

Volusia-Flagler TPO Executive Committee Meeting

**May 6, 2026
9:00 a.m.**



Executive Committee Meeting
May 6, 2026

1. Call to Order/Roll Call/Determination of Quorum



2. Public Comment/Participation



3. Business Items

A. Discussion and Recommendation of the Executive Director's Performance Evaluation



MEMORANDUM

TO: Executive Committee Members

FROM: Janette M. Smith, TPO General Counsel

SUBJECT: Executive Director's Evaluation for FY 2025-2026

DATE: May 4, 2026

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 a 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 availability for the Volusia-Flagler TPO Committees and Governing Board. Develops agenda packages that are meaningful.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	4	4

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	4

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	N/A

4. Understands and maintains compliance with Federal and State requirements as they apply to the Volusia-Flagler TPO.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	3

5. Manage activities to implement transportation plans and programs.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	4	4	4

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	4	4	N/A

7. Maintains public image of the Volusia-Flagler TPO representing integrity, commitment, success and quality while enhancing the viability and identity of the organization.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	4	4

8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the Volusia-Flagler TPO's mission and vision.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	4	5	3

9. Ensure the Volusia-Flagler TPO is financially stable and soundly managed.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	4

10. Manage activities to implement priority transportation projects.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	4	4	5	5	5	4	N/A

11. Manages assets including technology and equipment.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	4	4	5	5	5	4	N/A

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	4

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	4	4	5	5	4	4	4

14. Exhibits diligence in leading the Volusia-Flagler TPO.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	4

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	4	N/A

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.

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	4	N/A

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

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
5	5	4	5	5	5	5	4

Total:

Sander	Foley	Robins	Cloudman	Gillis	Belhumeur	Miller	Dance
85	82	68	85	85	81	76	*42

*Commissioner Dance marked several entries as N/A. For that reason, the blank entries have been deducted from the total amount. Total score is out of 55.

RATER'S COMMENTS: *(Note – To maintain the accuracy and integrity of individual evaluation responses, each response have been copied below as received without any changes.)*

Sander:

Ms. Nicoulin has excellently transitioned the VFTPO through difficult times into an a smoothly run organization wholly focused on transportation development.

Foley:

Colleen Nicoulin continues to impress and improve. She has done an excellent job as Executive Director and is really flourishing in her role. She continues to manage the TPO with lead with integrity and her knowledge of the entire process at every level has expanded even more. She has met and for the most part, exceeded my expectations in every category.

As I stated last year, there's always room for growth in any role. She has continuously refined her skills and elevated her performance. I'm grateful again for her contributions and look forward to her continued success for many years to come.

Robins:

No Comment.

Cloudman:

Colleen completed the multi-year transition into the new permanent office location this year with little to no interruption to the level of service or ability to conduct the day to day operations of the organization.

Gillis:

Colleen Nicoulin continues to demonstrate a high level of professionalism, leadership, and dedication in her role with the Volusia Flagler TPO. Her performance reflects a strong commitment to advancing the organization's mission while effectively supporting the needs of the communities it serves.

Leadership and Coordination

Colleen consistently exhibits strong leadership skills, particularly in her ability to coordinate across multiple agencies, stakeholders, and community partners. She facilitates collaboration with clarity and purpose, ensuring that diverse perspectives are acknowledged while maintaining forward momentum on key initiatives.

Technical Competence and Strategic Insight

Her depth of knowledge in transportation planning and policy is evident in both her day-to-day responsibilities and long-term project development. Colleen demonstrates the ability to manage complex projects, interpret data effectively, and contribute to strategic decision-making that aligns with regional goals.

Communication and Responsiveness

Colleen maintains clear, professional, and timely communication with colleagues,

partners, and the public. She is highly responsive and approachable, fostering trust and transparency in all interactions. Her ability to explain complex concepts in an accessible manner is a notable strength.

Work Ethic and Initiative

Colleen consistently goes above and beyond the expectations of her role. She approaches her work with diligence, attention to detail, and a proactive mindset. Her willingness to take initiative and ensure tasks are completed efficiently contributes significantly to the organization's success.

