

TOWN OF HEBRON, CONNECTICUT

**Annual Report
For Fiscal Year July 1, 2016 – June 30, 2017**



TELEPHONE DIRECTORY

Town Office Building Phone: 860-228-5971
15 Gilead Street, Hebron, Connecticut 06248 Fax: 860-228-4859
Monday-Wednesday 8:00 a.m. - 4:00 p.m.
Thursday 8:00 a.m. - 6:00 p.m.
Friday 8:00 a.m. - 1:00 p.m.

Town Manager – Ext. 122	Director of Finance – Ext. 131
Town Clerk – Ext. 124	Financial Administrator – Ext. 135
Tax Collector – Ext. 146	Assessor – Ext. 147
Sanitarian – Ext. 140	Building Official – Ext. 142
	Planning and Zoning (Town Planner) – Ext. 137

Senior Services Director, Russell Mercier Senior Center	860 228-1700
Housing Authority	860 228-4411
Parks and Recreation Department, 148 East Street	860 530-1281
Transfer Station/Public Works Department, 550 Old Colchester Road	860 228-2871
Fire Department - Routine Business	860 228-3022
Police Department – Routine Business	860 228-3710
Glastonbury Hebron Probate Court	860 652-7629
Animal Control Officer	860 228-5971, Ext. 150
Chatham Health District	860 365-0884
Water Pollution Control Authority	860 228-2871

Public Schools:

Superintendent of Schools – Hebron BOE	860 228-2577
Superintendent of Schools – RHAM BOE	860 228-2115
RHAM Senior High School	860 228-9474
RHAM Senior High School Guidance Department	860 228-5301
RHAM Middle School	860 228-9423
Hebron Elementary School	860 228-9465
Gilead Hill School	860 228-9458

AHM Youth Services	860 228-9488
Visiting Nurse Association East	860 456-7288
Hebron Interfaith Human Services (Food Bank)	860 228-1681

Douglas Library, 22 Main Street	860 228-9312
Monday and Wednesday 12:00 Noon - 8:00 p.m.	
Tuesday and Thursday 10:00 a.m. - 8:00 p.m.	
Friday 12:00 Noon – 6:00 p.m.	
Saturday 10:00 a.m. - 3:00 p.m.	

Hebron Post Office	860 228-6904
Daily 8:30 a.m. - 5:00 p.m. (Closed for Lunch 1:00 – 2:00 p.m.)	
Saturday 8:30 a.m. - 12:00 noon	
Amston Post Office	860 228-3671
Daily 8:30 a.m. - 12:30 p.m. Saturday 9:30 a.m. - 1:00 p.m.	

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Town Report Editors: Donna Lanza, Karen Bowen and Dori Wolf

DEDICATION

This Edition of the Hebron Annual Report is dedicated to

John E. Hibbard

John Hibbard has been an active member of the Hebron community. He served on the Planning and Zoning Commission, Conservation Commission and Board of Finance. Most importantly he served as member and chairman of the Board of Selectmen for several terms. He helped establish a Land Acquisition Committee that began to buy one piece of property at a time. Eventually town residents agreed to budget annually for the program. John was also instrumental in conservation efforts in Connecticut when conservation was a new idea. He served as the executive director for the Connecticut Forest and Park Association for 37 years. He's been involved with statewide, national and international conservation efforts.

In March 2018 "The Hartford Courant" reported:

"Hibbard's knowledge, charisma and persistence helped craft Public Act 490, landmark legislation that let open space, agricultural land and forests be taxed at their land use value rather than highest use value for local taxation purposes. It helped farmers hang on to their land.



According to Dr. Robert Ricard, senior extension educator at UConn, Hibbard has left his mark on the entire state. Dr. Ricard stated:

"John was known as Mr. Conservation, he was regarded as the most trustworthy advocate for conservation by legislators, nonprofit leaders, forestry professionals — everybody. He taught me to treat people fairly, to expand my professional network, to do things right. He was a living example of leadership, and very generous in terms of guiding me when I was young."

John recalls the organizations that served as springboards for his career were conservation camps, forestry programs and 4H membership; all of which played pivotal roles in his early life.

Tree to Table

Cover photographs represent the ascension from young maple tree in front of the Douglas Library through preservation to a usable conference table located in the Marian Celio Memorial Meeting Room at the Hebron Town Office Building. A special thank you to all those involved in the repurposing of an historic landmark for the Town; especially craftsman Marc Rubera.

TOWN OFFICERS/BOARDS AND COMMISSIONS

(AS OF JUNE 30, 2017)

BOARD OF SELECTMEN:	<u>TERM</u>
Daniel E. Larson, Chairman	2017
Gail Richmond, Vice Chairman	2019
Mark Stuart	2017
Brian O'Connell	2019
Clara O'Brien	2019

TOWN MANAGER: Andrew J. Tierney

TOWN CLERK AND REGISTRAR OF VITAL STATISTICS:	
Carla A. Pomproicz	2018

BOARD OF FINANCE:	
Malcolm Leichter, Chairman	2017
David Veschi, Vice-Chairman	2019
Henry J. Sawicki	2017
Peter Kasper	2017
Ramon W. Bieri	2019

BOARD OF EDUCATION:	
Erica E. Bromley, Chairman	2017
Maryanne Leichter, Vice Chairman	2019
Kevin Williams	2019
Carol A. Connolly	2017
Geoffrey Davis	2019
Kathy Williams	2019
Phil Booe	2017

PLANNING & ZONING COMMISSION:	
Natalie Wood, Chairman	2017
Frank Zitkus	2019
Devon Garner	2017
Judith Podell	2017

ALTERNATE MEMBERS:	
Eric Brancard	2017
Jeffrey Cormier	2019

ZONING BOARD OF APPEALS:	
Jardo Opocensky, Jr., Chairman	2017
Michael McCormack	2017
June Danaher	2019
Anthony Novak	2017
Gilbert Salk	2019

ALTERNATE MEMBERS:	
Marilyn Alden	2019
Jane Golino	2017

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

BOARD OF ASSESSMENT APPEALS:

Ted Bromley	2017
Phil LoBianco	2017
Mark Falade	2019

REGIONAL SCHOOL DISTRICT 8 BOARD OF EDUCATION:

Amy D'Amaddio	2019
Rich Jacobson	2017
Joseph E. O'Connor	2017
Thomas Tremont	2019
Bruce Olmstead	2017

REGISTRARS OF VOTERS:

John F. Richmond	2021
Elizabeth Fitzgerald	2021

DEPUTY REGISTRARS OF VOTERS:

Merris Williams	2021
Thomas Golub	2021

JUDGE OF PROBATE: Sean Peoples 2018

ANIMAL CONTROL OFFICER: William Bell

ASSESSOR: Debra Gernhardt

ASSISTANT TO ASSESSOR – REVENUE COLLECTOR: Christina Ristaino

ASSISTANT TOWN CLERK AND REGISTRAR OF VITAL STATISTICS: Ann Hughes

BUILDING OFFICIAL: Joseph Summers

BURNING OFFICIAL: Tony Pitrone

CAPITAL IMPROVEMENT PROGRAM COMMITTEE:

Clara O'Brien	Nick Wallick	William Witt
Mal Leichter	Kevin Kelly	David Morrison
Charles Daniels	Devon Garner	

CITIZENS GREEN COMMITTEE:

Michael Harder, Chairman	Eszter Samodai	Elizabeth Eldridge
Gil Salk	Jessica Rainville	

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

COMMISSION ON AGING:

Laura Bennett, Chairperson	2017
Gertrude Catullo	2019
Ed Menicke	2018
Pamela Meliso	2017
Barbara Soderberg	2019
Cecile Piette	2018
Beth Schmeizl	2017

ALTERNATE MEMBERS:

Warren Holbrook	2017
William Witt	2017

CONSERVATION COMMISSION:

Thomas Loto, Chairman	2020
Guy Holzer	2018
Christopher Frey	2017
Ed Meinke	2019
Kate Caddy	2020

RESIDENT STATE TROOPERS: Daniel Greenwood

CONSTABLES: Marc Rubera Ricardo Martinez James Tilley

DIRECTOR OF HEALTH: Chatham Health District

ECONOMIC DEVELOPMENT COMMISSION:

Victoria Avelis, Chairman	2020
Jon Lesisko	2019
Dottie Moon	2018
Gerald Garfield	2017
Neil Amwake	2018

ALTERNATE MEMBER:

Peter Cassarella	2018
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EMERGENCY MANAGEMENT DIRECTOR/LEPC CHAIRMAN: Sean Shoemaker

FINANCIAL ADMINISTRATOR: Sue Hushin

FINANCE DIRECTOR: Elaine Griffin

FIRE CHIEF: Nick Wallick

FIRE MARSHAL: Randy Blais **DEPUTY FIRE MARSHAL:** Daniel E. Larson

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

HISTORIC PROPERTIES COMMISSION:

Deena Watson, Chairman	2020
Mary Ann Foote	2017
Jon Minard	2017
Susan Morin	2017
Rebecca Scorso	2019

ALTERNATE MEMBERS:

Janice Porter Tarbell	2017
Richard Cassata	2017

HOUSING AUTHORITY:

Florence O'Sullivan, Chairman	2020
Anne-Lee Boynton	2018
Joan Conley	2018
Robert Pisker	2017
Karen Emmons	2020

JUSTICES OF THE PEACE:

Randy Anagnostis	Ramon Bieri	Linda Bulkovitch	Peter F. Casarella
James P. Cordier	Rodney Goldberg	Marjorie W. Graham	Elizabeth M. Holmes
John D. Hooker	Gary D. Hummel	Patricia A. Kamarowski	Scot Kauffman
Richard A. Keefe	Valerie V. LaVake	Anne B. Lewis	Philip LoBianco
Richard Marzi	Salvatore Mastrandrea	Robert J. McKay	Gayle Mulligan
Cathleen R. Murphy	John O. O'Sullivan	Paul L. Pomproicz	John F. Richmond
Paul Rosati	Gilbert J. Salk	Thomas J. Sousa	Stella S. Stanescu
Laura A. Steiner	Robert N. Warner	Natalie A. Wood	

OPEN SPACE/LAND ACQUISITION COMMITTEE:

Brian O'Connell, Chairman	Christopher Frey	John Mullaney	David Veschi
James Cordier	Jessica Petro	Frank Zitkus	

MUNICIPAL AGENT FOR THE ELDERLY: Sharon Garrard

PARKS AND RECREATION COMMISSION:

Claudia Natorski, Co-Chair	2019
Ken Jardin, Co-Chair	2020
Machel Gauthier	2017
Charles Daniels	2018
Daniel Grabowski	2018
Chris Cowles	2019
John Russo	2017

ALTERNATE MEMBERS:

Eric Lemieux	2017
Jessica Petro	2020

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

DIRECTOR OF PARKS AND RECREATION: Rich Calarco

PANEL OF MODERATORS:

Kevin Connors	2017
Scot Kauffman	2017
Joseph Krist	2017
Catherine Marx	2017

PUBLIC BUILDING COMMISSION:

Wayne Warwick, Chairman	Richard Steiner
Malcolm Leichter	Brian Whalen

PUBLIC WORKS DIRECTOR: Kevin Kelly

SANITARIAN: Steven Knauf - Chatham Health District

SENIOR SERVICES DIRECTOR/MUNICIPAL AGENT: Sharon Garrard

SUPERINTENDENT OF SCHOOLS – HEBRON: Tim Van Tasel

SUPERINTENDENT OF SCHOOLS – RHAM: Patricia Law

TAX COLLECTOR: Adrian MacLean

TOWN ATTORNEY: Ken Slater of Halloran & Sage

TOWN HISTORIAN: Hebron Historical Society

TOWN PLANNER: Michael O’Leary

TREE WARDEN: Kevin Kelly

WATER POLLUTION CONTROL AUTHORITY:

Clara O’Brien, Chairman	2019
James Reilly	2020
Kevin Grady	2019
Chris Hemberger	2018
Mark Falade	2018

BOARD OF SELECTMEN

July 21, 2016, the Selectmen continued the designation of Andrew J. Tierney, Town Manager as the Town of Hebron's representative to the Chatham Health District. This reappointment is retroactive to January 2015 for a three year term to run until January 2018.

July 21, 2016, the Selectmen approved the Memorandum of Understanding between the Regional School District No. 8 Board of Education and the Town of Hebron for a School Resource Officers' Program for the 2016-2017 School Year, and authorize Andrew J. Tierney, Town Manager, to sign the agreement and work with the Superintendent and Resident State Troopers to execute the agreement.

September 1, 2016, the Selectmen awarded a Town of Hebron Certificate of Appreciation to John O'Sullivan for 34 Years of Service to the town of Hebron; 1982-2008 as Democratic Registrar of Voters and 2008-2016 as Democratic Assistant Registrar of Voters.

November 17, 2016, the Selectmen recognized and presented Ronald Vitarelli with an Eagle Scout Proclamation.

February 16, 2017, the Selectmen authorized Andrew J. Tierney, Town Manager, to enter into a Community Payment Agreement between the Town of Hebron and Connecticut Natural Gas Corporation and any other documents pertaining to the construction installation of the gas line extension with CNG and all Commercial and Industrial Service Installation Agreements with CNG for the Town of Hebron and RHAM Boards of Education for building connections.

March 2, 2017, the Selectmen recognized, and presented Daniel McCormack with an Eagle Scout Proclamation.

March 16, 2017, the Selectmen recognized, and presented Steven Lee Barton with an Eagle Scout Proclamation.

April 20, 2017, the Selectmen recognized and presented Zachary Blume with an Eagle Scout proclamation.

May 4, 2017, the Selectmen approved the naming of the Church Street Property as the "Raymond Brook Preserve".

June 15, 2017, the Selectmen recognized and presented Ethan McCrae with an Eagle Scout proclamation.

June 15, 2017, the Selectmen approved the Professional Services Agreement between the Town of Hebron, the Hebron Lions Club and Hebron Youth Baseball/Softball Association, and authorized Andrew J. Tierney, to enter into the agreement. It was further resolved by the Selectmen that the baseball field at Veterans Memorial Park be named "Hebron Lions Baseball Field".

APPOINTMENTS

7/21/16	Kate Caddy	Conservation Commission
8/11/16	Jessica Rainville	Capital Improvement Program
10/6/16	Jeff Cormier	Planning and Zoning – Alternate
11/17/16	Dale Bland	Douglas Library Board of Trustees
11/17/16	Mal Leichter	Public Building Committee
11/17/16	Bart Nicolo	Public Building Committee
11/17/16	Richard Steiner	Public Building Committee
11/17/16	Wayne Warwick	Public Building Committee
11/17/16	Brian Whalen	Public Building Committee
11/17/16	Florence O’Sullivan	Housing Authority
11/17/16	James Riley	Water Pollution Control Authority
11/17/16	Thomas Loto	Conservation Commission
11/17/16	Victoria Avelis	Economic Development Commission
11/1/16	Deena Watson	Historic Properties Commission
11/17/16	Ken Jardin	Parks and Recreation Commission
11/17/16	Jessica Petro	Parks and Recreation Commission – Alternate
11/17/16	Danielle Galligan	Douglas Library Board of Trustees
11/17/16	Julie Veschi	Douglas Library Board Trustees
12/1/16	David Morrison	Capital Improvement Program – Alternate
12/1/16	Kate Caddy	Conservation Commission
12/15/16	Kathy Williams	Capital Improvement Program
12/15/16	Dale Bland	Douglas Library Board of Trustees
1/5/17	Gladys Bryant	Fire/Police
1/5/17	Douglas Barton	Fire/Police
1/5/17	Robert Chieka	Fire/Police
1/5/17	Patricia Griffin	Fire/Police
1/5/17	Deborah Horton	Fire/Police
1/5/17	Walter Norris	Fire/Police
1/5/17	Carl Wool	Fire/Police
1/19/17	Phil Booe	Hebron Board of Education
2/2/17	Karen Emmons	Housing Authority
6/1/17	Beth Schmitzel	Commission on Aging
6/1/17	William Witt	Commission on Aging - Alternate

TOWN MEETINGS

It was voted:

October 6, 2016

- Pursuant to Section 304 C of the Hebron Town Charter, to approve the purchase and to authorize the Town Manager to enter into a purchase agreement with Nanette H. Alexander of a property which is approximately 9.443 acres in size and is located at 125 Daly Road, Hebron, Connecticut, and shown on Assessor's Map 37, Lot 71.7 (Volume 146, Page 648); in the amount of \$14, 200.00 funds to come from the Open Space Land Acquisition account.
- Pursuant to Section 304 I of the Hebron Town Charter to adopt a resolution authorizing the Town of Hebron to enter into, and authorize the Town Manager to execute and deliver, the Commercial Property Assessed Clean Energy (C-PACE) Agreement.

February 2, 2017

- To appropriate \$1,870,000 for costs related to the extension of and conversion to natural gas at various Town buildings, including the Hebron Town Office Building and Horton House located at 15 Gilead Street, the Gilead Hill School located at 580 Gilead Street, the Hebron Elementary School located at 92 Church Street, the Douglas Library located at 22 Main Street, the Fire Department Station located at 44 Main Street, and the Russell Mercier Senior Center located at 14 Stonecroft Drive, and at RHAM Middle School and RHAM High School located at 85 Wall Street. To authorize the issuance of bonds or notes in an amount not exceed \$1,870,000; and to authorize the Chairman of the Board of Selectmen, the Town Manager and the Treasurer of the Town, or any two of them, to determine the amounts, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes. To authorize the Board of Selectmen, the Chairman of the Board of Selectmen, the Town Manager, the Treasurer and other proper officers and officials of the Town to take all other action which is necessary or desirable to complete the project and to issue bonds or notes and obtain grants to finance the aforesaid appropriation.

March 16, 2017

- Pursuant to Section 304 C of the Hebron Town Charter, to approve purchase of "The Rifkin Property" and to authorize the Town Manager to enter into a purchase agreement by and between the Town of Hebron and Pearl Wexler Tessler of Studio City, California, Jeannie Rifkin, of Stamford, Connecticut, Irwin Rifkin, trustee of the Irwin Rifkin Trust dated November 26, 2001 and Jeannie Rifkin, trustee of the Jeanne Wexler Rifkin Trust dated November 26, 2001, for an approximately 4.43 acres in size parcel of land located on the south side of West Main Street, Hebron, Connecticut, and shown on Assessor's Map 69, Lot 5 (Volume 268, Page 53). In accordance with Hebron Town Charter Section 304 B, to fund the purchase of said property through a Supplemental Appropriation from the unassigned fund balance in the amount of \$385,000, as recommended by the Hebron Board of Selectmen and the Board of Finance.
- Pursuant to Section 304 B of the Hebron Town Charter to approve a supplemental appropriation, as recommended by the Hebron Board of Selectmen and the Hebron Board of Finance, from the unassigned fund balance in the amount of \$404,133 to fund capital projects in the FY2107-2018 CIP Budget, to be voted upon at the May 2, 2017 referendum.
- Pursuant to Section 304 B of the Hebron Town Charter to approve a supplemental appropriation, as recommended by the Hebron Board of Selectmen and the Hebron Board of Finance, from the unassigned fund balance in the amount of \$203,429 as a contribution to debt management to be used as revenue for the FY 2017-2018 budget.

TOWN MEETINGS CONTINUED

May 2, 2017 Budget Referendum

- To approve a FY 2017-2018 Budget of \$36,740,238 as recommended by the Board of Finance:
Referendum Results: Yes 783, No 564
- To approve a FY 2017-2018 Capital Improvement Budget of \$1,234,260 as recommended by the Board of Finance: Referendum Results: Yes 847, No 497
- To approve a FY 2017-2018 Operations and Maintenance Budget of \$28,863,321 of the Regional School District No. 8 Public School System (RHAM):
Referendum Results: Hebron: Yes 653, No 696
Andover: Yes 88, No 120
Marlborough Yes 218, No 340
- To approve a 2017-2018 Capital Improvement Program Budget of \$289,960 as recommended by the Regional School District No. 8 Board of Education (RHAM):
Hebron Yes 754, No 597
Andover Yes 100, No 96
Marlborough Yes 237, No 322

May 31, 2017 Budget Referendum

- To approve a FY 2017-2018 Operations and Maintenance Budget of \$28,871,587 of the Regional School District No. 8 Public School System (RHAM):
Referendum Results: Hebron Yes 565, No 719
Andover Yes 75, No 203
Marlborough Yes 272, No 387

June 22, 2017

- To approve a FY 2017-2018 Operations and Maintenance Budget of \$28,524,232 of the Regional School District No. 8 Public School System (RHAM):
Referendum Results: Hebron Yes 429, No 406
Andover Yes 83, No 105
Marlborough Yes 757, No 709

TOWN CLERK

The Town Clerk's Office is one of neutrality and impartiality, with an emphasis on preserving, protecting and providing access to records according to state and local laws accurately, efficiently, cost effectively in a timely and courteous manner.

The Town Clerk performs the administrative and technical duties of municipal records management, permit and licensing activities, collects conveyance taxes for the Town and the State Department of Revenue Services, historic preservation revenue for the Connecticut State Library, farmland and affordable housing revenue for the State of Connecticut, sportsmen license revenue for the Department of Energy and Environmental Protection, and dog licensing revenue for the Department of Agriculture.

Responsibilities include serving as clerk to town meetings, processing, maintaining and preserving maps and land records and making application for preservation grants. Additionally, the Town Clerk serves as an historic collection archivist, makes preparations for all federal, state and town elections, primaries and referenda; issues marriage licenses, birth certificates for home births, certifies birth, marriage, and death certificates; tracks memberships on boards and commissions; maintains and archives board and commission minutes and town ordinances.

Town meeting agenda and minutes as well as those of most boards and commissions are filed with the Town Clerk. The Town Clerk also maintains the town's vaults and is the keeper of the Town Seal.

The Town Clerk has comprehensive and diverse responsibilities established by the Connecticut State Statutes and Town Charter and is a prime revenue-generating department that processed \$609,900 in receipts during the fiscal year 2016-2017.

REGISTRAR OF VOTERS

The Registrar of Voters Office is one of impartiality and access. We strive to ensure that *all* residents are guaranteed access to vote. We stay current on all new rules and regulations. In addition to attending the annual Registrar of Voters conference which is a three day professional development/ continuing educational series, we are enrolled in Registrar of Voters Certification classes.

