



# MEETING AGENDA

Please be advised that the **RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION (TPO) EXECUTIVE COMMITTEE** will be meeting on:

**DATE:** Wednesday, May 1, 2024  
**TIME:** 9:00 a.m.  
**PLACE:** River to Sea TPO Conference Room  
 1 Deuce Court, Suite 100  
 Daytona Beach, FL 32124

**NOTE:**  
 A Microsoft Teams Meeting has been established for remote participation.

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## Executive Committee Meeting

[Click here to join the meeting](#)

Or call in (audio only):

+1 561-484-5911 178142049# United States, West Palm Beach

Phone Conference ID: 178 142 049#

[Find a local number](#) | [Reset PIN](#)

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**DeLand Mayor Chris Cloudman, Chairperson Presiding**

### AGENDA

- I. CALL TO ORDER/ROLL CALL/DETERMINATION OF A QUORUM
- II. PUBLIC COMMENT/PARTICIPATION
- III. BUSINESS ITEMS

**A. Review and Recommendation of Executive Director’s Evaluation** *(Enclosure, pages 3-20)*

The Executive Committee is designated to perform the annual evaluation of the River to Sea TPO Executive Director. This review is required per the TPO’s contract with the Executive Director. Each member completed the performance evaluation and individual one-on-one meetings were held with the Executive Director. Mr. Paul Gougelman, the TPO’s general counsel, has compiled and averaged the scores from each Executive Committee member and will present his summary memorandum.

**B. Update on TPO Office Lease Negotiations**

Beverly Beach	DeBary	Flagler Beach	New Smyrna Beach	Palm Coast	South Daytona
Bunnell	DeLand	Flagler County	Oak Hill	Pierson	Volusia County
Daytona Beach	Deltona	Holly Hill	Orange City	Ponce Inlet	
Daytona Beach Shores	Edgewater	Lake Helen	Ormond Beach	Port Orange	

**III. BUSINESS ITEMS (continued)**

**C. Review and Approval of Expenditure for TPO Scanning Services (\$10,170)**

In advance of the anticipated office move in the coming fiscal year, the TPO has a number of records to be archived and destroyed, thereby eliminating the need to move and store them. This requested expenditure in the amount of \$10,170 utilizes the state contract and will provide for the scanning and destruction of 50 record boxes and save them to an FTP server, including optical character recognition (OCR) of the scanned files.

**D. Discussion and Recommendation of a Slate of TPO Officers for FY 2024/25**

Per the TPO Bylaws, the Chairperson of the TPO shall appoint a Nominating Committee to recommend a slate of officers consisting of a Chairperson, 1<sup>st</sup> Vice Chairperson/Treasurer, and 2<sup>nd</sup> Vice Chairperson/Secretary to the TPO Board in May to serve a one-year term, starting in July of each year. The Chairperson has appointed the Executive Committee to serve as the Nominating Committee.

**E. Review and Approval of April 3, 2024 Executive Committee Minutes (Enclosure, pages 21-22)**

**F. Review and Approval of Draft May 22, 2024 TPO Board Agenda (Enclosure, pages 23-25)**

**IV. STAFF COMMENTS**

**V. EXECUTIVE COMMITTEE MEMBER COMMENTS**

**VI. ADJOURNMENT**

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If any person decides to appeal a decision made by this board with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings including all testimony and evidence upon which the appeal is to be based. To that end, such person will want to ensure that a verbatim record of the proceedings is made.

Individuals covered by the Americans with Disabilities Act of 1990 in need of accommodations for this public meeting should contact the River to Sea TPO office, 1 Deuce Court, Suite 100, Daytona Beach, Florida 32124; (386) 226-0422, extension 20416, at least five (5) working days prior to the meeting date.

The River to Sea TPO does not discriminate in any of its programs or services. To learn more about our commitment to nondiscrimination and diversity, visit our Title VI page at [www.r2ctpo.org](http://www.r2ctpo.org) or contact our Title VI/Nondiscrimination Coordinator, Pamela Blankenship, at 386-226-0422, extension 20416, or [pblankenship@r2ctpo.org](mailto:pblankenship@r2ctpo.org).

Persons who require translation services, which are provided at no cost, should contact the River to Sea TPO at (386) 226-0422 or by email at [PBlankenship@r2ctpo.org](mailto:PBlankenship@r2ctpo.org) at least five (5) business days prior to the meeting.

**MEMORANDUM**

TO: Executive Committee Members  
FROM: Paul Gougelman, TPO General Counsel  
SUBJECT: Executive Director’s Evaluation for 2023-2024  
DATE: April 19, 2024

Below is the summary of ratings for the Executive Director from each member of the Executive Committee. At the end of the numerical ratings section is computation of the overall average of the Executive Director by all Executive Committee members. Where comments were made, I have included the comments for your consideration at the end of this memorandum, including recommendations regarding a pay adjustment.