Impact and Contributions

Through her efforts, Colleen plays a key role in shaping transportation planning outcomes that improve safety, connectivity, and quality of life throughout Volusia and Flagler counties. Her contributions have a lasting and positive impact on both the organization and the region it serves.

Overall Assessment

Colleen Niccoulin is a highly valued member of the Volusia Flagler TPO. Her consistent performance, leadership, and dedication make her an asset to the organization. She sets a strong example of excellence and continues to contribute meaningfully to the success and advancement of the TPO.

Recommendation

It is recommended that Colleen continue in her role with full confidence in her abilities and with recognition for her outstanding contributions.

Belhumeur:

Colleen Nicoulin continues to provide stable leadership and guide the organization in a positive direction without disruption. She always represents the TPO professionally and continues to maintain the integrity of the organization at a very high standard. It has been a pleasure to serve the Volusia-Flagler TPO under Coleen's guidance.

Miller:

Having served on the Volusia-Flagler TPO Executive Committee for a relatively short period, I have already been greatly impressed by Colleen Nicoulin's outstanding leadership and dedication in her role as Executive Director. From my earliest interactions with her, she has consistently demonstrated excellent communication and accessibility to both the Committees and the Governing Board. She regularly provides clear, organized, and substantive agenda materials that support productive, focused discussion and informed decision-making. Colleen communicates with clarity and credibility, and she brings a strong understanding of her responsibilities to every aspect of her work.

She has successfully carried out the Executive Director's Strategic Plan while maintaining full compliance with all applicable federal and state requirements. Colleen has also shown great skill in managing the implementation of transportation plans and programs, as well as in advancing priority transportation projects with diligence and purpose. In addition, she has built and developed a capable, engaged

team, providing leadership that enables staff to meet important goals with professionalism and thoughtfulness.

Colleen also represents the TPO exceptionally well, consistently projecting an image of integrity, commitment, excellence, and quality. She has strengthened the organization's visibility and identity while fostering valuable partnerships with agencies and organizations that support the TPO's mission and vision. Her stewardship has also helped ensure the organization remains financially stable and well managed.

Her sound judgment and decision-making abilities are evident in her work. She thoughtfully assesses challenges, evaluates alternatives, makes informed decisions, and seeks input when appropriate. Overall, Colleen consistently performs her responsibilities at a very high level and achieves meaningful results, making her an exceptional and highly effective leader for the Volusia-Flagler TPO.

Dance:

As a relatively new member of the Executive Committee, I am completing this evaluation primarily from my perspective as a Governing Board member. I have not yet had the opportunity to participate in an Executive Committee meeting or observe all aspects of the Executive Director's day-to-day leadership responsibilities. For that reason, I marked several criteria as N/A where I did not feel I had sufficient firsthand knowledge to provide a fair evaluation. Based on my interactions and observations to date, Ms. Nicoulin has done an excellent job as Executive Director, and I look forward to working more closely with her in the future as a member of the Executive Committee.

Regarding Performance Salary Recommendation below, standard COLA adjustment consistent with other VFTPO employees is appropriate.

Overall Ratings: Ms. Nicoulin's rating this year was an average rating of 4.44. She received a total of 604 points out of a possible 650 points.

Note: As noted above, average score was calculated based on actual responses received.

RECOMMENDATION FOR PAY ADJUSTMENT:

Sander: Open for discussion.

Foley: Checked, 3.5%.

Robins: No response.

Cloudman: Checked, Equal to Employees.

Gillis: Compensation should be discussed at our meeting.

Belhumeur: Checked, as determined by consensus of the Executive Committee.

Miller: Checked, 5%.

Dance: Checked, from review comments, standard COLA adjustment consistent with other VFTPO employees is appropriate.

3. Business Items

B. Discussion and Recommendation of a Slate of TPO Officers for FY 2026/27



3. Business Items

**C. Discussion and Recommendation to
Reschedule the November 25, 2026 TPO Board
Meeting to November 18, 2026**



3. Business Items

D. Review and Approval of a Letter of Support for the City of Deltona's Application to the Safe Streets and Roads for All (SS4A) Grant Program





ES 2026-06

May 6, 2026

The Honorable Sean P. Duffy
Office of the Secretary of Transportation
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

RE: U.S. Department of Transportation Safe Streets and Roads for All (SS4A) Grant Program – City of Deltona Comprehensive Safety Action Plan

Dear Secretary Duffy,

On behalf of the Volusia-Flagler Transportation Planning Organization (TPO), I am writing to express support for the City of Deltona's Safe Streets and Roads for All (SS4A) Grant Application to develop a Bicycle/Pedestrian/Motorist Comprehensive Safety Action Plan (CSAP).

