal long range transportation plan.

### I-70 Dedicated Truck Only Lanes Feasibility Study Phases 1 and 2

**Client: Indiana DOT, and a Coalition of the Indiana, Missouri, Illinois, and Ohio DOTs and FHWA, 6/2008 - 10/2011**

Suzann served as project manager for this \$3.75 million two-phased corridor study that evaluated the business case feasibility for developing and constructing an 800-

mile dedicated truck lane corridor through Missouri, Illinois, Indiana, and Ohio, determining whether this is a wise investment of federal and state funds. As the project manager Suzann coordinated all communication, scheduling and product completion, served as the point-of-contact between the four-state DOT Corridor Coalition the 12 MPOs, FHWA and the 75-member consultant team.

#### **NHI Course Developer and Instructor:**

**Client: National Highway Institute, 2011-2014**

Suzann managed and was part of teams who developed freight planning courses including Advanced Freight Planning and Engaging the Private Sector in Freight Planning. She instructed courses on freight, land use, stakeholder engagement, and the environment for the NHI throughout the U.S.

#### **Ohio Statewide Rail Plan Phases 1 and 2**

**Client: Ohio DOT, 6/2009 - 2011**

WSA was hired to develop a statewide rail plan for Ohio that meets the Federal requirements of PL 110-432 and PRIIA. This included analysis and planning for passenger and freight rail. WSA also developed a benefits calculator tool to evaluate and prioritize rail projects. Suzann was project manager for the projects. She also designed and led public involvement activities receiving input from over 200 stakeholders including Class I and shortline railroads, major businesses using rail service, local governments, MPOs and the public.

#### **Indianapolis MPO Rail Conflict Study**

**Client: Indianapolis MPO, 2010 - 2011**

The Indianapolis MPO hired WSA to evaluate the impacts of planned changes to passenger rail services on freight rail services in and through central Indiana. Suzann served as project manager for this project coordinating both technical analysis and outreach activities to private sector businesses and railroads.

#### **West Virginia Statewide Rail Plan**

**Client: West Virginia DOT, 2012 - 2014**

WSA was hired to develop a statewide rail plan that meets the Federal requirements of PL 110-432 and PRIIA. Suzann lead the public outreach activities for the plan development.

#### **Illinois Statewide Rail Plan**

**Client: Illinois DOT, 2011 - 2013**

WSA was hired to develop a statewide rail plan for Illinois that meets the Federal requirements of PL 110-432 and PRIIA. This included analysis and planning for both passenger and freight rail. Suzann was project manager and senior advisor for this project. She also designed and lead public involvement activities receiving input from Class I and shoreline railroads, major businesses using rail service, local governments, MPOs and the public.

#### **Indiana Statewide Rail Plan**

**Client: Indiana DOT, 2010 - 2011**

WSA was hired to develop a statewide rail plan for Ohio that meets the Federal requirements of PL 110-432 and PRIIA. This included analysis and planning for both passenger and freight rail. Suzann was project director and senior advisor for this project. She also designed and led public involvement activities receiving input from Class I and shoreline railroads, major businesses using rail service, local governments, MPOs and the public.

**FHWA Freight Professional Development Programs; ICAT Program Beta Testing ;  
Updating Engaging the Private Sector Workshop :**

**Client: FHWA Office of Operations, - 2005-2011**

WSA assisted the FHWA Office of Freight Operations to evaluate the FHWA FPD Programs. As the project manager, Suzann developed survey instruments, held focus groups and webinars to evaluate and recommend program improvements. As project manager for the ICAT, she coordinated the beta testing for this new tool to evaluate NHS Intermodal Connectors. Under this contract she also managed the development of the Engaging the Private Sector Training Workshop.

**Fort Steuben Bridge Removal**

**Client: Ohio DOT, 2007 - 2008**

**(2007-2008):** As deputy project manager for this project which included determining the most efficient method for removing an 80+ year old structurally deficient and functionally obsolete cable stay bridge across the Ohio River. Suzann coordinated and managed the completion of all public involvement and environmental/NEPA tasks for this project.