**1. Maintains Effective Communications with an availability for the SCTPO Committees and Governing Board. Develops agenda packages that are meaningful.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5                    5                    3                    5                    4                    4

**2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5                    5                    4                    5                    4                    4

**3. Understands role and implements the Executive Director ‘s Strategic Plan.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5                    5                    4                    5                    5                    4

**4. Understands and maintains compliance with Federal and State requirements as they apply to the River to Sea TPO.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5                    5                    4                    5                    5                    4

**5. Manage activities to implement transportation plans and programs.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5                    5                    3                    5                    4                    4

**6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 2 5 4 4

**7. Maintains public image of the River to Sea TPO representing integrity, commitment, success and quality while enhancing the viability and identity of the organization.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 2 5 4 4

**8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the River to Sea TPO’s mission and vision.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 2 5 4 4

**9. Ensure the River to Sea TPO is financially stable and soundly managed.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 4 5 4 4

**10. Manage activities to implement priority transportation projects.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 2 5 4 4

**11. Manages assets including technology and equipment.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 4 5 3 4

**12. Encourages public involvement and maintains transparency for the Board, the public, and staff.**

Cloudman – Partington – Alfin - Sander – Foley - Robins

5 5 3 5 4 4

**13. Maintains a “big picture” outlook and is aware of industry issues.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5 5 3 5 4 4

**14. Exhibits diligence in leading the River to Sea TPO.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5 5 4 5 4 4

**15. Forecasts trends, responds to change, and invites innovation.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5 5 4 5 3 4

**16. Has the ability to make well founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5 5 3 5 4 4

**17. Demonstrates excellence in carrying out job responsibilities and accomplishing goals.**

Cloudman – Partington – Alfin - Sander – Foley - Robins  
5 5 4 5 4 4

“ - “ means not voting.

**RATER’S COMMENTS:**

Cloudman: Colleen has done an excellent job guiding the organization out of special conditions, audits, staffing needs, and even an unplanned office relocation. I look forward to seeing her build on this momentum and continue to establish the River to Sea TPO as a known resource/authority in transportation issues for the citizens of Volusia and Flagler Counties.

Partington: Colleen has done an excellent job under challenging circumstances. It is evident she understands the TPO process/role and cares about improving transportation in our local area. She is a consummate professional and works well with all parties in our area who are involved/interested in transportation.

Alfin: The Executive Director has demonstrated an on-going commitment to TPO performance standards despite extended periods of organizational disruption.

Specifically, the ED has maintained good organizational performance during headquarters relocation and high BOD turn-over. The ED's dedicated effort and focus improving the TPO DOT grade to 100% is proof positive of excellent executive performance.

The Executive Director should suggest new initiatives and programs that promote the Volusia/Flagler – River to Sea brand. The TPO should strive to become a model for the region and state regarding our organizational operation as well as our success in planning better transportation for the future.

My review in summary suggests that the ED should risk some thinking outside the 'box' of past practices and strive to identify and implement new and creative solutions for the future. The Executive Director should invest time in preparing for continued rapid growth in the region providing opportunities to master plan and enjoy well managed growth for the future/

Sander: I am really impressed with how Ms. Nicoulin has taken over the directorship of an organization in financial chaos and navigated it through an incredible number of challenges to the position of highest ranking that it now holds.

Foley: It is my opinion that Colleen Nicoulin has done a very good job since taking over the position of Executive Director. I've seen her lead with honesty and integrity and her knowledge in this field has proven to be valuable to the R2CTPO. In all points above she has either met or exceeded my personal expectations of someone in her role. As with anyone in any job, there is always room for improvement which is why it's difficult to assign 5's to categories, but that is not a discredit to her performance. In fact the areas in which I have marked "outstanding" are because of specific instances in which I saw an exemplary action taken during the course of the last year. I'm thankful for the performance in her role and I look forward to her continued growth.

Robins: Board decision.

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**Overall Ratings: Ms. Nicoulin's rating this year was an average rating of 4.3725. She received a total of 446 points out of a possible 510 points. The ratings are "exceeds job expectations" given that a rating of 5.0 ("outstanding") is virtually impossible to receive, because every evaluator would have to rate Ms. Nicoulin with a "5" in all 17 categories. Thus, it is virtually impossible for a person being evaluated to ever be rated as "outstanding." Consequently, a rating of 4.3725 is commendable and should be measured against her rating next year to determine improvement.**

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**RECOMMENDATION FOR PAY ADJUSTMENT:**

Cloudman: 3% salary adjustment recommended.

