

# TOWN OF HEBRON, CONNECTICUT

## Annual Report For Fiscal Year July 1, 2019 – June 30, 2020

(including Financials for Fiscal Year July 1, 2018 – June 30, 2019)



## 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 and Dori Wolf

**CO-DEDICATION**

This Edition of the Hebron Annual Report is dedicated to



**Bernice M. Barrasso (1934 – 2019)**

Bernice worked for many years in the office at RHAM High School. She was a communicant and an active volunteer at the Church of the Holy Family. Bernice was a proud life member of the Hebron Lions, having served as past president and she was a recipient of the Progressive Melvin Jones Fellow award and Knight of the Blind. She was also a volunteer for the Hebron Interfaith Human Services.





**John A. Tuttle (1945 – 2020)**

John was a veteran of the United States Army where he gained the rank of Sargent in the Military Police Corps. He held a Bachelor of Science Degree in Law Enforcement Administration. He worked as a Special Agent for the Drug Enforcement Administration (DEA) and then as a Special Agent/Investigator for the U.S. Department of Defense. John was a member of the VFW Post 8776 Hebron and a member and Past Commander of the American Legion Post 95 Hebron. John served his community as the coordinator of the annual Hebron Memorial Day Parade.

## TOWN OFFICERS/BOARDS AND COMMISSIONS

(AS OF JUNE 30, 2020)

<b>BOARD OF SELECTMEN:</b>	<u>TERM</u>
Daniel E. Larson, Chairman	2021
Gail B. Richmond, Vice Chairman	2023
John B. Collins	2021
Peter D. Kasper	2023
Marc P. Rubera	2023

**TOWN MANAGER:** Andrew J. Tierney

<b>TOWN CLERK AND REGISTRAR OF VITAL STATISTICS:</b>	
Carla A. Pomprowicz	2022

<b>BOARD OF FINANCE:</b>	
David Veschi, Chairman	2023
Malcolm Leichter	2021
Diane L. Del Rosso	2021
Janet Fodaski	2023
Michael T. McCormack	2021

<b>BOARD OF EDUCATION:</b>	
Heather R. Petit, Chairman	2021
Christopher L. Aker	2021
Joseph Zuzel	2021
Joe Margaitis	2023
Keith C. Petit	2023
Allyson L. Schmeizl	2023
Amanda M. Veneziano	2023

<b>PLANNING &amp; ZONING COMMISSION:</b>	
Natalie Wood, Chairman	2021
Frank Zitkus	2023
Devon Garner	2021
Gerald Garfield	2023

**ALTERNATE MEMBERS:**

<b>ZONING BOARD OF APPEALS:</b>	
Anthony Novak, Chairman	2021
Martin J. Halloran	2021
June Danaher	2023
Lisa H. Richards	2023

<b>ALTERNATE MEMBERS:</b>	
Jim Petrozza	2021
Bryan D. Smith	2023
Steve Weir	2023

## TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

### BOARD OF ASSESSMENT APPEALS:

Mark Falade	2023
Phil LoBianco	2021
Peter G. Byram	2021

### REGIONAL SCHOOL DISTRICT 8 BOARD OF EDUCATION:

Joseph E. O'Connor	2021
Kathleen Goodwin	2021
Robert M. Schadtle	2021
Vin Colonna	2023
Jessica L. Dapsis	2023

### 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

**ANIMAL CONTROL OFFICER:** William Bell

**ASSESSOR:** Debra Gernhardt

**ASSISTANT TO ASSESSOR – REVENUE COLLECTOR:** Christina Ristaino

**ASSISTANT TOWN CLERK AND REGISTRAR OF VITAL STATISTICS:** Francesca Villani

**BUILDING OFFICIAL:** Randy Blais

**BURNING OFFICIAL:** Tony Pitrone

### HEBRON GREEN COMMITTEE:

Kaitlin Hershey	Eileen Terlecki	Joshua Esposito
Michele Sinkez	Michael Harder	Lindsay Ockman

### CONSERVATION COMMISSION:

Thomas Loto, Chairman	2020
Nathan Van Meter	2020
Christopher Frey	2021

## TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

### COMMISSION ON AGING:

Pamela Meliso	2021
Deborah Hart	2023
Sandra Waldo	2021
Jan Falade	2023
Cecile Piette	2022
Beth Schmeizl	2022
William Witt	2022

### ALTERNATE MEMBERS:

Scot Kauffman	2020
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**RESIDENT STATE TROOPER:** Daniel Greenwood

**CONSTABLES:** Marc Rubera      Ricardo Martinez      James Tilley

**DIRECTOR OF HEALTH:** Russell Melmed, Chatham Health District

### ECONOMIC DEVELOPMENT COMMISSION:

Jon Lesisko	2023
Gerald Garfield	2021
Neil Amwake	2022
Peter Cassarella	2022
Judith Podell	2020

**EMERGENCY MANAGEMENT DIRECTOR/LEPC CHAIRMAN:** Paul Bancroft

**FINANCIAL ADMINISTRATOR:** Sue Hushin

**FINANCE DIRECTOR:** Elaine Griffin

**FIRE CHIEF:** Nick Wallick      **DEPUTY FIRE CHIEF:** Daniel Huppe

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

### HISTORIC PROPERTIES COMMISSION:

Mary Ann Foote, Chairman	2021
Deena Watson	2020
Jon Minard	2021
Susan Morin	2021
Patricia Larson	2023

### ALTERNATE MEMBERS:

Janice Porter Tarbell	2021
Elizabeth Gannon	2021



## TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

### HOUSING AUTHORITY:

Florence O'Sullivan, Chairman	2020
Anne-Lee Boynton	2022
Robert Pisker	2021
Kathi Loto	2020
Deborah Hart	2020

### JUSTICES OF THE PEACE:

Anne M. Buchalski	Peter F. Casarella	James P. Cordier	Devon Garner
Rodney Goldberg	Marjorie W. Graham	John D. Hooker	Gary D. Hummel
Scot R. Kauffman	Philip J. LoBianco	Mary Beth Lombardi-Mack	Richard Marzi
Cathleen R. Murphy	Jardo Opocensky, Jr.	John O. O'Sullivan	Paul Pomprowicz
Eaglemoon F. Raes	Gail B. Richmond	John F. Richmond	Paul J. Rosati
Robert Sehi	Stella S. Stanescu	Kevin Williams	Natalie A. Wood

### OPEN SPACE/LAND ACQUISITION COMMITTEE:

Brian O'Connell	Christopher Frey	John Mullaney	David Veschi
James Cordier	Jeff LeMay	Frank Zitkus	Charles Daniels
John B. Collins			

**MUNICIPAL AGENT FOR THE ELDERLY:** Sharon Garrard

### PARKS AND RECREATION COMMISSION:

Ken Jardin, Chairman	2020
Charles Daniels	2022
Eric Lemieux	2022
John Russo	2021
Drew Wilcox	2023
Kate Wilcox	2023
Eric May	2021

### ALTERNATE MEMBERS:

Judy Podell	2021
Kimberly Mizesko	2020

**DIRECTOR OF PARKS AND RECREATION:** Rich Calarco

### PANEL OF MODERATORS:

Kevin Connors	2021
Joseph Krist	2021
Scot Kauffman	2021

## TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

### **PUBLIC BUILDING COMMITTEE:**

Wayne Warwick, Chairman	2023
Richard Steiner	2022
Malcolm Leichter	2021
David Foster	2022

**PUBLIC WORKS DIRECTOR:** Kevin Kelly

**SANITARIAN:** Steve Knauf - Chatham Health District

**SENIOR SERVICES DIRECTOR/MUNICIPAL AGENT:** Sharon Garrard

**SUPERINTENDENT OF SCHOOLS – HEBRON:** Thomas J. Baird, EdD

**SUPERINTENDENT OF SCHOOLS – RHAM:** Scott Leslie (interim)

**TAX COLLECTOR:** Adrian MacLean

**TOWN ATTORNEY:** Kenneth Slater, Esq. 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	2023
James Reilly	2020
Kevin Grady	2023
Chris Hemberger	2022
Mark Falade	2022

## BOARD OF SELECTMEN

July 11, 2019, the Selectmen approved the purchase of a 2010 Ford F550 Ambulance from the Town of Bozrah in the amount of \$30,000.

August 1, 2019, the Selectmen approved the recommended fee and service area changes to the Senior Transportation Fee Schedule, as recommended by the Commission on Aging, effective September 1, 2019.

August 1, 2019, the Selectmen approved the designation of a Hebron Poet Laureate, the individual to be recommended by and overseen by the Library Board of Trustees.

August 15, 2019, the Selectmen resolve that, in accordance with Town Code Chapter 305 Solid Waste, Section 305-18 Fees adopted the changes to the Transfer Station/Recycling Center Disposal Rates.

August 15, 2019, the Selectmen approve the School Resource Officer Agreement between the Town of Hebron and the Hebron Public Schools for the School Resource Officer Program and authorize Andrew J. Tierney, Town Manager, to sign the agreement on behalf of the Town of Hebron and to implement such agreement.

October 3, 2019, the Selectmen agree to enter into with and deliver to the State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, any and all documents which it deems to be necessary or appropriate; and that Andrew J. Tierney as Town Manager is authorized and directed to execute and deliver any and all documents on behalf of the Town of Hebron and to do and perform all acts and things which he deems to be necessary or appropriate to carry out the terms of such documents. This authorization is for the EMPG Grant for the performance period October 1, 2019 to September 30, 2020 in the amount of \$5,000 with a local match of \$5,000.

October 17, 2019, the Selectmen confirm the Town Manager's reappointment of Nicholas Wallick as Fire Chief for the term to run from October 1, 2019 through September 30, 2022.

November 7, 2019, in accordance with Section 805 of the Town Charter, the selectmen approve the Town Manager's reappointment of Halloran & Sage, LLP to continue to serve as Town Attorney, for a two-year term of office commencing on Tuesday, November 19, 2019 to continue until Tuesday, November 16, 2021.

November 19, 2019, the Selectmen appointed D. Larson as Chairman of the Board of Selectmen.

November 19, 2019, the Selectmen appointed G. Richmond as Vice-Chairman of the Board of Selectmen.

November 21, 2019, the Selectmen moved that in accordance with Town Code Sec. 100-1 confirmed the Town Manager's appointment of the following Hebron Police Officers for a two-year term to run until December 2021: Marc Rubera, Ricardo Martinez and James Tilley.

November 21, 2019, the Selectmen adopted the revisions to the Capital Improvement Plan (CIP) Policy as presented.

November 21, 2019, the Selectmen adopted the Board of Selectmen Rules of Procedure/Guidelines as presented.

November 21, 2019, the Selectmen entered into and delivered to the State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security any and all document which it deems to be necessary or appropriate and that Andrew J. Tierney, as Town Manager, is authorized and directed to execute and deliver any and all documents on behalf of the Town of Hebron and to do and perform all acts and things which he deems

## BOARD OF SELECTMEN, CONTINUED

to be necessary or appropriate to carry out the terms of such documents. This authorization is for the FFY 2019 Homeland Security Grant Program.

December 5, 2019, the Selectmen approved the Second Amendment to the Access Agreement between the Town of Hebron and the Connecticut Water Company and authorized Andrew J. Tierney to sign the agreement.

December 5, 2019, the Selectmen approved the amended Town of Hebron Policy for Alcohol and Controlled Substance testing (Department of Transportation) as presented.

December 5, 2019, the Selectmen awarded the contract for the Hebron Elementary School Contaminated Water Piping Replacement project to Nutmeg Companies, Inc. of Norwich, Connecticut in an amount not to exceed \$907,600 (Base Bid \$885,200 plus Alternate #1 Fully Copper Water Distribution System \$22,400) and authorize Andrew J. Tierney, Town Manager, to sign any necessary contract documents.

January 2, 2020, the Selectmen disbanded the Charter Revision Commission effective immediately.

January 2, 2020, the Selectmen approved the Contract between the State of Connecticut Department of Emergency Services and Public Protection, Division of State Police and the Town of Hebron for the services of one (1) Resident State Trooper for the period July 1, 2019 to June 30, 2021; and authorized Andrew J. Tierney, Town Manager, to sign any necessary contract documents.

January 16, 2020, the Selectmen resolve that in accordance with Section 404 of the Hebron Town Charter the Hebron Poet Laureate Ordinance be adopted and the Hebron Poet Laureate position be established.

February 6, 2020, the Selectmen awarded the contract to A&E Services Group LLC of Wolcott, Connecticut for professional and technical services required to administer the 2019 Small Cities Community Development Program grant of \$700,000 for Stonecroft Senior Housing improvement project. The Selectmen authorize Andrew J. Tierney, Town Manager, to enter into an agreement with A&E Services Group, LLC to assist the Town of Hebron with preparation of a 2020 CDBG Small Cities grant application for the potential development of the Rifkin Property for senior housing.

February 20, 2020, the Selectmen approved the Purchase Agreement between the Town of Hebron and Environmental Systems Corporation with a total contract price of \$452,045, with Eversource Incentives of \$89,667, for a net amount of \$362,368; and authorize Andrew J. Tierney, Town Manager, to execute the Purchase Agreement and any other documents necessary to complete the project.

On March 13, 2020 at 12:00 noon, the Town Manager with the consent of Daniel Larson, Chairman of the Board of Selectmen, declared a Public Emergency due to COVID-19. The Emergency Declaration was to allow the Town Manager to take steps necessary to protect the residents of the Town of Hebron. The Town Manager shall have the power to mobilize, organize, and direct the forces of the Town and to call upon the forces of the federal government, the State of Connecticut and other political subdivisions. The Town Manager will have the authority to limit non-essential services and close or limit services provided by Town Departments where necessary.

April 14, 2020, the Selectmen resolve that in accordance with Governor Lamont's Executive Order 7S, Section 6 – Suspension and Modification of Tax Deadlines and Collection Efforts and Executive Order 7W, the Hebron Board of Selectmen has determined that the Hebron's Municipality Program Election will be the Deferral Program.



## BOARD OF SELECTMEN, CONTINUED

April 19, 2020, the Selectmen approved the sale of the 2008 E-450 Ambulance to the Eighth Utilities District of Manchester CT in the amount of \$9,700.

April 19, 2020, the Selectmen confirm authorization for Andrew J. Tierney, Town Manager, to enter into the Agreement Between Owner and Consultant with Mark M. Fitzgerald of Mark M. Fitzgerald Construction, LLC to serve as Clerk of the Works for the Hebron Elementary School Water Remediation Project.

April 19, 2020, the Selectmen adopt the flag protocol as presented on April 9, 2020, as it is the town's policy to not fly any flag other than the US Flag, the POW Flag and the State of Connecticut Flag on town flag poles.

April 19, 2020, the Selectmen resolve that the tax abatement interest rate be adjusted to 1.5%.

May 7, 2020, the Selectmen resolve that provisions of The Coronavirus Aid, Relief and Economic Security (CARES) Act be adopted as outlined to allow eligible Town of Hebron retirement plan participants to take withdrawals from retirement accounts in accordance with the CARES Act.

May 7, 2020, the Selectmen awarded the contact for the RHAM campus improvements to Milton C. Beebe and Sons, Inc. of Storrs, CT in the amount of \$984,500.90 and authorized Andrew J. Tierney, Town Manager, to sign any necessary contract documents.

June 4, 2020, the Selectmen established the "Hebron is Open for Business!" Task Force with a mission of supporting and promoting the Hebron business community.

June 4, 2020, the Selectmen awarded the bid for the Parking Lot Paving Project to V&F Paving of Hamden, CT in the amount of \$388,143.90 and authorized Andrew J. Tierney, Town Manager, to sign any necessary contract documents.

June 18, 2020, the Selectmen awarded the contract for audit services for the Town of Hebron and Hebron Board of Education for years ending June 30, 2020, 2021 and 2022, to Blum, Shapiro & Company, P.C. in accordance with the Bid Fee Proposal and authorized Andrew J. Tierney, Town Manager, to sign any necessary contract documents.