**Huntington Intermodal Planning**

**Client: KYOVA Interstate Planning Commission, 2/2008 - 6/2009**

For this contract, a transportation planning document was produced that evaluated growing passenger enplanements; integration of bus services; short and long term parking needs; potential air freight growth; and other amenities for a new facility. As the project manager, Suzann evaluated and recommended the development of an intermodal center at the airport to accommodate growing passenger enplanements and airfreight needs and encouraging future economic growth in the West Virginia, Ohio, and Kentucky tri-state region.

**West Virginia Multimodal Statewide Transportation Plan**

**Client: West Virginia DOT, 7/2008 - 6/2009**

WSA prepared an integrated, fiscally-constrained, multimodal statewide transportation plan identifying and recommending policies, strategies, and projects to address transportation needs in West Virginia through a 25-year planning horizon. Suzann served as the transportation planning task leader responsible for prioritizing and developing performance measures for the WVDOT statewide long-range plan. She is also assisting in the statewide public involvement efforts.

**Continental 1 Transportation Corridor Analysis**

**Client: Pennsylvania DOT, 3/2005 - 9/2007**

The Continental 1 Transportation Corridor Study included evaluating and recommending the development of a proposed new eight-state corridor from the Ontario Region of Canada to Miami Florida. WSA's role in studying this 1,500-mile corridor included evaluating the feasibility to expand economic development through trade and tourism, identifying transportation needs to take advantage of these opportunities, and developing non-traditional funding strategies. The project involved an in-depth analysis of current and projected conditions along the corridor relative to travel and tourism, manufacturing and freight flows, ITS, funded and proposed projects, military need, as they relate to the potential for economic growth should the corridor be completed as a four lane, limited access roadway. As the deputy project manager, and principal author of project reports, Suzann coordinated all communication between the 10 state DOTs and the project team including six subconsultants. She coordinated scheduling and product completion ensuring proper and timely workflow.

### **Michigan DOT Statewide Long Range Planning Study and Michigan Statewide Transportation Network Feasibility Study**

**Client: Michigan DOT, 2005 - 2007**

The Michigan DOT Statewide Long Range Plan was developed as a multimodal corridor based plan. As corridor task leader, her duties involved evaluating existing multimodal trade and travel corridors in the state and defining and designating the multimodal corridors of national, state and regional significance; analyzing the economic conditions and related transportation needs along each corridor; and developing state and regional strategies for transportation improvements needed to support economic growth along each corridor. She also prepared a significant portion of research and writing for the technical reports on land use, transportation security, and international borders. She was part of the team who conducted the public involvement meetings throughout the state for the project.

### **FDOT Strategic Intermodal Systems (SIS) On-Call Planning Services**

**Client: Florida DOT, 2005 – 2013**

As task leader, Ms. Rhodes worked with FDOT staff to assist in developing their project prioritization process for their Strategic Intermodal System (SIS). The project included researching DOTs project prioritization processes and developing a scoring methodology focusing on mobility and environmental criteria to apply to Florida projects. She continues to work with FDOT on an on-call basis for this and similar statewide planning policy issues.

### **Delta Regional Authority**

**Client: DRA, 2006 – 2007**

This project included assisting the DRA to identifying a Delta Highway system (similar to the Appalachian Highway system) and in identifying and prioritizing projects to help make the region economically self-sufficient. Suzann assisted in developing the criteria and strategy to select the roadways and corridors to be designated as the Delta Highway System.

### **Maine Long Range Plan**

**Client: Maine DOT, 11/2006 – 1/2007**

Suzann was project manager for this project that included organizing and re-writing materials, creating graphics, charts, visuals and layouts, and developing draft documents that are easy to understand by the public and elected officials yet meet federal planning regulations and presented a compelling an argument for the need for additional state transportation funding.