We work in tandem to ensure that the Registrar of Voters Office is current with all statutes and regulations. Our responsibilities include:

1. Registering voters
2. Maintaining voter registry lists
3. Participating in Absentee Voting Administration
4. Conducting Elections
5. Ensuring the proper maintenance, transportation, storage and preparation of voting machines.

In addition, we conduct an annual canvas. We maintain a relationship with the RHAM High School civics teachers to supply them with voter registration cards and in conjunction with Andover and Marlborough, we go to RHAM High School each spring to conduct a voter registration drive.

During Fiscal year 2016-2017 we held one federal election and three budget referenda and attended special meetings as were needed.

PROBATE COURT

The Glastonbury-Hebron Probate Court has a new location. As of October 31, 2016, the Court's new location is 2143 Main Street. Our mailing address, telephone and fax numbers have remained the same. What has changed is that we are now on the main level. For those needing assistance, our new location is easier to navigate; there are no stairs or an elevator needed to get to the Court. There are many entrances into the building; entering through the Parks and Recreational Department offers a ramp and adequate parking.

The atmosphere in the Court is more approachable. As part of the Judicial System for the State of Connecticut, we adhered to the State's guidelines when designing our new office spaces. Richard Johnson, the Town Manager, and the Facilities Department were sensitive to the Court's needs and were very accommodating. The new location affords the staff more privacy when dealing with sensitive probate matters. There is a small conference room where residents can meet to discuss their Probate needs. The hearing room is very spacious to accommodate hearings requiring a large attendance. If you are in the area, please stop by to see our new location and say hello.

As you have heard in the news and read in the newspapers, the State of Connecticut has serious budgetary issues. The State's financial crisis affects all courts, probate courts included. With an anticipated contribution from the State's General Fund, there should be no disruption in Probate Court operations. It remains our goal to continue handling probate matters and to serve the residents of Glastonbury and Hebron in a timely manner with professionalism and courtesy.

We typically process petitions in the order in which they are received; that is the most judicious way to handle these matters. My highly trained staff is qualified to determine where the priorities lie. I meet with the staff on a daily basis to address any questions or concerns that arise.

The Court staff and the Judge continue to participate in continuing education seminars. I am pleased to report that my staff continues to exceed the minimum educational requirements. I am proud of their level of commitment. Continuing education is not only required of court staff, continuing education is required for Judges as well. As much as I am required to earn 15 educational credits, this past year I earned 47.5. The Office of the Probate Court Administrator offers exceptional continuing educational materials on matters related to Decedent's Estates, Conservatorship, Guardianship, etc. Here is an example of training seminars offered: Conservatorship Financial Mismanagement by Fiduciaries and Protecting Assets; Traumatic Brain Injury, Mediation Skills, End of Life Decisions and Special Immigrant Juvenile Status to name a few. As you can see, the training is very diverse.

Many people are unaware of the breadth of matters the Court handles. I like to include the listing of the new petitions with each annual report. Below are the new matters that the Court addressed in the last year including matters where the Judge has been cited in where conflicts exist in neighboring jurisdictions.

PROBATE COURT CONTINUED

Full Estates	126
Small Estates	47
Tax Purpose Only	46
Estate Examiner/Safety Deposit Box	1
Change of Name	32
Adoption	17
Termination of Parental Rights	9
Statutory Parent	6
4a-16	25
Guardian	2
Custody of the Remains	1
Other	9
Conservator	22
Guardian of Estate	7
Guardian of the Intellectually Disabled	8
Trust	1
Total New Files	359

As well as handling Probate Matters, the Probate Court also processes Passport Applications. Last year 1,346 new passport applications were processed. Every year the Court staff takes a refresher course and this year Homeland Security did a physical site inspection. I am happy to report that we passed our inspection with flying colors. As you may know, there is construction underway at Town Hall. One of the major renovations is a new and improved Customer Service Center. It is the intention of the Town Manager to have the Customer Service Center process passport applications once the Service Center is operational.

I have convened Court hearings at Hebron Town Hall for the convenience of Hebron residents and have also taken the opportunity to provide an update of Probate Court issues each with seniors in Glastonbury and Hebron.

I am honored to continue serving as your Probate Judge.

Sean Peoples
Judge of Probate
Glastonbury-Hebron Probate Court
2155 Main Street
Glastonbury, Connecticut 06033
Telephone: 860-652-7629
Facsimile: 860-368-2520

BOARD OF FINANCE

The Board conducted eight Regular Meetings, thirteen Special Meetings, five joint budget workshops with the Board of Selectmen, and two Public Hearings during the 2016-2017 fiscal year.

Members of the Board of Finance for the 2016-2017 fiscal year included the following: Malcolm Leichter, Jr., serving as Chairman, David Veschi serving as Vice Chair, Peter Kasper, Ramon W. Bieri and Henry Sawicki.

The adopted budget for fiscal year 2017-2018 of \$36,740,238 (1.55% increase) was approved at the first Budget Referendum on May 2, 2017. The Town Charter Section 902, paragraph 'f', requires the Board of Finance to hold a public hearing on their recommended budget not later than the third Tuesday in April. Within one week after the public hearing, the Board of Finance recommends a budget to be presented for vote by the Annual Budget Referendum. The Town Charter Section 903 requires a referendum vote to be conducted on the first Tuesday after the first Monday in May. If the budget fails, then the Board of Finance may present the same or a revised budget for vote to be held three weeks later. This process will continue for three week intervals until a budget is passed. The Board of Finance will set a mill rate by June 15. If a budget is not passed by June 30th then the Charter Section 903 allows for an interim mill rate calculation.

FINANCE DIRECTOR

Under the Town Charter, the Finance Director shall be the Town Treasurer and the agent of all town funds, and shall have all powers and duties prescribed for Town Treasurers by the General Statutes. The Finance Department is responsible for all municipal financial activities including bonding, investments and cash management of all town funds, financial statement preparation, budgeting and a variety of accounting functions such as payroll, accounts payable, debt administration and fund accounting activities.

Finance Department: Vision Statement

A well-established financial system through the use of constantly changing technology and financial expertise provides information for making ethical decisions and accountability to Elected Boards and Commissions, Internal Management, Employees, Citizens, Financial Institutions, Investors, State and Federal Agencies and Vendors.

Finance Department: Mission Statement

We are committed to providing high quality and reliable financial, procurement, cash management and related reporting through organized leadership, innovation and efficient administrative support to the Town of Hebron, Hebron Public Schools, RHAM School District, Fellow Employees, Elected Boards and Commissions, Internal Management, Citizens, Financial Institutions, Investors, State and Federal Agencies and Vendors. We will work in concert with these groups to ensure quality service. We will strive to achieve excellence in investing and financial reporting. Through careful processing of employee payroll data and vendor billings and payments, we will efficiently provide these services in a prompt, courteous and competent manner.

FINANCE DIRECTOR CONTINUED

Moving forward to meet the demands and changing needs of our varied customer base, we will continue to seek innovative and cost effective methods of providing our services through cross-training and continued education of each member of our team.

Financial Operation Results:

The Finance Director is responsible for the management of investments of surplus cash which are invested in Certificates of Deposit, Municipal Money Market Accounts and investment pools, such as Connecticut Treasury Short Term Investment Fund (STIF). The fiscal year 2016-2017 continued with an increase in financial market investment interest rates, with rates exceeding the budgeted estimates. This fiscal year also recognized a significant decrease in its debt obligations through a Refunding with Webster Bank. The Finance Department received the Government Finance Officers Association Award for the Certificate of Achievement in Excellence in Financial Reporting on the Comprehensive Annual Financial Report for Fiscal 2016 for the thirteenth consecutive year. Most communities prepare this report as part of the compliance to disclosure requirements mandated by the government.

Below is a summary for the 2016-2017 fiscal year showing where actual revenue came from and where the actual budgetary expenditures were spent in the General Fund as presented under generally accepted accounting principles basis:

Revenue Sources:

Property Taxes	\$28,233,691
Intergovernmental	7,418,324
Charges for Services	799,358
Income on Investments	35,429
Hebron Park Cell Tower	10,000
Surplus Funds	0
Other Revenues	261,023
	\$36,757,825

Expenditure Distribution:

Education	\$26,620,801
Town Government	6,847,299
Debt Service	928,988
Cont. to Capital Projects	818,811
	\$35,215,899

Guiding Principles/Values

We will act with integrity by being:

1. Responsive to the needs of fellow employees, elected boards and commissions, internal management, citizens, financial institutions, investors, state and federal agencies and vendors.
2. Dedicated towards service, savings and accountability.
3. Ethical in how we create policies and procedures.
4. Professional, respectful and maintaining confidentiality where required to do so.
5. Proactive in our approach on the use of new technologies or methods of performing tasks to be more efficient and effective.
6. Fair in listening and understanding the needs of our customers.

REVENUE COLLECTION DEPARTMENT

Revenue Collector: Adrian MacLean
Revenue Department Clerk Tammy Filbig

During the fiscal year 2016/2017 the Revenue Department continues to look for cost-saving measures while staying current on new statutes and innovative practices.

The Revenue Department ended the year with a tax collection rate for the current levy of 99.32%. We will continue to actively pursue delinquent taxes contributing to the lowest possible mill rate.

Fiscal Year 2016-2017 Billings:

July 2016

3825 Real Estate accounts	\$ 24,574,386
520 Personal Property accounts	\$ 546,143
9719 Motor Vehicle accounts	\$ 2,605,104

October 2016

743 Sewer Use accounts	\$ 364,700
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January 2017

1612 Motor Vehicle Supplemental	\$ 371,085
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In addition to collection of taxes and sewer accounts the Revenue Department is responsible for verifying and depositing the revenues for all other departments.

Office procedures are continually evaluated for efficiency and accuracy. The Revenue Department is diligent in maintaining an excellent collection rate while providing the highest level of customer service.

ASSESSOR

The Assessment Department is staffed by the Assessor and a part time Assistant to the Assessor. The duties and responsibilities of this office are specified by State Statute, with the principal assignment being to discover and appraise all real and personal property within the Town of Hebron. The real property is assessed at 70% of the fair market value as of the time of the revaluation, with personal property being assessed at 70% of current value each year. Hebron implemented a revaluation for the October 1, 2016 Grand List and the next is scheduled for October 1, 2021. The sum of these assessed values forms the Grand List, which serves as the community's tax base.

Comparative Annual Grand List

October 1, 2014 **October 1, 2015**
(F/Y 2015-2016) **(F/Y 2016-2017)**

	2014	2015	Change	%
Real Estate	\$693,935,240	\$696,865,670	+ 2,930,430	+ .422
Personal Property	\$ 15,636,330	\$ 15,327,010	- 309,320	- 2.018
Motor Vehicles	\$ 72,431,980	\$ 73,903,240	+ 1,471,260	+ 2.031
Net Totals	\$782,003,550	\$786,095,920	+ 4,092,370	+ .523

As indicated above, the 2015 total taxable Grand List increased \$4,092,370 from 2014. Contributing to the increase was new construction and improvements.

The 2015 Supplemental Motor Vehicle List had a total net assessment after credits and exemptions, of \$10,419,216 which was a 21.27% increase from the 2014 Supplemental List. There were 1,635 accounts, an increase of 85 accounts.

The October 2016 revaluation work continued throughout 2016 and was finalized in January 2017. The office continues to incorporate new technology. Linked with the Building Department and with the use of online information on properties listed for sale we're able to keep up with improvements that have been done. Your property record cards are available on-line through the Town of Hebron website and with the use of a computer terminal on a public counter in the Assessor's Office during regular Town Office hours. Our Town maps are through MainStreet GIS, with maps being available online through the Town website. The online system allows you to look up properties and has the ability to overlay such layers as an aerial photograph, wetlands, and even create an abutters list. Some information is not updated daily, therefore, it's recommended to confirm the information by contacting the office.

Motor Vehicle accounts are generated by the Department of Motor Vehicles for vehicles that have valid marker plates registered to the Town as of the assessment date (October 1st). The value placed on motor vehicles is 70% of the clean retail value from the October issue of the NADA books. The assessment year for motor vehicles is October 1st through September 30th. If a vehicle is sold, stolen, totaled, donated or registered out of state, **AND** the marker plates canceled with the Connecticut DMV during the assessment year the bill can be prorated. In order to have a bill adjusted this office **MUST**

ASSESSOR CONTINUED

have documents showing the marker plates have been canceled along with some form of documentation showing what happened to the vehicle, such as a bill of sale, or an out of state registration. If during the assessment year the marker plates are transferred to another vehicle, a January Supplemental bill will be generated applying the credit. Any change of address should be reported to the Connecticut Department of Motor Vehicles and the Assessor's Office as soon as possible.

As per CGS §12-42, Personal Property Declarations due by November 1st each year are mailed out in late September to ALL businesses in Town, including farming operations and businesses operated out of the property owners' home. They're also required to be filed for ANY unregistered motor vehicle and horse and ponies. Failure to file results in a mandated 25% penalty of the assessment being applied and could have a loss of any exemptions that one may have qualified for.

This department also assists eligible residents in applying for various tax exemption and tax relief programs. These programs, social security disability exemption, blind exemption, veteran's exemption, and elderly tax relief for homeowners are offered in conformance with eligibility requirements and specifications of State enabling legislation. The Elderly/Totally Disabled Renter Program is now handled completely through the Senior Center Coordinator. Detailed information about these programs or any questions about the office can be obtained by calling the Assessor's Office at 860-228-5971 ext. 147, Monday through Wednesday 8:00 a.m. – 4:00 p.m., Thursday 8:00 a.m. – 6:00 p.m., or Friday 8:00 a.m. – 1:00 p.m.

We are here to assist you and help the public to understand the Assessment process.

BOARD OF ASSESSMENT APPEALS

The Board of Assessment Appeals (BAA) is an official municipal agency. It is designed to service as an appeal body for taxpayers who believe that Town or City Assessors erred in the valuation of their properties or erroneously denied them exemptions. The Board is the first level of appeal from the actions of the Assessors.

It is important to note that the Board is not an assessing agency. It does not value taxable property – that is the function of the Assessor. Its purpose is best explained by the word “review”. It is a review body, and as such serves independently of the Assessor.

Appeal process:

1. Application made to the BAA on or before February 20th.
2. February 21st – March 1st notice of hearing sent to applicant.
3. Legal notice published 10 days prior to meeting.
4. March – BAA holds hearings.
5. BAA to complete their duties by March 31st.
6. Notice of final determination of appeals sent to applicant by April 7th.
7. BAA to hold a meeting in September to hear Motor Vehicle appeals.

If an extension to file the Grand List is granted to the Assessor, the BAA dates are extended automatically.

The BAA had 3 meetings scheduled in March 2016 during which they had no applications for appeals on the October 1, 2015 Grand List. The Board held one meeting in September 2016 and heard three Motor Vehicle appeals on the October 2015 Grand List.

Total reduction to Motor Vehicles assessment:

March meeting: 0

September meeting: \$5,980

Meeting dates for the October 1, 2016 Grand List had been set and posted with the Town Clerk:

Thursday, March 9, 2017

Wednesday, March 15, 2017

Saturday, March 18, 2017

Wednesday, September 13, 2017

BUILDING DEPARTMENT

The Building Department is a professional business-friendly organization committed to preserving the health, welfare and safety of its residents, businesses and the general public through effective and efficient administration of the Connecticut State Building Code and the Hebron Zoning Regulations. This is accomplished by working together through open communication and cooperation with the community we serve. We are committed to providing services to all citizens through excellence in customer service, timely delivery, innovation, high level of professionalism and continuous improvement. We believe that through education and cooperation, we can and will build positive working relationships within the building community, consumers and citizens alike.

The primary function of the Building Department is to ensure the health, safety and general welfare of the public. This is accomplished by:

- Performing plan reviews
- Issuing permits and conducting inspections to insure compliance with the Connecticut State Building Code and local ordinances.
- Issuing necessary orders and notices to remove illegal or unsafe conditions.
- Requiring the necessary safeguards during construction and demolition of structures.
- Interpreting and providing guidance regarding all applicable codes to Architects, Engineers, contractors, developers and other interested parties.
- Reviewing applications with the Town Planner, Town Engineer, Fire Marshal, Chatham Health District, along with various other local, state, and federal agencies as required.

A permit is required whenever any owner or authorized agent intends to construct, enlarge, alter, repair, move, demolish, or change the occupancy of a building or structure, or to erect, install, enlarge, alter, repair, remove, convert or replace any electrical, gas, mechanical, or plumbing system.



A report is prepared by the Building Department each month with information on the number of permits issued along with the types of permits, the construction value and fees collected.

The State of Connecticut adopted a new building code which went into effect on October 1, 2016. Connecticut went from a set of model codes that was published in 2003 to a model code that is more in-line with our neighboring states and across the nation. This was a result of legislation being passed that streamlined the review and adoption process of the State Building Code, Fire Safety Code and the Fire Prevention Code.

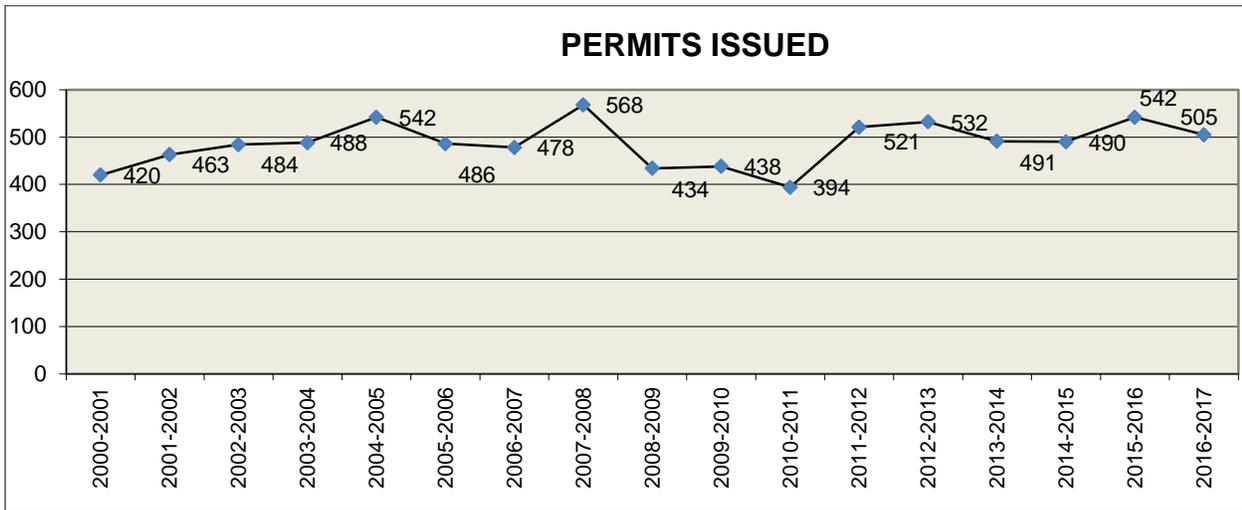
The current model codes in effect are;

- 2012 International Building Code
- 2012 International Residential Building Code
- 2012 International Existing Building Code
- 2012 International Plumbing Code
- 2012 International Mechanical Code
- 2012 International Energy Conservation Code
- 2014 National Electrical Code
- 2009 ICC/ANSI A117.1 Accessibility standards
- 2016 Connecticut Amendments

BUILDING DEPARTMENT CONTINUED

This fiscal year has been very active with the start of construction for extending the natural gas line from the north end of town down to Main Street and the start of construction of the assisted living facility at the end of John E. Horton Boulevard. Along with this is the start of construction of several new homes on Jones Street and Old Daniels Lane.

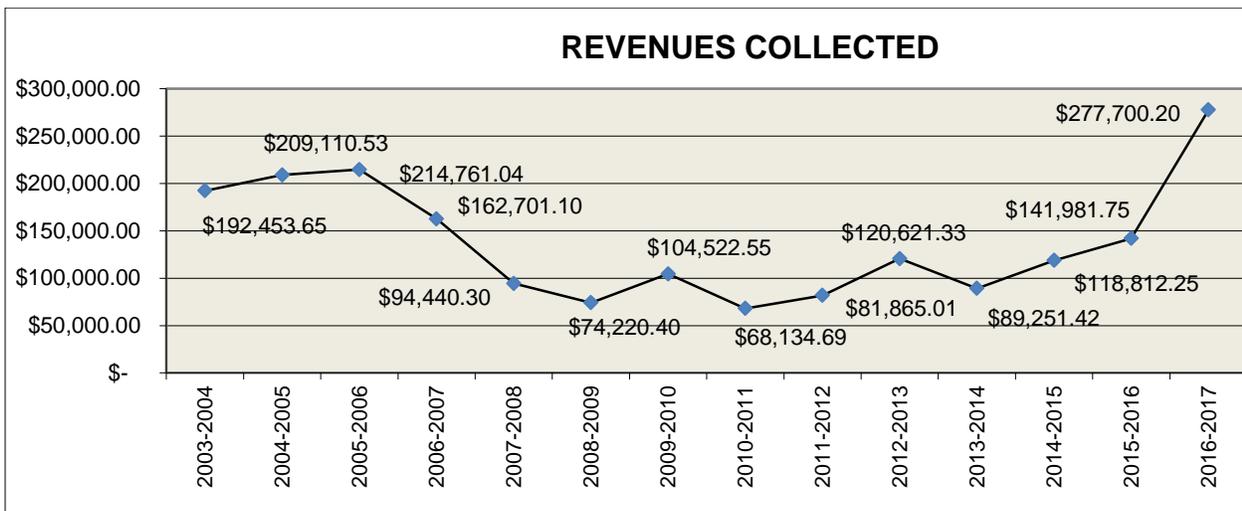
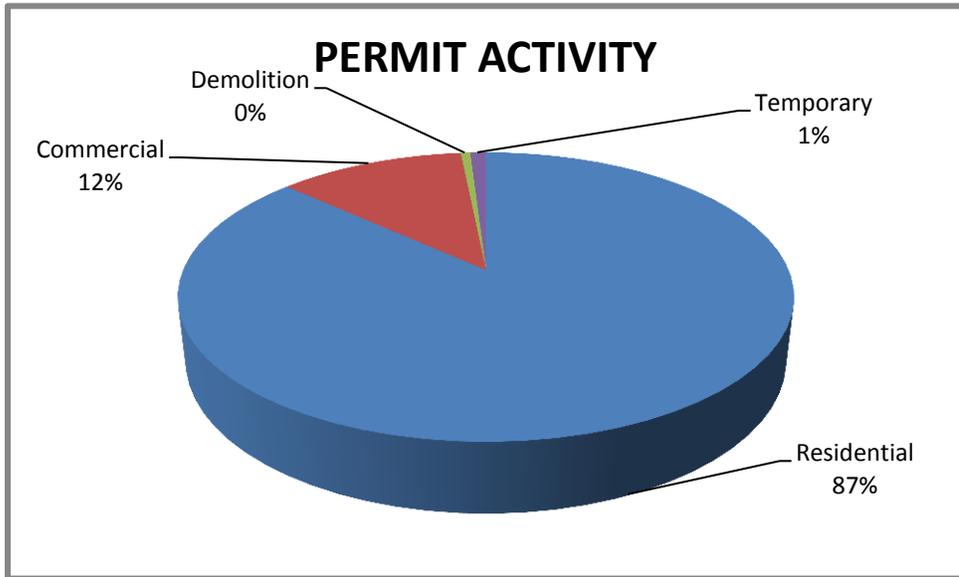
As you can see from the graph, we are averaging 500 building permits per year. With the majority of these as a “blanket” permit. An example would be a single permit issued for a new home construction which would include foundation, framing, insulation, electrical, plumbing and mechanical and finishes. This is done in order to service the public more efficiently and to reduce the amount of paperwork required within the department. A few projects are still broken down for each trade and that is handled on a case-by-case basis.