## APPOINTMENTS

8/1/2019	Sandy Waldo	Commission on Aging
9/12/2019	Joseph Zuzel	Board of Education
10/3/2019	Kimberly Mizesko	Parks & Recreation Commission
10/3/2019	Kevin Williams	HES Drinking Water Remediation Committee
10/3/2019	Heather Petit	HES Drinking Water Remediation Committee
10/17/2019	Nicholas Wallick	Fire Chief
11/21/2019	Scot Kauffman	Moderator
11/21/2019	Joseph Krist	Moderator
11/21/2019	Kevin Connors	Moderator
11/21/2019	Marc P. Rubera	Police Officer
11/21/2019	Ricardo Martinez	Police Officer
11/21/2019	James R. Tilley	Police Officer
11/21/2019	Jon Lesisko	Economic Development Commission
11/21/2019	Deborah Hart	Commission on Aging
11/21/2019	Wayne Warwick	Public Building Committee
11/21/2019	Clara O'Brien	Water Pollution Control Authority
11/21/2019	Kevin Grady	Water Pollution Control Authority
11/21/2019	Kaitlyn Hershey	Green Committee
11/21/2019	Michael Harder	Green Committee
11/21/2019	Eileen Terlecki	Green Committee
11/21/2019	Patricia Larson	Historic Properties Commission
12/5/2019	John Collins	OSLAC – Board of Selectmen Representative
12/5/2019	Beth Schmeizl	Douglas Library Board of Trustees
12/5/2019	Jan Falade	Commission on Aging
12/5/2019	Scot Kauffman	Commission on Aging – Alternate
12/5/2019	Judy Podell	Economic Development Commission
1/2/2020	Drew Wilcox	Parks & Recreation Commission
1/2/2020	Kate Wilcox	Parks & Recreation Commission
1/2/2020	Eric May	Parks & Recreation Commission
1/2/2020	Michelle Barrett	Fire Police
1/2/2020	Leeland Finch	Fire Police
1/16/2020	Michael McCormack	Board of Finance
4/9/2020	James Petrozza	Zoning Board of Appeals
4/9/2020	Brian O'Connell	OSLAC – Citizen-At-Large

## TOWN MEETINGS

It was voted:

### **October 24, 2019**

- Pursuant to Section 304C of the Hebron Town Charter the Town of Hebron approve the purchase from the Episcopal Diocese of Connecticut an approximately 8.0 acre parcel of land located on Church Street and authorize the Town Manager to take action necessary to acquire the land for a purchase price in the total amount of \$130,000 with funds to come from the Open Space Land Acquisition account in the amount of \$65,000 and from the Unassigned Fund Balance in the amount of \$65,000.
- In accordance with Section 304G of the Hebron Town Charter, the Town of Hebron accept grant funding in the amount of \$399,033 from the State of Connecticut Department of Transportation Community Connectivity Grant Program for the Hebron Center Air Line Trail Connector Project, State Project No. 017-3513.

### **October 24, 2019 WPCA Upgrade and Improvement Project Referendum**

- Special Town Meeting was adjourned to a referendum vote of Tuesday, November 5, 2019 to appropriate \$7,600,000 for upgrades and improvement to the sanitary sewer collection system, and authorize the issue of bonds, notes and obligations in the same amount to finance the portion of said appropriation not defrayed from grants. Referendum Results: Yes 1241, No 860.
- Special Town Meeting was adjourned to a referendum vote of Tuesday, November 5, 2019 to appropriate \$2,400,000 for paving and improvements of town roads and parking, and authorize the issue of bonds and notes in the same amount to finance the portion of said appropriation not defrayed from grants. Referendum Results: Yes 1557, No 580.

### **May 13, 2020 Budget Adoption**

- In accordance with the authority vested in the Board of Finance by the Board of Selectmen in accordance with Paragraph 13 of Executive Order 7 I issued by Governor Ned Lamont on March 21, 2020 in response to the COVID-19 Pandemic, the Board of Finance hereby approves and adopts the FY 2020-2021 Town Budget of \$35,737,158 and the FY 2020-2021 CIP Budget of \$699,697 for the Town of Hebron.

## 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 and 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 \$621,000 in receipts during the fiscal year 2019-2020.

## REGISTRAR OF VOTERS

The Registrar of Voters Office continues its task of registering voters, maintaining voter registration lists, conducting the annual canvas in addition to holding referenda and elections.

The Hebron registrars conducted an in-person registration at RHAM High School in May of 2019.

The 2019 municipal election had one of the largest turnouts in years.

The Registrars led a class in the *We Are Hebron* program. The Registrars also train poll workers to serve at the election.

Registrars and deputy registrars participated in continuing education at various time of the year to allow them to stay on top of laws, processes and concerns - especially cyber security.

As 2020 approaches the Registrars will begin the preparations necessary for the Presidential election and the presidential preference primary.



## PROBATE COURT

This past year has had its many challenges and the Probate Court has taken exceptional measures to meet each opportunity successfully.

In January 2020, the State of Connecticut implemented an e-Filing system for electronic filing of probate court documents, with original wills and codicils mailed to the Court. As with any new system, there were a few early setbacks, however, the system is now running smoothly and has many benefits.

COVID-19 continues to be the major complication not simply to the Probate Court system but in every aspect of daily life. Despite those challenges, the Probate Court has remained fully operational with limited access to the public to maintain mandated safety precautions. The Court staff worked staggered hours for safety reasons and added measures were implemented within the office spaces to minimize the spread of COVID to court staff. All the while, the Court remained fully operational. With the numbers spiking again this fall, the Office of the Probate Court Administration has done an exceptional job of informing judges and court staff and has implemented a cohort system to maintain court operations and continued service to the public.

The Court continues to receive its mail through the USPS and a drop box has been established for in-person document deliveries. The box is located to the right side of the Parks and Recreation entrance. While the Town Hall remains closed to the public with limited access, all Probate Court operations and hearings remain operational.

Without interruption, weekly Court hearings have continued via Webex conference calls. All parties to a matter are provided access and can participate remotely to maintain safety. We have found this system to be very beneficial for all parties.

Although mandated educational requirements have been waived during the pandemic, my staff and I continue to participate in virtual training events as time permits and, in most cases, have met or exceeded the annual requirements.

The staff of the Probate Court looks forward to when our doors will reopen.

Continued service to the Glastonbury and Hebron communities remains our highest priority. Thank you for the continued faith you have placed in me and my staff.

Regards,  
Hon. Sean Michael Peoples, Judge  
Glastonbury-Hebron Probate Court  
2155 Main Street  
Glastonbury, Connecticut 06033  
Telephone: 860-652-7629 / Facsimile: 860-368-2520

## **BOARD OF FINANCE**

Due to the COVID-19 Pandemic Outbreak, the 2019-2020 fiscal year became extremely unique beginning in April 2020 as public meetings were held virtually and all pre-scheduled budget meetings in March were cancelled. The Board conducted four Regular in person Meetings, four Special Meetings, two joint budget discussion meetings with the Board of Education and Board of Selectmen, one in person and one virtual Public Hearing, four virtual joint budget meetings with the Selectmen and two virtual budget meetings in May 2020.

Members of the Board of Finance for the 2019-2020 fiscal year included the following: David Veschi, serving as Chairman, Malcolm Leichter serving as Vice Chair, Diane DelRosso, Janet Fodaski and Michael McCormack.

The adopted budget for fiscal year 2020-2021 of \$35,737,158 (.24% increase) was approved by the Board of Finance on May 13<sup>th</sup>, 2020 due to the pandemic and the omission of a referendum per the Governor's Executive Order Numbers 7C, 7S on March 15<sup>th</sup>, 2020. Normally, 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 30<sup>th</sup> 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.

Vision Statement: We are committed to providing high quality and reliable, financial, procurement, and cash management with a well-established financial system through the use of constantly changing technology and financial expertise. This provision of information shall assist in making ethical decisions and accountability to elected boards and commissions, internal management, employees, citizens, financial institutions, investors, state and federal agencies and vendors.

## FINANCE DIRECTOR, CONTINUED

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 2019-2020 incurred a drastic decrease in financial market investment interest rates due to COVID-19. This year saw a large utilization of Unassigned Fund Balance monies in a Lead Remediation Removal Project at Hebron Elementary School in the amount of \$1,222,891.

Below is a summary for the 2019-2020 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:		Expenditure Distribution:	
Property Taxes	\$28,650,428	Education	\$26,498,459
Intergovernmental	6,598,878	Town Government	7,483,700
Charges for Services	674,564	Debt Service	711,153
Income on Investments	93,498	Cont. to Capital Projects	2,043,647
Hebron Park Cell Tower	25,000		
Surplus Funds	0		
Other Revenues	<u>193,471</u>		<u>                    </u>
	\$36,235,839		\$36,736,959

### 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  
Assistant to Assessor/Revenue Collector: Christina Ristaino

During the fiscal year 2019/2020 the Revenue Department continues to look for cost-saving measures while staying current on new statutes and innovative practices. We have focused on maintaining communication and accessibility to our community and taxpayers particularly during the unprecedented pandemic we are continuing to experience.

The Revenue Department ended the year with a tax collection rate for the current levy of 97.5%.

### Fiscal Year 2019/2020 Billings:

#### July 2019

3924 Real Estate accounts	\$ 24,871,757
510 Personal Property accounts	\$ 724,784
9826 Motor Vehicle accounts	\$ 2,817,821

#### October 2019

754 Sewer Use accounts	\$ 372,050
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#### January 2019

1587 Motor Vehicle Supplemental	\$ 387,064
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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 and to provide the Boards of Finance and Selectmen with the total value of the Grand Lists. 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, 2017**                      **October 1, 2018**  
**(F/Y 2018-2019)**                      **(F/Y 2019-2020)**

	<b>2017</b>	<b>2018</b>	<b>Change</b>	<b>%</b>
Real Estate	\$669,305,540	681,941,210	+12,635,670	+ 1.89
Personal Property	\$ 16,215,380	19,579,730	+ 3,364,350	+20.75
Motor Vehicles	\$ 75,265,280	77,042,140	+ 1,776,860	+ 2.36
Net Totals	\$760,786,200	778,563,080	+ 17,776,880	+ 2.34

As indicated above, the 2018 total taxable Grand List increased \$17,776,880 from the 2017. Contributing to the increase was the results of the new construction of residential dwellings and the finished construction of the Hebron Assisted Living Facility on John Horton Blvd.

The 2018 Supplemental Motor Vehicle Grand list was completed and there are 1,634 accounts, an increase of 16 from the 2017 list. The net assessment is \$10,451,302, an increase of \$459,675 or 4.60% more than the 2017 Supplemental grand list.

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 can keep up with improvements that have been done. Your property record cards are available both, 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 can overlay such layers as an aerial photograph, wetlands, and even create an abutters list. Some information is not updated daily, therefore, it is recommended to confirm the information by contacting the office.

## ASSESSOR, CONTINUED

Motor Vehicle accounts are generated by the Department of Motor Vehicles for vehicles that have valid marker (license) plates registered to the Town as of the assessment date (October 1<sup>st</sup>). 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 1<sup>st</sup> through September 30<sup>th</sup>. 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** 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 1<sup>st</sup> 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 are also required to be filed for ANY unregistered motor vehicle or vehicles registered in another state but garaged in Hebron, 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 am – 4:00 pm, Thursday 8:00 am – 6:00 pm, or Friday 8:00 am – 1:00 pm.

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 20<sup>th</sup>.
2. February 21<sup>st</sup> – March 1<sup>st</sup> 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 31<sup>st</sup>.
6. Notice of final determination of appeals sent to applicant by April 7<sup>th</sup>.
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 three meetings scheduled in March 2019 during which they had one application for a Personal Property appeal on the October 1, 2018 Grand List and one for the 2017 motor vehicle supplemental list. After hearing, reviewing, and acting on the appeals, the Board made a reduction of \$4,302 on the 2017 motor vehicle supplemental list.

The Board held one meeting in September 2019 and heard seven Motor Vehicle appeals on the October 2018 Grand List. After hearing, reviewing, and acting on the appeals, the Board reduced seven of the accounts. There was a total reduction in the October 1, 2018 Motor Vehicle Grand List of \$13,535 in assessment.

Meeting dates for the October 1, 2019 Grand List had been set and posted with the Town Clerk:

- Tuesday, March 10, 2020
- Wednesday, March 11, 2020
- Saturday, March 14, 2020
- Tuesday, September 15, 2020

Meeting dates for the October 1, 2020 Grand List had been set and posted with the Town Clerk:

- Tuesday, March 8, 2021
- Wednesday, March 10, 2021
- Saturday, March 13, 2021
- Tuesday, September 8, 2021

## 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 ensure 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 systems.

The State of Connecticut adopted a new building code which went into effect on October 1, 2018. 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. In the fall of 2020, a New State Building Code will be adopted.

The current model codes in effect are:

- 2015 International Building Code
- 2015 International Residential Building Code
- 2015 International Existing Building Code
- 2015 International Plumbing Code
- 2015 International Mechanical Code
- 2015 International Energy Conservation Code
- 2017 National Electrical Code
- 2009 ICC/ANSI A117.1 Accessibility standards
- 2018 Connecticut Amendments

This year 152 building permits were issued. 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.



## BUILDING DEPARTMENT, CONTINUED

The Department issued:

Total Permits .....	512
New Single Family Dwellings .....	11
Residential Additions .....	5
Demolition Permits .....	17
Commercial New/Additions/Alterations/Conversions.....	9
Permit Fees Collected, based on permits issued .....	\$175,157
Estimated Value of Work, based on permits issued .....	\$12,448,316

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.

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 (2) times between July 1, 2019 and June 30, 2020. During this time period, the Board received one (1) application for a variance request, as follows:

- One (1) variance application requesting an accessory building to be placed within the rear yard setback; and, this application was approved.

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

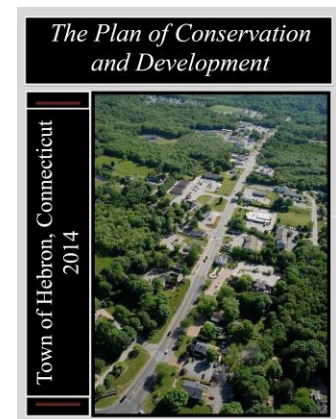
The Planning and Zoning Commission is the town's community planning agency performing long-range planning as well as short-term planning functions. The Commission is charged with adopting and periodically updating the Town's master plan as well as Hebron's Zoning and Subdivision Regulations (regulations 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 is an elected body of five regular members and up to three alternate members. The current officers are: Natalie Wood, Chairperson; Frank Zitkus, Vice-Chairperson; and Gerry Garfield, Secretary.



The Planning and Zoning Commission held thirteen (13) regular and special meetings during Fiscal Year 2019-2020. 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 Fiscal Year, the Commission conducted seven (7) individual public hearing sessions on land-use applications requiring a hearing. The Commission accepted a total of eighteen (18) new land use applications for the 2019-2020 Fiscal Year including: twelve (12) Site Plan applications; two (2) Special Permit applications; two (2) applications to amend the Zoning Regulations; and, two (2) subdivision applications.

One of the Planning and Zoning Commission's most important projects is the adoption, update and implementation of the Town's Master Plan titled, "*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 should grow and develop, as well as how to conserve its important resources in the future. In June 2014, the current Plan was adopted. During this Fiscal Year the Commission spent a significant amount of time discussing and implementing the recommendations contained in the Plan.



## PLANNING AND ZONING COMMISSION, CONTINUED

Also, during this Fiscal Year, the Commission approved several land use applications including approval of two (2) new business sign applications, approval of two (2) subdivision applications each creating one new building lot, approval of a building addition to Gina Marie's restaurant, approval of eight (8) Site Plan applications for the Town of Hebron for the rebuilding of its sewer pump stations, approval of a Site Plan modification for Loveland Farms residential development for driveways and building style, and approval of modification to the grading plan for the mixed-use Toomey Crossing development. The Commission conducted several informal discussions including one with Joan Nichols of the CT Farm Bureau on agritourism. The Commission sponsored an application to amend the Hebron Zoning Regulations, pertaining to solar power installations. The Commission offered their recommendations to the Town on open space acquisitions and offered positive recommendations on acquisition of the 215 acre Bernstein parcel on Old Colchester Road for open space purposes. The Commission also offered proposals to the Capital Improvements Committee on funding for the Peters House as well as an extension of sidewalks on Wall Street up to Ridge Road. They wrote several letters of support for Town grant applications. And the Commission provided input and participated in the presentation of the "*We Are Hebron*" course that was provided on Town government.