### **Jefferson County Human Services, Public Transit Transportation Plan**

**Client: BHJ MPO, 2007 – 2008**

As deputy project manager, Suzann worked with the local transit authority and Jefferson County, OH, the Brooke Hancock Jefferson Metropolitan Planning Commission and the human services agencies in this county to develop their Coordinated Human Services-Public Transit Transportation Plan.

### **Douglas County, GA, County Transportation Plan**

**Client: Douglas County, GA, 2007**

As task leader she coordinated the peer analysis and designed a model organization structure for the Douglas County Transportation Department.

## **SELECTED PUBLIC SECTOR EXPERIENCE**

**Ohio Department of Transportation, Columbus, OH, Administrator Office of Urban and Corridor Planning (1998-2005):** Suzann was hired to re-engineer ODOT's transportation

planning activities and programs. She was responsible for: statewide multimodal long-range planning; capital projects planning process and implementation; STIP/TIP; statewide customer satisfaction survey; freight planning; management of Ohio's 17 MPO programs; and working with ODOT's 12 district planning staff to insure they understand and comply with federal planning and public involvement regulations and ODOT PDP process. She also conducted training for over 1,000 ODOT staff and consultants on the PDP. While at ODOT she was the planning liaison to the Ohio Rail Development Commission working with them on the Cleveland Hub high speed rail study, long range planning and on plans to develop intercity passenger service with AMTRAK between major urban areas within Ohio. Some projects she managed while at ODOT include:

- **ACCESS Ohio 2004-2030 (2003-2005):** *ACCESS Ohio* is Ohio's statewide, multimodal long-range transportation plan. She was the project manager in developing, conducting the public involvement for and disseminating the plan.
- **ODOT Guidebook for Public Involvement 2003:** ODOT Guidance on Environmental Justice, Project Manager 2000: She wrote many sections and managed the development of these guidance documents. She conducted internal DOT training on public involvement.
- **ODOT Project Development Process (2002-2005):** She worked with as part of a team of four senior ODOT staff to develop the Project Development Process that is used to guide the development of every transportation project advanced by Ohio. She trained over 1,200 transportation professionals and stakeholders on the planning process and public involvement process that is included as part of the PDP.
- **ODOT Statewide Freight Plan (2004):** This was the first statewide freight plan written in the U.S.

**TRB and FHWA:** Suzann has been a speaker at 8 Transportation Research Board programs and at 3 Federal Highway Administration's Talking Freight Series national webinars; she was an invited participant in the FHWA freight evaluation programs.

- **FHWA /AASHTO freight partnership conference – August 2005:** Suzann organized and hosted the first national partnership conference in Columbus, OH.
- **TRB Freight Planning Workshop – January 2006:** Ms. Rhodes organized and managed the FHWA/TRB freight planning workshop at the 2006 TRB Annual meeting. The four-hour workshop was attended by approximately 50 freight professionals from throughout the US and Canada and included three breakout sessions. She has received direct recognition from TRB and FHWA for her involvement in statewide and freight planning.

**Brooke-Hancock-Jefferson Metropolitan Planning Association, Steubenville, OH and Weirton, WV, Executive Director (1995-1998):** Suzann was hired to restructure and lead the agency out of a financial crisis including a debt equal to one year's operating budget and federal reports in some cases eight years delinquent. Within three years the agency repaid 2/3 of its debt, prepared, and had accepted by the public, a long-range transportation and economic development plan, had an operating GIS program, new financial and personal operating procedures and managed over \$7 million in federal grants to the regional area. BHJ is a MPO and a Local Development District for Appalachian Regional Commission. She reported to a two-state board of local elected officials.

**Other public sector experience:** Early in her career (1970's – 80's) Suzann worked for The City of Pittsburgh's Mayor's Office; Allegheny County, Pennsylvania; City of Savannah Georgia; and the Houston-Galveston Area Council (HGAC)