The Department issued

Total Permits	505
New Single Family Dwellings.....	7
Residential Additions	7
Demolition Permits	3
Commercial New/Additions/Alterations/Conversions	8
Permit Fees Collected, based on permits issued	\$277,700.20
\$149,240.20 of the fees are associated with the Assisted Living Facility	
Estimated Value of Work, based on permits issued	\$19,957,209

BUILDING DEPARTMENT CONTINUED



Maintaining a high level of customer service remains a top priority for the department. I would like to thank the staff for their efforts in helping to achieve that goal. As always, I want to encourage residents and contractors to contact the department whenever they have a question about anything relevant to building codes, requirements or procedures.

ZONING BOARD OF APPEALS

The Board meets in regular session on the first Tuesday of the month at 7:30 p.m. in the Town Office Building. The Officers of the Hebron Zoning Board of Appeals are: Jardo Opocensky, Jr., Chairman; Anthony Novak, Vice-Chair; and Mike McCormack as Secretary.

The Mission of the Zoning Board of Appeals is as follows. If a town adopts a set of Zoning Regulations, State law requires that the town also establish a Zoning Board of Appeals so that if the Regulations create a true hardship on a parcel of property, there is a Board established to be able to grant relief. In this capacity, the Board's charge is to hear and decide on applications for variances to the Zoning Regulations where a property owner claims that there is a hardship. Variances may be considered where there is an unusual circumstance with the parcel of land, which may have created a hardship in complying with the Zoning Regulations. Also, the Board receives any applications appealing decisions of the Zoning Enforcement Officer to determine if there was an error in that decision. Notifications of all Public Hearings are placed in The Rivereast News Bulletin. For each application received, a public hearing is held, abutting property owners are notified, and the public is encouraged to express its comments and concerns.

The Zoning Board of Appeals met two times between July 1, 2016 and June 30, 2017. During this time period, the Board received one application for a variance request, as follows:

- One (1) variance application requesting to locate an above ground swimming pool in a location prohibited by the Regulation; and, this application was denied.

The Board also met to review a section of the comprehensive update to the Hebron Zoning Regulations that concerns the Board and its functions. The Board provided input and suggested changes to the Planning and Zoning Commission and its consultant who are updating these regulations.

The public is encouraged to attend any and all Public Hearings and meetings held by this agency. Your input is appreciated.

PLANNING AND ZONING COMMISSION

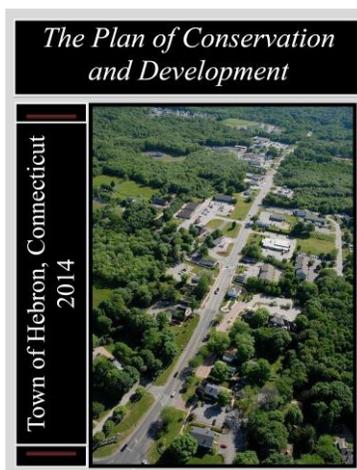


The Planning and Zoning Commission is the Town's community planning agency performing long-range planning as well as short-term planning functions. The Commission is charged with adopting and periodically updating the Town's master plan as well as Hebron's Zoning and Subdivision Regulations (regulations that set standards for new development). In addition, the Commission reviews and approves all new development proposals in Hebron to ensure that they conform to these plans and regulations. The Commission's mission is to continue to preserve the Community's prized "small town character" and rural ambiance while guiding new growth and economic development in a way that complements our existing high quality of life. The Commission's officers are: Natalie Wood, Chairperson; Lewis Hinman, Vice-Chairperson; and Frank Zitkus, Secretary.

The Planning and Zoning Commission held twenty (20) regular and special meetings during Fiscal Year (FY) 2016-2017. Special Meetings are held to perform site walks and field investigations of development sites as well as for the purpose of holding workshop meetings on a variety of planning and zoning related topics.

During this FY, the Commission conducted thirteen (13) individual public hearing sessions on land-use applications requiring a hearing. The Commission accepted a total of twenty-two (22) new land use applications in the 2016-2017 FY including: eleven (11) Site Plan applications; seven (7) Special Permit applications; two (2) applications to amend the Zoning Regulations; and two (2) subdivision and subdivision modification applications.

One of the Planning and Zoning Commission's most important projects is the adoption, update and implementation of the Town's "*Plan of Conservation and Development.*" A comprehensive update is required by State Statutes at least every ten years. The Plan is an important overall vision statement of how the Town wants to grow and develop, as well as how it wants to conserve its important resources in the future. In June of 2014 the Plan was adopted. During this FY the Commission spent a significant amount of time implementing the recommendations contained in the Plan. In particular, the Commission held workshop meetings on an ongoing project from last FY to review and complete a comprehensive update to the Town's Zoning Regulations. The Plan recommended a number of items in the Regulations that should be reviewed and possibly amended. The Commission has been working with the planning consulting firm, Planimetrics, to assist them with this task.



Also, during this fiscal year the Commission approved several land use applications in the Hebron Center area including approval of the Optimus Senior Living application for the new Colebrook Assisted Living Facility on John E. Horton Boulevard in the Village Green district. This 113 unit development in a building of over 100,000 square feet will be a significant economic development driver to the Town Center made possible by careful and persistent long term planning of the Village Green district that made such land available for this type of use. In addition, other applications were approved for several change-of-use applications for several medical office uses in Hebron

PLANNING AND ZONING COMMISSION CONTINUED

Center, Special Permit applications for an enlarged bed and breakfast facility and a new home based occupation request, and several Site Plan applications for a variety of uses including a Town application for a new ice-skating facility in the Raymond Brook Preserve park on Church Street, additional lighting for youth football practice at Gilead Hill School, an addition to St. Peter's Church hall, approval of a modified plan to the Worship Center site on Marjorie Circle, one new house at Amston Lake, an enlargement and improvement to the outside service bar at Blackledge Country Club, and, a new dog-grooming facility on Lebanon Road and Church Street. At its regular meetings the Commission also offered their recommendations to the Town on the purchase of several open space parcels, the Town's purchase of the Rifkin parcel on West Main Street for potential new senior housing, and the project involving the installation of eight miles of new gas mains through the center of the Town's business district. The Commission also has researched and drafted a potential new zoning regulation to establish a new Village District zoning designation over the Hebron Green District to ensure that future development is compatible to this historic center of Town.



One method of implementing the policies embodied in the Town's *"Plan of Conservation and Development"* is through the Town's Capital Improvement Program (C.I.P.) and through available State grants. A significant planning goal is to improve pedestrian accessibility throughout Hebron Center. A number of such projects have been funded either by the CIP program or STEAP (Small Town Economic Assistance Program) grants. During this FY, site work was completed for the most recent STEAP grant funded project being the enlarged parking area behind the Douglas Library which is also available for

Hebron Green businesses and additional sidewalks on the south side of Main Street. Design is also progressing on a new LOTCIP grant funded sidewalk project from Main Street, along Church Street, to Hebron Elementary School and further south to the Neighborhood Convenience center. The Commission was active in the planning for these projects and authoring support letters for grants that fund these improvements.

The Planning and Zoning Commission meetings are generally held on the second and fourth Tuesdays of each month (except July, August, November and December when the Commission meets only one time each month). All legal notices for public hearings are generally printed in the *Rivereast News Bulletin*. All meetings are conducted at the Town Office Building at 7:00 p.m. unless otherwise posted. The Commission's staff offices are located in the Horton House at the Town Office Building Complex. The Town Planner, Michael K. O'Leary, AICP, can be reached at 228-5971, Ext. 137, or through e-mail at moleary@hebronct.com.

PUBLIC WORKS DEPARTMENT

The Public Works Department for the Town of Hebron is located at 550 Old Colchester Road. It is staffed by a Director, an Administrative Assistant, a Foreman and a crew of 10. In addition there is a Transfer Station attendant which is part of the Department along with two part time employees.

Mission: *The mission of the Town of Hebron Public Works Department is to provide a safe and well maintained infrastructure and transportation system by keeping current with modern road maintenance technologies and production methods while adapting to the changing environment of a growing community.*

Description and Accomplishments: The Town of Hebron Public Works Department's overall responsibility is to maintain and repair the roadway and drainage system of the Town of Hebron. This includes snow and ice management, road construction, pavement maintenance, and right-of-way maintenance. The Department provides support service to other Town departments. These duties have been created to ensure a safe and reliable infrastructure, consistent with the needs and expectations of the Town residents.

In the past winter season, the Department responded to 23 snow and ice events, including the call-outs from the Police Department. The entire roadway system was swept and all catch basins were cleaned to comply with the DEEP MS4 regulations. Road paving projects and pavement maintenance is conducted annually and includes the drainage that is installed and maintained as needed. Roadside mowing to manage sight lines and vegetation is an ongoing process throughout the spring, summer and fall seasons. Risk tree management is an ongoing responsibility of the department. This year the Department managed the replacement and installation of a new bridge on Marjorie Circle.

The Director of Public Works is the appointed Tree Warden and can be contacted at the Department if there are any questions on tree maintenance in the public right of way.

Town of Hebron Recycling Center/ Transfer Station

The Town of Hebron operates a Recycling Center and Transfer Station at 550 Old Colchester Road, Amston, Connecticut. The service provided here is a disposal site for municipal solid waste, bulky waste, single stream recycling, electronic recycling, brush and tire disposal, mattress recycling, used oil recycling and a drop off site for donated clothing. The facility is not intended for commercial use. "Resident Stickers" are required to be shown on vehicles using the facility and can be obtained at the attendant's shed or Town Hall.

The Municipal Solid Waste collected for the 2016-2017 period was 1,250 tons with a disposal cost of \$82,750. MSW drop off is allowed at no charge to Town of Hebron residents.

Recycling is Mandatory: The single stream recycling collected totaled 515 tons. The revenue credited from this was \$7,725. Residents are required to recycle all mandatory recyclable materials.

The Town of Hebron contributes to the regional Household Hazard Waste Collection through (CREOC) Capitol Region East Operating Committee. This expense for 2016-2017 was \$6,329.34.

Bulky Waste and acceptable materials are collected at a charge listed in the schedule on pages 90-91.

WATER POLLUTION CONTROL AUTHORITY

The Mission Statement of the Town of Hebron WPCA is to oversee and maintain the wastewater system in accordance with State and Federal Standards. The commission serves the community by identifying needs of a changing population and preparing for future generations. Maintaining the sewer system helps to promote business and enhances the quality of life for the residents of the Town of Hebron.

The Water Pollution Control Authority (WPCA) is comprised of five members and meets the second Tuesday of every month. The primary responsibility of the WPCA is the effective management of the municipal sewage system. The sewer system has been on-line since November 1991. Sewers are located in the Amston Lake Area, Route 85 from the intersection of Route 66 and Route 85 to Crouch Road, Crouch Road, North Pond Road, Brennan Road, Hope Valley Road, Slicer Drive, parts of Millstream Road and Wall Street, Main Street, Pendleton Drive and Wellswood Road. The sewer system also serves the retirement community located on Loveland Road, RHAM High and Middle School, Hebron Elementary School, the Stonecroft Retirement Community and Hebron Senior Center. There are 17 miles of sewer line installed in these areas and nine sewage-pumping stations. Hebron pumps its sewage to the Town of Colchester and from there it is pumped to the Town of East Hampton where the sewage treatment plant is located.

CONSERVATION COMMISSION

The following commentary highlights the activities of the Hebron Conservation and Inland Wetlands Commission during 2016-2017.

The Commission accepted and acted upon 20 Applications, to include 3 Timber Harvesting approvals, during this fiscal year.

As part of its ongoing charge to educate its citizens, the Hebron Conservation Commission offers many free pamphlets and guides, which are available through the Office of the Wetlands Agent. Residents are encouraged to take advantage of this service.

The Hebron Conservation Commission is the Town's land use agency consisting of five citizen members that is mandated and empowered by the State of Connecticut to enforce the Inland Wetlands Act (Sections 22a-36 and 22a-45, inclusive) of the Connecticut General Statutes, as amended. Commission members, appointed by the Board of Selectmen, serve four overlapping terms during which they participate in ongoing training and educational programs intended to aid in the understanding and execution of their duties.

Landowners, contractors and land use professionals are advised to familiarize themselves with the *"Inland Wetlands and Watercourses Regulations of the Town of Hebron"* regarding activity in and around our wetlands and watercourses and to secure the proper permits and approvals before commencing any regulated activity. Regulated activities include, but are not limited to: polluting, clearing, removal of vegetated understory or stream cover, grubbing, grading, paving, excavating, filling, constructing, installing or repairing septic systems, depositing or removing material, diverting or obstructing water flow and discharging storm water within 100 feet of a wetland or watercourse. Also, subject to review and regulation are activities to be undertaken in upland areas which have a potential for affecting a wetland or watercourse. There are also *"wetlands of special concern"* which have regulated areas of 200' and 300'.

CONSERVATION COMMISSION CONTINUED

Permitted as-of-right and non-regulated uses in and around our watercourses and wetlands are very limited and narrow in scope. Therefore, it is prudent, and often necessary, to obtain a declaration of exemption from the Commission or its duly authorized agent, prior to conducting any such activity. Some permitted as-of-right and non-regulated uses include certain farming and agricultural activities. Uses incidental to the enjoyment and maintenance of residential property are permitted, but shall not include removal or deposition of significant amounts of material from or in wetlands or watercourses.

Pet Waste, Water Quality, and Your Health

When rain or snow melt runs over the land, it can carry pollutants like uncollected pet waste directly, or by way of a storm drain into nearby streams, lakes, ponds or wetlands. This polluted storm-water runoff, also called *Nonpoint Source Pollution*, can degrade water quality, impair aquatic health and make waters unsuitable for recreation.

Why is Pet Waste Pollution? Pet waste is the source of two types of pollutants: pathogens and nutrients. *Pathogens* are disease causing microorganisms that can contaminate water resources, making them unsafe for swimming and drinking. *Nutrients*, such as nitrogen and phosphorous, can cause runaway growth of algae and aquatic weeds, making the water murky, green and smelly.

When the excess growth of algae and aquatic plants, or even the pet waste itself, decomposes in the water it uses up dissolved oxygen needed by fish to survive, and release compounds such as ammonia that can harm aquatic life.

Why is Pet Waste a Health Risk? Pathogenic bacteria, parasites and viruses in pet waste are a health risk to both people and animals. Leaving pet waste on the ground in your yard or in public areas may expose children, adults and even other pets to diseases. There is also a risk of getting sick from drinking or swimming in waters contaminated by pet waste.

Is Your Pet the Problem? It may seem that your pet does not have much of an impact, but consider all the other pets in your neighborhood, town and even in the state. That is a lot of pets doing their daily business! Even if only a fraction of pet waste is not picked up it can really add up.

But isn't animal waste natural? It is, but in developed areas, where there are paved surfaces and lawns, pet waste can be carried by runoff directly into nearby water resources. In naturally vegetated areas, pollutants from decomposing waste can be captured by the underlying soils; however, in parks and open spaces popular with dog walkers, waste can build up, becoming a serious problem.

WHAT TO DO WITH PET POO

- Always bring a plastic bag or two when you walk your dog;
- Use the bag like a glove, scoop the poop, then turn the bag inside out and seal;
- Put the bagged waste in a trash can, or flush un-bagged waste down the toilet;
- Never throw dog waste down a storm drain. They lead directly to a water resource such as a stream, lake, pond or wetland.

To learn more, visit www.conservect.org/ctrivercoastal

CITIZENS GREEN COMMITTEE

The Hebron Citizens Green Committee works to help the town and its citizens do a better job of protecting our environment through education, outreach and assistance efforts. In 2017 the Committee was involved in several activities in these areas.

The Green Committee continued to do a great deal to help Hebron increase its recycling rate and reduce the generation of waste. These efforts are slowly paying off, as Hebron's recycling rate increased slightly, from 28% last fiscal year to over 29% this year. New signage at the Recycling Center, paid for with DEEP grant funds secured through the assistance of the Committee, helped to educate residents on what can and must be recycled. Also, the single stream recycling system has continued to make it easier for residents to recycle.

In addition, the Committee continued its efforts in the area of energy conservation and clean energy through SolarizeHebron, a utility funded program designed to encourage homeowners to install solar electric systems. Through this program, the Green Committee helped facilitate the installation of several new residential solar electric systems in Hebron.

Two long time members of the committee resigned, but two residents began the process of joining the committee.

Following are the other activities that the Green Committee was involved in during FY2017:

1. Held seven monthly meetings
2. Attended several meetings of the Department of Energy and Environmental Protection Solid Waste Advisory Committee
3. Attended a Clean Energy Workshop in Mansfield
4. Set up an information table at the Hebron Maple Festival
5. Held the third annual Paper Shredding Day to recognize America Recycles Day.
6. Set up an information table on recycling at the Recycling Center
7. Using DEEP grant funds, assisted in the purchase of a recycling thermometer sign board, depicting our progress in meeting our recycling goal and new signage for the Recycling Center.
8. Sent several letters to the editor of the Rivereast Newspaper regarding recycling, energy conservation and clean energy.

HEBRON PARKS & RECREATION DEPARTMENT

The 2016-2017 fiscal year was the first year of the department re-organizing in which we have a Recreation Manager and Program Supervisor. These changes enabled the department to better serve and meet the needs of the community.

The Parks and Recreation Department continues to have successful programs and events.

The Parks and Recreation Department program guide/brochure for our community is mailed directly to residents three times per year.

All three of our camps, Great Beginnings, Great Escape Camp and Adventure Camp, were very successful again this past year. Our staff continues to provide a diverse assortment of games, crafts and fun on each day of the camp.

Mad Science Camp, Performing Arts, Tennis and Golf rounded out the summer experience for many area children. Our Shooting Stars Camp for children ages 5 – 14 celebrated its 23rd consecutive year. Also our Volleyball camp had two week camps, and a football camp, which both were very successful.

Summer rounded out with our second annual Hebron Day held at Burnt Hill Park. On Saturday, August 27, 2016 we opened up Burnt Hill Park to a number of vendors, organizations and entertainers for a day in the park to bring our community together. The event included a fun run, geocaching, hula hooping, face painting, music, drumming, food, inflatables and more.

The Fall/Winter Season kicked off our very popular Youth Basketball Program. Players in grades 1 – 12 enjoyed learning the fundamentals, and playing games each weekend during the winter months.

Parks & Recreation Enrichment Program (PREP) the Before & After School Program had a very exciting year. The program was held in three rooms at Gilead Hill School. This program continues to be a success, lead by a very dedicated staff; it provides a safe and stimulating environment for our town's children. The students enjoyed many enrichment programs such as Art classes and visits from various groups. We have also provided working parents a Vacation week camps and Staff Development camps at Gilead Hill School.

The 26th annual 5K Road Race was part of the August 27th, 2016 Hebron Day event.

This past winter season we held a Holiday Extravaganza in conjunction with the Douglas Library and Hebron Fire Department.

We welcomed in spring by hosting our annual Easter Egg Hunt held at Gilead Hill School. We also coordinated efforts with the Cafeteria director at Gilead Hill School to hold a Bunny Breakfast. This program included volunteers, as well as, a visit with the Easter Bunny.

Trail Day is a special day for the entire state. It celebrates all the trails in Connecticut with informational stations that hand out t-shirts if you visit three stations along the trail.

HEBRON PARKS AND RECREATION DEPARTMENT CONTINUED

The Parks division maintains all Town and School grounds, and also brush along the way, Church Street and Smith properties. In addition, all our playing fields were upgraded and showed excellent improvement in turf quality. The Parks Department uses an integrated pest management plan. This plan entails using common sense and good cultural practices in the maintenance of turf. The key to success is the following:

- Maintain the site history
- Identification of the source of any problems
- If problem-what is the cause (i.e., disease, insect, weed)
- Determination of the tolerance level for pest
- Regular Scouting
- Determination other means available, then pesticides
- Identification and implementation of cultural techniques to manage pest problem

Events and Programs

Adult Programs

Pilates
Basketball
Yoga
Zumba
Cardio Fitness
Tennis League
Softball league

Youth Programs

Shooting Stars Camp
Performing Arts
Tennis Lessons
Mad Science
Youth Basketball
Youth Football
Golf
Taekwondo

Great Escape Camp
Great Beginnings Camp
Adventure Camp
Volleyball
Running Club
Cross Country Run
Sewing Classes

Haunted Happening ran on Friday, October 14th, 2016 which included Trunk or Treat at The Lions Fairgrounds. At this event we had people open their trunks and hand out the candy to Halloween dressed children. Much fun was had by all.

The Ghost Run is presented by The Parks and Recreation Departments of Colchester, East Hampton and Hebron along with the state of Connecticut Department of Environmental Protection, the 13th Annual 13.1 Airline Trail Ghost run took place on Saturday, November 5th, 2016. We had 273 participants who came out to run the race beginning at Hebron Elementary School and ending at Center Elementary School in East Hampton.

The Hebron Parks & Recreation Department is supported by resident participation, as well as, volunteer efforts to make Special Events and programs happen. Once again, we thank our participants and particularly all our loyal volunteers for their help throughout the year.