One method of implementing the policies embodied in the Town's "*Plan of Conservation and Development*" is through the Town's Capital Improvement Program 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 Capital Improvement Program or STEAP (Small Town Economic Assistance Program) grants. During this Fiscal Year, a new sidewalk project, funded through a LOTCIP grant, was the Church Street sidewalk. This sidewalk extends down Church Street

from Main Street, to Hebron Elementary School and further south to the Neighborhood Convenience center. This project began construction in late 2019 and finished in 2020. The Commission was active in the planning for these projects and authored 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*, and all meetings are conducted at the Town Office Building at 7:00 p.m. unless otherwise posted. Of course, during 2020, these meetings have been conducted online using GoToMeeting. 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](mailto: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 a part time employee.

**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 16 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. 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 the Town Office Building.

The Municipal Solid Waste collected for the 2019-2020 period was 1302.31 tons with a disposal cost of \$92,854.70. MSW drop off is allowed at no charge to Town of Hebron residents.

**Recycling is Mandatory:** The single stream recycling collected totaled 464.88 tons with a disposal cost of \$13,946.40. 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 2019-2020 was \$9,213.97.

Bulky Waste and acceptable materials are collected at a charge listed in the schedule on page 108.

## **WATER POLLUTION CONTROL AUTHORITY**

The Mission of the Town of Hebron WPCA is to oversee and maintain the wastewater system in accordance with State and Federal Standards. The WPCA 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, Hebron Senior Center, Hebron Town Offices and Colebrook Village on John E. Horton Boulevard. 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. Four pump stations are being upgraded in 2021 and new generators are being installed on the remaining pump stations as needed.

## **CONSERVATION COMMISSION**

The following commentary highlights the activities of the Hebron Conservation and Inland Wetlands Commission during 2019-2020.

The Commission accepted and acted upon 15 Applications, and one violation 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 and adopted local wetland regulations specific to Hebron. Commission members, appointed by the Board of Selectmen, serve four-year overlapping terms during which they participate in ongoing training and educational programs intended to aid in the understanding and execution of their duties.

The inland wetlands and watercourses of the Town of Hebron Connecticut are an indispensable and irreplaceable but fragile natural resource with which the citizens of Hebron have been endowed. The wetlands and watercourses are an interrelated web of nature essential to an adequate supply of surface and underground water; to hydrological stability and control of flooding and erosion; to the recharging and purification of groundwater; and to the existence of many forms of animal, aquatic and



## CONSERVATION COMMISSION, CONTINUED

plant life. Many inland wetlands and watercourses have been destroyed or are in danger of destruction because of unregulated use by reason of the deposition, filling or removal of material, the diversion or obstruction of water flow, the erection of structures and other uses, all of which have despoiled, polluted and eliminated wetlands and watercourses. Such unregulated activity has had, and will continue to have, a significant adverse impact on the environment and ecology of the Town of Hebron and has and will continue to imperil the quality of the environment thus adversely affecting the ecological, scenic, historic and recreational values and benefits of the Town for its citizens now and forever more. The preservation and protection of the wetlands and watercourses from random, unnecessary undesirable and unregulated uses, disturbance or destruction is in the public interest and is essential to the health, welfare and safety of the citizens of the Town. It is, therefore, the purpose of these regulations to protect the citizens of the state by making provisions for the protection, preservation, maintenance and use of the inland wetlands and watercourses by minimizing their disturbance and pollution; maintaining and improving water quality in accordance with the highest standards set by federal, state or local authority; preventing damage from erosion, turbidity or siltation; preventing loss of fish and other beneficial aquatic organisms, wildlife and vegetation and the destruction of the natural habitats thereof; deterring and inhibiting the danger of flood and pollution; protecting the quality of wetlands and watercourses for their conservation, economic, esthetic, recreational and other public and private uses and values; and protecting the Town's potable fresh water supplies from the dangers of drought, overdraft, pollution, misuse and mismanagement by providing an orderly process to balance the need for the economic growth of the state and the use of its land with the need to protect its environment and ecology in order to forever guarantee to the people of the Town, the safety of such natural resources for their benefit and enjoyment and for the benefit and enjoyment of generations yet unborn.

## HEBRON GREEN COMMITTEE

The Hebron Green Committee works to help the town and its citizens do a better job of protecting our environment through education, outreach and assistance efforts.

The Committee continues to focus its efforts on increasing recycling rates, lowering contamination and reducing waste generation overall. A new Hebron specific set of recycling standards have been publicized through the Committee's website ([hebrongoesgreen.com](http://hebrongoesgreen.com)), given to residents as a flyer to take home, and communicated in person with assistance from Public Works at the point of intake at the Transfer Station. These efforts continue to pay off, as Hebron's contamination and recycling rates have both improved. Single stream recycling has continued to make it easier for residents to recycle.

In addition, the Committee completed certification for SustainableCT. This state-wide certification showcased the work Hebron has done, and will continue to do, to move towards a more sustainable and equitable future. It was awarded to 22 of 169 towns and Hebron continues to be involved with outreach to other municipalities for this program.

## HEBRON PARKS & RECREATION DEPARTMENT

The Parks and Recreation Department program guide/brochure for our community is e-mailed directly to residents three times per year. The department also added an online registration program for everyone's convenience.

All Summer Adventure Camps 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, rounded out the summer experience for many area children. Our Volleyball Camp had two-week camps and was very successful.

Summer rounded out with our third annual Hebron Day held at Burnt Hill Park. On Saturday, August 24, 2019, we opened Burnt Hill Park to 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.

Due to EEE the Halloween happening was cancelled however the Trunk or Treat was held at Gilead school on Saturday, October 19<sup>th</sup>. 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 CT Department of Environmental Protection, the 17<sup>th</sup> Annual 13.1 Airline Trail Ghost run took place on Saturday, November 2, 2019. We had 450 participants who came out to run the race beginning at Hebron Elementary School and ending at Center Elementary school in East Hampton.

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

Unfortunately, from mid-March due to COVID-19 pandemic all programs were cancelled for the rest of the fiscal year.

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, led 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 arts classes, and visits from various groups. We have also provided working parents a vacation week camps and Staff Development camps at Gilead Hill School.

## HEBRON PARKS AND RECREATION DEPARTMENT, CONTINUED

The Parks division maintains all Town and School grounds, and brush hogged 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

The Parks Department started the second phase of Raymond Brook Preserve which will bring the trail across Raymond Brook with access to Millstream Road. The Department was awarded a \$228,000 grant From DEEP to complete this Phase II.

### Events and Programs

#### **Adult Programs**

Pilates  
Basketball  
Yoga  
Zumba  
Cardio Fitness  
Tennis League  
Softball league  
Volleyball League  
Fitness Classes

#### **Youth Programs**

Youth Basketball  
Volleyball Camp  
Adventure Camp  
Mad Science  
Running Club  
Prep  
Taekwondo  
Vacation Camps

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 eight 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. Three 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 2 mills 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 adopted its top preservation priorities to include “Watercourse / Waterbody Protection”, “Farmland Preservation”, “Extension of Existing Open Space Properties”, “Air Line Trail Corridor / Connections” and “Protection of Gateway / Scenic Parcels”. The Committee has further identified its highest priority areas within the town for open space preservation to include the Fawn Brook / West Branch Fawn Brook corridor, the Raymond Brook Marsh and the Judd Brook areas for passive recreational and natural resource protection and the Gilead Hill area for farmland preservation. The Committee also continues to pursue opportunities to connect the Air Line Trail to Hebron Center via Raymond Brook Preserve.

To this end, the Committee conducted three (3) Regular and three (3) Special Meetings in fiscal year 2019/20. As part of its public outreach efforts, the Committee attended Hebron Day in August 2019, but was unable to further its outreach efforts at the canceled Maple Fest 2020 due to the COVID-19 crisis. In addition, the Committee contributed open space acquisition articles for the quarterly “Hebron Views” and annual “Salmon River Watershed Partnership Annual Newsletter” publications.

At a Special Town Meeting on October 24, 2019, voters approved the acquisition of an 8-acre portion of property owned by St. Peter’s Church. This property includes a long-leased ballfield and associated parking for Hebron Elementary School utilized by the Town. In this joint collaboration with the Town, the Committee recommended use of \$65,000 of open space funding to acquire the property.

At its December 4, 2019, the Committee approved an appraisal for the 8-acre Raymond family parcel located along Millstream Road for possible land acquisition. On June 3, 2020, subsequent to the receipt of the appraisal, the Committee recommended to the Hebron Board of Selectmen to pursue acquiring this Raymond property. The property lays between Town-owned open space parcels at its southern and northern boundaries, contains a portion of Raymond Brook, and its acquisition would afford an opportunity to connect Raymond Brook Preserve towards the Air Line Trail.

## OPEN SPACE LAND ACQUISITION COMMITTEE, CONTINUED

On February 19, 2020, the Committee approved appraisals for the 215.5-acre Ella Bernstein Trust property located primarily along Old Colchester Road, with additional access from Birch Hill Road and the Air Line Trail. At the same meeting, the Committee recommended that the Town apply for a State Department of Energy and Environment (DEEP) Open Space Land Acquisition Grant to provide funding of a potential land acquisition. A June 23, 2020 letter of Town intent to acquire the property followed the Committee's receipt of the two appraisals and its June 3, 2020 recommendation to acquire this unique forested land. The Bernstein property extends along the eastern border of the Air Line Trail for over 1/3 of a mile providing a scenic view from Grayville Park to the Judd Brook bridge crossing. Judd Brook traverses a portion of the property featuring historic bridge foundations used to carry materials to construct a portion of the Air Line Trail. The property abuts the Salmon River State Forest and other town-owned open space providing an extensive area of undisturbed mixed forest, host to many "Species of Special Concern". Judd Brook and its upland wetlands merge with Jeremy River, a Class A watercourse, just south of the property.

In April 2020, the State DEEP notified the Town of its acquisition of a 189-acre Fracchia property across from Gay City State Park thereby greatly increasing the Park's size. This State acquisition was preceded by another Fracchia property State acquisition in May 2019, a 104.88-acre purchase directly abutting the Park. The two acquisitions, with Town staff and Committee assistance, protect wetlands associated with the Blackledge River, a Class A watercourse, and Bishop's Swamp Wildlife Management Area, located partially in Hebron.

To date, upon extensive research and recommendation of the Committee, the Town has permanently preserved 725 acres of open space, including Burnt Hill Park, Raymond Brook Preserve, an open land on Jagger Lane and forested land off of Church Street, Old Colchester Road, Gilead Street and along the Raymond Brook Marsh and Air Line Trail. In partnership with the State, the Town contributed to the State purchase of 126 acres of other valuable farm and forestland in Hebron, including additional open space along the Air Line Trail. The Committee has referred several large open space parcels totaling 434 acres to the State DEEP for their subsequent open space acquisition and also referred an additional 298 acres of active farmland to the State Department of Agriculture resulting in permanent preservation of such acreage for farming. These cooperative efforts with the State have resulted in the preservation of additional 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, 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.

## 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. Six vacancies 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.

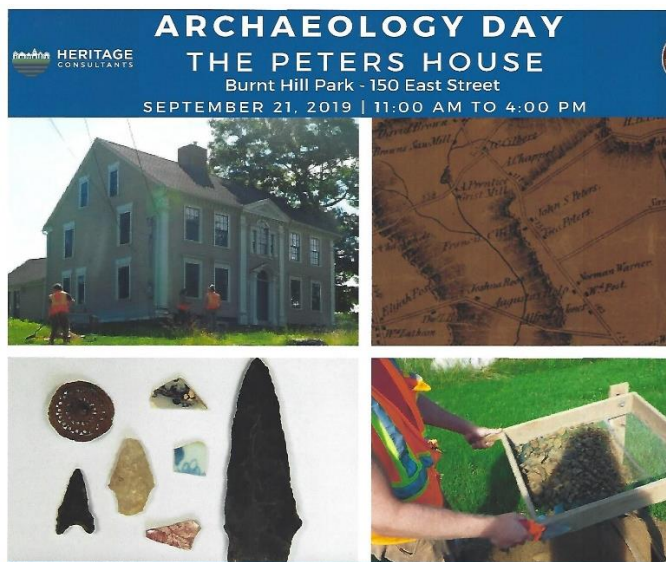
The five Hebron Housing Authority Commissioners are appointed by the Town of Hebron Board of Selectmen to serve on the Hebron Housing Authority for four-year terms. The management company is accountable to the Hebron Housing Authority Commissioners. For information on Stonecroft Village, please contact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

## HISTORIC PROPERTIES COMMISSION



*The Historic Properties Commission is charged with promoting the identification, preservation and protection of historic properties within the Town, and to preserve and protect their architectural and historical integrity. See [www.hebronthpc.org](http://www.hebronthpc.org) for information on Hebron's historic properties.*

The big event for the Historic Properties Commission in 2019-20 was Archaeology Day. The event was held at the Peters House and sponsored by the archaeologists who did the survey work around the Peters House and in its basement. A “dig” was held for kids, the Sturbridge Village color guard made lots of smoke, visitors toured the Peters House, and early history of the Peters family and the area was available. The plaque placing Hebron on the Connecticut Freedom Trail was presented with many members of the Cesar & Lowis Peters family on hand to share in the excitement. Also presented was the plaque (as seen above) designating the Peters House as a Hebron Historic Property.



Volunteers are vital to the “bricks & mortar” work of the HHPC and town-owned properties. Boy Scouts have received their Eagle Scout awards for project plans presented to the HHPC, and work completed on the Observation Post, Gull Schoolhouse, and more. Boy Scout Tristin Emmons organized work to prepare and paint the Observation Post. The Peters House also depends on volunteers to accomplish many of the needed renovation tasks. As is common for a 225-year-old house, areas of rotten wood are discovered and must be replaced. The more pleasurable work is the selection of appropriate colors and painting of woodwork and plaster.

A Connecticut statutory responsibility of the HHPC is to be involved in the demolition permit process of a building over 75 years old. The Commission collaborates with other town commissions, such as Planning & Zoning, to preserve and protect Hebron's heritage. The HHPC approved the demolition of a house that had been allowed to deteriorate through the years and was “condemned” by the Town.

Hebron's Plan of Conservation & Development includes historic information such as maps of mill sites, and other known historic sites. It is updated as goals are attained and new ones are determined.

## SENIOR SERVICES

*Mission Statement: The Russell Mercier Senior Center is a community focal point where older adults come together for services and activities that reflect their experiences and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the senior center and the community.*

The Russell Mercier Senior Center was constructed in 1990. Located conveniently near the Town Green, the Center is adjacent to the Stonecroft Elderly Housing Complex at the intersection of State Routes 66 and 85. In November 2002, an expansion project began allowing the senior center to increase from 3,600 to over 6,000 square feet. This was made possible through funding from the State of Connecticut Department of Economic and Community Development and Hartford Foundation for Public Giving, along with the extreme generosity of the Peridot Foundation, the Hebron Lions Club, and the American Legion Post 95. In February 2004, the center reopened in its newly renovated quarters.

The Senior Center is a multi-purpose center that serves as a community resource for information on aging and a conduit to other services available to older adults, including support services for family caregivers. It offers a central location where individuals can receive information and services of interest, aims to develop innovative approaches to addressing aging issues, and strives to prevent isolation and encourage socialization.

The Russell Mercier Senior Center has been designated a community focal point by the North Central Area Agency on Aging signifying that it provides a comprehensive delivery of services essential for maintaining the health, independence, and well-being of its elders. Focal points are highly visible places where anyone in a community can obtain information and access to services. The focal point does not serve a single or limited function, but rather assures access to a broad and comprehensive array of services and opportunities for other people, either on site or through referral. A community focal point's staff assume a proactive role in finding out about new resources, creating linkages with other organizations, and assuring that the information given out is accurate and up-to-date. Additional emphasis focuses on reaching out to the community's older residents and caregivers, and targets more vulnerable populations for special effort.