Partington: Salary Adjustment recommended in an amount to be determined by the Board.

Alfin: Bonus amount for discussion.

Sander: 7% salary adjustment recommended.

Foley: 3% salary adjustment recommended.

Robins: No recommendation made.

**COMMENT:** This issue will need to be discussed at the upcoming Executive Board meeting. The Executive Board may find it helpful in deliberating this issue to know that the U.S. Bureau of Labor Statistics, which is the official determiner of the consumer price index, reported as follows:

In March, the Consumer Price Index for All Urban Consumers increased 0.4 percent, seasonally adjusted, and rose 3.5 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy increased 0.4 percent in March (SA); up 3.8 percent over the year (NSA).

[www.bls.gov/cpi/](http://www.bls.gov/cpi/) Thus, a salary increase of 3% effectively would amount to a salary decrease in real terms.

PRG/mb

pc: Colleen Nicoulin, Executive Director

## River to Sea TPO Executive Director Evaluation

Employee Information						
Name: Colleen Nicoulin					Review Date: 4/10/24	
Review Information						
Reviewer Name: <b>Chris Cloudman</b>				River to Sea TPO Executive Committee		
<p>Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:</p> <p><b>5 = OUTSTANDING:</b> Consistently achieves and exceeds expectations, including in demanding situations or circumstances.  <b>4 = EXCEEDS JOB EXPECTATIONS:</b> Regularly meets and frequently exceeds standard performance.  <b>3 = MEETS JOB EXPECTATIONS:</b> Competent performance in most situations and circumstances.  <b>2 = PARTIALLY MEETS JOB EXPECTATIONS:</b> Shows capability, but in a variable manner. Improvement is needed in key areas.  <b>1 = DOES NOT MEET JOB EXPECTATIONS:</b> Major or ongoing problems that negatively impact organizational objectives.  <b>N/A = NOT APPLICABLE</b></p>						
Evaluation						
Criteria	5	4	3	2	1	N/A
1. Maintains effective communications with and availability for the River to Sea TPO Committees and Governing Board. Develop agenda packages that are meaningful.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Understands role and implements the Executive Director's Strategic Plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Understands and maintains compliance with federal and state requirements as they apply to the River to Sea TPO.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Manage activities to implement transportation plans and programs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Maintains public image of the River to Sea TPO representing integrity, commitment, success, and quality while enhancing the visibility and identity of the organization.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the River to Sea TPO's mission and vision.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ensure the River to Sea TPO is financially stable and soundly managed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Manage activities to implement priority transportation projects.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Encourages public involvement and maintains transparency for the Board, the public, and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Maintains a "big picture" outlook and is aware of industry issues.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Exhibits diligence in leading the River to Sea TPO.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Forecasts trends, responds to change, and invites innovation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Has the ability to make well-founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Reviewer Comments**

Colleen has done an excellent job guiding the organization out of special conditions, audits, staffing needs and even an unplanned office relocation. I look forward to seeing her build on this momentum and continue to establish the River to Sea TPO as a known resource / authority in transportation issues for the citizens of Volusia and Flagler counties.

(Rater's Signature)



Date: 4/10/24

**Performance Recommendation:**

Bonus Amount

\$ \_\_\_\_\_ (One time)

OR

Salary Adjustment:

\$ \_\_\_\_\_ or <sup>3</sup> \_\_\_\_\_ %

# River to Sea TPO Executive Director Evaluation

Employee Information						
Name: Colleen Nicoulin					Review Date: 04/11/2024	
Review Information						
Reviewer Name: Bill Partington				River to Sea TPO Executive Committee		
<p>Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:</p> <p><b>5 = OUTSTANDING:</b> Consistently achieves and exceeds expectations, including in demanding situations or circumstances.  <b>4 = EXCEEDS JOB EXPECTATIONS:</b> Regularly meets and frequently exceeds standard performance.  <b>3 = MEETS JOB EXPECTATIONS:</b> Competent performance in most situations and circumstances.  <b>2 = PARTIALLY MEETS JOB EXPECTATIONS:</b> Shows capability, but in a variable manner. Improvement is needed in key areas.  <b>1 = DOES NOT MEET JOB EXPECTATIONS:</b> Major or ongoing problems that negatively impact organizational objectives.  <b>N/A = NOT APPLICABLE</b></p>						
Evaluation						
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2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Understands role and implements the Executive Director's Strategic Plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Understands and maintains compliance with federal and state requirements as they apply to the River to Sea TPO.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Manage activities to implement transportation plans and programs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Maintains public image of the River to Sea TPO representing integrity, commitment, success, and quality while enhancing the visibility and identity of the organization.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the River to Sea TPO's mission and vision.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ensure the River to Sea TPO is financially stable and soundly managed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Encourages public involvement and maintains transparency for the Board, the public, and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Maintains a "big picture" outlook and is aware of industry issues.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Exhibits diligence in leading the River to Sea TPO.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Forecasts trends, responds to change, and invites innovation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Has the ability to make well-founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Reviewer Comments**

Colleen has done an excellent job under challenging circumstances. It is evident she understands the TPO process/role and cares about improving transportation in our local area. She is a consummate professional and works well with all parties in our area who are involved/interested in transportation.