As the federally designated Metropolitan Planning Organization for the region, the Volusia-Flagler TPO is responsible for coordinating long-range transportation planning, performance-based prioritization, and federal compliance for transportation investments. The proposed application is consistent with the TPO's 2050 Long Range Transportation Plan and its goals and objectives.

Per the proposed grant application, the City of Deltona will develop a Bicycle/Pedestrian/Motorist Comprehensive Safety Action Plan (CSAP) to improve safety for all users travelling within the city. The grant will allow Deltona to continue local safety efforts initiated through the Volusia-Flagler Transportation Planning Organization's Vision Zero Action Plan, adopted in June of 2025, which sets the framework to eliminate roadway fatalities and serious injuries by the year 2050.

Subject to receipt of an SS4A award, the Volusia-Flagler TPO anticipates coordination with the City of Deltona on developing their CSAP consistent with their adopted target zero vision and the safe system approach.

Thank you for your consideration of this project that supports, strengthens, and builds upon safety initiatives within our region.

Respectfully,

City of South Daytona Councilman Eric Sander
Volusia-Flagler TPO Board Chairperson

3. Business Items

E. Review and Approval of a Letter of Support for VoTran's Application to the Commission for the Transportation Disadvantaged (CTD) for an Innovative Service Development (ISD) Grant





ES 2026-07

May 6, 2026

Karen Somerset, F.C.C.M.
Interim Executive Director
Florida Commission for the Transportation Disadvantaged
605 Suwannee Street, Mail Station 49
Tallahassee, FL 32399-0450

RE: Application of the County of Volusia d/b/a Votran for the FY 2026-27 Florida Commission for the Transportation Disadvantaged Innovative Service Development Grant

Dear Ms. Somerset,

The Volusia-Flagler Transportation Planning Organization (TPO) is the Designated Official Planning Agency for transportation disadvantaged planning for Volusia County. On behalf of the TPO, I would like to express our support for Votran's application to the FY 2026-27 Innovative Service Development Grant Program.

Votran's proposal seeks funding to provide trips to transportation disadvantaged (TD) riders on VoRide, Volusia County's on-demand rideshare public transit service. Eligible TD riders will have guaranteed availability to schedule trips 24 hours in advance (up to two trips per day) on VoRide. The proposal provides additional flexibility to TD riders who are currently scheduling local trips seven days in advance. These funds are crucial to enhance the ability of TD riders to obtain trips when needed.

The Volusia-Flagler TPO recognizes the vital role that Volusia County Transit Services Division plays in providing essential transportation services to our communities. Maintaining a reliable and modernized transportation network is paramount to meeting the evolving needs of our residents and visitors, enhancing mobility options, and reducing environmental impacts.

The Volusia-Flagler TPO is supportive of this project and believes it will have a positive impact on public transportation service within Volusia County. If you have any questions or need additional information, please feel free to contact us.

Respectfully,

City of South Daytona Councilman Eric Sander
Volusia-Flagler TPO Board Chairperson

Executive Committee Meeting
May 6, 2026

3. Business Items

**F. Review and Approval of the April 1, 2026
Executive Committee Meeting Minutes**



Executive Committee Meeting
May 6, 2026

3. Business Items

**G. Review and Approval of the Draft May 27,
2026 TPO Board Agenda**





MEETING AGENDA

VOLUSIA-FLAGLER TPO BOARD

Councilman Eric Sander, Chairperson

DATE: Wednesday, May 27, 2026
TIME: 9:00 a.m.
PLACE: Volusia-Flagler TPO Conference Room
1540 Cornerstone Blvd, Suite 240
Daytona Beach, FL 32117

Microsoft Teams Information:
[Join the TPO Board Meeting](#)
By phone: +1 561-484-5911 ID: 203 962 548#

TPO BOARD AGENDA (DRAFT)