Information regarding available services and opportunities are publicized in the Senior Center's monthly newsletter which is currently offered on-line through the Town of Hebron's website at [www.hebronct.com](http://www.hebronct.com) and published in several local newspapers. The Senior Center has a Facebook page at: <https://www.facebook.com/search/top/?q=russell%20mercier%20senior%20center>

The goal of Hebron's Senior Services is to meet the needs of older residents who require assistance in maintaining or achieving their full potential for self-direction, self-reliance, and independent living. Services are delivered by the Senior Services Director/Municipal Agent for the Elderly, Senior Center Program Coordinator, and Licensed Master Social Worker with the Social Worker also serving the needs of all adults in the community through collaboration with Hebron Interfaith Human Services.

Senior Services ensures that Hebron's elders have access to the supportive services necessary to live with dignity, security, and independence. It is the responsibility of Senior Services to plan, develop, and administer a comprehensive and integrated service delivery system for elderly persons in Hebron.

## SENIOR SERVICES, CONTINUED

To accomplish this, Senior Services conducts needs assessments, surveys methods of service administration, evaluates and monitors such services, maintains information and referral services, and develops, coordinates, and/or collaborates with other appropriate departments, organizations, and agencies to provide outreach, financial, social, transportation, health, educational, legal, cultural, employment, volunteer, and nutritional programs that help Hebron's elderly residents.

Examples of available services, include, but are not limited to:

- Health Screenings/Wellness Programs
- Free File of Life
- Connecticut's program for Health insurance assistance, Outreach, Information and referral, Counseling, and Eligibility Screening (CHOICES)
- Case Management
- Free Tax Preparation Assistance/Driver Safety Program
- Financial Assistance/Support Services
- Senior Community Service Employment
- Youth Chore Program
- Energy Assistance & Weatherization/Furnace Repair & Replacement Program/Operation Fuel - Under the Energy Assistance & Weatherization Program
- Elderly & Disabled Renters' Rebate Program
- Arts & Crafts, Recreation, Social and Educational Programs
- Senior Nutrition Programs
- Transportation
- Volunteer Opportunities
- Educational Collaboration
- Get Connected, Stay Connected
- Screening is conducted by the North Central Area Agency on Aging and Independence Unlimited who will use a validated 6 question screening tool in order to select individuals who would gain the most from technology help.

Due to the COVID-19 pandemic, effective March 16, many of our services were suspended, delivered remotely, or provided one-on-one by appointment implementing all safety precautions. According to the Governor's Re-Opening Plan, during Phase 1 & 2, those who are age 65+ and/or at high risk, should remain staying home and staying safe. Phase 1 was from May 20 to June 16. Phase 2 began June 17.

The CT Association of Senior Center Personnel and the CT Department of Aging and Disability Services worked with the Governor's Office and the Department of Economic and Community Development to provide sector guideline for senior centers. Statewide, Senior Centers have been collaborating to offer a variety of virtual programming to seniors. Additionally, the 6 towns in the Chatham Health District have worked together with the Health Director to develop regional guidelines. The Senior Center has implemented a broad array of safety measures both within the Senior Center and in the Dial-a-Ride transportation vehicles and has completed the Department of Economic and Community Development's self-certification for re-opening.

## **COMMISSION ON AGING**

In accordance with Hebron's Town Charter, there shall be the following appointed Town Board: a Commission on Aging consisting of seven (7) members, each of whom shall serve four (4) year overlapping terms. Additionally, there are two (2) alternate members.

The Commission is charged with studying the needs of and coordinating programs for the aging in the Town of Hebron and may organize itself in whatever manner it may determine to carry out its duties. Through continuous study of the conditions and needs of elderly person in the community, recommendations shall be made.

Hebron's Commission on Aging conducts public meetings the first Wednesday of every other month starting at 8:30AM. Since the start of the COVID-19 pandemic, meetings have been held virtually. Interested individuals may contact the senior center at 860-228-1700 for more information.

## **MUNICIPAL AGENT**

The Municipal Agent for the Elderly program was established in 1972 by the Connecticut State Legislature in order to assure that elderly persons in each town has an officially appointed representative who is responsible for providing elders with information and assistance on services and benefits. In accordance with the General Statutes of Connecticut Volume 2 Title 7 Chapter 97 Section 7-127b the municipal agent for the elderly shall (1) disseminate information to elderly persons and assist such persons in learning about the community resources available to them and publicize such resources and benefits; (2) assist elderly persons in applying for federal and other benefits available to such persons.

The position of Municipal Agent for the Elderly is incorporated into the Senior Services Director's position along with the Senior Services Director being a MyPlace CT Community Partner. Information, referral and assistance is available by contacting the Russell Mercier Senior Center Monday through Thursday, 8AM to 4:30PM, and Friday 8AM to 1PM at 860-228-1700.



## ECONOMIC DEVELOPMENT COMMISSION

The Economic Development Commission's (EDC) mission 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.



EDC works to ensure that there are sufficient parcels of land available in Town for new business development, either from expansion of existing businesses or from new businesses wishing to move into Hebron, and to support and enhance the existing business districts in Hebron. A comprehensive marketing tool sponsored by the EDC was the creation of a promotional video promoting and detailing the Town's assets for business

and residential growth. The completed video is located on the Town's website and Facebook page. The video has also been posted on YouTube, Vimeo, and be seen here: <https://vimeo.com/314055306>.

The Town has designated the Hebron Village Green District on Horton Boulevard as the major expansion area for new business growth for Hebron's future. This District is planned to be a mixed-use zone to include commercial, retail, office, light industrial and residential uses. Successful implementation of this planned district will provide Hebron with additional commercial services, employment opportunities, an expanded tax base as well as housing opportunities. The development of the assisted living facility, Colebrook Village, has become the first major anchor in this new mixed-use district. In addition to the Village Green District, the Commission has 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. Noteworthy 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 each end of the business district. This fiscal year saw the completion of the Church Street sidewalk project that links the Neighborhood Convenience District to the Town Center and surrounding residential neighborhoods.

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



## ECONOMIC DEVELOPMENT, CONTINUED

During this Fiscal Year, the EDC met at six (6) Regular or Special Meetings, although the onset of the COVID pandemic in 2020 curtailed some of the business outreach activities, the Commission was 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 recommendation of the Study.
- The EDC took a proactive step in resetting their goals and their mission by conducting a survey of members, staff, other board and commission members, and town officials concerning the optimum role of the EDC. This culminated in a joint meeting with the Board of Selectmen to review the survey results in the Fall of 2019. From this a new set of priorities was established.
- From the joint EDC / BOS meeting an objective was established to produce a concise marketing tool that could easily be distributed to prospective developers that would contain specific metrics of Hebron and the positive aspects of the town. This developed into an interactive pdf document that continued to be discussed and developed during the fiscal year.
- During the fiscal year, the ED Coordinator and the Town Planner participated in workshops and meetings regarding the Air Line Trail Master Plan. This multi-town project is being funded by a grant from the State of Connecticut. One aspect of the plan is to seek ways to promote the trail crossings in each town as an incentive for economic development activity.
- The EDC through their ED Coordinator continued an active business visitation program where the Coordinator made periodic visits to town businesses as a proactive outreach program. This program was suspended during the COVID pandemic.
- The EDC heard several updates of The Town Center Project (TTCP), a non-profit organization focused on working with the Town and the EDC on branding, special promotions, and events in Hebron Center. The EDC helped support the start-up efforts of TTCP and continues to support their initiatives and efforts.
- At the April 2020 election of officers, Neil Amwake was re-elected as Chair, Peter Casarella was voted to remain as Vice-Chair, and Garry Garfield retained his position as Secretary.
- A new "Quality of Life" brochure was developed by the ED Coordinator. This brochure is similar to other marketing materials that have been created by the EDC, and this one speaks to several quality-of-life aspects that Hebron offers such as open space, parks, trails, golf courses, the Douglas Library, and town-wide events like Hebron Harvest Fair and Maple Fest.
- A series of electronic newsletters between the EDC and the Hebron business community were provided monthly by the ED Coordinator advising of upcoming meetings and announcements.
- Several breakfast and evening Business Networking Meetings were held for local businesses and Town Officials, State Officials, and speakers to create a forum for networking and communications. During the COVID pandemic era, these were changed to online meetings.
- As the COVID pandemic continued through 2020, the ED Coordinator, in cooperation with the Town Manager's Office, sent out numerous newsletters advising local businesses of grants and programs that have been made available by the State and the Federal government. Also, the Chair of the EDC participated in the Hebron Open for Business Task Force activated in seeking ways to promote local shopping by Hebron residents in a way to assist local businesses.

The EDC generally meets on the third Monday of each month at 7:00 PM in the Hebron Town Office Building and welcomes input and suggestions from Town residents.

## ANIMAL CONTROL OFFICER

Animal Control Officer Willie Bell provides coverage for the Town of Hebron. During the 12-month period covering July 1, 2019 to June 30, 2020, Animal Control calls are broken down as follows:

Dogs Impounded	15
Dogs Reclaimed by Owner	14
Dogs Adopted	1
Dog Bite/Attack	11
Dogs Euthanized	0
Dogs Quarantined	0
Infractions Issued	1
Misdemeanors	1
Total Complaints Investigated	196

Wildlife Calls 200-400

A large percentage of impounded dogs are not licensed with the Town of Hebron, and therefore the owner could not be notified of their impounded dog, often resulting in the dog remaining in the pound for a number of days before the owner calls to report the dog missing. Regardless of its license status, if your dog is missing, please call the Animal Control Officer immediately. This will result in a quicker reunion with your dog as well as keeping the impoundment fees to a minimum.

A growing number of people allow their dogs to roam off-leash in public areas; Grayville Park, Hebron Veterans Memorial Park, Airline Trail, etc. Allowing your dog to “run free” will result in a roaming infraction, Connecticut General Statute 22-364A.

Owners of dogs that are not licensed and vaccinated could be issued an infraction or a misdemeanor for “Failure to Vaccinate”. The owner would be responsible for these fines, and still be required to have the pet vaccinated and licensed in a time frame set by the Animal Control Officer.

**CONNECTICUT STATE LAW REQUIRES ALL DOGS AND CATS OVER THREE MONTHS OF AGE TO BE VACCINATED AGAINST RABIES AND DOGS OVER SIX MONTHS OF AGE TO BE LICENSED.**

**Please be considerate of others by cleaning your dog waste.**

## 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 37.5 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 (TK110), 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/multipurpose vehicle(S210), Utility vehicle (U110) and trailer, Water/Ice Rescue Boat (M210)

### **Station #3, 164 North Street, Constructed in 1970**

**APPARATUS:** Engine-Tanker (ET310), Service/multipurpose vehicle (S310), UTV (F310), Marine 310.

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

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:

22 Firefighter/EMTs, 14 Firefighters, 6 EMTs, 7 Fire Police, 12 Auxiliary, 3 Cadets and 2 Support.

In fiscal year 2019-2020 the Department responded to 978 calls (11 fire, 703 medical and 264 service).

## 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 following paramedic services: Windham Hospital, Marlborough, and ASM 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 17year-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.*

In the 2019-20 fiscal year the Hebron CERT (Community Emergency Response Team) continued to work alongside the Andover CERT and added the new Marlborough team as mutual aid partners. The COVID pandemic brought new missions for the group, including delivering personal protective equipment to the police department, fire department, and local businesses and delivering food to residents who were unable to get to grocery stores themselves due to the pandemic. CERT members also assisted Andover with both food bank and Foodshare operations for families in need. Team members were active in these capacities at least once a week, and often more, from March through early summer 2020.

## 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 October 1, 2018 the State of Connecticut adopted a new Connecticut State Fire Prevention Code and the new Connecticut Fire Safety Code which includes, The Life Safety Code, The International Fire Code, NFPA 1, and 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 Statutes that are also part of this inspection process.

## **FIRE MARSHAL, CONTINUED**

As of October 1, 2018 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.
- (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 emergencies 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 must be involved in.

In the 2019-2020 fiscal years, 40 annual property 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, 8 re-inspections were completed, 5 inspections during construction where also conducted as needed and 15 special events were held and inspections as needed. 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. Fire and Incident investigations were conducted, 4 Structure fires were investigated along with 9 vehicle fires and 14 other incidents, which include brush fires, cooking/stove related fires, open burning complaints and

## **FIRE MARSHAL, CONTINUED**

Carbon Monoxide incidents. Smoke and Carbon Monoxide detection problems were also addressed. Safety inspections of wood stove installations when required for homeowner's insurance.

Open Burning permits were issued as per the Connecticut Department of Energy and Environmental Protection Regulations.

In January 2018, the Fire Marshal assumed the position of Building Official for the Town. The position is split between Fire Marshal and Building Official office.

**Inspections and Special Event inspections were down because of the COVID restrictions.**

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

## HEBRON RESIDENT STATE TROOPER

Police coverage for the Town of Hebron for fiscal year 2019-2020 went to one Resident State Trooper, two (2) School Resource Officers (SRO) – one (1) for Region 8 School System (RHAM Middle & High Schools) and one (1) for Hebron Public Schools and two (2) part-time Hebron Patrol Officers.

When the Resident State Trooper is off-duty police coverage is provided by the State Police Barracks Troop K in Colchester. The Town of Hebron employs two (2) part-time Police Officers to supplement police coverage specifically for the town and its needs. These officers work in conjunction with the Resident State Trooper. 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 State Troopers and the Resident State Trooper.

The dedicated Resident State Trooper responsibilities include, but are not limited to, administrative duties, officer supervision, coordinate safety for town events, non-criminal and motor vehicle investigations, citizen assists, program development and implementation, public relations, traffic enforcement and patrol, including (IMPBA certified) 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, works with AHM Youth Services, sits on the Juvenile Review Board, and is a member for the Coalition for a Healthy Empowered Community (CHEC). The Resident State Trooper also runs an annual food and toy drive to benefit the local community.

During the twelve-month period from July 1, 2019 through June 30, 2020 police investigations in the town of Hebron included:

Total Calls for Service - 4034

Homicides:	0	Medical Assists:	73
Sex Offenses:	2	Drug Offenses:	4
Robbery:	0		
Vandalism:	2	<u>Motor Vehicle-</u>	
Larceny:	23	Accidents:	76
Disturbances:	52	Fatality:	0
Burglary:	4	Serious Injury:	2
Motor Vehicle Theft:	3	Motorist Assist:	35
Assaults:	1	Infractions:	158
DUI:	8	Warnings:	200



## ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES

AHM’s Mission: “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.”



