

**TOWN OF WINDSOR, CONNECTICUT
Special Meeting Notice**



AGENCY: Personnel Committee

DATE: September 25, 2025

TIME: 6:00 PM

**PLACE: Hybrid meeting – via Zoom & in person at Town Hall – Ludlow Room
(first floor)**

Zoom instructions

Dialing in by Phone Only:

Please call: **305 224 1968 or 309 205 3325**

1. When prompted for participant or meeting ID enter: **835 0540 5161**
2. You will then enter the meeting muted. During Public Comment if you wish to speak press *9 to raise your hand.

Joining in by Computer:

Please go to the following link: <https://us02web.zoom.us/j/83505405161>

When prompted for participant or meeting ID enter: **835 0540 5161**

1. Only if your computer has a microphone for two way communication, then during Public Comment if you wish to speak press **Raise Hand** in the webinar control. If you do not have a microphone you will need to call in on a phone in order to speak.
2. During Public Comments if you do not wish to speak you may type your comments into the Q&A feature.

AGENDA

1. Call to order
2. Public comment
3. *Candidate Interviews and reappointments for boards and commissions
4. *Discussion of Personnel Committee's role regarding the review of Town Manager's evaluation
5. Staff reports
6. Approval of minutes
 - a) *May 14, 2025
7. Communications from Committee members
8. Adjournment

*Backup materials attached

Public Act 75-312 requires notice of Special Meetings to be posted in the Town Clerk's Office not less than 24 hours prior to the time of such meeting. No other business shall be considered at this meeting than that listed on this Agenda.



**Personnel Committee
September 25, 2025
Candidate Interviews & Reappointments**

6:10 PM

**George Bolduc – Democratic Member – Public Building Commission -
APPOINTMENT – *MOVING UP FROM ALTERNATE TO REGULAR MEMBER ON
BOARD***

- Three year term to expire November 30, 2028 or until a successor is appointed
(to replace Hazelton)

(Attendance: 2025 – 10 out of 11 mtgs | 2024 – 20 out of 21 mtgs | 2023 – 19 out of 22 mtgs)

6:20 PM

**Jennifer Healy – Democrat – interested in Conservation Commission –
APPOINTMENT**

Conservation Commission

Democratic Member

- Five year unexpired term to expire November 30, 2028 or until a successor is appointed
(to replace Bergeron)

Democratic Alternate Member

- Five year term to expire November 30, 2030 or until a successor is appointed
(to replace Henry)

6:30 PM

**Michael Burke – Unaffiliated – interested in Redevelopment Agency and Windsor
Housing Authority – APPOINTMENT**

Redevelopment Agency

The Redevelopment Agency is not taking applications at this time.

Windsor Housing Authority

Unaffiliated Member

- Five year unexpired term to expire July 31, 2027 or until a successor is appointed
(to replace Jefferis)

6:40 PM

Jennifer Filer – Unaffiliated – interested in Conservation Commission – APPOINTMENT

Conservation Commission

Democratic Member

- Five year unexpired term to expire November 30, 2028 or until a successor is appointed
(to replace Bergeron)

Unaffiliated Member

- Five year unexpired term to expire November 30, 2026 or until a successor is appointed
(to replace Beaudin)

Republican Member

- Five year term to expire November 30, 2029 or until a successor is appointed
(to replace Adams)

Democratic Alternate Member

- Five year term to expire November 30, 2030 or until a successor is appointed
(to replace Henry)

REAPPOINTMENTS

Alysse Reynolds – Democratic Member (Landlord) – Fair Rent Commission - REAPPOINTMENT

- Three year term to expire March 31, 2028 or until a successor is appointed.

(Attendance: 2025 – 1 out of 2 mtgs | 2024 – no mtgs held)



ANNUAL TOWN MANAGER EVALUATION

Employee: Peter Souza

Position: Town Manager

Date of Hire: October 13, 2004

Period Covered by This Evaluation:

Name of Evaluator: _____

Evaluator Title: Windsor Town Council Member

This evaluation form contains nine categories of evaluation criteria. Each category contains a number of statements to describe standards in that category. For each statement, use the following scale to indicate your rating of the town manager's performance. DO NOT calculate the category average score. The Personnel Committee will do so.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be counted as a no answer, and will NOT be factored into the category average.

The 9 categories will count for 75% of the overall grade. The agreed about objectives will count for 25% of the overall grade.

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period.



PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter".
- _____ Exercises good judgment.
- _____ Displays enthusiasm, cooperation, and willing to adapt.
- _____ Is enthusiastic and actively participates in community activities both as town manager and as a Windsor resident.
- _____ Exhibits composure, appearance and attitude appropriate for executive position.

Final Average Score =

2. PROFESSIONAL SKILLS AND STATUS

- _____ Demonstrates a capacity for innovation and creativity.
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner.
- _____ The town manager's strategic planning practices leads to goal setting and policy development, assisting elected officials in developing a vision and sense of direction for the future of town government and community.
- _____ Demonstrates concise oral and written communications skills and the ability and willingness to communicate in an open, straightforward and positive manner with elected officials, staff, employees and the community.
- _____ Is professional, diplomatic and effective in dealings with the news media.
- _____ Independently recognizes problems, develops relevant facts, formulates alternate solutions and makes appropriate recommendations.