HEBRON OPEN SPACE LAND ACQUISITION COMMITTEE

The Hebron Open Space Land Acquisition Committee (the Committee), formed by Town Ordinance on June 4, 1998, consists of seven members including one representative from the Board of Selectmen, the Board of Finance, the Planning and Zoning Commission, the Parks and Recreation Commission and the Conservation Commission. Two members from the public also serve on the Committee. The Committee is charged with the responsibility of evaluating and recommending open space land acquisitions to the Board of Selectmen.

The Ordinance also created a Hebron Open Space Land Acquisition Fund, to be used for preservation and acquisition of open space. The Fund is financed primarily by an annual appropriation of up to ½ of a mil as approved in the town budget. Land Acquisition funds are also derived from fees received by the Town in lieu of open space dedications required with subdivision applications, from state grants and from voluntary contributions. Open Space land can be acquired or preserved through direct purchase by the Town, by the acquisition of conservation easements, the purchase of development rights or by landowner donation.

The Committee continued to work closely with other Town boards and land use commissions in open space planning and evaluating open space preservation possibilities, especially for those parcels that can be linked into a town-wide greenway system. The Committee has identified its four highest priority areas within the town for open space preservation: The Fawn Brook / West Branch Fawn Brook corridor, the Raymond Brook Marsh area and the Judd Brook area for passive recreational and natural resource protection and the Gilead Hill area for farmland preservation.

To this end, 11 Regular and Special Meetings of the Committee were conducted in fiscal year 2016/17, including 3 site walks. In May 2017, the Committee established an Air Line Trail Connection Subcommittee that met 3 times resulting in pursuit of a state grant to connect the Air Line Trail to Raymond Brook Preserve (aka the Church Street Park). As part of its community outreach effort, the Committee crafted numerous open space articles and reports and was also present at the August Hebron Day Event.

During the fiscal year, the Committee recommended the acquisition of three properties for open space preservation: a 9.4-acre parcel on Daly Road (Alexander parcel) that affords wetland protection for Burnap Brook, a trail extension and an expanded area of open space in that neighborhood; a 10-acre parcel on Grayville Road (Serra parcel) that provides a link between two parcels of town open space and protects a portion of Hope Valley Brook; and a 48-acre parcel on Gilead Street (Fish parcel) that protects a scenic portion of Fawn Brook and includes an extensive trail system connecting to Gilead Elementary School. The Alexander parcel was approved for acquisition at a Town Meeting in October 2016, the Serra parcel was approved at Town Meeting in July 2017 and the Fish parcel was likewise approved in August 2017.

Together with open space purchases of prior years, all researched and recommended by the Committee, the Town has preserved 522.3 acres of farm and forestland, including Burnt Hill Park, the scenic Raymond Brook Preserve, and open space on Jagger Lane, Church Street, Old Colchester Road and along the Raymond Brook Marsh. In past years, in conjunction with the State of Connecticut, the Town contributed to the purchase of 126 acres of other valuable farm and forestland in Hebron, including open space along the Air Line Trail. In addition, the Committee has referred several large

HEBRON OPEN SPACE LAND ACQUISITION COMMITTEE CONTINUED

open space parcels, totaling 480 acres, to the State for their subsequent acquisition. This cooperative effort has resulted in the preservation of open space while maximizing the effectiveness of the Town's funds.

The Committee wishes to reiterate the many varied benefits of Open Space preservation including enhancing home values; mitigating future tax increases; providing for recreational areas, both passive and active which promotes tourism and helps local business; providing a desirable setting for harmonious economic growth and living environment; providing areas of historical heritage, scenic vistas and habitat for wildlife; protecting natural resources including clean air and drinking water; and preserving our rural character by protecting productive and scenic farm and forest lands.

The Committee is chaired by Brian O'Connell of the Board of Selectmen, with Planning and Zoning Commission member Frank Zitkus serving as Secretary and John Mullaney serving as Vice-Chairman. Regular meetings are scheduled on a bi-monthly basis, beginning with the first Wednesday in January, at 7:00 p.m. in the Town Hall, unless otherwise posted. All residents and Hebron landowners interested in participating in development of the town's open space vision are encouraged to join us at our meetings and contact the Committee. The Committee hopes to provide such landowners an opportunity to share in the future stewardship of open space land in Hebron.

HISTORIC PROPERTIES COMMISSION



The Historic Properties Commission is charged with promoting the educational, cultural, economic and general welfare of the Town of Hebron through the preservation and protection of historic properties within the Town and to preserve and protect its architectural and historical integrity.

The Board of Selectmen accepted the Historic Properties Community Use Recommendations for uses of the Historic Peters House following completion of the house restoration. The uses must meet Hebron's municipal ordinances.

While working on basement structural reinforcement, it was discovered that sills on north side as well as southeast corner of the Peters House were rotten. At the time of sill replacement, drainage was added to prevent water from entering the basement.



HISTORIC PROPERTIES COMMISSION CONTINUED

Flooring has been replaced so that visitors and volunteers may safely tour the first floor of the Peters House. The next project will be the construction of a straight-run staircase to the second floor so that volunteers can work on that level. Volunteer recruitment and management continue to be of great importance to the Historic Properties Commission.

Paul Pribble, a professional in historic house restoration, did a walkthrough of the Peters House to help determine work priorities and their sequence.

Since work can't continue on the Peters House without money for plumbing, electrical work, lumber, and other materials, the Historic Properties Commission made a presentation to the CIP Committee. The CIP Committee recommended that \$50,000 be proposed and it was approved as part of the town budget vote. The plan is to use \$25,000 now and save the remaining \$25,000 as match for a grant.

Upon receipt of an application from the Hebron Historical Society to replace cedar shingles with architectural asphalt on the Old Town Hall, the Historic Properties Commission scheduled a public hearing to hear rationale for the change. Ultimately, the Historic Properties Commission approved the "Certificate of Appropriateness" for the Historical Society.

Additional information about the Hebron Historic Properties Commission, the Inventory of Hebron Historic Properties, the Historic Property Designation Nomination Form, and other Historic Hebron Resources may all be found at www.hebronhpc.org.

HEBRON HOUSING AUTHORITY

Merit Properties, Inc., of Berlin, Connecticut is contracted by Hebron Housing Authority to manage Stonecroft Village Elderly Housing located at 14 Stonecroft Drive of Hebron, Connecticut, a 25 unit apartment complex for the elderly, disabled and handicapped. These rental units for seniors 62 years of age and older and for the certified disabled 18 years of age and older were funded to be built by a State housing program and its operation is subject to regulations of the Department of Economic Community and Development and Connecticut Housing Finance Authority. The Department of Economic and Community Development also provides funds for rental assistance payments for qualified renters that are currently living at Stonecroft Village.

Applicants must complete an application and meet certain income and screening requirements to be eligible for occupancy at Stonecroft Village. Applicants on the waiting list are selected to fill vacant apartments. One vacancy in the past year had been filled from the waiting list. A resident's rental payment is based on 30 percent of the resident's income or base rent, whichever is greater, plus utilities. All residents of Connecticut are eligible to apply. There are three designated handicapped apartments. The remainder of the apartments are adapted to the needs of the residents as they age so that they do not need to move due to physical barriers.

The five Hebron Housing Authority Commissioners are appointed by the Town of Hebron Board of Selectmen to serve on the Hebron Housing Authority for four-year terms. The management company is accountable to the Hebron Housing Authority Commissioners. For information on Stonecroft Village, please contact Merit Properties, Inc., at Deming Road, Suite A, Berlin, CT 06037 or call (860) 828-0531.

SENIOR SERVICES/COMMISSION ON AGING/MUNICIPAL AGENT

There's Something for Everyone at the Russell Mercier Senior Center.

Recognized by the Older Americans Act (OAA) as a community focal point, senior centers are one of the most widely used services among older adults. As a community focal point, older adults are able to access multiple services in one place.

- Studies have shown that, compared with their peers, senior center participants have higher levels of health, social interaction and life satisfaction
- 75% of participants visit the senior center 1 to 3 times per week and spend an average of 3½ hours per visit

The Senior Center serves as a gateway to the aging network – connecting older adults to vital community services that can help them stay healthy and independent. A wide variety of programs and services are offered, including:

- Meals and nutrition programs
- Information and assistance
- Health, fitness, and wellness programs
- Transportation services
- Public benefits counseling
- Volunteer and civic engagement opportunities
- Social and recreational activities
- Educational and arts programs
- Intergenerational programs

Research shows that older adults who participate in senior center programs can learn to manage and delay the onset of chronic disease and experience measurable improvements in their physical, social, spiritual, emotional, mental and economic well-being.

The Senior Center's goal is to aid older adults to remain active, engaged and independent in the community. We strive to develop new programs and opportunities for today's dynamic generation of older adults.

Additionally, individuals are often referred to the Senior Center's Social Worker by a wide variety of professionals and private citizens who are usually concerned about an older adult's ability to care for himself or herself or are experiencing difficulty managing day to day activities. Intervention usually involves making appropriate plans based on the individual's situation, often including coordinating the services of other agencies. The goal is to aid in the individual maintaining their independence through the implementation of whatever supports are necessary in the most appropriate setting.

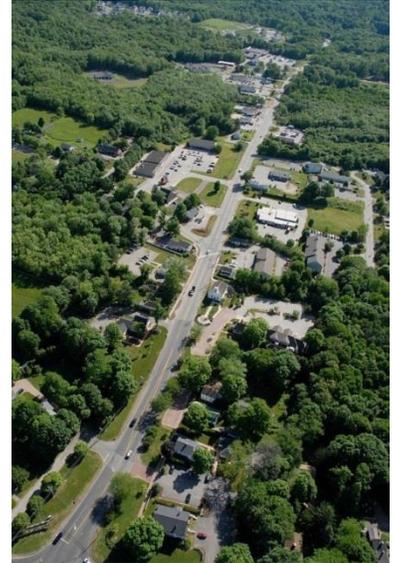
ECONOMIC DEVELOPMENT COMMISSION

The mission of the Economic Development Commission (EDC) is to:

- *Broaden the tax base of the Town of Hebron through the encouragement of planned business growth;*
- *Encourage the expansion of job opportunities, goods and services to town residents; and,*
- *Preserve Hebron's rural character and charm.*

The EDC works to ensure that there are sufficient parcels of land available in Town for business development, either due to growth from existing businesses or from new businesses wishing to move into Hebron, and to support and enhance the existing business districts in Hebron.

The Town has designated the Hebron Village Green District as the foremost expansion area for new business growth. This district is planned to be a mixed use development to include commercial, retail, office, light industrial and residential functions within its 130 acres located on the south side of Route 66 (Main Street). Successful implementation of this planned district will provide Hebron with additional commercial services, employment opportunities, an expanded tax base and alternate housing opportunities. The Commission has also continued to support existing business districts, including Hebron's Main Street – Route 66. Many of the past and current EDC events and programs are focused on supporting and enhancing the existing business districts and maintaining value in these areas. Significant programs have included: the Town's Façade Improvement Program; new sidewalk construction, landscaping and benches along Main Street; and "Welcome to Hebron" signs located at the west and east ends of the Main Street business district.



The Commission maintains a presence on the Town's website providing information on Hebron, Hebron's tax abatement program for new business growth, as well as and other valuable information to support business growth in town (<http://www.hebronct.com/edc.htm>).

During this Fiscal Year the EDC met at eight (8) Regular and Special Meetings and were involved in a variety of initiatives:

- The EDC continued to discuss ways to implement the recommendations of the Hebron Center Market Study that the Commission sponsored. Discussions were held at each meeting on priorities and specific Action Steps to implement the recommendations of the Study.
- Gerry Garfield continued to serve as the EDC representative to the Town's Brownfield Task Force with the Economic Development Coordinator serving as Alternate Member.
- The ED Coordinator, Town Planner and the Brownfield Task Force successfully applied for a DECD grant to perform a Phase II and III Environmental Site Assessment (ESA) at the Turshen Mill property. This \$95,000 grant was funded and work on the environmental studies commenced this fiscal year by CME Associates, Inc., an engineering consulting firm. This effort was pursued as part of the EDC's support for reuse and redevelopment of this significant historic building in Amston.

ECONOMIC DEVELOPMENT COMMISSION CONTINUED

- The Town Planner, ED Coordinator and the Brownfield Task Force, along with the endorsement of the EDC and the Board of Selectmen, submitted a STEAP grant application to fund the environmental cleanup of the former Hebron Center Service Station site at 501 Church Street. This grant application is pending. In addition, an application was made to the Capitol Region Council of Governments to update the Remedial Action Plan for the cleanup of this parcel. This request was approved for funding through CRCOG.
- The EDC heard several presentations by the Town Center Project (TCP), a new non-profit organization focused on working with the Town and the EDC on branding, special promotions and events in Hebron Center as well as submitting grant applications to improve the center. The EDC helped support the start-up efforts of the TCP and issued a letter of support for their non-profit application process.
- The EDC authored a letter of support and spoke in support of the natural gas line project of Connecticut Natural Gas (CNG) that will bring this utility into Hebron Center for connection to existing and future Hebron businesses. The ED Coordinator organized a presentation by CNG to Hebron businesses to advise them of the project and possible financial incentives.
- Modifications to Hebron's Economic Development Program were recommended by the EDC; and ultimately approved by the Board of Selectmen. These updates intended to bring the program into compliance with recent changes to the legislative language in the Connecticut General Statutes. The Economic Development Program allows the Town Board of Selectmen to approve tax abatement agreements for certain new business construction projects in Town as a tool to attract economic development to Hebron.
- The EDC and the ED Coordinator coordinated with the Hebron Historic Society and the Douglas Library to plan the "Hebron Artisan & Crafts Show" in December 2016, and the "Hello Summer Faire" in June 2017, at the Old Town Hall and the Library. This was one of several events planned to bring "feet on the street" to Hebron Center.
- The Town Manager met with the EDC to discuss a potential application for a tax abatement for Colebrook Village, the assisted living facility currently under construction along John E. Horton Boulevard in the Hebron Village Green District. The EDC offered recommendations and comments on the preliminary information provided by the developer to ensure a complete application at a later date.
- In addition to the items listed above, the Town's Economic Development Coordinator organized, implemented and continued several activities and initiatives during the year:
 - issued a series of electronic newsletters between the EDC and the Hebron business community;
 - organized a ground-breaking event for the Colebrook Village assisted living facility on John E. Horton Boulevard in the Village Green District; and,
 - organized a series of Business Networking Meetings held with Town officials and local businesses to create a forum for networking and communications. These meetings were held at Tae San Taekwondo Academy, Middlesex Orthopedic Associates, and the Douglas Library.

The Economic Development Commission generally meets on the third Monday of each month at 7:00 p.m. in the Hebron Town Office Building and welcomes input and suggestions from Town residents.

HEBRON FIRE DEPARTMENT



Mission Statement:

The Hebron Fire Department is an organization of individuals dedicated to promoting public safety and the preservation and protection of life, property and the environment.

The fire department has three stations covering 38.5 square miles of Hebron. The Department provides fire, rescue, hazardous materials and emergency medical services to Hebron residents and our mutual aid towns from the three fire stations.

Station #1, 44 Main Street, Constructed in 1984

Serves as fire headquarters, training center for the fire department and town agencies, houses the Resident Trooper office and the Fire Marshal's office.

APPARATUS: Ladder Truck (TR110), 3000 gallon Tanker Truck (T110), Rescue Truck (R110), Ambulance (A510), Ambulance (A610), Service 110 (S110)

Station #2, 663 Church Street, Constructed in 2005

APPARATUS: Engine 1 (1937 Sanford), Engine-Tanker (ET210), Engine (E110), with 2000' of supply hose, Service (S210), Utility Vehicle (U110) and Trailer, Water/Ice Rescue Boat (M210)

Station #3, 164 North Street, Constructed in 1970

APPARATUS: Engine-Tanker (ET310), Service (S310), Brush Fire vehicle (F310)

The Town of Hebron Fire Department is staffed Monday through Friday with two Firefighter/EMT/Maintainers and a Department Secretary from 7:30 a.m. to 4:30 p.m.

The Hebron Fire Department is a member of the Tolland County Mutual Aid Fire Service which provides dispatching services (911) and other operational functions supporting the department.

The Town of Hebron is a member of the Capital Region Council of Governments, and participates in the Capital Region Emergency Planning Council for regional response purposes.

The volunteer memberships of active members are broken down as follows:

26 Firefighter/EMTs, 10 Firefighters, 2 EMTs, 7 Fire Police, 11 Auxiliary, 5 Cadets and 12 Support.

In fiscal year 2016-2017 the Department responded to 803 calls (17 fires, 534 medicals and 252 service calls).

HEBRON FIRE DEPARTMENT CONTINUED

Fire

The Hebron Fire Department provides and receives Fire & EMS mutual aid from our neighboring towns: Andover, Bolton, Colchester, Columbia, East Hampton, Glastonbury, Lebanon, Marlborough, Willimantic and Manchester.

EMS

The Hebron Fire Department provides Emergency Medical Services at the Basic Life Support level (BLS) with two ambulances. Mutual aid is received from the Windham Hospital Paramedics providing the initial response for Advanced Life Support (ALS) services. Approximately 75 percent of the department's calls each year are for Emergency Medical Services.

Fire Police

The Fire Police are responsible for ensuring the roadways remain safe for our emergency responders, and that traffic flows smoothly during emergency incidents. Fire Police respond to downed wires, mutual aid and state police calls as needed. Our men and women are members of the Tri-County Fire Police Association and State of CT Fire Police Association.

Auxiliary

The Department is fortunate to have auxiliary members who volunteer in the department. They serve in a support function providing various services as needed during incidents or events.

Cadets

The Hebron Fire Department has cadet members – 16 and 17 year-olds who serve as Emergency Medical Technicians and other support roles. These enthusiastic young men and women also assist with day-to-day operations, helping improve the readiness of the department.

The Hebron Fire Department is recruiting for committed individuals to join our Department in providing Fire, EMS and other support services to the Town of Hebron and surrounding communities.

The Hebron Fire Department provides emergency services to community events such as the Maplefest, Hebron Harvest Fair, Hebron Day, The Ghost Run, Santa Claus Run, Trunk or Treat and performs many public safety educational sessions within the school system. Child car seat installations and CPR classes are held during the year at fire headquarters.

HEBRON OFFICE OF EMERGENCY MANAGEMENT

MISSION STATEMENT:

Our Mission is to provide a comprehensive and integrated emergency management system that coordinates community resources to protect lives, property and the environment through mitigation, preparedness, response and recovery from all natural and man-made hazards that may impact our community.

The Hebron OEM is managed by the town's Emergency Management Director who also functions as the Emergency Operations Center (EOC) manager when the EOC is activated. In addition, the OEM has a number of HAM Radio Operators who function as communications specialists when the EOC is open.

The Town of Hebron has a very active Community Emergency Response Team (CERT) which was recently combined with the Andover CERT to form the regional Hebron/Andover CERT team. The CERT Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. The CERT team, along with the HAM Radio Operators, provides support to a number of local events such as the Hebron Harvest Fair, the Hartford Marathon Summer Solstice Run in Gay City State Park and the Hebron Parks and Recreation fall Ghost Run. These CERT members are also available to support the local fire department with traffic control, search and rescue as well as helping to man the local emergency shelter when it is open.

In addition, the Hebron OEM is responsible for the following tasks:

- Develops and executes a program operating budget.
- Attend training and meetings for Emergency Operations as required.
- Updates and conforms the Town's Emergency Operation Plan to State and Federal criteria including national security (nuclear attack/weapons of mass destruction) risk assumptions.
- Maintains the Emergency operation Plan, Annexes and operating procedure (SOP's) updated as required by the Commissioner of the Department of Emergency Management and Homeland Security.
- Prepares Grant Application packages for operations and equipment.
- Prepares and submits Emergency Management reports to State and Federal agencies as required.
- Coordination of communication equipment maintenance and suitability for emergency operations. Including communications drills.
- Develops and maintains a training and exercise program to prepare for emergency operations.
- Keeps and updates an inventory of emergency equipment.
- Representative to Chatham Health District, maintains the Emergency Health Operations Plan, Pandemic Influenza Response Plan, Coordinates Drills as needed, including Point of Distribution for mass quantities (POD drills).

HEBRON OFFICE OF EMERGENCY MANAGEMENT CONTINUED

In late 2015/early 2016 the OEM completed a major project to relocate the town's Emergency Operations Center (EOC) from the Hebron Fire Department Headquarters to the Hebron Town Hall. This project included the relocation of communications equipment and the addition of antennas onto the town hall radio tower. In addition, the project added enhanced communications capabilities to the EOC as well as major technology upgrades to the town hall meeting room. These upgrades/enhancements will ensure the town will be able to function during and recover from any major natural or manmade disaster.

FIRE MARSHAL

MISSION STATEMENT:

The Office of the Fire Marshal is committed to providing the best public service possible in order to improve public safety and protect the lives and property of every citizen and visitor to the Town of Hebron.

This mission will be accomplished through providing professional life safety protection and help reduce the harm associated with fires, explosions and mechanical failures to the citizens and visitors of the Town of Hebron. This will be achieved through inspection, education and investigation as regulated by applicable Connecticut State Laws.

We will actively participate with our community, serve as role models, and strive to effectively and efficiently utilize all resources made available, to provide safety and excellent customer service to the citizens and visitors of the Town of Hebron.

By Connecticut State Statute the Fire Marshal is required to inspect all buildings and facilities of public service and occupancies regulated by the Connecticut General Statutes.

The State Fire Safety Code and The Connecticut Fire Prevention Code covers all occupancies, except one and two family dwellings. On May 7, 2015 the State of Connecticut adopted a new Connecticut State Fire Prevention Code and on October 1, 2016 the new Connecticut Fire Safety Code which includes, The Life Safety Code, The International Fire Code, NFPA 1, ASME Publications, Regulations of Connecticut State Agencies/Required by Connecticut State Statutes, The International Building Code and the International Mechanical Code. Then the code references, NFPA Standards and ICC Codes. There are Connecticut State Statute's that are also part of this inspection process.

As of May 7, 2015 the new Connecticut State Fire Prevention Code will be enforced. The scope of the Fire Prevention Code includes, but is not limited to, the following:

- (1) Inspections of permanent and temporary buildings, processes, equipment, systems and other fire related life safety issues.
- (2) Review of design and construction plans, drawings, and specifications for life safety systems, fire protection systems, access water supplies, processes and hazardous materials and other fire and life safety issues.
- (3) Fire and Life safety education.
- (4) New and Existing occupancies and conditions.
- (5) Access required for fire department operations.