(Rater's Signature)



Date: 4/11/2024

**Performance Recommendation:**

Bonus Amount

\$ \_\_\_\_\_ (One time)

OR

Salary Adjustment:

\$ TBD by Board or \_\_\_\_\_ %

# River to Sea TPO Executive Director Evaluation

Employee Information						
Name: Colleen Nicoulin					Review Date: 4/16/24	
Review Information						
Reviewer Name: Councilman Foley				River to Sea TPO Executive Committee		
<p>Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:</p> <p><b>5 = OUTSTANDING:</b> Consistently achieves and exceeds expectations, including in demanding situations or circumstances.  <b>4 = EXCEEDS JOB EXPECTATIONS:</b> Regularly meets and frequently exceeds standard performance.  <b>3 = MEETS JOB EXPECTATIONS:</b> Competent performance in most situations and circumstances.  <b>2 = PARTIALLY MEETS JOB EXPECTATIONS:</b> Shows capability, but in a variable manner. Improvement is needed in key areas.  <b>1 = DOES NOT MEET JOB EXPECTATIONS:</b> Major or ongoing problems that negatively impact organizational objectives.  <b>N/A = NOT APPLICABLE</b></p>						
Evaluation						
Criteria	5	4	3	2	1	N/A
1. Maintains effective communications with and availability for the River to Sea TPO Committees and Governing Board. Develop agenda packages that are meaningful.		✓				
2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.		✓				
3. Understands role and implements the Executive Director's Strategic Plan.	✓					
4. Understands and maintains compliance with federal and state requirements as they apply to the River to Sea TPO.	✓					
5. Manage activities to implement transportation plans and programs.		✓				
6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.		✓				
7. Maintains public image of the River to Sea TPO representing integrity, commitment, success, and quality while enhancing the visibility and identity of the organization.		✓				
8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the River to Sea TPO's mission and vision.		✓				
9. Ensure the River to Sea TPO is financially stable and soundly managed.		✓				
10. Manage activities to implement priority transportation projects.		✓				

Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.			✓			
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14. Exhibits diligence in leading the River to Sea TPO.		✓				
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16. Has the ability to make well-founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.		✓				
17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.		✓				

**Reviewer Comments**

It is my opinion that Colleen Nicoulin has done a very good job since taking over the position of Executive Director. I've seen her lead with honesty and integrity and her knowledge in this field has proven to be valuable to the R2CTPO. In all the points above she has either met or exceeded my personal expectations of someone in her role. As with anyone in any job, there is always room for improvement which is why it's difficult to assign 5's to categories but, that is not a discredit to her performance. In fact the areas in which I have marked “outstanding” are because of specific instances in which I saw an exemplary action during the course of the last year. I'm thankful for the performance in her role and I look forward to her continued growth.

(Rater's Signature) 

Date: 4/16/24

**Performance Recommendation:**

Bonus Amount \$ _____ (One time)	OR	Salary Adjustment: \$ _____ or <u>3</u> %
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# River to Sea TPO Executive Director Evaluation

Employee Information						
Name: Colleen Nicoulin					Review Date: 4/14/24	
Review Information						
Reviewer Name: <b>David Alfin</b>			River to Sea TPO Executive Committee			
<p>Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:</p> <p><b>5 = OUTSTANDING:</b> Consistently achieves and exceeds expectations, including in demanding situations or circumstances.  <b>4 = EXCEEDS JOB EXPECTATIONS:</b> Regularly meets and frequently exceeds standard performance.  <b>3 = MEETS JOB EXPECTATIONS:</b> Competent performance in most situations and circumstances.  <b>2 = PARTIALLY MEETS JOB EXPECTATIONS:</b> Shows capability, but in a variable manner. Improvement is needed in key areas.  <b>1 = DOES NOT MEET JOB EXPECTATIONS:</b> Major or ongoing problems that negatively impact organizational objectives.  <b>N/A = NOT APPLICABLE</b></p>						
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6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Maintains public image of the River to Sea TPO representing integrity, commitment, success, and quality while enhancing the visibility and identity of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the River to Sea TPO's mission and vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ensure the River to Sea TPO is financially stable and soundly managed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Manage activities to implement priority transportation projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Encourages public involvement and maintains transparency for the Board, the public, and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Maintains a "big picture" outlook and is aware of industry issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Exhibits diligence in leading the River to Sea TPO.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Forecasts trends, responds to change, and invites innovation.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Has the ability to make well-founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Reviewer Comments**

The Executive Director has demonstrated an on-going commitment to raising TPO performance standards despite extended periods of organizational disruption. Specifically, The ED has maintained good organizational performance during headquarter re-location and high BOD turnover. The ED's dedicated effort and focus improving the TPO DOT grade to 100% is proof positive of excellent executive performance.