<b>2019-2020 Hebron Data Summary</b>				
<b>During the 2019-2020 fiscal year, the residents of your community utilized the services and programs of AHM Youth and Family Services as listed below:</b>				
<b>Family Resource Center</b>				
<b>Program</b>	<b>Youth Served</b>	<b>Adults Served</b>	<b>Youth all Towns</b>	<b>Adults All Towns</b>
Play & Learn Groups	60	41	113	73
KinderRHAMa Preschool	10	n/a	22	n/a
Home Visits	2	2	5	5
Developmental Screenings	14	n/a	28	n/a
Lanterns Mentoring	8	8	17	14
Lanterns Mentoring Events	7	11	17	27
FRC Field Trips	15	26	47	56
FRC Music, Movement Programs	13	10	36	44
KinderRHAMa Preschool Family Events	94	88	132	122
FRC Workshops	3	4	11	8
<b>Total:</b>	<b>226</b>	<b>190</b>	<b>428</b>	<b>349</b>

**ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES CONTINUED**

<b>Gilead Hill and Hebron Elementary School(s)</b>				
<b>Program</b>	<b>Youth Served</b>			
Individual In School Counseling / Case Management/Crisis Intervention	39	n/a		
Power of Words Jr.	15	n/a		
Social Skills Classes	35	n/a		
Kindness Lessons	61	n/a		
Friendship Groups	8	n/a		
<b>Total:</b>	<b>158</b>			
<b>RHAM Middle School</b>				
<b>Program</b>	<b>Youth Served</b>	<b>Adults Served</b>	<b>Youth All Towns</b>	<b>Adults All Towns</b>
Individual In School Counseling / Case Management/Crisis Intervention	19	n/a	36	n/a
Power of Words Middle School	117	n/a	249	n/a
7 <sup>th</sup> Grade Team Building	86	n/a	200	n/a
Parent Conferences at M.S.	n/a	12	n/a	25
Girl Power Camp	3	n/a	4	n/a
<b>Total:</b>	<b>225</b>	<b>12</b>	<b>489</b>	<b>25</b>

**ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES CONTINUED**

<b>RHAM High School</b>				
<b>Program</b>	<b>Youth Served</b>	<b>Adults Served</b>	<b>Youth All Towns</b>	<b>Adults All Towns</b>
Individual In School Counseling / Case Management/Crisis Intervention	36	n/a	61	n/a
Peer Helpers Retreat	17	n/a	31	n/a
Power of Words Training	19	n/a	42	n/a
Power of Words High School	101	n/a	207	n/a
Freshmen Orientation	81	n/a	186	n/a
Athletics Nights Education	105	130	225	256
Rally meetings	7	n/a	14	n/a
RHAM Child Development Students	19	n/a	43	n/a
Parent Conferences at RHAM M.S.	n/a	10	n/a	23
Project Graduation**				
<b>Total:</b>	<b>385</b>	<b>140</b>	<b>809</b>	<b>279</b>
<b>Individual and Family Therapy**</b>				
<b>Program</b>	<b>Youth Served</b>	<b>Adults Served</b>	<b>Youth All Towns</b>	<b>Adults All Twons</b>
Individual Therapy	33	n/a	56	n/a
Family Therapy	12	12	27	27
Summer Therapeutic Group	0	n/a	1	n/a
<b>Total:</b>	<b>45</b>	<b>12</b>	<b>84</b>	<b>27</b>

## ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES CONTINUED

<b>Community</b>				
<b>Program</b>	<b>Youth Served</b>	<b>Adults Served</b>	<b>Youth All Towns</b>	<b>Adults All Towns</b>
Mentor Meetings	n/a	4	n/a	9
Community Forum on Underage Drinking		6		11
Smart Recovery Group-Friends and Family		1		6
Smart Recovery-Teens	2		6	
CHEC Coalition Members/ Meetings	n/a	7	n/a	13
ADHD Parent Support Group	n/a	5	n/a	6
Chores Employment Program	17	15	26	27
Juvenile Review Board	10	n/a	30	n/a
Family Fest	40	61	104	121
Summer Youth Theater	19	n/a	36	n/a
Summer Youth Theater Audience	84	98	147	170
Playhouse on Park Winter Theater	22	n/a	35	n/a
Take Back Events	n/a	25	n/a	52
Breakfast for Senior Citizens	n/a	21	n/a	27
Nature and Adventure Day**				
Young Adult Services KickOff Breakfast		31		48
QPR Training		25		30
<b>Total</b>	<b>194</b>	<b>299</b>	<b>384</b>	<b>520</b>
<b>GRAND TOTALS</b>	<b>1233</b>	<b>653</b>	<b>2194</b>	<b>1200</b>
<b>Total Hebron Residents Served</b>	<b>1886</b>			
<b>In total, Hebron residents accessed the services provided by AHM 1886 times in individual and/or large group settings. Families often receive multiple services from our agency.</b>				

## HEBRON 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, Christa Goodwin-Babka, to plan, direct and manage the operations. It is served by a Board of Directors. The current officers are: Richard White – President; Robert Pisker – Treasurer and Jean D'Aquila - Secretary. Numerous faithful volunteers assist with various daily and special-event tasks.

HIHS currently provides food to 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 Special Supplemental Nutrition Program for Women, Infants and Children, better known as the WIC Program, provides supplemental foods, health care referrals, nutrition education, and breastfeeding promotion and support to low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

### Who is eligible?

- Pregnant women (through pregnancy and up to 6 weeks after birth or after pregnancy ends).
- Breastfeeding women (up to infant's 1<sup>st</sup> birthday).
- Non-breastfeeding postpartum women (up to 6 months after the birth of an infant or after pregnancy ends).
- Infants (up to 1<sup>st</sup> birthday). WIC serves 45 percent of all infants born in the United States.
- Children up to their 5<sup>th</sup> birthday (fathers, grandparents, foster parents or other guardians may apply for WIC for their children).

### What are the benefits?

- Individual time to speak with a nutritionist or trained professional about your diet or your child's diet.
- Breastfeeding support and information.
- Opportunity to meet and talk to other moms with young children.
- Referrals to health care and other social service programs.
- An eWIC card to buy healthy food for you or your children.

For more information about WIC, visit <https://portal.ct.gov/DPH/WIC/WIC> or call 1-800-741-2142.

## DOUGLAS LIBRARY

**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 support 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 users is 3,358. The library occupies 16,800 square footage of space - 2,400 of which is the original building. The building has three floors: The basement is primarily meeting room space, including a large community room and small board room available for use by outside groups. The first floor houses the adult, young adult and reference collections as well as eight public computer stations and a selection of maker space equipment (3D printer, 3D pen, book scanner, sewing machine). The second floor is dedicated to children's materials. It has its own program space for younger patrons. Additionally, there are three study rooms available on a first-come, first-served basis as well as plenty of carrels and tables for individual and group use.

**Collections:** The library provides a collection of 42,423 physical items and thousands more digital items for circulation by adults, young adults, and children. Our physical media collection includes print books; audiobooks; DVDs, blu-rays, and ultra HD blu-rays (4K discs); magazines, and CDs. Digital media includes e-books, e-magazines, audiobooks, music and video. A well-rounded collection of magazines and newspapers is also available in our reading room. We also have Wi-Fi hotspots, cake pans, story time kits and passes for free and discounted entries to 26 local museums available for checkout. The library also houses a special collection of historical materials including genealogy and state, local and town reference works.

Interlibrary loan services are available to patrons for obtaining materials owned by cooperating libraries. We were able to obtain 2,287 items from partner libraries for Douglas Library patrons.

Requests (holds) can be placed through the digital catalog or at any of our service desks.

### **Total Circulation: July 1, 2019 through June 30, 2020 was 43,448**

Adult Print	11,469
Young Adult Print	829
Children's Print	10,863
DVDs	6,484
Downloadable Audiobooks	4,746
Downloadable E-Books	5,484
Museum Passes/Misc	189
Audiobooks/Music	2,405

## DOUGLAS LIBRARY, CONTINUED

**Computers and Online Public Access Catalog (OPAC).** The library offers Internet access and MS Office software on a total of 12 computers in the adult, young adult and children's areas. These computers were used for over 2,000 sessions during fiscal year 2019-2020. Free Wi-Fi is available on all levels of the library. Library staff provides one-on-one assistance to patrons for the use of computers, MS Office software, smart phones, tablets, and other devices, in addition to providing help locating physical and digital materials on the Internet. The Douglas Library's webpage – [www.douglaslibrary.org](http://www.douglaslibrary.org) – gives users remote access to the library's catalog (and to those of other Bibliomation member libraries across the state), our social media pages, information on upcoming programming, RequestIt CT, proprietary databases (including Ancestry Library Genealogy), and access to thousands of digital books, magazines, movies and audiobooks through the Overdrive, Hoopla Digital, Kanopy, RB Digital, and state library services.

**Programs, Meeting Spaces and Displays.** The Douglas Library held 231 programs with a total attendance of nearly 4,000 attendees this past year. The library prides itself on bringing entertaining and educational programming for all ages to the Town of Hebron. The children's department has regular story and craft hours for children ages birth 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 adult department offers programming including author book talks and signings, musical programs, current interest programs, Passport on wheels, chess nights, Friday movies and monthly book discussions (held next door at the American Legion). These programs are funded by The Friends of the Library. Information about upcoming events can be found at [douglaslibrary.org](http://douglaslibrary.org).

In addition to in-house programs, the library frequently hosts town meetings and events sponsored by outside organizations. The library's community room and the board room are available to be reserved by residents and non-profit groups when they are not being used by the library or another town department.

### **Donations to the Douglas Library**

Aetna Foundation	Claude and Linda LaPierre
Anonymous	Mecca Family Trust
Benevity Community Impact Fund	Shaun and Michelle Nicholson
Paul and Susan Cipollone	Susan Oliver
Friends of the Douglas Library	Keith and Melissa Timko
Lion's Club of Hebron	John and Janet Tuttle

**Friends of the Douglas Library.** The Friends are composed of dedicated volunteer members who donate their time to sort donations, and ensure the smooth operation and success of the main fund raising events of the year - community book sales held in March, June, September and November at the library. Additionally, the Friends also manage a successful year-round book shop on the main floor of the library. Holiday items, gift quality books, and themed titles are available in addition to a large variety of regular fiction books. During the holidays, sets of gift books for adults and children are available for sale; while at the Maple Fest, the Friends host a table where pre-made Easter gift baskets, other Easter items and gift books are sold. Profits from all fundraisers directly support a variety of patron-based library services and materials. These include museum passes, many adult programs, the



## DOUGLAS LIBRARY CONTINUED

children's summer reading program, magazines, large print books and supporting the development of the Teen center. The Friends hold six organizational and planning meetings throughout the year, and are currently seeking members. The Friends have developed a Facebook page and are pursuing other means of reaching the community in this endeavor.

### **Library Hours & Contact**

Regular hours:

Monday and Wednesday 12 (noon) to 8 pm

Tuesday and Thursday 10 am to 8 pm

Friday 12 (noon) to 6 pm

Saturday 10 am to 3 pm

Tel: (860) 228-9312

Fax: (860) 228-4372

Web: [www.douglaslibrary.org](http://www.douglaslibrary.org)

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

Visit us on Facebook!

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

Our Mission: The Chatham Health District (CHD) will, through community partnerships, promote, protect, and improve the health of its residents, by monitoring health concerns, preventing illness, and encouraging healthy lifestyles.

Who we are: CHD is a non-profit governmental organization that serves the towns of East Hampton, Colchester, Hebron, East Haddam, Marlborough and Portland Connecticut, with a total population of just over 60,000. As a health district, established July 1<sup>st</sup>, 2002 under Connecticut General Statutes Section 19a-241, the CHD is a special unit of government, allowing member municipalities to provide comprehensive public health services to residents in a more efficient manner by consolidating the services within one organization. We are governed by the Board of Health, comprised of representatives of the towns we serve, one for every 10,000 people in each town. The Board representative for Hebron is Andrew J. Tierney who also serves as Chairman of the Board of Directors. The Director of Health and 11 staff of the CHD work to promote health and wellness among the residents we serve. By enforcing the Connecticut Public Health Code, conducting health education programs, investigating disease outbreaks and protecting our environment, the CHD is focused on promoting healthy communities. For information about our staff and budget, visit our website at: [www.chathamhealth.org](http://www.chathamhealth.org)

### Services Provided

Environmental Health: CHD is statutorily required to provide the full range of environmental health services, including septic system inspections and plan reviews, well permits, restaurant licensing and inspection, B100a reviews for building permits, daycare licensing inspection, campground inspections, public pool inspections, bathing water collections, and salon licensure and inspections. In FY2020, CHD delivered approximately 240 of such environmental health services, all of which are designed to help ensure that the food and water residents consume, and the environment in which residents live is healthy and safe.

Community Health: CHD provides a number of community-based health promotion programs to residents of Hebron. In FY2020, CHD held blood pressure monitoring clinics at the Senior Center twice each month, hosted pain, diabetes and chronic disease self-management programs, administer approximately 670 flu vaccinations throughout the month of October, and stocked educational materials in the library, town hall, senior center, and other locations. Residents or organizations who want to organize a targeted health education presentation should contact us with their specific request.

Communicable Diseases: Unfortunately, communicable diseases are still something we must be concerned about. CHD conducts surveillance and investigation of various diseases including foodborne diseases, vector-borne diseases, and vaccine-preventable diseases in the community. These investigations are designed to prevent or mitigate the effect that outbreaks have on Hebron residents. CHD offers a free tick testing service, which dozens of residents in Hebron take advantage of every year. If you pull a tick off yourself or a loved-one, bring it to our office and we will send it to be tested for Lyme Disease and other tickborne diseases for you at no cost.

## CHATHAM HEALTH DISTRICT CONTINUED

COVID-19: Chatham Health District has been leading our community's response to COVID-19 since March. The work we do generally falls into three categories: Education, Contact Tracing, and Enforcement.

Education: CHD provided and continues to provide guidance in the form of prevention policies, best practices, procedure review, infection prevention training, situational awareness reports, and mitigation strategic planning to municipal departments, businesses, non-profits, schools, families, and individuals. CHD also delivered education presentations to business groups like the Chamber of Commerce, and in community settings like Libraries.

Contact Tracing: CHD has spent thousands of person-hours investigating hundreds of cases of COVID-19 in our communities. Contact tracing is a centuries-old process to help reduce transmission in a community. When a person tests positive for COVID-19, our staff attempt to interview those residents to identify sources of their exposure, educate them on isolation procedures in the home, help notify their close contacts that might have been exposed to discuss quarantine, and make other recommendations for interrupting the chain of transmission. Before vaccine becomes widely available, contact tracing helps to reduce community transmission rates by stopping people from going out into the community, workplaces, or schools before they become infectious.

Enforcement: Beginning in March 2020, the Department of Economic and Community Development, under authority from the Governors executive orders, issued workplace rules for different sectors of the economy using best practices designed to allow businesses to remain open while mitigating the risk of transmission of COVID-19 (<https://portal.ct.gov/DECD/Content/Coronavirus-Business-Recovery/Sector-Rules-and-Certification-for-Reopen>). CHD has been responsible for conducting enforcement activities when we become aware that businesses are operating in violation of those rules. Our principle charge has been to enforce rules in places like restaurants and salons. Before formal enforcement action is taken, CHD provides education to businesses to emphasize the important role they play in keeping their staff and patrons safe from COVID-19. We recognize the challenging time many small businesses face during the pandemic and find that working with our business community to implement best practices often returns greater results than formal orders and fines. If the pandemic has taught us one thing, it is that we are all in this together, and connected in ways we never considered before.

## 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; and Adapt to changes in a fiscally responsible manner.

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, and Resource Management.

The Hebron Public Schools began the 2018-2019 school year with a total of 666 students. Gilead Hill School, which serves Pre-Kindergarten through Second Grade, had an enrollment of 310 students. Hebron Elementary School, which serves Third Grade through Sixth Grade, had an enrollment of 356 students. While in past years we have seen a decline in student enrollment, our future enrollment is projected to remain steady.

The percentage of Hebron children attending magnet schools continues to be nominal. At the conclusion of the 2018-2019 school year, there were 25 students attending magnet schools. Of the 25 students attending magnet schools, 6 were tuition-free due to the grade level or magnet school choice. There were also 709 Hebron students attending RHAM Schools. RHAM Middle School had 224 students and RHAM High School had 485 students.

**Budget:** The Board of Education proposed a -0.02% budget for the 2018-2019 school year. The budget was ultimately reduced to -0.88%. As a result, the operating budget for the Hebron Board Of Education for FY 2019 was \$11,486,421.

**Personnel:** In terms of its certified and non-certified staffing, the Board of Education employed 134 staff members during the 2018-2019 school year. Of the 134 staff members, 72 were certified and 62 were non-certified. Of the 62 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, administrators, teachers, and non-certified associations. All three collective bargaining agreements stipulate the High Deductible Health Plan option as the sole option for employees of the Hebron Board of Education.

**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.

## HEBRON PUBLIC SCHOOLS CONTINUED

In Hebron Public Schools, we recognize that the skills and knowledge that are needed for today's workforce will be vastly different than the skills that will be needed by the time our students graduate from school. As they progress through their careers, it is likely that the advent of new technologies will further accelerate change. To prepare our students for this likelihood, we must spark their sense of wonder and teach them to become independent learners. To this end, our educators are continuously researching, reflecting on, and refining their teaching practice. As a district, we have emphasized the importance of providing our students opportunities for critical thinking, creativity, collaboration, and problem-solving and we are mindful of the developmental appropriateness of the activities our students are partaking in.

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 receive instruction through the use of two math programs that are aligned with the Common Core Standards. Bridges in Mathematics is taught in Kindergarten through Fifth Grade, and Big Ideas Math is implemented in Sixth Grade. Our Sixth Grade Big Ideas Math Program aligns with the Math Program implemented at RHAM Middle School. In the 2017-2018 school year, was the implementation of the Next Generation Science Standards, often referred to as NGSS. The new standards explore the crosscutting concepts of Physical Science, Life Science, Earth and Space Science, and Engineering. In addition, they are designed to be instructed through both science and engineering practices, which is an important aspect of the NGSS framework. The NGSS framework also includes a K-12 continuum that provides learning progressions that promote inquiry into the scientific explanations of our world.