FIRE MARSHAL CONTINUED

- (6) Hazards from outside fires in vegetation, trash, building debris and other materials.
- (7) Regulation and control of special events including, but not limited to, assemblage of people, exhibits, trade shows, amusement parks, haunted houses, outdoor events and other similar special temporary and permanent occupancies.
- (8) Interior finish, decorations, furnishings and other combustibles that contribute to fire spread, fire load and smoke production.
- (9) Storage, use, processing, handling and on-site transportation of flammable and combustible gasses, liquid and solid.
- (10) Storage, use, processing, handling and on-site transportation of hazardous materials.
- (11) Conditions affecting fire fighter safety.

As important as Fire Safety inspections are; the Connecticut State Statutes also require the Fire Marshal to: investigate the origin / cause and circumstance of all fires within the Town; Carbon monoxide emergency's where occupants require medical care; Issue permits for the use, transportation and storage of explosives in compliance with State Explosives Regulations; Inspect all flammable and combustible installations; Conduct site inspections and be on site for all Fireworks and Special Effects displays for compliance with applicable State Legislation; Inspect all tents and portable structures for compliance with the Fire Safety Regulations. This is a partial list of other responsibilities the Fire Marshal has to be involved in.

In the 2016-2017 fiscal year, 104 annual inspections were completed. In addition to the annual inspection, follow-up meetings were held with owners and occupants to develop a plan for compliance. In addition to the annual inspections, 18 re-inspections were completed, 40 inspections during construction where also conducted as needed and 20 special events were held and inspections as needed. Construction of Colebrook Village has begun and blasting was conducted along with other site work. Construction should be completed in the spring of 2018. Inspections of propane tank installations as required by Connecticut Fire Safety Code were also completed.

Plans were reviewed for new building construction, remodeling, and fire protection systems. Inspections at special events and tent installations were conducted. Maple Fest and the Hebron Lions Fair had continual inspections during their event; Inspections of Concerts at RHAM High School, Hebron Lions Fireworks and other events at the Town Schools and Recreation fields were conducted; Fire and Incident investigations were conducted; five Structure fires were investigated along with 16 other incidents, which include brush fires, cooking/stove related fires, open burning complaints and carbon monoxide incidents. Smoke and Carbon Monoxide detection problems were also addressed. We continued our smoke detector program and replaced over 60 batteries in smoke detectors; these batteries were donated by Energizer. Safety inspections were conducted of wood stove installations when required for home owners insurance. Open Burning permits were issued as per the Connecticut Department of Energy and Environmental Protection Regulations. During the absence of the Building Official, I assisted with inspections for his office.

Anyone requesting Fire Safety education, fire inspections, or fire code/safety information may contact the Fire Marshal's office at 860-228-3022.

HEBRON RESIDENT TROOPERS OFFICE

Police coverage for the Town of Hebron this fiscal year went to one Resident State Trooper, one full-time Hebron Officer contracted to the School Resource Officer (SRO) for the Region 8 School System (RHAM Middle & High Schools) and two part-time Hebron Police Officers.

When the Resident State Trooper is off-duty the police coverage is provided by the State Police Barracks Troop K in Colchester. Hebron employs part-time Police Officers to supplement police coverage specifically for the Town of Hebron and its needs. These officers work predominantly when the Resident Trooper is scheduled off or unavailable (training, vacation, sick and investigations). The Hebron part-time Police Officers' primary responsibilities are to respond to calls for service, proactively conduct motor vehicle enforcement, conduct patrol checks within the Town of Hebron, back up and support investigations conducted by Troop K Troopers and the Resident Trooper.

There is a dedicated day shift Resident State Trooper whose responsibilities include, but are not limited to, administrative duties, criminal, non-criminal and motor vehicle investigations, citizen assists, program development and implementation, public relations, traffic enforcement and patrol, including mountain bike patrols. In addition, the Resident State Trooper is involved in D.A.R.E. (Drug Abuse Resistance Education) program in the town elementary school system, work with AHM Youth Services with the Juvenile Review Board and the Coalition for a Healthy Empowered Community (CHEC), and also run an annual food and toy drive.

During the twelve month period from July 1, 2016 through June 30, 2017 Police investigations in Hebron include:

Homicides:	0
Robbery:	0
Larceny:	26
Burglary:	10
DUI:	18
Drug Offenses:	11
Sex Offenses:	1
Vandalism:	8
Disturbances:	65
Assaults:	1
Medical Assists:	94

There were also a total of 84 motor vehicle accidents investigated. Traffic Enforcement consisted of 775 motor vehicle violations with speeding being the most prevalent.

ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES

The mission of AHM is to: *“provide mental health and positive youth development services that assist children, young people, and their families in creating a supportive and caring environment, for them to reach their maximum potential as members of society.”*



2016-2017 Hebron Data Summary

During the 2016-2017 fiscal year, the residents of your community utilized the services and programs of AHM Youth and Family Services as listed below:

Family Resource Center			
Program	Children Served	Adults Served	
Play & Learn Groups	43	31	
KinderRHAMa Preschool	14	0	
Home Visits	13	9	
Lanterns Mentoring	14	0	
FRC Field Trips	59	70	
FRC SHARP Home Alone Program	13	10	
FRC Enrichment Programs	58	68	
FRC Parent and Provider Workshops	0	6	
Hebron Lions Eye Vision Screening	6	0	
Total:	220	194	

Gilead Hill and Hebron Elementary School(s)			
Program	Children Served	Adults Served	
Individual In School Counseling / Case Management	30	0	
Power of Words Jr.	15	0	
Social Skills Classes	7	0	
Screenagers Movie and Discussion	223	0	
Total:	275	0	

RHAM Middle School			
Program	Youth Served	Adults Served	
Individual In School Counseling / Case Management	25	0	
Power of Words 8 th Grade	149	0	
Screenagers Movie and Discussion	135	3	
7 th Grade Team Building	116	0	
Prevention Training RHAM M.S.	53	0	
Total:	478	3	

ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES CONTINUED

RHAM High School			
Program	Youth Served	Adults Served	
Individual In School Counseling / Case Management	25	0	
Peer Helpers	6	0	
Power of Words Team	15	0	
Power of Words High School	125	0	
Freshmen Orientation	130	0	
Stress Reduction, Guided Imagery Workshop	38	0	
Child Development Lab Students	17	0	
RALLY Awareness Group	7	0	
Project Graduation	91	0	
Prevention Training RHAM H.S.	100	0	
Total:	554	0	

Individual and Family Therapy			
Program	Children	Adults Served	
Individual Therapy	25	0	
Family Therapy	15	15	
Crisis Intervention	5	0	
Resources, Crisis and Referrals Services	0	130	
Total:	45	145	

Community			
Program	Youth Served	Adults Served	
Chores Employment Program Program	16	13	
Lanterns Mentoring Celebrations	27	57	
Girls Night Out	16	0	
Juvenile Review Board	18	0	
Outreach Events	52	37	
Summer Youth Theater	24	0	
Summer Youth Theater Audience	152	230	
Nature and Adventure Day	32	38	
Girl Power Camp	2	0	
Drumming Workshops and Concerts	120	115	
CHEC Coalition	2	8	
Take Back Event	0	71	
Coffee Talk with Troopers	0	5	
Total:	461	574	

Total Children served	2033		
Total Adults Served		916	
Total			2949
In total, Hebron residents accessed the services provided by AHM 2949 times in individual and/or large group settings. Families often receive multiple services from our agency.			

INTERFAITH HUMAN SERVICES

Hebron Interfaith Human Services (HIHS) is a 501-(c)(3) non-profit association of faith communities united to provide greater levels of community support and service than each could accomplish individually. These faith communities are: Christ Lutheran Church, Church of the Holy Family, Church of Hope, Gilead Congregational Church, St. Peter's Episcopal Church, United Brethren of Hebron Synagogue and The Worship Center.

Our mission: *"serve as a resource to the community in times of crisis and need, and assist people to regain their self-sufficiency."* Our mission statement is *"A Hand Up, not A Hand Out."*

HIHS employs one part-time Executive Director, Kim Bowers, to plan, direct and manage the operations. It is served by a Board of Directors. The current officers are: Robert Fitzgerald - Chairman; Richard White - Vice-Chairman; and Robert Pisker - Treasurer. Numerous faithful volunteers assist with various daily and special-event tasks.

HIHS currently provides food to approximately 80 Hebron families on a regular basis. With the help of the faith communities, civic organizations, businesses, schools and individuals, special holiday meals are available for clients as well as gifts in December.

HIHS provides help in obtaining state and federal assistance such as Energy Assistance, Operation Fuel and SNAP. We also refer to AHM Youth Services, WIC and Connecticut Legal Aid. In emergency situations HIHS is supported primarily by our local houses of worship, businesses, charitable and civic organizations, local schools and individuals. Funds are also derived through grant writing.

Events in which HIHS participates for the purposes of fundraising and awareness are the Maple Festival, the Hebron Harvest Fair, the Walk Against Hunger, the Walk for Warmth and others.

For additional information or volunteer opportunities, please call our office at 860-228-1681.

USDA WIC PROGRAM

The U.S. Department of Agriculture funds the Special Supplemental Nutrition Program for Women, Infants and Children (WIC). The program provided specific nutritious foods and nutrition education to eligible pregnant, breastfeeding and postpartum women (up to 6 months after delivery and parents/caretakers of infants and children up to the child's 5th birthday. Eligibility is based upon the applicant's income and nutritional needs in addition to categorical eligibility.

WIC participants are issued an e-WIC card to purchase a variety of specific nutritious foods. Children and pregnant women receive milk or milk substitutes, eggs, whole grains, fresh fruits and vegetables, iron rich cereals, fruit juice and dried or canned beans or peanut butter. Women who are exclusively breastfeeding receive additional foods to meet the additional nutrient needs. Women who breastfeed but supplement their nutrition education includes a variety of topics such as nutrition during pregnancy, breastfeeding information and support and advice on infant, toddler and preschool nutrition. WIC is also a referral source for families who may be in need of additional services and support. WIC nutritionists and staff often refer families to the state HUSKY medical insurance program and ACCESS Health CT, SNAP, Head Start and other preschool/school readiness programs, Birth to 3 and other health and nutrition sources.

WIC serves approximately 8 million people nationally. In Connecticut WIC provides services to 49,000 economically low to moderate income families. The average number of participants for the Town of Hebron is 19. We only have 5 participants in Colchester but there are some residents in Colchester who are receiving benefits in New London.

To inquire about WIC eligibility, call 860-291-7190.

DOUGLAS LIBRARY

Board of Trustees:

Susan Porter, Chairman
Althea Carr, Vice-Chairman
Peter Casarella, Secretary
Dale Bland

Mary Ann Foote
Danielle Galligan
Gail B Richmond
Julie Veschi
Deborah Witt

Statement of Purpose:

The Douglas Library serves as a learning and community center for all residents of Hebron. The Douglas Library supports and encourages life-long learning and fosters a literate, informed and culturally-aware community. Working together, we strive to provide equal access to information, ideas and knowledge through books, programs and other resources. We believe in the freedom to read, to learn, to discover.

Mission Statement:

The mission of the Douglas Library of Hebron is to service the informational, educational, cultural and recreational needs of all members of the Hebron community by providing access to a professional staff, a state-of-the-art facility, quality resources, programs and services; and preserving records of the town's history that are entrusted to the library.

Service Area and Facility:

The Douglas Library serves residents in Hebron and Amston. The number of registered borrowers is 3,909 (residents) 845 (non-residents) for a total of 4,754 active users. The library occupies 16,800 square footage of space, 2,400 of which is the original building which is on the National Historic Register. The new construction which occurred in 2001 was supported by a grant from the Hartford Foundation for Giving.

Collections:

The library provides: a circulating collection of 50,886 items for adults, young adults and children. Our collection includes print books, audiobooks, DVD's and Blue Rays, magazines and music CD's. Special collections of historical material including genealogy and state, local and town reference works. Non-circulating reference collection of information resources i.e. encyclopedias, statistical sources, state statutes, etc. A well-rounded collection of 60 magazines and newspapers is also available in our reading room. Answers to reference questions related to library's collections and general research requests are performed at both service desks. Interlibrary loan services (ILL) to patrons for obtaining materials owned by cooperating libraries is handled at our desks. Support to school curriculum and supplementing of high demand reading materials, especially during the summer months. Museum passes to Connecticut museums and state parks. We have also begun offering WiFi HotSpots to check out. The library also subscribes to Ancestry Library Genealogy database for in-house use.

Total Circulation: July 1, 2016 through June 30, 2017 was 50,817

Adult Print	16,636
Young Adult Print	1,993
Children's Print	12,293
DVD's	9,504
Downloadable Audiobooks	1,341
Downloadable E-Books	2,509
Museum Passes/Misc	1,253
Audiobooks/Music	5,288

DOUGLAS LIBRARY CONTINUED

Computers and Online Public Access Catalog (OPAC)

The library offers Public Internet access and MS Office software on a total of 19 computers in the adult, young adult and children's areas. We also offer free WI-FI on all levels of the library. Library staff provides one-on-one assistance to patrons in use of these computers and locating information on the web, as well as using MS Office software. Remote access to the library's catalog and to those of Consortium's member library catalogs is available to patrons with a valid library card. In-house patron access to the library's catalog is available on all public computers. The Douglas Library's newly redesigned webpage is an access point for the RequestIt database of magazines and proprietary databases which includes Consumer Reports, and downloadable audio books provided by the state, as well as to links to our social media sites and information on upcoming programs.

Programs, Meeting Spaces and Displays

The Children's department has regular story and craft hours for children ages 0 through preschool which supports early literacy and early childhood education, as well as a summer reading program for children of all ages and special events. The Children's Room invited all the kindergartners in for a special visit to tour the library and receive their new library cards. This summer our summer reading program encouraged children to both read and participate in our crafts. Some of our special programs included; Lunch with a Llama, Riverside Reptiles, Horizon Wings Raptors and our popular Visit with Santa. We also hosted a Summer Picnic pilot program in conjunction with the ACHM HAT Committee. The Adult department offers programming including author book talks and signings, musical programs, current interest programs and monthly book discussions (held next door at the American Legion). We also hold computer classes to help people feel comfortable with current computer technology and with e-readers. We offer a Homebound Delivery Program for our residents that cannot get to the library due to a short-term or long-term health issues. Hebron patrons unable to get to the library can have items delivered on a monthly basis to their home. This year we hosted two Hebron Art and Craft Fairs and held the first annual Hebron Community Holiday Event.

The library conference room and the board room are reserved for use by the Town on Tuesdays and Thursdays during budget season. These rooms may be reserved by community and non-profit groups. Three small rooms are used for tutoring and study space and meetings as stated above. The display case in the main lobby and in the children's area contains rotating community and in-house exhibits, while the display case on lower level showcases the library's historical items. There is a community bulletin board in the main lobby for the posting of community activities.

Donations to the Douglas Library

Anonymous	Fiano Family
Friends of the Douglas Library	Hilding Family
Lion's Club of Hebron	Sibun Family
United Way	Silvestri Family
Trust	Tuttle Family

Friends of the Douglas Library

The volunteer Friends Group meets 5 times throughout the year. Their main fund raising events are book sales held in March, June, September and November. They also have a year round book boutique on the main floor of the library. During the holidays they also sell pre-made gift baskets. Each of these fundraisers goes directly into supporting the services and materials that the library makes available to

DOUGLAS LIBRARY CONTINUED

our patrons. Items such as our great collection of Museum passes were supported by this group. The Friends Group is currently seeking members.

Library Hours & Contact

Monday and Wednesday 12 – 8 p.m.

Tuesday and Thursday 10 a.m. – 8 p.m.

Friday 12 – 6 p.m.

Saturday 10 a.m. – 3 p.m.

Tel: (860) 228-9312 Fax: (860)228-4372

Web: www.douglaslibrary.org

OPAC: <http://douglas.biblio.org/>

Visit us: Facebook, Instagram, Tumblr, Twitter
and Pinterest

As always a special thanks to the Board of Trustees, Douglas Library Association, Town officials, Friends of Douglas Library, library volunteers and to the residents of Hebron for their continuing support.

CHATHAM HEALTH DISTRICT

The Chatham Health District consists of six member towns (Colchester, East Haddam, East Hampton, Hebron, Marlborough and Portland) and serves a population of 63,442. The Board of Health consists of one member for every 10,000 population. The Director of Health serves as staff to the Board. The current board members are:

- Andrew Tierney (Hebron) – Chairman
- Peter Hughes (Marlborough) – Treasurer
- Susan Bransfield (Portland)
- Rosemary Coyle and Stan Soby (Colchester)
- Michael Maniscalco and Kate Morris (East Hampton)
- Emmett Lyman (East Haddam)
- The Director of Health is Don Mitchell

The Board of Health meets monthly (usually the 4th Tuesday). Additionally, three subcommittees meet periodically. They are: the Personnel Policy and Budget Committee, the Environmental Health Committee and the Community Health Committee. Meeting minutes are on file at the Town Clerk’s Office of each member town and at www.chathamhealth.org.

Funding:

Municipal	-	\$ 683,270
State/Federal	-	179,362
Fees	-	151,000
Other (flu)	-	10,000
Interest	-	<u>5</u>
Total		\$1,023,637
Expenditures		\$ 985,354
Fund Balance		\$ 38,283

Services Provided:

Environmental Permits/Applications

Septic Systems (new and repaired)	188
Water Supply Wells	208
Soil Testing Lots	155
B100a reviews	363
Food Service Permits	238

Environmental Inspections were conducted in the following categories: bathing waters, day care facilities, campgrounds, pools, housing code complaints, elevated blood lead cases, general public health complaints, food service inspections, as well as temporary event (190 temporary event food services were inspected).

Community Health Programs such as seasonal flu vaccination, community health education events (radon programming, food safety training, safe kids programs) reportable disease follow up, referrals for screening, chronic disease management programs (Live Well) emergency preparedness drills and community disease casework were all active.

The Chatham Health District is working hard to be a part of the fabric of the community. Lakes groups and schools have partnered with us in the past year. The Director continues to welcome meeting with any community group looking for more information about your health department. Citizens are encouraged to visit our website www.chathamhealth.org for information or call us at (860) 365-0884.

HEBRON PUBLIC SCHOOLS

Mission Statement

The Hebron Public Schools, in partnership with families and the community, is committed to fostering confidence, creativity, responsibility and academic excellence in our children to enable them to explore possibilities in their diverse world as respectful, contributing members of their community.

District Vision

The Hebron Public Schools is a high achieving district that supports all learners.

We...

- Maintain high academic standards;
- Value the importance of technology;
- Celebrate participation in the Unified Arts;
- Actively recruit, train and support educational professionals;
- Foster social and emotional well-being;
- Establish meaningful relationships through collaboration with staff, students, families and the community;
- Adapt to changes in a fiscally responsible manner.

At its August 2016 meeting, the Board of Education identified four areas that became district priorities for Gilead Hill School and Hebron Elementary School. These four areas were as follows:

- Student Achievement and Development
- Communication
- Professional Learning and Growth
- Resource Management

In establishing coherence throughout the district, each school developed a school advancement plan that aligned with our Board of Education goals. Both the district and school advancement plans articulated objectives and established benchmark criteria for attaining the goals. At the conclusion of the year, the schools and the Board of Education reviewed the progress made toward each goal and set forth the goals for the current school year.

The Hebron Public Schools began the 2016-2017 school year with a total of 705 students. Gilead Hill School, which serves pre-kindergarten through second grade, had an enrollment of 306 students. Hebron Elementary School, which serves students in grades three through six, began the school year with 399 students. It is difficult to accurately project the enrollment for the future, as the Town of Hebron has been experiencing counter-trends that would suggest the town is experiencing “in-migration.” This occurrence is due to new families moving into the Town of Hebron.

The percentage of Hebron children attending magnet schools continues to be nominal. At the conclusion of the 2016-2017 school year, there were 28 students attending magnet schools. Of the 28 students attending magnet schools, 12 were tuition-free due to the grade level or magnet school choice. There were also 832 Hebron students attending RHAM Middle (262 students) and High School (570 students).

HEBRON PUBLIC SCHOOLS CONTINUED

Budget:

The Board of Education proposed a -0.13% budget for the 2016-2017 school year. The budget was ultimately reduced to - 1.45%. As a result, the operating budget for the Hebron Board of Education for FY 2017 was \$11,588,546.

Personnel:

In terms of its certified and non-certified staffing, the Board of Education employed 145 staff members during the 2016-2017 school year. Of the 145 staff members, 77 were certified and 68 were non-certified. Of the 68 non-certified staff, 10 are not affiliated with any collective bargaining group. There are three collective bargaining groups working for the Hebron Board of Education, the administrators, teachers, and non-certified associations. Collective bargaining took place with two groups during the 2016-2017 school year. In July of 2016, the Board of Education and Town ratified the collective bargaining agreement with the Hebron Education Association. A second contract was also negotiated with the non-certified union. A contract re-opener clause resulted in the re-negotiations with the United Public Service Employees Union Local 424-Unit 84 during the months of January, February and March. At its April meeting, the Board of Education unanimously ratified a two year collective bargaining agreement with the non-certified group. It is important to note that both collective bargaining agreements were settled prior to mediation or arbitration. This presented a significant financial savings to the district and taxpayers of Hebron. In addition, all three collective bargaining agreements stipulate the High Deductible Health Plan option as the sole option for employees of the Hebron Board of Education.

Due to a lesser enrollment, the Board of Education reduced two certified teaching positions over prior to the beginning of the school year. In addition, there were 1.5 non-certified positions reduced over the 2016-2017 year.

Curriculum and Programming:

The Hebron Public Schools is an award winning school district for children in pre-kindergarten through sixth grade. In 2010, Hebron Elementary School was awarded Blue Ribbon status by the United States Department of Education. In the spring of 2015, our Hebron Early Childhood Center was awarded National Association for the Education of Young Children (NAEYC) accreditation. The success and popularity of our preschool programming has resulted in us offering both a full-day and half-day option to the Hebron community during the 2016-2017 school year.