The Executive Director should suggest new initiatives and programs that promote the Volusia/Flagler - River to Sea brand. The TPO should strive to become a model for the region and the state regarding our organizational operation as well as our success in planning better transportation for the future.

My review in summary suggests that the ED should risk some thinking outside the 'box' of past practices and strive to identify and implement new and creative solutions for the future. The Executive Director should invest time in preparing for continued rapid growth in the region providing opportunities to master plan and enjoy well managed growth for the future.

(Rater's Signature)

*David A Alfin*

Date: 4/19/24

**Performance Recommendation:**

Bonus Amount

\$ \_\_\_\_\_ for discussion (One time)

OR

Salary Adjustment:

\$ \_\_\_\_\_ or \_\_\_\_\_ %

## River to Sea TPO Executive Director Evaluation

Employee Information						
Name: Colleen Nicoulin					Review Date: 4/18/24	
Review Information						
Reviewer Name: Danny Robins				River to Sea TPO Executive Committee		
<p>Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:</p> <p><b>5 = OUTSTANDING:</b> Consistently achieves and exceeds expectations, including in demanding situations or circumstances.  <b>4 = EXCEEDS JOB EXPECTATIONS:</b> Regularly meets and frequently exceeds standard performance.  <b>3 = MEETS JOB EXPECTATIONS:</b> Competent performance in most situations and circumstances.  <b>2 = PARTIALLY MEETS JOB EXPECTATIONS:</b> Shows capability, but in a variable manner. Improvement is needed in key areas.  <b>1 = DOES NOT MEET JOB EXPECTATIONS:</b> Major or ongoing problems that negatively impact organizational objectives.  <b>N/A = NOT APPLICABLE</b></p>						
Evaluation						
Criteria	5	4	3	2	1	N/A
1. Maintains effective communications with and availability for the River to Sea TPO Committees and Governing Board. Develop agenda packages that are meaningful.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Understands role and implements the Executive Director's Strategic Plan.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Understands and maintains compliance with federal and state requirements as they apply to the River to Sea TPO.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Manage activities to implement transportation plans and programs.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Maintains public image of the River to Sea TPO representing integrity, commitment, success, and quality while enhancing the visibility and identity of the organization.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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9. Ensure the River to Sea TPO is financially stable and soundly managed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Encourages public involvement and maintains transparency for the Board, the public, and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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14. Exhibits diligence in leading the River to Sea TPO.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Reviewer Comments**

Board Decision

(Rater's Signature)

Date: 4/18/24

**Performance Recommendation:**

Bonus Amount

\$ \_\_\_\_\_ (One time)

OR

Salary Adjustment:

\$ \_\_\_\_\_ or \_\_\_\_\_ %

## River to Sea TPO Executive Director Evaluation

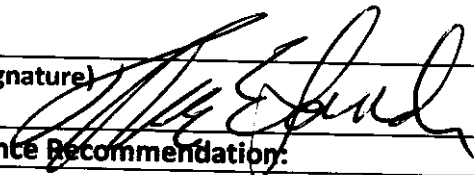
Employee Information						
Name: Colleen Nicoulin					Review Date: 4/15/24	
Review Information						
Reviewer Name: Eric Sander				River to Sea TPO Executive Committee		
Please complete the evaluation based on the reviewer's knowledge and perception of the Executive Director's performance of the criteria using the following scale:						
<p>5 = OUTSTANDING: Consistently achieves and exceeds expectations, including in demanding situations or circumstances.</p> <p>4 = EXCEEDS JOB EXPECTATIONS: Regularly meets and frequently exceeds standard performance.</p> <p>3 = MEETS JOB EXPECTATIONS: Competent performance in most situations and circumstances.</p> <p>2 = PARTIALLY MEETS JOB EXPECTATIONS: Shows capability, but in a variable manner. Improvement is needed in key areas.</p> <p>1 = DOES NOT MEET JOB EXPECTATIONS: Major or ongoing problems that negatively impact organizational objectives.</p> <p>N/A = NOT APPLICABLE</p>						
Evaluation						
Criteria	5	4	3	2	1	N/A
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9. Ensure the River to Sea TPO is financially stable and soundly managed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Manage activities to implement priority transportation projects.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluation Criteria Continued...	5	4	3	2	1	N/A
11. Manages assets including technology and equipment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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17. Demonstrates ability in carrying out job responsibilities and accomplishing goals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Reviewer Comments**

I am really impressed with how Ms. Nicoulin has taken over the directorship of an organization in financial chaos and successfully navigated it through an incredible number of challenges to the position of highest ranking that it now holds.