In terms of student assessments, our Hebron students continue to perform at or above state and national averages on our mandated assessments. For the fourth year in a row, our children participated in the Common Core aligned Smarter Balanced Assessment. Our student results for the 2018-2019 assessment showed improvement from the previous year, and a formal presentation of these results was made during the October 2019 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. 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 provides 3 additional sections of preschool for students ages 3 and 4. The entire preschool program consisted of 3 full day class 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 the National Association for the Education of Young Children. These programs also align with the State of Connecticut Early Learning and Development Standards.

## HEBRON PUBLIC SCHOOLS CONTINUED

**School Facilities:** The 2018-2019 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 Board of Education and the Town are 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. The following are some of the projects completed:

- New playscape installed (GHS)
- New Signage installed (GHS)
- Motorized shades installed in Activity Room (GHS)
- Sensory Room designed and installed (GHS)
- Re-designed and painted new cove base in Sensory Room (GHS)
- Screen monitor installed in Sensory Room (GHS)
- New carpet installed in (4) Kindergarten and (2) Pre-K Classrooms (GHS)
- New floor tile removed, sealed and installed in (1) Kindergarten Classroom (GHS)
- Painting of Classrooms (GHS & HES)
- Concrete Walkway near Gym entrance removed and replaced (HES)

**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. New for the 2018-2019 school year was the technology collaboration between AHM and the Hebron Public Schools. In order to continue providing the high quality services that AHM gives to the community, the technology staff at the Hebron Public Schools helps to support them while they upgraded their technology infrastructure. 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 several years, the school-based Park and Recreation programs have continued to grow in popularity. Students from both Gilead Hill School and Hebron Elementary School 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. In 2018-2019, the Hebron Public Schools began a collaborative relationship with the Marlborough Public Schools by sharing Board Certified Behavioral Analyst (BCBA) services. Through these shared services, the Hebron Public Schools are able to implement appropriate behavioral interventions for students in need. During the Spring, the Hebron Public Schools worked with Regional School District #8 (RHAM), Marlborough Public Schools, and Andover Public Schools to go out to bid on the bus contract. This joint effort allowed Hebron Public Schools to have a lower anticipated bus contract cost over the next 5 years. The Hebron Public Schools, RHAM, and the Town continue to work together when pre-purchasing diesel fuel. This has enabled the entities to lock in the lowest possible rate on an annual basis. The Hebron Public Schools has also been an active participant in the Region 8 Insurance Consortium, which was in its

## HEBRON PUBLIC SCHOOLS CONTINUED

second year as a self-funded insurance group in 2018-2019. This partnership with 7 other town and educational entities has allowed all groups to see lower increases on insurance rates for the entities as well as its members.

**Parent Teacher Association and Hebron Education Foundation:** 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 2018-2019 school year, the Parent Teacher Association participated in the Scholastic Book Fair. In addition, they sponsored and coordinated a Basket Bonanza Fundraiser at the Holiday Craft Fair which created over thirty-five themed baskets. The Parent Teacher Association provided mini-grants, several after-school clubs, student yearbooks, staff and teacher appreciation. The PTA sponsored author visits with Patricia Pollaco and Jarrett Krosoczka and an assembly with Dennis Waring from Trash to Tunes which is a musical performance using handmade and homemade recycled musical instruments inspired from instruments around the world which was enjoyed by students and staff. PJ Bingo was a great event for the community and Indoor Recess wish lists were a big hit among parents, students and staff.

The Hebron Education Foundation continues to annually fund over \$15,000 in mini-grants to classroom teachers. Technology initiatives, classroom supplies, and curriculum resources are just some of the ways in which the HEF has supported our teachers and students. Each year, the HEF hosts fundraising events. The Hebron Education Foundation has continued to be a key partner in our development of the Science, Technology, Engineering, Arts, and Mathematics (STEAM) program. At the conclusion of each year, the HEF continues to make a generous donation for purchasing supplies and equipment for our STEAM classrooms.

**Schools in the Spotlight:** For the past three years, the Board of Education has featured a “Schools in the Spotlight” at each of their regularly scheduled meetings. The purpose of these presentations is to highlight and celebrate the many programming initiatives happening throughout the Hebron Public Schools. We view this as an opportunity to communicate and showcase the talents and endeavors of our students and staff.

During the 2018-2019 school year, there were many instances when our students were recognized for both achievement and civic engagement. The following is a list of items featured in “Schools in the Spotlight” as well as awards and recognitions received by students in the Hebron Public Schools:

- Fantastic Festivals Elementary Band Award
- Invention Convention Recognitions
- Read to Feed
- Spanish Tribute
- Art Project
- Connecticut Association of Public School Superintendents Award
- AMBA AMMA Grant
- AHM Youth and Family Services
- Parent Teacher Association
- Hebron Education Foundation

## REGIONAL SCHOOL DISTRICT NO. 8 – RHAM BOARD OF EDUCATION

The Region 8 Strategic Plan was the primary driver of budgeting, programming and projects at RHAM for the 2018-19 school year. The five goals of the strategic plan address student performance, college and career readiness, district safety and accessibility, human capital development, budgeting and facility/technology needs. The 2018-19 budget of \$29,314,722 was aligned to these goals and was responsive to community needs and expectations. The budget for the 2018-19 school year was voted on in May of 2018. The budget was passed by all three towns and included a 1.76% increase over the previous year's budget. The district successfully reconfigured the technology department, added the Pupil Personnel Services Supervisor and launched a new program at RHAM for students with school anxiety. ADA access and Title IX issues throughout the campus were addressed as well as other needed capital improvement projects.

Students in 2018-19 demonstrated high levels of college and career readiness as measured by the SAT School Day test. The district's overall average score of 1136 ranked us 13th in the state and third in our District Reference Group (DRG) for math and fourth for reading.

A new programming initiative, The Manufacturing Pipeline Program, was launched at the high school and provided students with a school to career opportunity. This program was a collaborative effort with RHAM, Three Rivers Community College and Electric Boat. 13 students participated in and successfully completed the program. The district is continuing the Manufacturing Pipeline Program in 2019-20 as well as adding additional Technology courses at the middle and high schools.

RHAM schools also excel beyond the academic classroom. In April 2019, RHAM was again 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. Several of our extra-curricular clubs competed in local, state and national events, showcasing the various talents of our students in areas such as broadcasting, business, and problem solving. Lastly, close to 45% of RHAM middle and high school students participate in at least one athletic team. This involvement of students in activities outside of the classroom is an important part of the district's theory of action for developing informed citizens that are ready for college and/or career.

Enrollment at RHAM middle and high schools has seen a decrease over the past six years. In 2018-19, enrollment in grades 7-12 totaled 1,456. That is a decrease of 52 students from the previous year. Trend data from EdSite shows the October 1 enrollment information over time (<http://edsight.ct.gov/SASPortal/main.do>). Although enrollment has declined, needs of students continues to increase. As mentioned earlier, Region 8 developed a program to address students with severe school anxiety in response to these needs. The district has also implemented a Social Emotional Learning focus to engage students and staff in understanding the impact emotions have on learning and developing school-wide strategies to successfully address these needs.

In conclusion, our schools have wonderful students, dedicated teachers and staff and a high degree of parent and community support. The towns of Hebron, Andover and Marlborough are receiving an excellent return on their investment and Regional School District 8 continues to develop collaborative and cooperative relationships with each of the three towns.





## *Town of Hebron*

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ELAINE GRIFFIN  
FINANCE DIRECTOR

SUE HUSHIN  
FINANCIAL ADMINISTRATOR

TAMMY FILBIG  
ACCOUNT CLERK

ANDREW J. TIERNEY  
TOWN MANAGER

April 5, 2021

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, 2020.

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.

CliftonLarsonAllen, LLP, Certified Public Accountants, have issued unmodified opinions on the Town of Hebron, Connecticut's financial statements for the year ended June 30, 2020. 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, November 3, 2009, November 4, 2014 and again on November 5<sup>th</sup>, 2019. 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 and was recently ranked in the top Connecticut towns with a description classification of "quaint."

The net taxable grand list for October 1, 2018 was \$778,563,080, an increase of 2.34% from the October 1, 2017 grand list amount of \$757,839,820. With the economy appearing to be on the incline, crumbling foundations and the continued influx at the State level with grant funding seemed to be the primary culprits in the grand list slow recovery. However, building permits continue to remain fairly steady in application requests. Hebron's unemployment rate fell slightly to 3.1% at June 30, 2019 and remains reflected at this rate for 2020. This is indicative of a continued fluctuating local re-employment process and economy. Hebron still ranked better than the Federal rate of 11.1% and the State rate of 9.8% at June 30, 2020.

### 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:

- Preservation and enhancement of the historic district.
- Sidewalk installation has improved walkability of the downtown corridor and improved the overall aesthetic appeal of the downtown area with additional parking constructed behind the Town's Douglas Library.
- Construction of Colebrook Village, an Assisted Living Facility and the first in this area was completed during the 2018 fiscal year as well as completion of 8 miles of Connecticut Natural Gas pipeline, a project which took many managerial hours to implement.
- Receipt of several large STEAP and DOT Grants for reconstruction of the Marjorie Circle Bridge and RHAM Campus Improvements through the combined efforts of management and Elected Officials.
- Surplus of Unassigned Fund Balance and Open Space Land Acquisition Funds were utilized to purchase the Horton Brothers Property located on Kinney Road and part of the initial Village Green Subdivision. This purchase is intended for future development and construction of a Town Municipal Complex.
- This fiscal year began the process for a major Sewer System Pump Station Upgrade along with "catch up" on some town parking lots and road re-paving through an authorized \$10 Million Bonding Project.

### 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 15%.

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 frequently 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.

### 2019/2020 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. Fiscal year 2019/2020 calculations remained conservative once again with the continuing influx at the State level and anticipated annual grant receipt such as the Educational Cost Sharing Grant which is the largest offsetting Grant revenue to the Municipal Tax Base. The Town evaluated the impact of the possible reduction in revenues at the State level and during the budget development for 2019/2020 utilized the most accurate numbers available.

### 2019/2020 Expenditures

The Town continued to face many of the same challenges in the development of expenditures for the 2019/2020 fiscal year. The combined overall Town, Debt, Capital, RHAM Assessment and Education budget decreased by \$149,076 or -.42% largely due to reductions to the Town's debt repayment schedule and a reduction in the RHAM student population and levy calculation. 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. The pandemic of the COVID-19 virus also dramatically affected expenditures with additional unbudgeted cleaning and PPE supplies necessary for purchase to ensure staff safety.

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. Major funding was returned to the Capital Improvement Plan Fund through the referendum process of an additional \$404,000 in the 2018 fiscal year only to suffer a reduction again in the 2019 fiscal year and continued funding shortfall in the 2020 fiscal year. The policy makers are working together to develop the best funding alternatives for future capital needs while maintaining a level mil rate without a large tax increase. 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, 2018. 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 fifteenth 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 Town was unable to file for the 2019 Award due to COVID-19 operational restraints and the shut down of Government and the Auditing firms' offices resulting in a late filing of the 2019 report.

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 CliftonLarsonAllen, 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



## **Independent Auditors' Report**

To 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, as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the Town of Hebron, Connecticut'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.

#### ***Auditors' 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 auditors' 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, 2020 and the respective changes in financial position 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, the budgetary comparison information and the pension and OPEB schedules, as listed in the table of contents, 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 of Hebron, Connecticut's basic financial statements. The introductory section, combining and individual nonmajor 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 nonmajor fund financial statements and schedules 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 nonmajor fund financial statements and schedules are fairly stated in all material respects in relation to the basic financial statements as a whole.

The introductory and statistical sections 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 April 5, 2021 on our consideration of the Town of Hebron, Connecticut'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 solely 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 the effectiveness of the Town of Hebron, Connecticut's 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 of Hebron, Connecticut's internal control over financial reporting and compliance.

*CliftonLarsonAllen LLP*

West Hartford, Connecticut  
April 5, 2021

**Town of Hebron, Connecticut**  
**Management's Discussion and Analysis - *Unaudited***  
**June 30, 2020**

As management of the Town of Hebron, Connecticut (the "Town") we offer readers of the financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2020. We encourage readers to consider the information presented here along with additional information we have furnished in our letter of transmittal, as well as the Town's basic financial statements that follow this section.

**Financial Highlights**

- On a government-wide basis, the assets and deferred outflows of the Town exceeded its liabilities and deferred inflows resulting in total net position at the close of the fiscal year of \$60,658,350.
- On a government-wide basis, during the year, the Town's net position increased by \$1,060,277. Governmental activities expenses were \$41,242,027, while revenues were \$42,302,304.
- At the close of the year, the Town's governmental funds reported, on a current financial resource basis, combined ending fund balances of \$10,540,063, an increase of \$250,359 from the prior fiscal year. Of the total fund balance as of June 30, 2020, \$6,153,143 represents the combined unassigned fund balance in the general fund, special revenue funds, capital projects funds and permanent fund.
- At the end of the current fiscal year, the total fund balance for the general fund alone was \$6,753,145, a decrease of \$443,179 from the prior fiscal year. Unassigned General Fund fund balance at year-end represents 16.12% of total general fund expenditures and transfers out.
- The Town's long-term debt decreased by approximately \$.6 million during the current fiscal year.

**Overview of the Financial Statements**

This discussion and analysis are intended to serve as an introduction to the Town's basic financial statements. The 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 as well as the basic financial statements.

**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. All of the resources the Town has at its disposal are shown, including major assets such as buildings and infrastructure. A thorough accounting of the cost of government is rendered because the statements present all costs, not just how much was collected and disbursed. They provide both long-term and short-term information about the Town's overall financial status.

The statement of net position presents information on all of the Town's assets, liabilities, deferred outflows and deferred inflows with the difference reported as net position. Over time, increases or decreases in net position may serve as an indicator of whether the financial position of the Town is improving or deteriorating. It speaks to the question of whether or not, the Town, as a whole is better or worse off as a result of this year's activities. Other non-financial factors will need to be considered, however, such as changes in the Town's property tax base and the condition of the Town's infrastructure, to assess the overall health of the Town.

The statement of activities presents information showing how the government's net position changed during the most recent fiscal year. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flow in some future fiscal period, uncollected taxes and earned but unused vacation leave are examples.

The governmental activities of the Town include education, general government services, public safety, public works, planning & development, human services and community services. Property taxes, charges for services and state and federal grants finance most of these activities. The Town currently has no business type activities.

The government-wide financial statements (statement of net position and statement of activities) can be found on pages 11-12 of this report.

### **Fund Financial Statements**

A fund is a grouping of related accounts that is used to maintain control and accountability over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town has three kinds of 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 expendable resources, as well as on balances of expendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government'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 government'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 20 individual 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 Capital Project Fund, which are considered major funds. Data from the other governmental funds are combined into a single, aggregated presentation as Other Governmental Funds.

The Town adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with the authorized budget. The statement of revenues, expenditures, encumbrances and transfers out on a budgetary basis can be found in the Required Supplementary Information.

The basic governmental fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balances) can be found on pages 13-16 of this report.

**Proprietary funds.** The Town maintains no proprietary funds.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to provide services to the Town's constituency. The Town has a pension trust fund and agency funds. The accounting used for fiduciary funds is much like that used for proprietary funds. The basic fiduciary fund financial statements can be found on pages 17-18 of this report.

## Notes to the Financial Statements

The notes 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 19-48 of this report.

The notes to this report also contain certain information concerning the Town's progress in funding its liabilities to provide pension benefits, and other post-employment benefits to its employees.

### Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position and an important determinant of its ability to finance services in the future. On a government-wide basis, the Town's assets, deferred outflows exceeded its liabilities and deferred inflows by \$60,658,350 at June 30, 2020.