Throughout the year, students at Gilead Hill School and Hebron Elementary School were immersed in an enriching educational environment. Teachers in all grade levels implemented the Columbia Teachers' College Readers' and Writers' Workshop model. In mathematics, our students were introduced to two new math programs that are aligned with the Common Core Standards. Bridges in Mathematics was taught in kindergarten through fifth grade, and Big Ideas Math was implemented in sixth grade. Our sixth grade Big Ideas Math program aligns with the math program implemented at RHAM Middle School. New for the 2016-2017 school year was the implementation of our Sixth Grade Academy. Our teachers and administration worked collaboratively to establish this model, which provides students the opportunity to receive instruction from a teacher assigned to a specific core area. Students are able to rotate classrooms for Literacy, Math, Science and Social Studies. The Sixth Grade Academy provides students with an experience that aligns more closely to a middle school model.

HEBRON PUBLIC SCHOOLS CONTINUED

Beyond our core academic areas, Hebron students experienced many innovative programs in the areas of physical education, computer technology, library media, visual arts, vocal music, instrumental music, world language, as well as, a Challenge and Enrichment program. During the 2016-2017 school year, we introduced a new Library Media Specialist for Gilead Hill Elementary Schools. Our two Library Media Specialists collaborated on several research and literacy based activities that our students engaged in throughout the school year. A formal presentation on the expansion of our Library Media opportunities was presented to the Board of Education, during 'Schools in the Spotlight'. In addition, Gilead Hill School and Hebron Elementary School continued to implement Positive Behavioral Interventions and Supports (PBIS) programs that fostered safe, supportive, and welcoming school environments for all students. The implementation of these programs have significantly improved the culture and climate in each school, as noted in the annual Board of Education Safe School Climate survey administered to our families. Hebron Elementary School underwent a comprehensive PBIS review through the University of Connecticut during the 2016-2017 school year, which resulted in recommendations for future PBIS programming. The Unified Arts teachers at Gilead Hill School utilized a program titled Second Step to address social skills development in our primary level students.

In terms of student assessments, our Hebron students continue to perform at or above state and national averages on our mandated assessments. For the second year in a row, our children participated in the Common Core aligned Smarter Balanced Assessment. Our student results for the 2016-2017 administration showed significant improvement from the previous year, and a formal presentation of these results was made during the September 2017 Board of Education meeting. A copy of this presentation can be found on our school district website.

The Hebron Public Schools and the Town of Hebron continued to partner with our School Readiness program during the 2016-2017 school year. This program, which is a joint effort between the Town and the Board, received \$113,400 in state funding. This full day preschool program has been a fixture in Hebron since 2012. In addition to School Readiness, the Hebron Board of Education provided 3 additional sections of preschool for students ages 3 and 4. This program consisted of 2 full day classes and 2 half day classes. As noted earlier, these programs continue to grow in popularity among residents of Hebron. Our preschool offerings are taught by teachers certified by the Connecticut State Department of Education, and our programs are accredited by National Association for the Education of Young Children accredited. These programs also align with the State of Connecticut Early Learning and Development Standards.

As we begin to shift our focus from program implementation to monitoring student performance, we have added several new action steps to our District and School Advancement Plans. During the 2016-2017 school year, we established Lighthouse Meetings, Student Achievement Meetings, and a formal Data Dashboard. The purpose of these actions was to shed light on our teaching practices, identify promising strategies and monitor student trends in performance. The student performance growth we experienced during the school year to 2016-2017 school year was, in part, a result of the ongoing calibration that these newly implemented strategies provided. These action steps will be included in our 2017-2018 Advancement Plans.

School Facilities:

The 2016-2017 school year saw many improvements to the facilities of both Gilead Hill and Hebron Elementary School. Due to the two schools being one of the largest assets of the Town of Hebron, the

HEBRON PUBLIC SCHOOLS CONTINUED

Hebron Board of Education is committed to ensuring these facilities are well-maintained for generations to come. Over the past year, there were many projects done to enhance each of the schools.

- Zinc-Orthophosphate System for Lead in Water System (HES)
- Replacement Controls for Electronic Valve Regulator (HES)
- HES Security Vestibule Entryway Project
- GHS Security Vestibule Entryway Project
- Concrete Walkway (Preschool Courtyard)
- Buddy Bench (GHS)

The relationship between the Hebron Parks and Recreation and the Hebron Board of Education continues to grow, and the positive appearance of school grounds is largely due to this partnership. The Hebron Parks and Recreation continue to maintain the exteriors of both schools. Parks and Recreation have done an excellent job maintaining our school grounds and assisting in snow removal during the winter months.

Enrollment and Facilities Best Use Study:

At the onset of the 2016-2017 school year, the Board of Education responded to requests from the community to complete a comprehensive review of our declining enrollment and our existing system of two elementary schools. The formal study, referred to as a Facilities Best Use Study, was completed by the New England School Development Council (NESDEC). This study, which took several months to complete, consisted of several forums in which various stakeholders within the community were welcomed to participate in. Further, a formal and in-depth study was conducted that included enrollment trends (historical, current and future), town demographics, property transfers and new housing developments. In addition, a thorough review of our two existing facilities and their ability to address the current programming needs of our students was conducted.

At their December Board of Education meeting, the Board of Education received a presentation on the findings of the Facility Best Use Study from the project facilitators at NESDEC. Drs. John Kennedy and Betty Osga reviewed the study, and provided the Board of Education with options to consider. Based on the information provided, the Board of Education determined that it was not feasible to consolidate Hebron's two elementary schools. However, the Board of Education requested that the administration develop a formal plan to discontinue the use of the portable classrooms as early as the 2017-2018 school year. The request was fulfilled and the portable classrooms are no longer in use by the Hebron Public Schools.

Community Partnerships and Events:

In terms of partnerships, the Hebron Board of Education also continues to collaborate with a variety of agencies within the community. AHM Youth and Family Services continue to provide fundamental programs and services to our Hebron students and families through Hebron Public Schools. AHM Youth and Family Services continue to provide support to the school district through their AHM Social Worker, Lantern Program and its Family Resource Center at Gilead Hill Elementary School. One of its largest endeavors, the Family Resource Center, is designed to provide new parents with educational enriching opportunities for toddlers, as well as, supporting families in their transition to the Hebron Public Schools. The Hebron Parks and Recreation also continues to offer quality before and after school care to Hebron families through its PREP program and school vacation camps. Over the past

HEBRON PUBLIC SCHOOLS CONTINUED

several years, the school-based Park and Recreation programs have continued to grow in popularity. Students from both Gilead Hill and Hebron Elementary participate in these programs, and we are collaborating on ways to expand these programs to Hebron students in the future. The Hebron Interfaith Human Services partnership continues to provide assistance to Hebron students and families through multiple undertakings over the course of each school year. One of their largest programs, the backpack program, provides students and families with healthy meal items once per week. For the past ten years, our Hebron Public Schools has also been fortunate to receive an ancillary program known as Nature Trail. This event, which is coordinated and facilitated by volunteers, has educated our students on the flora and fauna found in Hebron and throughout Connecticut. Our students and families look forward to this event each year.

Hebron Education Foundation and Parent Teacher Association:

Two of the largest supporters of the Hebron Public Schools are our Parent Teacher Association (PTA) and the Hebron Education Foundation (HEF). Both organizations have provided our Hebron students and staff with many programs designed to positively enhance our educational opportunities.

During the 2016-2017 school year, the PTA hosted the Harlem Wizards, Holiday Craft Fair, Scholastic book fairs, mini-grants, several after-school clubs, and many breakfasts and luncheons for district staff. In addition, they hosted a special end of the year luau themed picnic and outdoor movie for all parents and families in the district. This was a very special and well-attended event. As a district, and in partnership with the Congregational Church and the Parent Teacher Association, students were also introduced to the book, Have You Filled a Bucket Today? A Guide to Daily Happiness and Kindness. Students received a copy of this book, and participated in a variety of activities related to the story throughout the school year. The theme of the program was on empathy and kindness, and it was very well received by our students, staff, and our families. As a result, the program will be included in our 2017-2018 planning.

The Hebron Education Foundation, which is now in its sixth year, has annually funded over \$15,000 in mini-grants to classroom teachers. Technology initiatives, classroom supplies and curriculum resources have been supported through the Hebron Education Foundation. Each year, the HEF hosts two very popular fundraising events to benefit the children attending the Hebron Public Schools, the Autumn Auction and the Holiday Tea Party. Important to mention, the Hebron Education Foundation has been a key partner in our development of the Science, Technology and Engineering, Arts and Mathematics (STEAM) program. Last year, they donated \$2,500 to purchase tables and equipment for both the Hebron Elementary and Gilead Hill STEAM classrooms.

Technology:

The Hebron Public Schools continues to update its technology resources for its students and staff. As it has transformed the world in which we live, the importance of technology integration in our schools has become critical. As a result, the district continues to wisely invest in the resources necessary to keep our technology infrastructure up-to-date and functional. The use of Chromebooks, iPads, laptops, SmartBoards, specialized software and our network continues to expand each year. During the 2017-2018 school year, the district entered a new era in communication. Our district unveiled a new App, which can be downloaded on both iOS and Android devices. District communications such as notifications, newsletters and regular updates are features of this new app.

HEBRON PUBLIC SCHOOLS CONTINUED

Schools in the Spotlight:

For the past two years, the Board of Education has featured a “Schools in the Spotlight” at each of their regularly scheduled meetings. The purpose of these presentations was to highlight and celebrate the many programming initiatives happening throughout the Hebron Public Schools. Throughout the year, there were also many achievements noted in the district. In November, two sixth grade students, Madelyn Vellieux and Gage Haines, were recognized by the Connecticut Association of Public School Superintendent’s (CAPSS) for their leadership and service to the Hebron community. During the 2016-2017 Connecticut Music Association Adjudication Festival, our sixth grade band received a platinum award for their performance. Platinum is the highest award given to a participating ensemble. In addition, our Hawkapella choral group also received a gold medal during the festival as well.

REGIONAL SCHOOL DISTRICT NO. 8 – RHAM BOARD OF EDUCATION

2016-2017 at RHAM was a year marked by several changes in programming, personnel and enrollment numbers. In June of 2017, the district said goodbye to long time Superintendent Robert Siminski, who retired after 12 years of service in Region 8. Dr. Siminski was a strong supporter of students, program development and a professional growth model. The district is very appreciative of the time, energy and caring that Dr. Siminski provided for everyone in the RHAM community.

Enrollment at RHAM middle and high schools has seen a slight but steady decline over the past few years. The start of the 2017-2018 school year saw 1040 students at RHAM high school and 469 at RHAM middle school. This is an overall decrease of approximately 28 students from 2016-2017. Projections for the district predict a continued decrease over the next five plus years.

Students continued to show growth in academics with increases in Smarter Balanced, SAT and PSAT scores. Student SAT scores, based on the School Day Test, increased from a combined Math and English scores of 1129 in 2016 to a combined score of 1175 in 2017. RHAM was ranked 11th in the state and first for regional school districts for its 2017 student performance on the SATs. The SAT score is an indication of College and Career Readiness and the overall score of 1175 indicates that RHAM students are well prepared for post-secondary school. Another assessment that students take to demonstrate college level preparedness are the Advanced Placement (AP) exams. In May 2017, 360 AP exams were taken by RHAM students in 21 different subject areas. 93% of students taking these exams scored 3 or higher and 69% scored 4 or higher. Many colleges give students college credit for SAT scores of a 3 or higher. Smarter Balanced (SBAC) scores for seventh graders in Math and English both increased in 2017 while eighth grade scores increased in English but dipped slightly in Math. All of the RHAM middle school SBAC scores were considerable above the state average.

REGIONAL SCHOOL DISTRICT # 8 – RHAM BOARD OF EDUCATION CONTINUED

Innovative learning opportunities continue to evolve at both the middle and high school. The 2016-2017 school year marked the launch of The Inquiry Academy at RHAM Middle School; 45 students enrolled in the Academy in the first year. In September 2017, the Inquiry Academy began its second year and has grown to include 85 seventh and eighth grade students. The goal of the Inquiry Academy is to engage students in learning activities that encourage them to explore their interests while meeting competencies required for promotion to high school. The RHAM Inquiry Academy was designed to provide students with a more individualized education that allows them the opportunity to focus and explore their areas of interest using an integrated multidisciplinary approach that emphasizes communication, collaboration, creativity and innovation through inquiry, research and problem-based learning.

The district launched a 1-1 technology initiative in 2016-2017. That year the district provided students in grade 7-10 with chromebook devices. RHAM fully implemented the 1-1 roll-out in September 2017 by supplying devices to students in grades 11 and 12. In order to support the 1-1 initiative, the high school developed a plan to offer hybrid courses for students in several subject areas. Hybrid courses require students to attend class a few days a week and then have students “attend” class through online learning opportunities the other days. This is one way students are being provided creative opportunities to address learning personalized to their needs. For teachers, the district held “Tech Tuesday” professional development times. Dates were set aside throughout the year to provide teachers with the skills and strategies for integrating this technology into teaching and learning in their classrooms.

RHAM schools also excel beyond the academic classroom. In April 2017, RHAM was honored with the Best Communities for Music Education designation from The National Association of Music Merchants (NAMM) Foundation for its outstanding commitment to music education. RHAM is one of 4% of districts across the nation receiving the prestigious award in 2017.

The 2016-2017 school year had many successes that allowed the district to move closer to achieving its vision of engaging students in a rigorous and challenging education that provides multiple pathways to college and career readiness.



Town of Hebron

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ELAINE GRIFFIN
FINANCE DIRECTOR

SUE HUSHIN
FINANCIAL ADMINISTRATOR

TAMMY FILBIG
ACCOUNT CLERK

ANDREW J. TIERNEY
TOWN MANAGER

December 27, 2017

To the Board of Finance, Town Manager and Honorable
Members of the Hebron Board of Selectmen
Town of Hebron, Connecticut

State law requires that all general-purpose local governments publish within six months of the close of each fiscal year a complete set of audited financials. This report is published to fulfill that requirement for the fiscal year ended June 30, 2017.

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive framework of internal control that it has established for this purpose. Because the cost of internal control should not exceed anticipated benefits, the objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements.

Mahoney Sabol & Company, LLP, Certified Public Accountants, have issued unmodified opinions on the Town of Hebron, Connecticut's financial statements for the year ended June 30, 2017. The independent auditor's report is located at the front of the financial section of this report.

Management's discussion and analysis (MD&A) immediately follows the independent auditor's report and provides a narrative introduction, overview, and analysis of the basic financial statements. The MD&A is intended to complement this letter of transmittal and should be read in conjunction with it.

Profile of Government

Hebron covers an area of 36.9 miles and is 20 miles southeast of Hartford. Its location is within the suburban fringe of the Hartford metropolitan area. Hebron is bounded on the east by Columbia, the southeast by Lebanon, the south by Colchester, the west by Marlborough and Glastonbury, the north by Bolton, and the northeast by Andover. The Town is traversed by Connecticut Routes 66 and 85. Included in Hebron town limits are Amston (formerly Turnerville), once a thriving mill area, and Gilead, which grew up around the Congregational Church founded there in 1748.

Hebron is considered to be a semi-rural community. The Town's business community is located primarily along Route 66 near the intersection with Route 85. There is also a neighborhood business center located in the southern part of Town near Amston Lake.

The Town of Hebron adopted a charter in 1988, effective as of November 21, 1989. The Charter was amended on November 5, 1996, November 4, 2003, and November 3, 2009 and again on November 4, 2014. The Charter retains a Town meeting form of government, with an elected five-member Board of Selectmen serving overlapping four-year terms and a five-member Board of Finance also serving overlapping four-year terms. A Town Manager, appointed by the Board of Selectmen, acts as the chief executive and chief administrative officer of the Town, and is responsible to the Board of Selectmen for the administration of all departments and agencies with elected heads or members. The Town Manager has the authority to appoint various officers, including a Finance Director who, among other duties, acts as the Town Treasurer and the agent of all Town funds.

The Board of Education is the policy-making body for grades kindergarten through six. Grades seven through twelve are governed by Regional School District Number 8 composed of the Towns of Hebron, Andover and Marlborough. A member town may withdraw from the District, but such withdrawal does not affect the obligation of the member town to District bondholders.

The Town provides a full range of services including public safety, street maintenance, sanitation, health and human services, public parks and recreation, library, education, culture, public improvement, planning, zoning, sewer and general administrative services.

Regional School District Number 8

Regional School District No. 8 was organized in 1957 under provisions of the Connecticut General Statutes, Section 10-45, after approval by the member towns of Hebron, Andover and Marlborough. Regional Hebron Andover Marlborough (RHAM) Middle School in Hebron accommodates grades 7 and 8, and Regional Hebron Andover Marlborough (RHAM) High School in Hebron serves grades 9-12. Each member town maintains and funds its own school district, which provides elementary education grades K- 6.

Local Economy

The Town aggressively pursues economic and physical stabilization and revitalization. After many years of steady population growth, Hebron has recently seen an additional 10% increase in population from 2000 to 2010 (Source: Federal Census). Consequently the Town is involved with several projects which will improve both the tax base and quality of life in Hebron.

The net taxable grand list for October 1, 2015 was \$786,093,820, an increase of .52% from the October 1, 2014 grand list amount of \$782,003,550. With the economy appearing to be on the incline, new construction in Town appears to also be rebounding with a recognized increase in our building permits and applications. Hebron's unemployment rate fell slightly to 4.0% at June 30, 2017. This is indicative of a continued fluctuating local re-employment process and economy. Hebron still ranked better than the Federal rate of 4.9% and the State rate of 5.7% at June 30, 2017.

Major Initiatives:

The Economic Development Commission in association with Town staff has continued to promote local businesses and retain them for viability in the Town. There was a review and reworking of the local tax abatement policy to attract new businesses to the Town. These initiatives will aid in increasing the commercial tax base as well as helping keep current businesses strong with a continuous and expanding employment base being kept in Town.

In 2011 the Town initiated a Charrette Process with assistance from the University of Connecticut Architectural and Landscaping students to increase and improve the look of our Main Street business district. Several future infrastructure improvement objectives for this area along Route 66 were identified by bringing in all points of view from residents, Town representatives and experts, who were invited to three interactive charrette sessions. Objectives that were identified at that time continue to be implemented through continuing STEAP grant applications and awards for business owners and in conjunction with the Plan of Development for Hebron through the Planning and Zoning Commission, Economic Development Commission and the Historic Properties Committee as noted below:

- Installation of a traffic light for easier access to the community business district.
- Increase economic viability through the addition of commercial opportunities with the opening of a new large CVS Pharmacy, Giuliano Pools and several smaller quaint shops.
- Preservation and enhancement of the historic district.
- Sidewalk installation has improved walk-ability of the downtown corridor and improved the overall aesthetic appeal of the downtown area with additional parking constructed behind the Town's Douglas Library.
- New construction began this past fiscal year with the approval of Colebrook Village, an Assisted Living Facility and the first in this area.
- Additionally the taxpayers approved the installation of 8 miles of Connecticut Natural Gas pipeline. This involved many Managerial hours to compile with three formal public hearings.

Relevant Financial Policies:

Budgetary Control

The Town maintains extensive budgetary controls including a very strong purchasing policy. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Board of Selectmen and Board of Finance. Activities of the general fund are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The level of budgetary control (i.e., the level at which expenditures cannot legally exceed the appropriated amount) is the departmental level within each fund. The Town also maintains an encumbrance accounting system as one method of maintaining budgetary control. Unencumbered amounts lapse at year end. Encumbered amounts at year end are reported as reservations of fund balance.

As demonstrated by the statements and schedules included in the financial section of this report, the Town continues to meet its responsibility for sound financial management.

Other Policies

The Town Management and Boards of Selectmen and Finance are in the process of reviewing, revising and adopting several financial policies. Most recently reviewed and revised is the General Fund Balance Policy and a formal Debt Management Policy. Also in process are a separate Capital Equipment Replacement Policy, and other Operating Budget and Financial Policies continue to be reviewed and updated.

Long Term Financial Planning:

A significant measure of the Town's financial strength is the level of its fund balances (i.e., the accumulation of the revenues in excess of expenditures). The Town's General Fund Balance has demonstrated positive trends over the past several years and the current fiscal year. In years where there has been a substantial buildup in the General Fund Balance funds were transferred to a debt service fund in order to set aside funds for future years debt requirements. The Boards of Selectmen and Finance along with Town Management, takes the responsibility of being stewards of public funds very seriously and have implemented a policy effective in April 2014 to maintain a General Fund Balance between 10% and 12%.

Hebron has a Capital Improvement Program through which its goal is to maintain the Town's infrastructure, provide for capital equipment and vehicle replacement and to make improvements to and/or add community facilities to enhance the Town's overall image and services it provides to Town residents.

The Town's annual Capital Improvement Program (CIP) results in a five-year plan of acquisition, new construction, and repair and replacement of municipal facilities and equipment. The program consists of a planning and a budgetary process. Requests are prepared by Town Departments, Boards and Commissions and are submitted to the Citizen appointed Capital Improvement Committee. The Committee reviews the requests and prioritizes them by 1) Core Projects: Safety and health concerns, mandates, continuation of a current project; 2) Essential projects: conformance with plans and initiatives, grant matches, positive fiscal impact etc.; and 3) Discretionary projects: optional remodeling and construction. The Committee forwards their recommendation for the five year plan and funding to the Town Manager and Board of Selectmen in a five year planning document. The Board of Selectmen and then the Board of Finance complete their reviews and recommends the CIP budget as part of the overall budget process. The budget for the Capital Improvement Program is then voted on by the voters during the yearly budget referendum.

There also is a Long Term Financial Report that is updated each year to try to project future operating budget revenues and expenditures over several years which are utilized to plan appropriately for major events and funding requirements. The Town recognizes that because of population growth variation, residential and commercial development, changes in assessed values and increased cost of operations, a clearer vision is important to the proper allocation of financial resources based on both legal debt capacity and reasonable amount of future funds the Town can afford to fund capital projects.

2016/2017 Revenues

A continuing challenge when considering the Town's budget is the appropriate balance between operational requirements, level of service the community needs and expectations and ongoing taxes. As revenues are highly dependent on the economy and market conditions, naturally the Town, region and nation began to experience a downturn in the early part of 2008. The Town evaluated the impact of the possible reduction in revenues at the State level and during the budget development for 2016-2017 utilized the most accurate numbers available.

2016/2017 Expenditures

The Town continued to face many of the same challenges in the development of expenditures for the 2016/2017 fiscal year. The combined overall Town, Debt, Capital, RHAM Assessment and Education budget decreased by \$203,852 or -0.56%. Some of the budgeting challenges continue to include:

First and foremost, managing negotiated increases in wages and health insurance costs for all staff. The RHAM Region 8 Health Consortium District for combined health insurance coverage, which the Town and Board of Education are a part of, continue to manage health insurance costs by implementing new initiatives that include plan design changes, health improvement initiatives and programs, pooled savings and formally implementing self-insurance.