Final Average Score =

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group.
- _____ Provides Council with adequate information and keeps them informed about activities of town boards and commissions, regional groups and community organizations to enable the Council to make appropriate and timely decisions.
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions.
- _____ Assists by facilitating decision making without usurping authority.
- _____ Responds well to requests, advice, and constructive criticism.

Final Average Score =



4. POLICY EXECUTION

- _____ Provides prompt, thorough and fully responsive implementation and follow-through on Council decisions, actions and directions, providing timely feedback to the Council regarding the status of such actions.
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization.
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances.
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical.

Final Average Score =

5. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal town manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff.
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback and helps to develop the competency and capabilities of town staff.
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members.
- _____ Ensures capable and competent people fill town positions and fosters the personal and professional development of replacements for known staff vacancies.
- _____ Effective in maintaining employee morale and empowers and motivates employees through guidance and mutual respect.

Final Average Score =

6. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council.
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- _____ Appropriately monitors and manages fiscal activities of the organization.

Final Average Score =

7. ECONOMIC DEVELOPMENT

- _____ Economic and development strategies and procedures result in attracting and retaining both small and large enterprises which contribute to the expansion of the town's tax base and provide expanded and stable employment opportunities for residents.

Final Average Score =



8. QUALITY OF SERVICES

- _____ Evaluates and maintains the town's organizational structure, staffing and operational practices toward providing a high level of cost-effective services to the citizens.
- _____ Regularly explores opportunities for cost reduction, revenue enhancement or incorporation of supplemental resources.
- _____ Considers financial impact before decisions are made.

Final Average Score =

9. COMMITMENT TO QUALITY OF LIFE

- _____ The town manager continuously acts to maintain and enhance the quality of life for residents through effective planning and management of services, programs & services.
- _____ Ensures actions are taken and results achieved are consistent with the culture and environment desired by residents.

Final Average Score =

10. SUMMARY AND COMMENTS

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

Final Overall Average Score: _____



New Accomplishments or abilities (since last evaluation)

Describe Goals for next performance review and means by which goals will be achieved:

Evaluator's signature: _____ Date: _____

This evaluation was discussed with the employee on (date): _____

Employee Comments:

I understand that my signature does not necessarily imply that I agree with the above.
However, I do confirm that I have received a copy of this performance evaluation. I
understand that I may respond to this performance evaluation in writing and a copy of my
response will be placed in my personnel file.

Employee Signature: _____ Date: _____

Town Manager Goals November 2024 to October 2025

Continue to prioritize enhancement of Town Center

Continuing to pursue initiatives to draw in and support small businesses in town center and Wilson

Open new park in Wilson and establish first season of programming

Continue environmental sustainability efforts and including potential additional solar facilities

Pursue open space and agriculture land preservation efforts

Present policy initiatives regarding repositioning vacant office buildings

Continue to facilitate increasing affordable senior and workforce housing options

Facilitate the Plan of Conservation and Development update

Continue to facilitate work on organizational development topics such as succession planning, update of pay plans, and employee engagement / appreciation



**TOWN OF WINDSOR
HYBRID MEETING
PERSONNEL COMMITTEE
May 14, 2025
LUDLOW ROOM
UNAPPROVED MINUTES**

1. CALL TO ORDER

Present: Councilor Anthony King, Councilor Kristin Gluck Hoffman, and Councilor Ojala Naeem

The meeting was called to order at 6:02 p.m.

2. PUBLIC COMMENT - NONE

3. RESCIND APPOINTMENT OF MARY WHITE ROATH FROM COMMISSION ON AGING & PERSONS WITH DISABILITIES

MOVED by Councilor Naeem, seconded by Councilor King to rescind the appointment of Mary White Roath from the Commission on Aging & Persons with Disabilities as an Unaffiliated Alternate member for a two year term to expire November 30, 2026 or until a successor is appointed.

Motion Passed 2-0-0 (Councilor Gluck-Hoffman absent)

4. CANDIDATE INTERVIEWS AND REAPPOINTMENTS TO BOARDS AND COMMISSIONS

a) Mike Douville – Unaffiliated– interested in Conservation Commission and Housing Code Board of Appeals – APPOINTMENT

The committee met with Mr. Douville in regards to his interest in serving on the Conservation Commission and/or the Housing Code Board of Appeals.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Mike Douville as an Unaffiliated member to the Conservation Commission for a five year unexpired term to expire November 30, 2026 or until a successor is appointed *(to replace Pepin)*.

Motion Passed 3-0-0

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Mike Douville as an Unaffiliated member to the Housing Code Board of Appeals for a five year term to expire October 31, 2028 or until a successor is appointed *(to replace Orme)*.