1. **CALL TO ORDER/ROLL CALL/DETERMINATION OF QUORUM/PLEDGE OF ALLEGIANCE**
2. **PUBLIC COMMENT/PARTICIPATION** (*Length of time at the discretion of the Chairperson*)
Anyone wishing to make a public comment should fill out a speaker card and hand it to a TPO staff member or the Chairperson. You will be called on when the item is discussed. If you wish to speak about an item not on the agenda, you will be called during public comment/participation.
3. **CONSENT AGENDA**
 - A. April 22, 2026 Volusia-Flagler TPO Board Meeting Minutes
 - B. Treasurer's Report
 - C. Executive Committee Report
 - D. Bicycle/Pedestrian Advisory Committee Report
 - E. Citizens Advisory Committee Report
 - F. Technical Coordinating Committee Report
 - G. Volusia-Flagler TPO Board Report
 - H. Executive Director Timesheet Review Reports
 - I. Review and Approval of Resolution 2026-## authorizing the filing and execution of the FY 2026/27 Transportation Disadvantaged (TD) Planning Grant Agreement with the Florida Commission for the Transportation Disadvantaged
 - J. Appointment of Donna Carter to represent the Association for Community Action as an alternate on the Transportation Disadvantaged Local Coordinating Board (TDLCB)
 - K. Reschedule the November 25, 2026 TPO Board Meeting to November 18, 2026
 - L. Review and Approval of the Intergovernmental Coordination and Review (ICAR) and Public Transportation Collaborative Planning Agreement
4. **ACTION ITEMS**
 - A. Review and Approval of Resolution 2026-## amending the 2025/26 to 2029/30 Transportation Improvement Program (TIP) (**Roll Call Vote Required**)
 - B. Review and Approval of the Recommended Slate of TPO Officers for FY 2026/27

4. ACTION ITEMS (Continued)

- C. Review and Approval of the TPO Operating Budget
- D. Review and Approval of the Executive Director's Evaluation

5. PRESENTATIONS AND DISCUSSION ITEMS

- A. Presentation and Discussion of the Draft 2026 List of Prioritized Projects (LOPP)
- B. Presentation and Discussion of the Draft FY 2026/27 to FY 2030/31 Transportation Improvement Program (TIP)
- C. Presentation and Discussion of the Federal Transit Administration Section 5310 Program Funding
- D. FDOT Report

6. EXECUTIVE DIRECTOR'S REPORT**7. TPO BOARD MEMBER COMMENTS****8. TPO CHAIRPERSON COMMENTS****9. INFORMATION ITEMS**

- A. BPAC Attendance Record
- B. CAC Attendance Record
- C. TCC Attendance Record
- D. TPO Outreach & Activities
- E. Upcoming Events
- F. Volusia County and Flagler County Construction Reports

10. ADJOURNMENT

The next Volusia-Flagler TPO Board meeting will be held on **June 24, 2026**.

June 2026 Meeting Dates

Executive Committee, June 3, 2026 @ 9:00 am

Bicycle/Pedestrian Advisory Committee, June 10, 2026 @ 2:00 pm

Citizens Advisory Committee, June 16, 2026 @ 1:15 pm

Technical Coordinating Committee, June 16, 2026 @ 3:00 pm

Volusia-Flagler TPO Board, June 24, 2026 @ 9:00 am

If any person decides to appeal a decision made by this board concerning any matter considered at such meeting or hearing, they will need a record of the proceedings, including all testimony and evidence upon which the appeal is to be based. To that end, such a 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 Volusia-Flagler TPO office, 1540 Cornerstone Blvd., Suite 240, Daytona Beach, Florida 32117; 386.271.0249, ext. 1, at least five (5) working days before the meeting date.

The Volusia-Flagler 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.vftpo.org or contact our Title VI/Nondiscrimination Coordinator, Pamela Blankenship, at 386.271.0249, ext. 1, or pblankenship@vftpo.org.

Persons who require translation services, which are provided at no cost, should contact the Volusia-Flagler TPO at 386.271.0249 or by email at PBlankenship@vftpo.org at least five (5) business days before the meeting.

4. Staff Comments



5. Executive Committee Member Comments



6. Adjournment