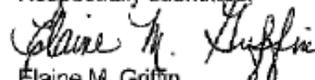
Managing the needs for capital equipment and infrastructure improvements with limited resources. The Capital Improvement Policy (CIP) was reviewed by the policy makers during fiscal year 2012 with changes to the method and threshold of the CIP being made. With the fiscal year 2013/2014 major funding was returned to the Capital Improvement Plan Fund after drastic reductions were made during the 2012/2013 to major projects due to the necessity of a third referendum for budget approval. The policy makers are working together to develop the best funding alternatives for future capital needs. The Town Management, Boards of Selectmen and Finance are proactive in addressing the budgetary needs and the various internal and external factors that affect the Town's budget and finances.

Awards and Acknowledgments:

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Hebron for its comprehensive annual financial report for the fiscal year ended June 30, 2016. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principles and applicable legal requirements. Certificate of Achievement is valid for a period of one year only. The Town of Hebron received the Certificate of Achievement for the thirteenth consecutive fiscal year and is a fact that we boast of continuously. We believe our current report continues to conform to the Certificate of Achievement program requirements, and we are submitting it to GFOA.

The preparation of this report could not have been accomplished without the efficient and dedicated services of all Town staff specifically within the Finance Department. I must also extend my sincerest appreciation to all members of the Town Departments who assisted with their daily cooperation in its compilation and preparation. While this CAFR is the result of the diligent efforts of Town staff and our auditing firm Mahoney Sabol & Co., LLP, it would not be possible without the ongoing support of the Board of Selectmen, Board of Finance and the Town Manager.

Respectfully submitted,


Elaine M. Griffin
Finance Director



Government Finance Officers Association

Certificate of
Achievement
for Excellence
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Reporting

Presented to

**Town of Hebron
Connecticut**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2016

Christopher P. Morill

Executive Director/CEO

INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Finance
Town of Hebron, Connecticut

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Hebron, Connecticut (the "Town") as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Hebron, Connecticut, as of June 30, 2017 and the respective changes in financial position, and the respective budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 13 and the schedules on pension and other post-employment benefit plans on pages 48 and 49 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The introductory section, combining and individual fund financial statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements and schedules on pages 50 through 67 are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund financial statements and schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory section on pages i through ix and the statistical section on pages 68 through 85 have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 27, 2017, on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

Maloney Sabol + Company, LLP

Glastonbury, Connecticut
December 27, 2017

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED

The management of the Town of Hebron, Connecticut (the “Town”) offers the readers of its financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2017. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in our letter of transmittal, which can be found on pages i - v of this report, as well as the Town’s basic financial statements that follow this section.

HIGHLIGHTS

- The assets and deferred outflows of resources of the Town exceeded its liabilities at the close of the most recent fiscal year by \$58,859,144 (net position). Of this amount, \$10,786,072 represents unrestricted net position, which may be used to meet the government’s ongoing obligations to citizens and creditors.
- The Town’s total net position increased by \$1,663,336 during the current fiscal year.
- As of the close of the current fiscal year, the Town’s governmental funds reported combined ending fund balances of \$11,571,083, an increase of \$2,223,509 in comparison with the prior year.
- At the close of the current fiscal year, unassigned fund balance of the General Fund was \$7,211,752 or 19.1% of total General Fund expenditures and transfers out. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover 2.3 months of General Fund operating expenditures and transfers out.
- The Town’s total long-term bonded debt and capital lease obligations increased by \$228,479 or 3.97% during the current fiscal year. This increase can be attributed to the issuance of general obligation bonds in the amount of \$1,112,000 to fund construction of a new natural gas main and a new capital lease obligation in the amount of \$100,000 to fund new school computers, offset by scheduled debt repayments.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Town’s basic financial statements. The Town’s basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town’s finances, in a manner similar to a private-sector business.

The statement of net position presents information on all of the Town’s assets, deferred outflows of resources, and liabilities, with net position as the residual of these elements. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

OVERVIEW OF THE FINANCIAL STATEMENTS *(Continued)*

Government-wide Financial Statements *(Continued)*

The statement of activities presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods.

Both of the government-wide financial statements are intended to distinguish functions of the Town that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of the Town include activities such as: general government, finance, public safety, public works, human services, planning and development, and education. The Town has no business-type activities.

The government-wide financial statements can be found on pages 14 and 15 of this report.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town can be divided into two categories: governmental funds and fiduciary funds.

Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the Town's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the Town's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains several governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund and the Capital Projects Fund, both of which are considered to be major funds. Data from the remaining governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The basic governmental fund financial statements can be found on pages 16 through 20 of this report.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

OVERVIEW OF THE FINANCIAL STATEMENTS (Continued)

Fund Financial Statements (Continued)

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the Town government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to the Town's own programs.

The basic fiduciary fund financial statements can be found on pages 21 and 22 of this report.

Notes to the Financial Statements

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 23 through 47 of this report.

Other Information

In addition to the basic financial statements and accompanying notes, this report also contains required supplementary information other than this management's discussion and analysis that can be found on pages 48 and 49 of this report. Combining and individual fund financial statements and schedules can be found on pages 50 through 67 of this report and statistical information can be found on pages 68 through 85 of this report.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

Net Position

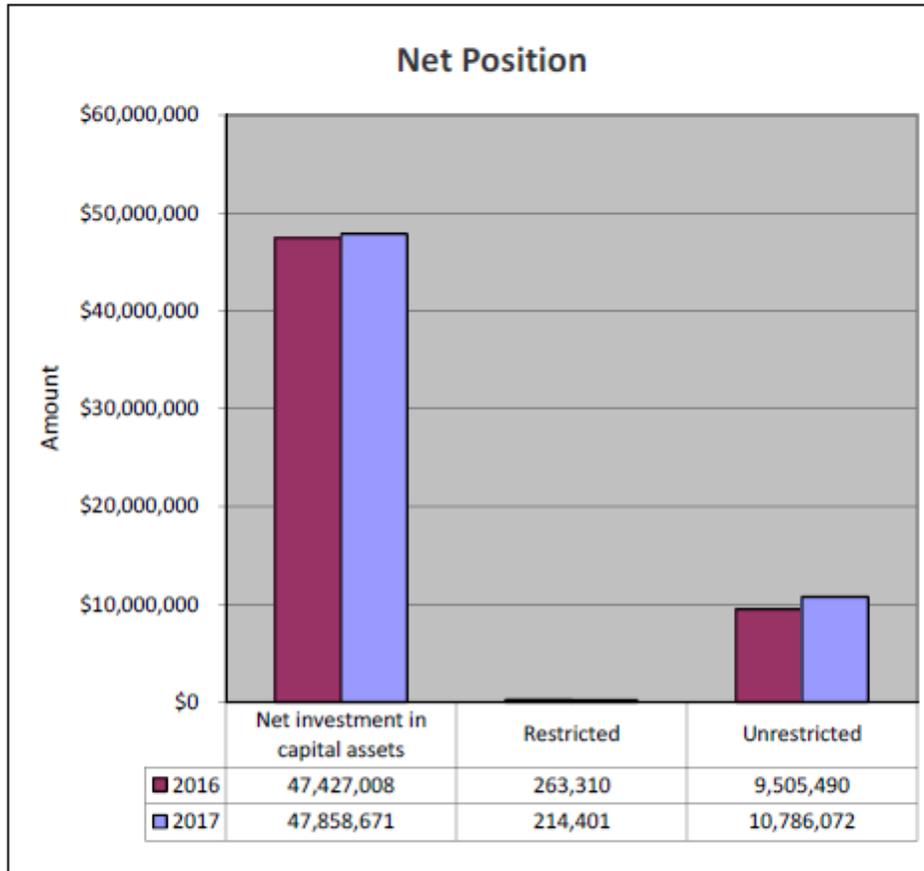
Over time, net position may serve as one measure of a government's financial position. Total net position of the Town totaled \$58,859,144 and \$57,195,808 as of June 30, 2017 and 2016, respectively, and are summarized as follows:

	<u>2017</u>	<u>2016</u>
Current and other assets	\$ 14,174,639	\$ 11,788,225
Capital assets	52,706,566	53,112,931
Total assets	<u>66,881,205</u>	<u>64,901,156</u>
Deferred outflows of resources	<u>51,102</u>	<u>64,409</u>
Other liabilities	545,430	586,382
Long-term liabilities	<u>7,527,733</u>	<u>7,183,375</u>
Total liabilities	<u>8,073,163</u>	<u>7,769,757</u>
Net position:		
Net investment in capital assets	47,858,671	47,427,008
Restricted	214,401	263,310
Unrestricted	<u>10,786,072</u>	<u>9,505,490</u>
Total net position	<u>\$ 58,859,144</u>	<u>\$ 57,195,808</u>

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Net Position (Continued)



As of June 30, 2017, approximately 81.31% of the Town’s net position reflects its investment in capital assets, less any related debt used to acquire those assets that is still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town’s investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources since the capital assets themselves cannot be used to liquidate these liabilities.

Approximately 0.36% of net position represents resources that are subject to external restrictions on how they may be used.

The remainder of the Town’s net position is considered unrestricted.

Overall, net position increased by \$1,663,336 in comparison with the prior year.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Change in Net Position

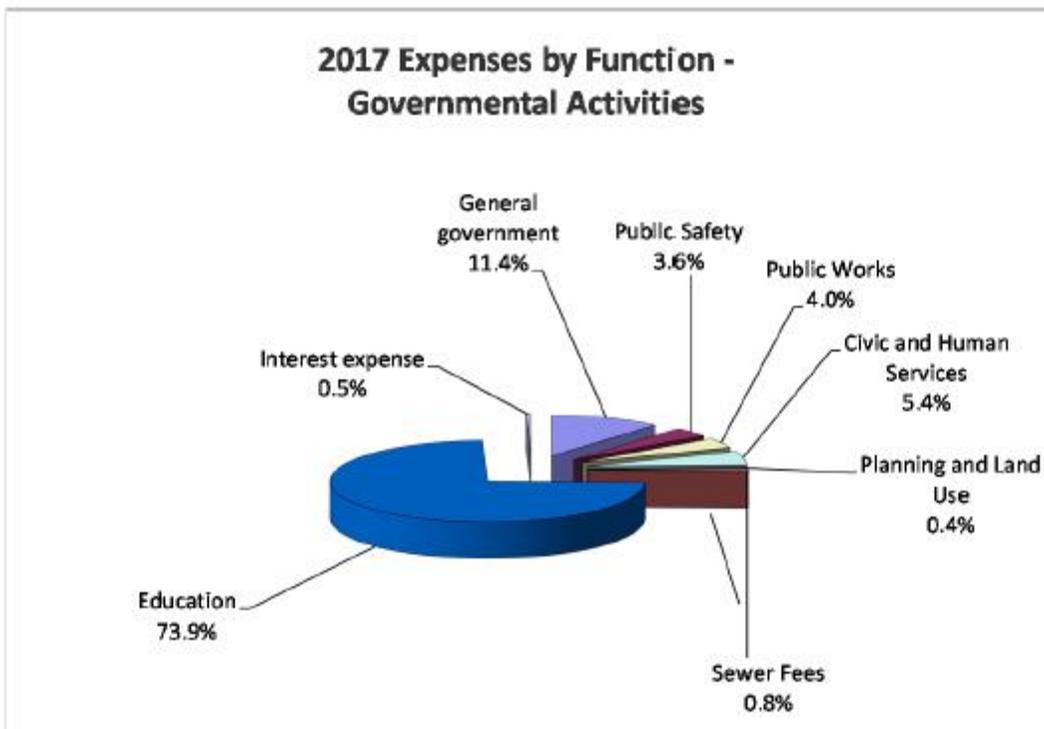
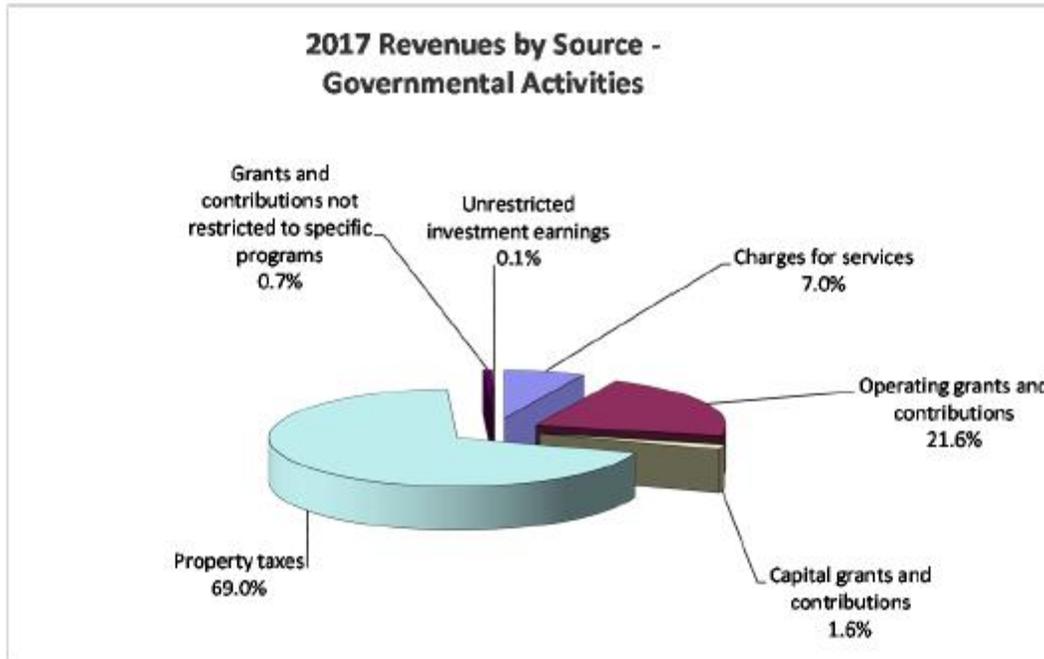
Changes in net position for the years ended June 30, 2017 and 2016 are as follows:

	<u>2017</u>	<u>2016</u>
Revenues		
Program revenues:		
Charges for services	\$ 2,878,928	\$ 2,214,462
Operating grants and contributions	8,941,245	9,229,128
Capital grants and contributions	643,547	702,373
General revenues:		
Property taxes, levied for general purposes	28,500,682	28,607,425
Grants and contributions not restricted to specific programs	293,076	89,921
Unrestricted investment earnings	46,525	31,975
Total revenues	<u>41,304,003</u>	<u>40,875,284</u>
Expenses		
General government	4,511,393	4,552,210
Public safety	1,441,755	1,300,518
Public works	1,575,925	2,022,744
Civic and human services	2,125,803	1,839,435
Planning and land use	143,330	158,110
Sewer fees	337,576	303,075
Education	29,294,870	29,639,014
Interest expense	210,015	201,214
Total expenses	<u>39,640,667</u>	<u>40,016,320</u>
Change in net position	1,663,336	858,964
Net position, beginning	<u>57,195,808</u>	<u>56,336,844</u>
Net position, ending	<u>\$ 58,859,144</u>	<u>\$ 57,195,808</u>

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Change in Net Position (Continued)



TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Change in Net Position (Continued)

Governmental activities increased the Town's net position by \$1,663,336. Revenues generated by the Town increased by \$428,719 in comparison to the prior year. This was primarily caused by an increase in charges for services relating to the Town's Recreation Fund, reimbursements from the Town's regional school district to fund a new Public Safety Fund, and school readiness program fees collected. Expenses incurred decreased by \$375,653 in comparison to the prior year. This decrease is a result of a decrease of approximately \$790 thousand to both the public works and education expense lines, offset by an increase in civic and human services expenses of approximately \$286 thousand. Public works expenses decreased due to less minor capital outlay costs incurred. Education expenses decreased due to a decrease in overall budgetary expenses. Expenses for civic and human services increased due to an increase in recreation costs related to an increase in overall enrollment for recreation activities.

FINANCIAL ANALYSIS OF THE TOWN'S FUNDS

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

The focus of the Town's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the Town's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances \$11,571,083.

General Fund

The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, unassigned fund balance of the General Fund was \$7,211,752, while total fund balance was \$7,742,761. As a measure of the General Fund's liquidity, it may be useful to compare unassigned fund balance to total fund expenditures. Unassigned fund balance represents 19.1% of total General Fund expenditures and transfers out. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover 2.3 months of General Fund operating expenditures and transfers out.

The fund balance of the Town's General Fund increased by \$720,243 during the current fiscal year, which was primarily due to favorable budget variances as outlined below under the General Fund Budgetary Highlights section.

Capital Projects Fund

The fund balance of the Capital Projects Fund increased by \$1,034,103 during the current fiscal year. This increase was primarily due to the recognition of proceeds from the issuance of general obligation bonds of approximately \$1.1 million to finance a Connecticut Natural Gas line extension project.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

GENERAL FUND BUDGETARY HIGHLIGHTS

The original operating budget for the General Fund included no use of fund balance. Additional appropriations of \$635,238 were approved by the Board of Finance and Town Meeting during the year ended June 30, 2017. Significant additional appropriations consisted of \$203,429 as a contribution to the Debt Management Fund to be used to offset FY 2017-2018 budgeted debt service increases and \$385,000 to acquire a parcel of land located on West Main Street. The actual net change in fund balance of the General Fund on a budgetary basis was an increase of \$561,719 in the current fiscal year. Total budgetary revenues were \$653,480 more than expected due to increased tax collections of approximately \$313 thousand and increased building fees in the amount of approximately \$193 thousand. Expenditures were \$568,477 less than budgeted, of which approximately \$408 thousand related to a reduction in education expenditures.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

The Town's investment in capital assets for its governmental activities as of June 30, 2017 and 2016 totaled \$52,706,566 and \$53,112,931, respectively (net of accumulated depreciation and amortization). This investment in capital assets includes land, construction in progress, buildings and improvements, machinery and equipment, and infrastructure. The total decrease in the Town's investment in capital assets for the current fiscal year was \$406,365 or 0.8%. This decrease is attributed to depreciation expense of \$1,995,598, offset by capital asset additions of \$1,589,223. Major capital asset events during the current fiscal year included the following:

- Outlays for various ongoing construction projects totaling \$627,306; including parking and safety improvements, library boiler and upgrades, and outlays relating to improvements made to the Town office building
- Outlays related to a new capital lease obligation in the amount of \$100,000 for new school computers;
- Acquisition of a 4.4 acre parcel of land located on West Main Street in the amount of \$385,000; and
- Outlays for various machinery and equipment purchases totaling \$356,820, primarily for the purchase of a senior center van, three new vehicles, and a tractor.
- An increase of \$205,624 in infrastructure relating to the completion of various road improvements.

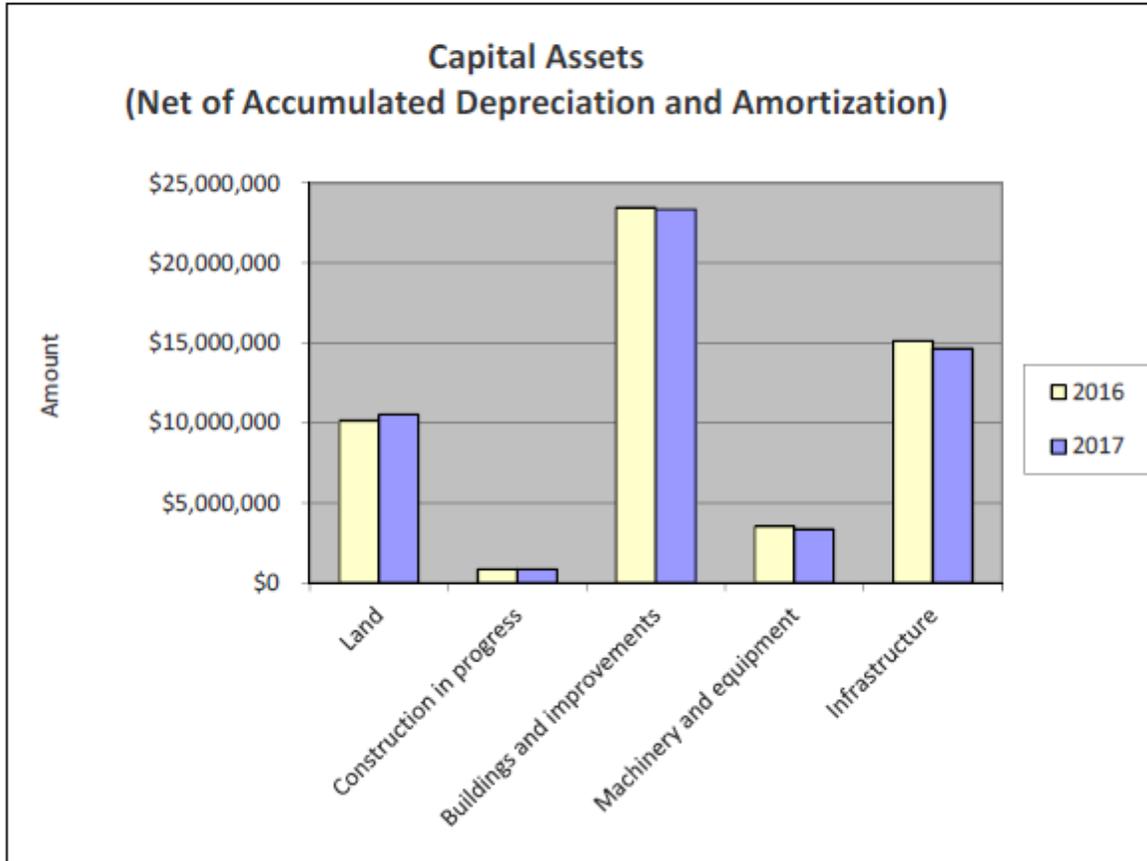
The following table is a two year comparison of the investment in capital assets:

	2017	2016
Land	\$ 10,527,058	\$ 10,127,575
Construction in progress	848,332	850,725
Buildings and improvement	23,342,964	23,450,912
Machinery and equipment	3,355,626	3,545,843
Infrastructure	14,632,586	15,137,876
Totals	\$ 52,706,566	\$ 53,112,931

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

CAPITAL ASSET AND DEBT ADMINISTRATION *(Continued)*

Capital Assets *(Continued)*



Additional information on the Town’s capital assets can be found in Note D of this report.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED (Continued)

CAPITAL ASSET AND DEBT ADMINISTRATION (Continued)

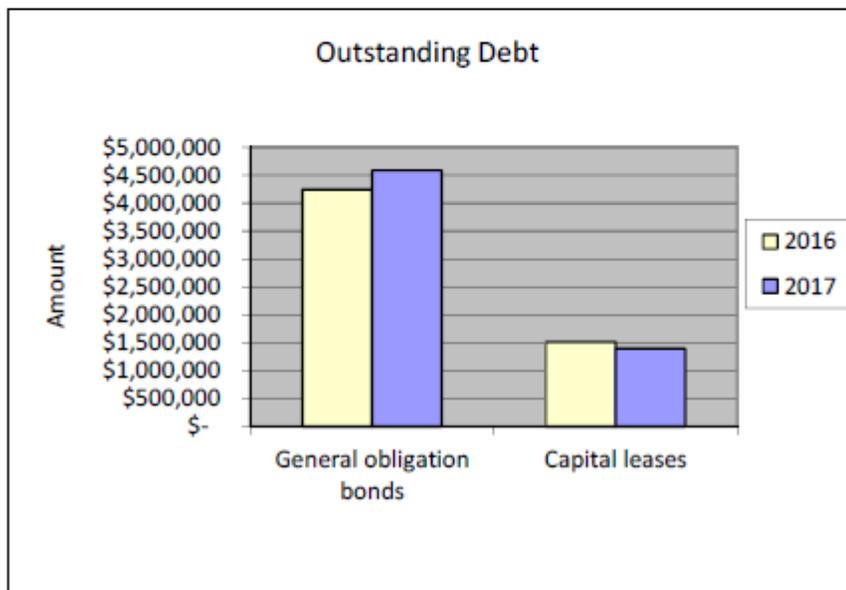
Long-term Debt

At the end of the current fiscal year, the Town had total debt outstanding of \$5,978,811. This entire amount is comprised of debt backed by the full faith and credit of the Town. The Town's total debt decreased by \$228,479 or 4.0% during the current fiscal year due to the issuance of general obligation bonds in the amount of \$1,112,000 to fund construction of a new natural gas main and a new capital lease obligation in the amount of \$100,000 to fund new school computers, offset by scheduled debt repayments. As of June 30, 2017, the Town's bond rating was AAA by Standard & Poor's.