	<b>Governmental Activities</b>	
	<u>2020</u>	<u>2019</u>
Current and other assets	\$ 15,083,583	\$ 13,300,685
Capital assets, net of accumulated depreciation	<u>53,549,718</u>	<u>53,196,025</u>
Total assets	<u>68,633,301</u>	<u>66,496,710</u>
 Deferred Outflows of Resources	 <u>282,336</u>	 <u>77,942</u>
Other liabilities	1,851,414	272,584
Long-term debt outstanding	<u>5,752,098</u>	<u>6,590,847</u>
Total liabilities	<u>7,603,512</u>	<u>6,863,431</u>
 Deferred Inflows of Resources	 <u>653,775</u>	 <u>113,148</u>
 Net Position:		
Net investment in capital assets	50,193,922	49,214,530
Restricted	178,175	331,571
Unrestricted	<u>10,286,253</u>	<u>10,051,972</u>
 Total Net Position	 <u>\$ 60,658,350</u>	 <u>\$ 59,598,073</u>

Total net position for Governmental Activities at fiscal year-end were \$60.7 million. Of the Town's total net position at June 30, 2020, \$10.2 million or 16.8% is unrestricted. This compares with last year's total unrestricted net position of \$10.3 million or 17.0% unrestricted.

The largest portion of the Town's net position, 82.8%, reflects its investment in capital assets (e.g., land, buildings, machinery and equipment and infrastructure), net of depreciation and any outstanding debt related to these assets. 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.

Unrestricted net position of \$10.3 million may be used to meet the Town's ongoing obligations to citizens and creditors.

	<b>Governmental Activities</b>	
	<u>2020</u>	<u>2019</u>
<b>Revenues:</b>		
Program revenues:		
Charges for services	\$ 1,968,841	\$ 2,421,070
Operating grants and contributions	9,547,912	8,521,456
Capital grants and contributions	1,640,739	592,252
General revenues:		
Property taxes	28,817,078	28,897,985
Grants and contributions not restricted to specific purposes	128,370	128,370
Unrestricted investment earnings (loss)	109,650	183,657
Miscellaneous	89,714	
Total revenues	<u>42,302,304</u>	<u>40,744,790</u>
Program expenses:		
General government	5,670,997	5,185,180
Public safety	1,204,724	1,266,713
Public works	1,265,740	1,979,840
Civic and human services	1,541,948	2,101,842
Planning and land use	121,671	174,851
Sewer fees	709,663	446,183
Education	30,631,597	29,041,681
Interest on long-term debt	95,687	151,402
Total program expenses	<u>41,242,027</u>	<u>40,347,692</u>
Change in Net Position	1,060,277	397,098
Net Position - Beginning of Year	<u>59,598,073</u>	<u>59,200,975</u>
Net Position - End of Year	<u>\$ 60,658,350</u>	<u>\$ 59,598,073</u>

### **Governmental Activities**

For Governmental Activities, more than 68% of the revenues were derived from property taxes, followed by 27% from other intergovernmental revenues.

Major revenue factors included:

- Property tax revenues recorded during fiscal year 2020 reflect a decrease in the mill rate for the current levy. However, several delinquent tax revenues were collected in the amount of \$370,398.
- Due to non-reactive budgeting with State grant disclosures, the Town remained vigilant in the original receipt estimates which resulted in \$443,584 additional Educational Cost Sharing revenue.

For Governmental Activities, 74.3% of the Town's expenses relate to education, 2.9% relates to public safety, 13.8% to general government, 3.1% to public works, 3.7% to civic and human services, .2% to interest on long-term debt, and those are the major percentages.

Major expense factors include:

- Education operating expenses increased by 5.5%. While the Regional School District budgetary levy requirement was a decrease, there was a 2% increase to the operating budget. Additionally, the local BOE offsets (nets) its budgetary needs with State Grants resulting in a larger expense than is necessary from tax dollars.

### Financial Analysis of the Fund Financial Statements

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, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

### General Fund Budgetary Highlights

During the year, actual revenues and other financing sources on a budgetary basis were approximately \$36.2 million, which exceeded budgetary estimates by \$.1 million. Actual tax revenues exceeded budget by \$117,649, which in part represents a continued aggressive pursuit of delinquent taxes. Actual fees, permits and licenses were \$47,204 above budget due to increased requests for Ambulance Services being higher than were expected primarily due to COVID-19. Interest income was \$36,498 over budget due to higher than expected interest rates until the effects of COVID-19.

Actual expenditures on a budgetary basis and other financing uses totaled \$36.7 million, which was equal to actual expenditures and other financing uses on a budgetary basis. The increase in expenditures resulted from a supplemental appropriation to Capital Projects.

### Capital Assets and Debt Administration

**Capital assets.** The Town's investment in capital assets for its governmental activities as of June 30, 2020, amount to \$53,549,718 net of accumulated depreciation. This investment in capital assets includes land, building and system improvements, machinery and equipment, park facilities, and infrastructure.

	<b>Governmental Activities</b>	
	<u>2020</u>	<u>2019</u>
Land	\$ 12,184,187	\$ 12,119,187
Construction in progress	2,262,709	1,122,397
Buildings and improvements	22,845,524	23,032,097
Furniture and equipment	3,227,966	3,621,200
Infrastructure	<u>13,029,332</u>	<u>13,301,144</u>
Total	<u>\$ 53,549,718</u>	<u>\$ 53,196,025</u>

Major capital asset events during the current fiscal year included the following:

New sidewalks were installed on Route 85/Church Street for approximately \$794,400. Road improvements were performed along with a dump truck replacement and an Engine Tanker refurbished.

Several old assets were added or eliminated from the inventory after a complete inventory review was performed.

Additional information on capital assets can be found in Note 5 of this report.

### **Long-Term Debt**

At the end of the current fiscal year, the Town had total bonds, notes and capital leases outstanding of \$3.4 million. 100% of this debt is backed by the full faith and credit of the Town. The Town's total debt decreased by \$639 thousand during fiscal 2020. Not included within the outstanding debt total of \$3.4 million is overlapping debt for Hebron's share of the Regional School District #8 (RHAM) Debt of \$4.0 million.

The last bond rating was for the General Obligation Bond Issue of 2008 for the Park Development Project, totaling \$4,300,000. The Bonds were rated AA by Standard & Poor's and this was an upgrade requiring a material event notice to the repositories.

The overall statutory debt limit for the Town is equal to seven times prior year annual receipts from taxation or \$201,579,833.

Additional information on long-term debt can be found in Note 7 of this report.

### **Economic Factors and Next Year's Budgets and Rates**

As of June 2020, the unemployment rate for the Hebron Labor Market Area was 3.1%. Connecticut's overall unemployment rate stands at 9.8%, compared with 9.1% for the same time last year. The State of Connecticut's unfunded educational and municipal mandates and increased employee benefit costs create a challenge for Hebron. The Town, however, is poised to overcome such challenges with its commitments to economic development, cost reduction, debt reduction and a comprehensive planning master plan.

The economic indicators for the past few years, and several other factors were taken into account when adopting the General Fund budget for 2020-2021. Amounts available for appropriation in the General Fund budget are \$35.8 million, an increase of approximately .24% over the final 2020 budget of \$35.7 million. A majority of the increase is attributed to the increase of funding provided for Capital Projects and Debt Service payments due to newly acquired bonding for a Sewer Pump Station Upgrade and Paving Improvements.

The Town and Board of Education have added a major new program to the 2019-2020 budget with the hiring of a full time School Resource Officer. In future plans, there will be continued focus on core services for the Town in order to ease the stress of limited resources of taxpayers and current economic conditions while pursuing Economic Development.

### **Requests for Information**

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

**TOWN OF HEBRON, CONNECTICUT**  
**STATEMENT OF NET POSITION**  
**JUNE 30, 2020**

	<b>Governmental Activities</b>
<b>Assets:</b>	
Cash and cash equivalents	\$ 10,205,765
Investments	1,747,186
Receivables, net	3,112,343
Inventories	7,413
Prepaid items	10,876
Capital assets:	
Assets not being depreciated	14,446,896
Assets being depreciated, net	39,102,822
Total assets	<u>68,633,301</u>
<b>Deferred Outflows of Resources:</b>	
Deferred charge on refunding	11,184
Deferred outflows related to OPEB	271,152
Total deferred outflows of resources	<u>282,336</u>
<b>Liabilities:</b>	
Accounts payable	885,081
Accrued interest payable	27,286
Unearned revenue	939,047
Noncurrent liabilities:	
Due within one year	717,869
Due in more than one year	5,034,229
Total liabilities	<u>7,603,512</u>
<b>Deferred Inflows of Resources:</b>	
Deferred inflows related to OPEB	<u>653,775</u>
<b>Net Position:</b>	
Net investment in capital assets	50,193,922
Restricted	178,175
Unrestricted	<u>10,286,253</u>
Total Net Position	<u>\$ 60,658,350</u>

The accompanying notes are an integral part of the financial statements





**TOWN OF HEBRON, CONNECTICUT  
BALANCE SHEET - GOVERNMENTAL FUNDS  
JUNE 30, 2020**

	<u>General</u>	<u>Capital Projects Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>				
Cash and cash equivalents	\$ 5,034,916	\$ 2,808,144	\$ 2,362,704	\$ 10,205,764
Investments	1,747,186			1,747,186
Receivables:				
Property taxes	2,721,354			2,721,354
Other	62,590		249,000	311,590
Due from other funds	53,783			53,783
Inventories			7,413	7,413
Other assets	10,876			10,876
<b>Total Assets</b>	<u>\$ 9,630,705</u>	<u>\$ 2,808,144</u>	<u>\$ 2,619,117</u>	<u>\$ 15,057,966</u>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>				
Liabilities:				
Accounts payable	\$ 418,757	\$ 278,683	\$ 187,641	\$ 885,081
Due to other funds			53,783	53,783
Unearned revenue		931,441	7,606	939,047
Total liabilities	<u>418,757</u>	<u>1,210,124</u>	<u>249,030</u>	<u>1,877,911</u>
Deferred inflows of resources:				
Unavailable revenue - property taxes	2,458,803			2,458,803
Unavailable revenue - sewer use receivable			41,682	41,682
Unavailable revenue - special assessments			113,771	113,771
Unavailable revenue - grants			25,736	25,736
Total deferred inflows of resources	<u>2,458,803</u>	<u>-</u>	<u>181,189</u>	<u>2,639,992</u>
Fund balances:				
Nonspendable	10,876		13,358	24,234
Restricted			178,175	178,175
Committed		1,598,020	2,051,148	3,649,168
Assigned	535,343			535,343
Unassigned	6,206,926		(53,783)	6,153,143
Total fund balances	<u>6,753,145</u>	<u>1,598,020</u>	<u>2,188,898</u>	<u>10,540,063</u>
<b>Total Liabilities, Deferred Inflows of Resources and Fund Balances</b>	<u>\$ 9,630,705</u>	<u>\$ 2,808,144</u>	<u>\$ 2,619,117</u>	<u>\$ 15,057,966</u>

The accompanying notes are an integral part of the financial statements

**TOWN OF HEBRON, CONNECTICUT**  
**BALANCE SHEET - GOVERNMENTAL FUNDS (CONTINUED)**  
**JUNE 30, 2020**

Reconciliation of the Balance Sheet - Governmental Funds  
to the Statement of Net Position:

Amounts reported for governmental activities in the statement of net position (Exhibit I) are different from the governmental fund balance sheet because of the following:

Fund balances - total governmental funds (Exhibit III)	\$ 10,540,063
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Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds:

Governmental capital assets	\$ 105,588,293	
Less accumulated depreciation	<u>(52,038,575)</u>	
Net capital assets		53,549,718

Other long-term assets and deferred outflows are not available to pay for current-period expenditures and, therefore, are not recorded in the funds:

Property tax receivable greater than 60 days	1,958,727
Interest receivable on property taxes	500,076
Sewer use receivable	113,771
Sewer assessments receivable	41,682
Grants	25,736
Long-term contracts receivable	79,400
Deferred outflows related OPEB	271,152

Long-term liabilities and deferred inflows, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the funds:

Bonds payable	(2,381,000)
Capital leases	(985,980)
Deferred charge on refunding	11,184
Interest payable on bonds	(27,286)
Total OPEB liability	(1,233,181)
Compensated absences	(718,337)
Contract payable	(433,600)
Deferred inflows related to OPEB	<u>(653,775)</u>

Net Position of Governmental Activities (Exhibit I)	<u>\$ 60,658,350</u>
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The accompanying notes are an integral part of the financial statements

**TOWN OF HEBRON, CONNECTICUT**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES -**  
**GOVERNMENTAL FUNDS**  
**FOR THE YEAR ENDED JUNE 30, 2020**

	<u>General</u>	<u>Capital Projects Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 28,650,428	\$	\$	\$ 28,650,428
Intergovernmental	8,427,340	1,394,395	696,077	10,517,812
Charges for services	674,564		1,356,459	2,031,023
Income from investments	93,498	2,014	14,138	109,650
Other	170,625	19,077	23,516	213,218
Total revenues	<u>38,016,455</u>	<u>1,415,486</u>	<u>2,090,190</u>	<u>41,522,131</u>
Expenditures:				
Current:				
General government	3,199,207		8,552	3,207,759
Public safety	945,173		99,235	1,044,408
Public works	858,075		33,090	891,165
Civic and human services	657,170		546,957	1,204,127
Planning and land use	121,671			121,671
Sewer fees	9,800		699,863	709,663
Insurance and benefits	1,525,302			1,525,302
Education	28,476,355		891,660	29,368,015
Debt service				
Principal	628,406			628,406
Interest	82,674			82,674
Capital outlay		2,411,281	77,301	2,488,582
Total expenditures	<u>36,503,833</u>	<u>2,411,281</u>	<u>2,356,658</u>	<u>41,271,772</u>
Excess (Deficiency) of Revenues over Expenditures	<u>1,512,622</u>	<u>(995,795)</u>	<u>(266,468)</u>	<u>250,359</u>
Other Financing Sources (Uses):				
Transfers in	47,846	1,863,647	140,000	2,051,493
Transfers out	<u>(2,003,647)</u>		<u>(47,846)</u>	<u>(2,051,493)</u>
Total other financing sources (uses)	<u>(1,955,801)</u>	<u>1,863,647</u>	<u>92,154</u>	<u>-</u>
Net Change in Fund Balances	(443,179)	867,852	(174,314)	250,359
Fund Balances at Beginning of Year	<u>7,196,324</u>	<u>730,168</u>	<u>2,363,212</u>	<u>10,289,704</u>
Fund Balances at End of Year	<u>\$ 6,753,145</u>	<u>\$ 1,598,020</u>	<u>\$ 2,188,898</u>	<u>\$ 10,540,063</u>

The accompanying notes are an integral part of the financial statements

**TOWN OF HEBRON, CONNECTICUT**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN**  
**FUND BALANCES - GOVERNMENTAL FUNDS (CONTINUED)**  
**FOR THE YEAR ENDED JUNE 30, 2020**

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Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds to the Statement of Activities:

Amounts reported for governmental activities in the statement of activities (Exhibit II) are different because:

Net change in fund balances - total governmental funds (Exhibit IV)	\$ 250,359
Governmental funds report capital outlays as expenditures. In the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:	
Capital outlay	2,290,234
Depreciation expense	(1,936,541)

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds, and revenues recognized in the funds are not reported in the statement of activities:

Property tax receivable - accrual basis change	256,272
Property tax interest revenue - accrual basis change	(89,621)
Sewer use and assessment receivable - accrual basis change	(62,183)
Grants	(40,453)
Long-term contracts receivable	(100,000)
Deferred outflows related to OPEB	217,700

The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction has any effect on net position. Also, governmental funds report the effect of premiums, discounts and similar items when debt is first issued, whereas these treatment of long-term debt and related items are as follows:

Bonds principal payments	496,000
Capital lease payments	143,005

Some expenses reported in the statement of activities do not require the use of current resources and, therefore, are not reported as expenditures in the governmental funds:

Compensated absences	(160,481)
Contracts payable	108,400
Accrued interest payable	(10,306)
Amortization of deferred charge on refunding	(13,306)
Total OPEB liability	251,825
Deferred inflows related to OPEB	(540,627)

Change in Net Position of Governmental Activities (Exhibit II)	<u>\$ 1,060,277</u>
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The accompanying notes are an integral part of the financial statements

**TOWN OF HEBRON, CONNECTICUT**  
**STATEMENT OF NET POSITION - FIDUCIARY FUNDS**  
**JUNE 30, 2020**

	<u>Pension Trust Fund</u>	<u>Agency Funds</u>
Assets:		
Cash and cash equivalents	\$	\$ 92,790
Investments:		
Mutual Funds	<u>4,591,629</u>	
Total assets	<u>4,591,629</u>	<u>\$ 92,790</u>
Liabilities:		
Due to student groups		\$ 23,948
Amounts held for others		<u>68,842</u>
Total liabilities	<u>-</u>	<u>\$ 92,790</u>
Net Position:		
Restricted for Pension Benefits	<u>\$ 4,591,629</u>	

The accompanying notes are an integral part of the financial statements

**TOWN OF HEBRON, CONNECTICUT  
STATEMENT OF CHANGES IN NET POSITION - PENSION TRUST  
FOR THE YEAR ENDED JUNE 30, 2020**

	<b>Pension Trust Fund</b>
Additions:	
Contributions:	
Employer	\$ 240,269
Other	18,485
Total contributions	<u>258,754</u>
Investment income:	
Net change in fair value of investments	63,412
Interest	165,755
Total investment income	<u>229,167</u>
Total additions	<u>487,921</u>
Deductions:	
Benefits	124,816
Administration	15,506
Total deductions	<u>140,322</u>
Change in Net Position	347,599
Net Position at Beginning of Year	<u>4,244,030</u>
Net Position at End of Year	<u>\$ 4,591,629</u>

The accompanying notes are an integral part of the financial statements



# *Town of Hebron*

**TOWN OFFICE BUILDING  
15 GILEAD STREET  
HEBRON, CONNECTICUT 06248  
TELEPHONE: (860) 228-5971  
FAX: (860) 228-4859  
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ELAINE GRIFFIN  
FINANCE DIRECTOR

SUE HUSHIN  
FINANCIAL ADMINISTRATOR

TAMMY FILBIG  
ACCOUNT CLERK

ANDREW J. TIERNEY  
TOWN MANAGER

June 30, 2020

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 financial. This report is published to fulfill that requirement for the fiscal year ended June 30, 2019.