Motion Passed 3-0-0

b) Milo Peck – Democratic Member – Public Building Commission – REAPPOINTMENT

The committee met with Mr. Peck in regards to his interest in continuing to serve on the Public Building Commission.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to reappoint Milo Peck as a Democratic member to the Public Building Commission for a three year term to expire November 30, 2027 or until a successor is appointed.

Motion Passed 3-0-0

c) Stephen Fraysier – Republican Member – Inland Wetlands and Watercourses Commission – REAPPOINTMENT

The committee met with Mr. Fraysier regarding his interest in continuing to serve on the Inland Wetlands and Watercourses Commission.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to reappoint Stephen Fraysier as a Republican member to the Inland Wetlands and Watercourses Commission for a four year term to expire March 31, 2029 or until a successor is appointed.

Motion Passed 3-0-0

d) Alfred Tanguay – Unaffiliated – interested in Greater Hartford Transit District - APPOINTMENT

The committee met with Mr. Tanguay in regards to his interest in volunteering on the Greater Hartford Transit District.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Alfred Tanguay as an Unaffiliated member to the Greater Hartford Transit District for a four year term to expire February 28, 2028 or until a successor is appointed (*to replace Raney*).

Motion Passed 3-0-0

e) Donald Trinks – Democrat – interested in Windsor Housing Authority – APPOINTMENT

The committee met with Mr. Trinks regarding his interest in serving on the Windsor Housing Authority.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Donald Trinks as a Democratic member to the Windsor Housing Authority for a five year unexpired term to expire July 31, 2026 or until a successor is appointed (*to replace Freeman*).

Motion Passed 3-0-0

f) Christina Crosset – Democrat – interested in Arts Commission and Conservation Commission – APPOINTMENT

The committee met with Ms. Crosset in regards to her interest in serving on the Arts Commission and/or the Conservation Commission. She was told that there are currently no Democratic vacancies on the Conservation Commission.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Christina Crosset as a Democratic member to the Arts Commission for a three year unexpired term to expire August 29, 2026 or until a successor is appointed *(to replace Richters)*.

Motion Passed 3-0-0

g) Kaitlin Walsh – Democratic Member – Library Advisory Board – REAPPOINTMENT

The committee met with Ms. Walsh regarding her interest in continuing to serve on the Library Advisory Board.

MOVED by Councilor Gluck-Hoffman, seconded by Councilor Naeem to reappoint Kaitlin Walsh as a Democratic member to the Library Advisory Board for a three year term to expire April 30, 2028 or until a successor is appointed.

Motion Passed 3-0-0

h) Matthew Hellman – Democrat – interested in Library Advisory Board and Youth Commission

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Matthew Hellman as a Democratic member to the Youth Commission for a three year unexpired term to expire September 30, 2027 or until a successor is appointed *(to replace McCormick)*

Motion Passed 3-0-0

i) Andrea Olson – Democrat – interested in Zoning Board of Appeals and Historic District Commission – APPOINTMENT *(No interview needed. Just need to make appointment during this meeting.)*

The committee had met and interviewed Ms. Olson during their January 8, 2025 meeting. No action was taken during that meeting.

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Andrea Olson as a Democratic member to the Zoning Board of Appeals for a four year term to expire November 10, 2027 or until a successor is appointed *(to replace Kuziak)*.

Motion Passed 3-0-0

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to appoint Andrea Olson as a Democratic Alternate (Resident) member to the Historic District Commission for a two year term to expire October 14, 2027 or until a successor is appointed (*to replace Hinckley*).

Motion Passed 3-0-0

j) Marva Douglas-Wilks – Republican Member – Commission on Aging & Persons with Disabilities - REAPPOINTMENT

Republican Member

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to reappoint Marva Douglas-Wilks as a Republican member to the Commission on Aging & Persons with Disabilities for a three year term to expire January 31, 2028 or until a successor is appointed.

Motion Passed 3-0-0

k) Marco Romero – Unaffiliated Member – Youth Commission – REAPPOINTMENT

Unaffiliated Member

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to reappoint Marco Romero as an Unaffiliated member to the Youth Commission for a three year term to expire January 30, 2028 or until a successor is appointed.

Motion Passed 3--0-0

5. STAFF REPORTS - NONE

6. APPROVAL OF MINUTES

a) January 7, 2025

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman to approve the unapproved Personnel Committee minutes of January 7, 2025 as presented.

Motion Passed 2-0-0 (Councilor Gluck-Hoffman absent)

b) January 8, 2025

MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman to approve the unapproved Personnel Committee minutes of January 8, 2025 as presented.

Motion Passed 2-0-0 (Councilor Gluck-Hoffman absent)

7. COMMUNICATIONS FROM COMMITTEE MEMBERS - NONE

8. ADJOURNMENT



Personnel Committee Meeting Minutes
May 14, 2025

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MOVED by Councilor Naeem, seconded by Councilor Gluck-Hoffman, to adjourn the meeting at 7:42 p.m.

Motion Passed 3-0-0

Respectfully Submitted,

Scott W. Colby, Jr.