(Rater's Signature)



Date: 4/15/24

Performance Recommendation:

Bonus Amount

\$ \_\_\_\_\_ (One time)

OR

Salary Adjustment:

\$ \_\_\_\_\_ or 7 \_\_\_\_\_ %

### M/TPO EXECUTIVE DIRECTOR SALARY SURVEY SUMMARY

	TPO/MPO	Min Salary	Max Salary	Current Salary	Tenure	Population	M/TPO Size
1	Indian River County MPO	\$77,808	\$116,722	\$111,183	20 years	157,210	Small
2	Hernando/Citrus MPO	\$81,668	\$132,309	\$111,967	2 years	348,340	Medium
3	Pasco County MPO	\$105,654	\$158,481	\$122,000	2.5 years	561,900	Medium
4	Capital Region TPA	\$71,583	\$126,422	\$123,724	7 years	384,233	Medium
5	Lee County MPO	No response	No response	\$130,478	11.5 years	755,466	Medium
6	River to Sea TPO	\$120,000	\$160,000	\$140,000	6 years	658,578	Medium
7	Polk TPO	\$109,762	\$181,105	\$146,475	No response	725,026	Medium
8	St. Lucie TPO	No response	No response	\$150,000	15 years	329,221	Medium
9	Space Coast TPO	No response	No response	\$150,678	13 years	602,572	Medium
10	Forward Pinellas	\$148,782	\$238,056	\$194,730	8 years	937,612	Medium
11	Bay County TPO*	\$157,000	\$227,000	\$200,304	8 years	175,216	Medium
12	Florida-Alabama TPO*	\$157,000	\$227,000	\$200,304	8 years	498,550	Medium
13	Okaloosa-Walton TPO*	\$157,000	\$227,000	\$200,304	8 years	263,797	Medium
14	Hillsborough MPO	No response	No response	\$157,456	8 years	1,459,745	Large
15	Palm Beach TPA	Director Survey		\$183,750	1 year	1,490,994	Large
16	MetroPlan Orlando	No response	No response	\$228,400	4 years	2,289,419	Large
17	Broward MPO	Director Survey		\$232,312	14 years	1,944,346	Large
18	North Florida TPO	No response	No response	\$245,000	14 years	1,576,159	Large
19	Miami-Dade TPO	Director Survey		\$296,106	7 years	2,691,209	Large

\* Data for Florida-Alabama, Okaloosa-Walton, and Bay County TPOs, provided in a combined report from Emerald Coast Regional

**Executive Committee Meeting Minutes  
April 3, 2024  
River to Sea TPO Conference Room  
1 Deuce Court, Suite 100  
Daytona Beach, FL 32124**

**Members Physically Present:**

Mayor Chris Cloudman, Chairperson  
Mayor Bill Partington, 1st Vice Chairperson  
Mayor David Alfin, 2nd Vice Chairperson  
Council Member Reed Foley  
Vice Mayor Eric Sander  
Council Member Danny Robins

**Representing:**

DeLand  
Ormond Beach  
Palm Coast  
Port Orange  
South Daytona  
Volusia County

**Others Physically Present:**

Donna King, Recording Secretary  
Colleen Nicoulin  
Stephan Harris  
Pamela Blankenship  
Jon Cheney

**Representing:**

TPO Staff  
TPO Staff  
TPO Staff  
TPO Staff  
Citizen

**Others Virtually Present:**

Mariel Lemke

**Representing:**

TPO Staff

**I. Call to Order / Roll Call / Determination of Quorum**

The River to Sea Transportation Planning Organization (TPO) Executive Committee meeting was called to order at 9:00 a.m. by Chairperson Chris Cloudman. It was determined that a quorum was physically present. The meeting was held in a hybrid format with remote participation provided; six voting members were physically present.

**II. Public Comment/Participation**

There were no public comments.

**III. Business Items**

**A. Update on TPO Office Lease Negotiations**

Ms. Nicoulin provided a detailed update on the TPO office lease negotiations. Legal counsel provided a marked-up copy of the lease with comments last week. Ms. Nicoulin forwarded the marked-up lease to the property manager and is currently waiting for a response. The attorney initiated a title search on the property and that was received this week with no issues. The new anticipated timeline for moving in is now expected to be in the fourth quarter of this year.