State statutes limit the amount of general obligation debt the Town may issue to seven times its annual receipts from taxation, as defined by the statutes. The current debt limitation for the Town is significantly in excess of the Town's outstanding general obligation debt.

The following table is a two year comparison of long-term debt:

	2017	2016
General obligation bonds	\$ 4,586,000	\$ 4,242,000
Capital leases	1,392,811	1,508,332
Totals	\$ 5,978,811	\$ 5,750,332



Additional information on the Town's long-term debt can be found in Note G of this report.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

A summary of key economic factors affecting the Town are as follows:

- The unemployment rate for the Town was 4.0% as of June 30, 2017. This compared favorably to the state's average unemployment rate of 5.7% and the national unemployment rate of 4.9%.
- Significant estimates affecting next year's budget that are subject to change in the near term consist of the following:
 - For purposes of calculating property tax revenues for fiscal year 2018, the assessor's grand list was used along with an estimated tax rate, and an estimated rate of collection, with deductions for taxes to be paid by the State on behalf of certain taxpayers.
 - Intergovernmental grants were based on estimates from the State.
 - It is unknown how the weakened economy will impact real estate activity and related revenues collected by the Land Use Department, the Town Clerk, the Building Department and the amount of conveyance taxes and interest income.

All of these factors were considered in preparing the Town's budget for fiscal year 2018. The Town's fiscal year 2018 General Fund budget was approved on May 2, 2017. The fiscal year 2018 budget contemplated General budgetary expenditures of \$36,740,238 and a Capital Improvement budget of \$1,234,260.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Town's finances for all those with an interest in the Town's finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Finance Office, Town of Hebron, 15 Gilead Street, Hebron, Connecticut 06248.

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF NET POSITION
JUNE 30, 2017

	Governmental Activities
ASSETS	
Cash and cash equivalents	\$ 10,975,063
Investments	526,697
Receivables:	
Property taxes and interest, net	2,046,919
Sewer assessments and user fees, net	153,900
Intergovernmental	287,613
Other	32,215
Inventories	18,980
Loans receivable	133,252
Capital assets:	
Non-depreciable	11,375,390
Depreciable, net	41,331,176
Total assets	66,881,205
 DEFERRED OUTFLOWS OF RESOURCES	
Deferred charges on refunding	51,102
 LIABILITIES	
Accounts payable	414,292
Accrued interest payable	45,779
Unearned revenue	68,859
Other liabilities	16,500
Noncurrent liabilities:	
Due within one year	1,092,628
Due in more than one year	6,435,105
Total liabilities	8,073,163
 NET POSITION	
Net investment in capital assets	47,858,671
Restricted for:	
Endowments:	
Expendable	6,103
Nonexpendable	5,945
Grant restrictions	168,801
Donor restrictions	33,552
Unrestricted	10,786,072
Total net position	\$ 58,859,144

The accompanying notes are an integral part of these financial statements .

TOWN OF HEBRON, CONNECTICUT
BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2017

	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 8,933,010	\$ 1,091,453	\$ 950,600	\$ 10,975,063
Investments	514,649	-	12,048	526,697
Receivables:				
Property taxes, net	1,589,717	-	-	1,589,717
Interest on property taxes, net	457,202	-	-	457,202
Intergovernmental	-	4,823	282,790	287,613
Loans	-	-	133,252	133,252
Sewer assessments, net	-	-	69,988	69,988
Sewer user charges, net	-	-	83,912	83,912
Other	30,423	-	1,792	32,215
Due from other funds	897,640	1,253,510	1,158,310	3,309,460
Inventories	-	-	18,980	18,980
Total assets	<u>\$ 12,422,641</u>	<u>\$ 2,349,786</u>	<u>\$ 2,711,672</u>	<u>\$ 17,484,099</u>
LIABILITIES				
Accounts payable	\$ 295,716	\$ 17,326	\$ 101,250	\$ 414,292
Due to other funds	2,411,820	647,706	249,934	3,309,460
Unearned revenue	-	578	68,281	68,859
Other liabilities	16,500	-	-	16,500
Total liabilities	<u>2,724,036</u>	<u>665,610</u>	<u>419,465</u>	<u>3,809,111</u>
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - property taxes and interest	1,955,844	-	-	1,955,844
Unavailable revenue - sewer assessments	-	-	68,023	68,023
Unavailable revenue - sewer user charges	-	-	80,038	80,038
	<u>1,955,844</u>	<u>-</u>	<u>148,061</u>	<u>2,103,905</u>
FUND BALANCES				
Nonspendable	-	-	24,925	24,925
Restricted	-	1,079,814	208,456	1,288,270
Committed	-	604,362	1,910,765	2,515,127
Assigned	531,009	-	-	531,009
Unassigned	7,211,752	-	-	7,211,752
Total fund balances	<u>7,742,761</u>	<u>1,684,176</u>	<u>2,144,146</u>	<u>11,571,083</u>
Total liabilities, deferred inflows of resources, and fund balances	<u>\$ 12,422,641</u>	<u>\$ 2,349,786</u>	<u>\$ 2,711,672</u>	<u>\$ 17,484,099</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF HEBRON, CONNECTICUT
RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF NET POSITION
JUNE 30, 2017

Total fund balances for governmental funds	\$	11,571,083
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Total net position reported for governmental activities in the statement of net position is different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds. Those assets consist of:

Land	\$	10,527,058	
Construction in progress		848,332	
Buildings and improvements		41,112,000	
Machinery and equipment		10,897,784	
Infrastructure		35,751,325	
Less accumulated depreciation and amortization		<u>(46,429,933)</u>	
Total capital assets, net			52,706,566

Some of the Town's taxes, sewer user charges and sewer assessments will be collected after year end, but are not available soon enough to pay for the current period's expenditures and, therefore, are reported as deferred inflows of resources in the funds. 2,103,905

Long-term liabilities applicable to the Town's governmental activities are not due and payable in the current period and accordingly are not reported in the governmental funds. All liabilities and related amounts - both current and long-term - are reported in the statement of net position.

Accrued interest payable		(45,779)	
Long-term debt:			
Bonds payable		(4,586,000)	
Deferred amount on refunding		51,102	
Capital lease obligations		(1,392,811)	
Other long-term liabilities:			
Compensated absences		(564,922)	
Net OPEB obligation		<u>(984,000)</u>	
Total long-term liabilities			<u>(7,522,410)</u>

Net position of governmental activities	\$	<u>58,859,144</u>
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The accompanying notes are an integral part of these financial statements .

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2017

	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES				
Property taxes	\$ 28,311,687	\$ -	\$ -	\$ 28,311,687
Intergovernmental	8,869,881	321,142	668,973	9,859,996
Charges for services	903,348	-	1,614,146	2,517,494
Investment income	35,429	5,829	5,267	46,525
Other	246,420	38,551	82,622	367,593
Total revenues	<u>38,366,765</u>	<u>365,522</u>	<u>2,371,008</u>	<u>41,103,295</u>
EXPENDITURES				
Current:				
General government	3,111,130	-	774	3,111,904
Public safety	919,135	-	115,567	1,034,702
Public works	950,830	-	-	950,830
Civic and human services	696,010	-	784,577	1,480,587
Planning and land use	120,512	-	-	120,512
Sewer	9,800	-	327,776	337,576
Education	27,768,780	-	890,458	28,659,238
Insurance and benefits	1,387,591	-	-	1,387,591
Capital outlays	556,949	1,171,001	97,518	1,825,468
Debt service:				
Principal payments	1,092,149	72,759	-	1,164,908
Interest and fiscal charges	0	3,609	-	3,609
Debt issuance costs	-	14,861	-	14,861
Total expenditures	<u>36,612,886</u>	<u>1,262,230</u>	<u>2,216,670</u>	<u>40,091,786</u>
Excess (deficiency) of revenues over expenditures	1,753,879	(896,708)	154,338	1,011,509
OTHER FINANCING SOURCES (USES)				
Proceeds from issuance of bonds	-	1,112,000	-	1,112,000
Capital lease financing	100,000	-	-	100,000
Transfers in	48,604	818,811	398,429	1,265,844
Transfers out	(1,182,240)	-	(83,604)	(1,265,844)
Total other financing sources (uses)	<u>(1,033,636)</u>	<u>1,930,811</u>	<u>314,825</u>	<u>1,212,000</u>
Net change in fund balances	720,243	1,034,103	469,163	2,223,509
Fund balances - beginning	7,022,518	650,073	1,674,983	9,347,574
Fund balances - ending	<u>\$ 7,742,761</u>	<u>\$ 1,684,176</u>	<u>\$ 2,144,146</u>	<u>\$ 11,571,083</u>

The accompanying notes are an integral part of these financial statements .

TOWN OF HEBRON, CONNECTICUT
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2017

Net change in fund balances - total governmental funds \$ 2,223,509

Total change in net position reported for governmental activities in the statement of activities is different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. The amount by which depreciation and amortization expense exceeded capital outlays in the current period is as follows:

Expenditures for capital assets	\$ 1,589,233	
Depreciation and amortization expense	(1,995,598)	
Net adjustment		(406,365)

The issuance of long-term debt provides current financial resources to governmental funds, while the repayment of principal on long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net position. The net effect of these differences in the treatment of long-term obligations is as follows:

Debt incurred:		
General obligation bonds issued	(1,112,000)	
Capital lease financing	(100,000)	
Principal repayments:		
Bonds payable	768,000	
Capital lease financing	215,521	
Net adjustment		(228,479)

Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. In the statement of activities, however, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long-term debt is not recognized under the modified accrual basis of accounting until due, rather than as it accrues. The net effect of such items is as follows:

Accrued interest	3,149	
Deferred amount on refunding	(13,307)	
Compensated absences	(38,879)	
Net OPEB obligation	(77,000)	
		(126,037)

Certain revenues reported in the statement of activities do not provide current financial resources and, therefore, are reported as deferred inflows of resources in the governmental funds. This amount represents the change in deferred inflows.

200,708

Change in net position of governmental activities \$ 1,663,336

The accompanying notes are an integral part of these financial statements.

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL -
BUDGETARY BASIS - GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2017

	Budgeted Amounts		Actual	Variance With Final Budget Over (Under)
	Original Budget	Final Budget		
REVENUES				
Property taxes	\$ 27,920,993	\$ 27,920,993	\$ 28,233,691	\$ 312,698
Licenses and permits	567,530	567,530	799,358	231,828
Intergovernmental	7,476,802	7,476,802	7,418,324	(58,478)
Investment income	20,000	20,000	35,429	15,429
Other revenues	119,020	119,020	271,023	152,003
Total revenues	<u>36,104,345</u>	<u>36,104,345</u>	<u>36,757,825</u>	<u>653,480</u>
EXPENDITURES				
Current:				
General government	2,932,628	2,875,202	2,838,399	(36,803)
Public safety	991,141	1,009,719	971,358	(38,361)
Civic and human services	703,442	718,201	702,187	(16,014)
Planning and land use	140,024	140,023	137,030	(2,993)
Public works	991,991	1,015,443	984,519	(30,924)
Sewer	9,800	9,800	9,800	-
Insurance and benefits	1,422,399	1,423,037	1,388,323	(34,714)
Education	27,028,725	27,028,725	26,620,801	(407,924)
Capital outlays	-	635,238	634,494	(744)
Debt service	928,988	928,988	928,988	-
Total expenditures	<u>35,149,138</u>	<u>35,784,376</u>	<u>35,215,899</u>	<u>(568,477)</u>
Excess of revenues over expenditures	955,207	319,969	1,541,926	1,221,957
OTHER FINANCING SOURCES (USES)				
Appropriation of fund balance	-	635,238	-	(635,238)
Transfers in	73,604	73,604	48,604	(25,000)
Transfers out	(1,028,811)	(1,028,811)	(1,028,811)	-
Total other financing sources (uses)	<u>(955,207)</u>	<u>(319,969)</u>	<u>(980,207)</u>	<u>(660,238)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	561,719	<u>\$ 561,719</u>
Fund balances - beginning			<u>6,650,033</u>	
Fund balances - ending			<u>\$ 7,211,752</u>	

The accompanying notes are an integral part of these financial statements .

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF FIDUCIARY NET POSITION
FIDUCIARY FUNDS
JUNE 30, 2017

	<u>Pension Trust Fund</u>	<u>Agency Funds</u>
ASSETS		
Cash and cash equivalents	\$ -	\$ 165,915
Investments - pooled separate accounts	3,852,322	-
Other assets	-	7,638
Total assets	<u>3,852,322</u>	<u>\$ 173,553</u>
LIABILITIES		
Due to student groups	-	\$ 32,057
Due to others	-	141,496
Total liabilities	<u>-</u>	<u>\$ 173,553</u>
NET POSITION		
Restricted for pension benefits	<u>\$ 3,852,322</u>	

The accompanying notes are an integral part of these financial statements .

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
FOR THE YEAR ENDED JUNE 30, 2017

	Pension Trust Fund
ADDITIONS	
Employer contributions	\$ 243,272
Employee contributions - rollover	18,365
Total contributions	261,637
 Other revenue	 3,758
Investment earnings:	
Interest	17,624
Net change in the fair value of investments	356,638
Total investment earnings	374,262
Total additions	639,657
 DEDUCTIONS	
Benefit payments	82,174
Administrative expenses	240
Total deductions	82,414
Change in net position	557,243
 Net position - beginning	 3,295,079
 Net position - ending	 \$ 3,852,322

The accompanying notes are an integral part of these financial statements .

RECYCLING CENTER AND WASTE DISPOSAL TRANSFER STATION

550 Old Colchester Road
860-228-2871

- HOURS:** Tuesday, Thursday and Saturday 7:30 a.m.-4:00 p.m. (winter)
 Sunday 7:30 a.m.-2:00 p.m. (winter)
 Tuesday & Thursday 8:00 a.m.-6:00 p.m. (During Daylight Saving Time)
 Saturday 8:00 a.m.-4:00 p.m. (During Daylight Savings Time)
 Sunday 8:00 a.m.-2:00 p.m. (During Daylight Savings Time)
 Closed Official Town Holidays
- PERMIT:** Town of Hebron permit sticker must be affixed to all vehicles.
 Sticker may be obtained at the Town Office Building, with proof of residency and vehicle information.
- RULES:** Follow All Signs - CHILDREN STAY IN VEHICLES
 5 MPH Maximum Speed
 All vehicles using lower section must stop at Building before proceeding to deposit materials.
 No Stumps, Rocks or Dead Animals
 No Scavenging

Please note that the landfill has been closed and bulky waste is now transported off site. **The following bulky waste fee schedule was revised by the Board of Selectmen on April 19, 2018.**

Demolition Material and General Debris	\$40 per cubic yard
Minimal Charge	\$5.00
Car trunkload is considered 1/4 load	
Large Appliances (without Freon)	No Charge
Appliances Requiring Removal of Refrigerant	No Charge
Ballast, Bulbs & Lamps*	No Charge
Furniture	\$5.00 per item
Couch	\$10
Sleeper Sofa	\$30
Mattress, Box Spring	\$20
Scrap Metal	No charge
Tires: (without rims)	
Up to 16.5" Diameter	\$2.25
17" and over	\$2.25
20" and over	\$2.25
Off road tires or tires on rims	see attendant for price listing attached
Truck Tires	\$11
Brush and Leaves	\$5 per cubic yard; minimum \$1 per bag
Electronics	No Charge

****All prices subject to change upon approval of the Board of Selectmen****

RECYCLING CENTER AND WASTE DISPOSAL TRANSFER STATION CONTINUED

Mandatory Recyclable Items:

Glass Food and Beverage Containers any color (caps removed)
Metal Food and Beverage Containers, Juice Cartons, Milk Cartons, Aluminum Foil
Newspapers, Magazines, Junk Mail, Boxboard, Paper Egg Cartons - Bundled
Corrugated Cardboard - flattened
Used Motor Oil
Lead-Acid Batteries - auto, boat, tractors, etc.
Nickel-Cadmium (Rechargeable) Batteries
White Office Paper - computer paper, stationery, etc.
Leaves
Scrap Metal - appliances, bicycles, etc.
Plastic Containers - #1 through #7 and screw-top jars
Bulky waste, clean brush, furniture and wood scraps
Electronic Waste – Computers, Monitors, Cell Phones, Other Electronic Devices
Mattresses – Must be unsoiled and dry

WASTE MATERIALS MUST BE FROM PROPERTY IN HEBRON

CREOC 2018 HOUSEHOLD HAZARDOUS WASTE COLLECTION SCHEDULE

April 7 May 5 June 2 August 25 September 29 October 27
Saturdays - 8:00 a.m. to 1:00 p.m.

October 13 (Fall Outreach Collection: Somers, CT)

Time: 8:00 a.m. to 1:00 p.m. Bring a driver license, tax bill or car registration to prove residency.

Directions: 321 Olcott Street, Manchester - Exit 1 from 384, turn right onto Spencer Street;
go .9 miles then turn left onto Olcott Street. Follow signs to facility.

WHAT TO BRING

(LEAVE ALL WASTES IN ORIGINAL CONTAINERS - DO NOT MIX WASTES)

Aerosol cans	Fungicides	No Pest Strips	-Lithium Ion
Brake Fluid	Gasoline	Paint Removers	-Nickel Cadmium
Chemical Paint Strippers	Hair Dye & Spray	Paint Thinners	-Nickel Metal Hydroxide
Chemistry Kits	Hearing Aid Batteries	Pesticides	Rodent Killers
Cleaning Fluids	Herbicides	Photography Chemicals	Slug Baits
Compact Florescent Lightbulbs	Kerosene	Poisons	Stains
Degreasers	Latex Paint	Polishes	Transmission/Automotive Fluids
Fertilizers	Lead Paint	Pool Chemicals	Wood Preservatives
Flammable Liquids	Oil Based Paint	Propane Cylinders/Canisters	Household smoke/CO2 detectors
Flea Powder, Dips & Sprays	Road Flares Only (no marine flares)	Rechargeable Batteries	Household type Fire Extinguishers
Florescent Bulbs	Muriatic Acid	-Lithium	

Asbestos (ACM) & Lead Paint Chips:

Up to 60 lbs. of Asbestos Containing Materials (ACM)*
and/or Lead Paint Chips *(wet, double bag)

*Please contact 860-647-5279
for advance authorization for
disposing of ACM or lead paint chips*

DO NOT BRING: RADIOACTIVE MATERIALS, MEDICAL WASTE

TOWN MAP

FACTS ABOUT HEBRON

Hebron was incorporated in 1708.

Hebron is in the County of Tolland, Connecticut. Census Tract number 5261.

The town covers an area of 37.5 square miles. Population 9,686 per 2010 Census.

To qualify for admission as an elector, you must attain the age of 18, be a U.S. citizen, be a Hebron resident, and not be convicted of a felony. Contact the Registrars of Voters for Mail-In Voter Registration.

Voting District# 1 - Hebron Elementary School

Hebron's Representatives:

U.S. Senators:

Richard Blumenthal
Christopher Murphy

State Senator:

Cathy Osten
19th Senatorial District

Representative to Congress:

Joe Courtney
Second Congressional District

State Representative:

Robin Green
55th Assembly District

HOLIDAY CLOSINGS - 2018

New Year's Day - January 1
Martin Luther King, Jr. Day- January 15
President's Day- February 19
Good Friday – March 30
Memorial Day – May 28
Independence Day – July 4

Labor Day – September 3
Columbus Day- October 8
Veterans Day – November 12
Thanksgiving Day – November 22
Day After Thanksgiving – November 23
Christmas Holiday – December 24 & 25

EMERGENCY INFORMATION

Emergency Medical Service and Fire Department

HEBRON VOLUNTEER FIRE DEPARTMENT

DIAL 911

**Say "Send HEBRON FIRE DEPARTMENT
to the home of
on House #, Street
for a (grass, brush, chimney, or house) fire."**

TAKE YOUR TIME

**Be sure the Fire Department understands
the nature and location of the Fire.**

EMERGENCY AMBULANCE SERVICE

DIAL 911

RESIDENT STATE TROOPER

DIAL 860-228-3710

If no answer dial

860-465-5400

IF EMERGENCY - DIAL 911

POISON CONTROL

1-800-222-1222