**B. Review and Recommend Approval of Selection Committee's Recommendation for IT Contractual Services Contract**

Ms. Nicoulin reviewed the Selection Committee's recommendation for IT Contractual Services in detail. There was only one response out of thirteen solicitations which could be due to having to know government statutes and regulations, a lack of staffing at the firms causing them to be unable to handle the workload. The one response was from James Moore and Company which has been under contract by the TPO for the last ten years. They have a complete understanding of the TPO's needs and operations.

***MOTION: A motion was made by Mayor Alfin to recommend approval of the Selection Committee's recommendation for IT Contractual Services Contract. The motion was seconded by Vice Mayor Sander and carried unanimously.***

**C. Discussion of Executive Director Annual Evaluation Process and Criteria**

Chairperson Cloudman discussed the history of Ms. Nicoulin’s career with the TPO and the criteria used for the annual evaluation in previous years.

Ms. Nicoulin suggested continuing to use the same evaluation form that Space Coast TPO uses; their legal counsel administers the evaluation process and then summarizes and prepares a memo for their Executive Committee. Ms. Nicoulin stated that one-on-one meetings with the Executive Committee members were implemented last year which was very beneficial for her, and she would like to continue those as well.

**D. Review and Approval of March 6, 2024 Executive Committee Minutes**

**MOTION:** *A motion was made by Vice Mayor Sander to approve the draft March 6, 2024 Executive Committee Minutes. The motion was seconded by Council Member Foley and carried unanimously.*

**E. Review and Approval of Draft April 24, 2024 TPO Board Agenda**

Ms. Nicoulin reviewed the draft April 24, 2024 TPO Board Agenda in detail.

**MOTION:** *A motion was made by Vice Mayor Sander to approve the draft April 24, 2024 TPO Board Agenda. The motion was seconded by Council Member Foley and carried unanimously.*

**IV. Staff Comments**

Ms. Nicoulin announced that this is the time of year for the Bylaws, Nominating, and Budget Subcommittees to convene and provided details of the membership roles and responsibilities. She noted that legal counsel needs to weigh in on the Bylaws Subcommittee to ensure consistency with the Apportionment Plan.

**V. Executive Committee Member Comments**

Council Member Foley noted that he selected an alternate member for the TPO Board and will be forwarding that information to the TPO via email.

**VI. Adjournment**

The Executive Committee meeting adjourned at 9:46 a.m.

RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION

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CITY OF DELAND MAYOR CHRISTOPHER M. CLOUDMAN  
CHAIRPERSON, RIVER TO SEA TPO

**CERTIFICATE:**

The undersigned duly qualified and acting Recording Secretary of the River to Sea TPO certifies that the foregoing is a true and correct copy of the minutes of the April 3, 2024 regular meeting of the Executive Committee approved and duly signed this 1<sup>st</sup> day of May 2024.

---

DONNA KING, RECORDING SECRETARY  
RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION

**\*\* A recording of the April 3, 2024 Executive Committee meeting is available upon request.**



# MEETING AGENDA

Please be advised that the **RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION (TPO) BOARD** will be meeting on:

**DATE: WEDNESDAY, MAY 22, 2024**  
**TIME: 9:00 A.M.**  
**PLACE: AIRLINE ROOM**  
**DAYTONA BEACH INTERNATIONAL AIRPORT**  
**700 CATALINA DRIVE, DAYTONA BEACH, FL 32114**

**NOTE:**  
**A Microsoft Teams meeting has been established for remote participation.**

\*\*\*\*\*

## River to Sea TPO Board Meeting

[Join the meeting now](#)

Dial-in by phone:

+1 561-484-5911 265280331# United States, West Palm Beach

[Find a local number](#)

Phone conference ID: 265 280 331#

\*\*\*\*\*

### DeLand Mayor Chris Cloudman, Chairperson Presiding

- I. CALL TO ORDER / ROLL CALL / DETERMINATION OF A QUORUM**
- II. PLEDGE OF ALLEGIANCE**
- III. PUBLIC COMMENT/PARTICIPATION** *(Public comments may be limited to three (3) minutes at the discretion of the Chairperson)*
- IV. CONSENT AGENDA**
  - A. APRIL 24, 2024 RIVER TO SEA TPO BOARD MEETING MINUTES** *(Contact: Donna King)*
  - B. TREASURER REPORT** *(Contact: Mariel Lemke)*
  - C. EXECUTIVE COMMITTEE REPORT** -- *Report by DeLand Mayor Chris Cloudman, TPO Board Chairperson*
  - D. BUDGET SUBCOMMITTEE REPORT** -- *Report by Ormond Beach Mayor Bill Partington, Budget Subcommittee Chairperson*
  - E. BICYCLE/PEDESTRIAN ADVISORY COMMITTEE REPORT** -- *Report by Mr. Ted Wendler, BPAC Chairperson*

**IV. CONSENT AGENDA** *(continued)*

**F. CITIZENS ADVISORY COMMITTEE REPORT** -- Report by Mr. Dave Castagnacci, CAC Chairperson

**G. TECHNICAL COORDINATING COMMITTEE REPORT** -- Report by Mr. Brian Walker, TCC Chairperson

**H. RIVER TO SEA TPO BOARD REPORT** -- Report by DeLand Mayor Chris Cloudman, TPO Board Chairperson

**I. EXECUTIVE DIRECTOR TIMESHEET REVIEW REPORTS** -- Report by DeLand Mayor Chris Cloudman, TPO Board Chairperson

**J. REVIEW AND APPROVAL OF EXECUTIVE DIRECTOR'S OVERALL EVALUATION RESULT** *(Contact: Colleen Nicoulin)*

**V. ACTION ITEMS**

**A. REVIEW AND APPROVAL OF RESOLUTION 2024-## AMENDING THE FY 2023/24 TO FY 2027/28 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) (ROLL CALL VOTE REQUIRED)** *(Contact: Colleen Nicoulin)*

**B. REVIEW AND APPROVAL OF SLATE OF TPO OFFICERS FOR FY 2024/25** *(Contact: Colleen Nicoulin)*

**VI. PRESENTATIONS, STATUS REPORTS, AND DISCUSSION ITEMS**

**A. PRESENTATION AND DISCUSSION OF THE DRAFT FY 2024/25 RIVER TO SEA TPO BUDGET** *(Contact: Colleen Nicoulin)*

**B. PRESENTATION AND DISCUSSION OF THE DRAFT 2024 LIST OF PRIORITY PROJECTS** *(Contact: Colleen Nicoulin)*

**C. PRESENTATION AND DISCUSSION OF THE DRAFT FY 2024/25 TO FY 2028/29 TRANSPORTATION IMPROVEMENT PROGRAM (TIP)** *(Contact: Colleen Nicoulin)*

**D. FDOT REPORT** *(Contact: Kia Powell, FDOT District 5)*

**VII. EXECUTIVE DIRECTOR'S REPORT**

**VIII. RIVER TO SEA TPO BOARD MEMBER COMMENTS**

**IX. RIVER TO SEA TPO CHAIRPERSON COMMENTS**

**X. INFORMATION ITEMS**

→ Bicycle/Pedestrian Advisory Committee Attendance Record – 2024

→ Citizens Advisory Committee Attendance Record – 2024

→ Technical Coordinating Committee Attendance Record– 2024

→ River to Sea TPO Outreach and Activities

→ Upcoming Events Flyer

→ Volusia and Flagler County Construction Reports

**XI. ADJOURNMENT**

\*The next River to Sea TPO Board meeting will be on June 26, 2024\*



**June 2024 Meeting Dates**

- Executive Committee, June 5, 2024 @ 9:00 a.m.
- Bicycle/Pedestrian Advisory Committee, June 12, 2024 @ 2:00 p.m.
- Citizens Advisory Committee, June 18, 2024 @ 1:15 p.m.
- Technical Coordinating Committee, June 18, 2024 @ 3:00 p.m.
- River to Sea TPO Board, June 26, 2024 @ 9:00 a.m.

\*\*\*\*\*

If any person decides to appeal a decision made by this board with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings including all testimony and evidence upon which the appeal is to be based. To that end, such person will want to ensure that a verbatim record of the proceedings is made.

Individuals covered by the Americans with Disabilities Act of 1990 in need of accommodations for this public meeting should contact the River to Sea TPO office, 1 Deuce Court, Suite 100, Daytona Beach, Florida 32124; (386) 226-0422, extension 20416, at least five (5) working days prior to the meeting date.

The River to Sea TPO does not discriminate in any of its programs or services. To learn more about our commitment to nondiscrimination and diversity, visit our Title VI page at [www.r2ctpo.org](http://www.r2ctpo.org) or contact our Title VI/Nondiscrimination Coordinator, Pamela Blankenship, at 386-226-0422, extension 20416, or [pblankenship@r2ctpo.org](mailto:pblankenship@r2ctpo.org).

Persons who require translation services, which are provided at no cost, should contact the River to Sea TPO at (386) 226-0422 or by email at [PBlankenship@r2ctpo.org](mailto:PBlankenship@r2ctpo.org) at least five (5) business days prior to the meeting.