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.

RSM US, LLP, Certified Public Accountants, have issued an unmodified ("clean") opinion on the Town of Hebron, Connecticut's (the Town) financial statements for the year ended June 30, 2019. 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 adopted a charter in 1988, effective as of November 21, 1989. The Charter was amended on November 5, 1996, November 2003 and November 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 six-member Board of Finance 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 and was recently ranked in the top Connecticut towns with a description classification of "quaint".

The net taxable grand list for October 1, 2017 was \$757,839,820, an increase of .37% from the October 1, 2016 grand list amount of \$755,064,190. With the economy appearing to be on the incline, crumbling foundations and the continued influx at the State level with grant funding seemed to be the primary culprits in the grand list slow recovery. However, building permits continue to remain fairly steady in application requests. Hebron's unemployment rate fell slightly to 3.1% at June 30, 2019. This is indicative of a continued fluctuating local re-employment process and economy. Hebron still ranked better than the Federal rate of 4.0% and the State rate of 4.7% at June 30, 2019.

### **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.
- Construction of Colebrook Village, an Assisted Living Facility and the first in this area was completed during the 2018 fiscal year as well as completion of 8 miles of Connecticut Natural Gas pipeline, a project which took many managerial hours to implement.
- Receipt of several large STEAP and DOT Grants for reconstruction of the Marjorie Circle Bridge and RHAM Campus Improvements through the combined efforts of management and Elected Officials.
- Surplus of Unassigned Fund Balance and Open Space Land Acquisition Funds were utilized to purchase the Horton Brothers Property located on Kinney Road and part of the initial Village Green Subdivision. This purchase is intended for future development and construction of a Town Municipal Complex.

#### 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 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 fund balance and 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 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.

### 2018/2019 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. Fiscal year 2018/2019 calculations remained conservative once again with the continuing influx at the State level and anticipated annual grant receipt such as the Educational Cost Sharing Grant which is the largest offsetting Grant revenue to the Municipal Tax Base. The Town evaluated the impact of the possible reduction in revenues at the State level and during the budget development for 2018-2019 utilized the most accurate numbers available.

### 2018/2019 Expenditures

The Town continued to face many of the same challenges in the development of expenditures for the 2018/2019 fiscal year. The combined overall Town, Debt, Capital, RHAM Assessment and Education budget decreased by \$940,873 or 2.56% largely due to deep cuts taken to Town services and a reduction in the RHAM student population and levy calculation. 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. Major funding was returned to the Capital Improvement Plan Fund through the referendum process of an additional \$404,000 in the 2018 fiscal year only to suffer a reduction again in the 2019 fiscal year. The policy makers are working together to develop the best funding alternatives for future capital needs while maintaining a level mil rate without a large tax increase. 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, 2018. 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 fifteenth 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, it would not be possible without the ongoing support of the Board of Selectmen, Board of Finance and the Town Manager.

Respectfully submitted,

A handwritten signature in cursive script that reads "Elaine Griffin". The signature is written in black ink and is positioned above the printed name and title.

Elaine Griffin  
Finance Director



Government Finance Officers Association

**Certificate of  
Achievement for  
Excellence in  
Financial  
Reporting**

Presented to

**Town of Hebron  
Connecticut**

For its Comprehensive Annual Financial  
Report  
for the Fiscal Year Ended

**June 30, 2018**

*Christopher P. Morrill*

Executive Director/CEO



## Independent Auditor's Report

RSM US LLP

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, 2019, and the related notes thereto 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 as of June 30, 2019, and the respective changes in financial position 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 discussion and analysis, the General Fund budgetary comparison information and the pension and other post-employment benefit (OPEB) related schedules 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 Supplementary 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, the accompanying combining and individual fund financial statements and other schedules and the statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The accompanying combining individual fund financial statements and other schedules are the responsibility of management and were derived from and relates 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 other schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical section, as listed in the table of contents, 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 June 30, 2020 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 solely 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 the effectiveness of the Town's 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.

*RSM US LLP*

New Haven, Connecticut  
June 30, 2020

**Town of Hebron, Connecticut**  
**Management's Discussion and Analysis - Unaudited**  
**June 30, 2019**

As management of the Town of Hebron, Connecticut (the "Town") we offer readers of the financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2019. We encourage readers to consider the information presented here along with additional information we have furnished in our letter of transmittal, as well as the Town's basic financial statements that follow this section.

**Financial Highlights**

1. On a government-wide basis, the assets and deferred outflows of the Town exceeded its liabilities and deferred inflows resulting in total net position at the close of the fiscal year of \$59,598,073.
2. On a government-wide basis, during the year, the Town's net position increased by \$397,098. Governmental activities expenses were \$40,347,692, while revenues were \$40,744,790.
3. At the close of the year, the Town's governmental funds reported, on a current financial resource basis, combined ending fund balances of \$10,289,704, a decrease of \$365,242 from the prior fiscal year. Of the total fund balance as of June 30, 2019, \$6,497,411 represents the combined unassigned fund balance in the general fund, special revenue funds, capital projects funds and permanent fund.
4. At the end of the current fiscal year, the total fund balance for the general fund alone was \$7,196,324, a decrease of \$262,868 from the prior fiscal year. Unassigned General Fund fund balance at year-end represents 17.33% of total general fund expenditures and transfers out.
5. The Town's long-term obligations decreased by approximately \$.9 million during the current fiscal year.

**Overview of the Financial Statements**

This discussion and analysis are intended to serve as an introduction to the Town's basic financial statements. The 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 as well as the basic financial statements.

**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. All of the resources the Town has at its disposal are shown, including major assets such as buildings and infrastructure. A thorough accounting of the cost of government is rendered because the statements present all costs, not just how much was collected and disbursed. They provide both long-term and short-term information about the Town's overall financial status.

The statement of net position presents information on all of the Town's assets, liabilities, deferred outflows and deferred inflows with the difference reported as net position. Over time, increases or decreases in net position may serve as an indicator of whether the financial position of the Town is improving or deteriorating. It speaks to the question of whether or not, the Town, as a whole is better or worse off as a result of this year's activities. Other non-financial factors will need to be considered, however, such as changes in the Town's property tax base and the condition of the Town's infrastructure, to assess the overall health of the Town.



The statement of activities presents information showing how the government's net position changed during the most recent fiscal year. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flow in some future fiscal period, uncollected taxes and earned but unused vacation leave are examples.

The governmental activities of the Town include police, fire, community health and social services, solid waste removal, cultural and recreation services, education, streets and highways, planning and zoning, public improvements and general administrative services.. Property taxes, charges for services and state and federal grants finance most of these activities. The Town currently has no business type activities.

The government-wide financial statements (statement of net position and statement of activities) can be found on pages 11-12 of this report.

### **Fund Financial Statements**

A fund is a grouping of related accounts that is used to maintain control and accountability over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town has three kinds of 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 expendable resources, as well as on balances of expendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government'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 government'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 17 individual 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, which is considered a major fund. Data from the other governmental funds are combined into a single, aggregated presentation as Other Governmental Funds.

The Town adopts an annual appropriated budget for its General Fund. A budgetary comparison statement has been provided for the General Fund to demonstrate compliance with the authorized budget. The statement of revenues, expenditures, encumbrances and transfers out on a budgetary basis can be found on page 46 in the Required Supplementary Information.

The basic governmental fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balances) can be found on pages 13-14 of this report.

**Proprietary funds.** The Town maintains no proprietary funds.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to provide services to the Town's constituency. The Town has a pension trust fund and agency funds. The accounting used for fiduciary funds is much like that used for proprietary funds. The basic fiduciary fund financial statements can be found on pages 16-17 of this report.

## Notes to the Financial Statements

The notes 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 18-45 of this report.

The notes to this report also contain certain information concerning the Town's progress in funding its obligation to provide pension benefits, and other post-employment benefits to its employees.

### Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position and an important determinant of its ability to finance services in the future. On a government-wide basis, the Town's assets, deferred outflows exceeded its liabilities and deferred inflows by \$59,587,073 at June 30, 2019.

#### TOWN OF HEBRON, CONNECTICUT

##### Summary Statement of Net Position

	June 30, 2019	June 30, 2018
	Primary Government	Primary Government
	Governmental Activities	Governmental Activities
Current and other assets	\$ 13,300,685	\$ 13,644,610
Capital assets	53,196,025	53,408,193
<b>Total Assets</b>	<b>66,496,710</b>	<b>67,052,803</b>
Deferred outflows of resources	77,942	37,796
Current liabilities	272,584	311,710
Long-term liabilities	6,590,847	7,504,714
<b>Total Liabilities</b>	<b>6,863,431</b>	<b>7,816,424</b>
Deferred inflows of resources	113,148	73,200
Net investment in capital assets	49,214,530	48,503,314
Restricted	331,571	272,482
Unrestricted	10,051,972	10,425,179
<b>Total Net Position</b>	<b>\$ 59,598,073</b>	<b>\$ 59,200,975</b>

Total net position for Governmental Activities at fiscal year-end were \$59.6 million. Of the Town's total net position at June 30, 2019, \$10.1 million or 16.9% is unrestricted. This compares with last year's total unrestricted net position of \$10.4 million or 17.6% unrestricted.

The largest portion of the Town's net position, 82.5%, reflects its investment in capital assets (e.g., land, buildings, machinery and equipment and infrastructure), net of depreciation and any outstanding debt related to these assets. 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.

Unrestricted net position of \$10.1 million may be used to meet the Town's ongoing obligations to citizens and creditors.

**TOWN OF HEBRON, CONNECTICUT**  
**Change in Net Position**  
**For the Years Ended June 30, 2019 and 2018**

	<u>June 30, 2019</u>	<u>June 30, 2018</u>
	Primary	Primary
	Government	Government
	<u>Governmental</u>	<u>Governmental</u>
	Activities	Activities
<b>Revenues:</b>		
Program Revenues:		
Charge for services	\$ 2,421,070	\$ 2,729,603
Operating grants and contributions	8,521,456	9,506,291
Capital grants and contributions	592,252	670,384
General Revenues:		
Property taxes	28,897,985	28,447,338
Grants not restricted to specific programs	128,370	100,627
Unrestricted investment earnings	183,657	88,263
<b>Total revenues</b>	<u>40,744,790</u>	<u>41,542,506</u>
<b>Expenses:</b>		
General government	5,185,180	4,852,884
Public safety	1,266,713	1,270,103
Civic and human service	2,101,842	1,921,900
Planning and land use	174,851	147,348
Public works	1,979,840	1,669,748
Sewer fees	446,183	289,147
Education	29,041,681	30,472,350
Interest on long-term debt	151,402	193,475
	<u>40,347,692</u>	<u>40,816,955</u>
<b>Change in Net Position</b>	397,098	725,551
<b>Net Position, beginning</b>	<u>59,200,975</u>	<u>58,475,424</u>
<b>Net Position, ending</b>	<u>\$ 59,598,073</u>	<u>\$ 59,200,975</u>

**Governmental Activities**

For Governmental Activities, more than 71% of the revenues were derived from property taxes, followed by 23% from other intergovernmental revenues.

Major revenue factors included:

1. Property tax revenues recorded during fiscal year 2019 reflect an increase in the mill rate for the current levy. Several severe delinquent real estate tax accounts were settled and collected by more than \$500,000.
2. Licenses and fees were better than anticipated.
3. Due to non-reactive budgeting with State grant disclosures, the Town remained vigilant in the original receipt estimates which resulted in \$583,000 additional Educational Cost Sharing revenue.

For Governmental Activities, 72.0% of the Town's expenses relate to education, 3.1% relates to public safety, 12.9% to general government, 4.9% to public works, 5.2% to civic and human services, and those are the major percentages.

Major expense factors include:

1. Education operating expenses decreased by 4.7%. This decrease was due to a reduction in student population.

### **Financial Analysis of the Fund Financial Statements**

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, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

### **General Fund Budgetary Highlights**

During the year, actual revenues and other financing sources on a budgetary basis were approximately \$36.5 million, which exceeded budgetary estimates by \$.7 million. Actual tax revenues exceeded budget by \$525,985, which in part represents more aggressive pursuit of delinquent taxes. Actual fees, permits and licenses were \$1,523 above budget due to increased requests for Ambulance Services than were expected. Interest income was \$111,051 over budget due to higher than expected interest rates. The budget for fiscal year 2020-21 for this revenue was projected upward accordingly.

Actual expenditures on a budgetary basis and other financing uses totaled \$36,744,995, which was less than budgeted expenses and other financing uses on a budgetary basis by \$244,624.

## Capital Assets and Debt Administration

**Capital assets.** The Town's investment in capital assets for its governmental activities as of June 30, 2019, amount to \$53,196,025 net of accumulated depreciation. This investment in capital assets includes land, building and system improvements, machinery and equipment, park facilities, and infrastructure.

### Town of Hebron, Connecticut Capital Assets (Net) As of June 30, 2019 and 2018

	June 30, 2019	June 30, 2018
Land	\$ 12,119,187	\$ 10,966,512
Construction in progress	1,122,397	2,187,199
Buildings and improvements	23,032,097	22,737,668
Furniture and equipment	3,621,200	3,605,423
Infrastructure	13,301,144	13,911,391
<b>Total</b>	<b>\$ 53,196,025</b>	<b>\$ 53,408,193</b>

Major capital asset events during the current fiscal year included the following:

1. Several large parcels of land were purchased in the amount of \$1.1 million for future Public Works Building development. New sidewalks were installed on Main St. for approximately \$33 thousand. There were several additions and upgrades to airline trails throughout town in the amount of \$62,000.
2. Several old assets were added or eliminated from the inventory after a complete inventory review was performed.

Additional information on capital assets can be found in Note 6 of this report.

### Long-term debt

At the end of the current fiscal year, the Town had total bonds and capital leases outstanding of \$4.0 million. 100% of this debt is backed by the full faith and credit of the Town. The Town's total debt decreased by \$936 thousand during fiscal 2019. In addition, there is \$5,304,520 of overlapping debt for Hebron's share of the Regional School District #8 (RHAM) General Obligation Debt of \$10,100,000.

The last bond rating was for the General Obligation Bond Issue of 2008 for the Park Development Project, totaling \$4,300,000. The Bonds were rated AA by Standard & Poor's and this was an upgrade requiring a material event notice to the repositories.

The overall statutory debt limit for the Town is equal to seven times prior year annual receipts from taxation or \$196,068,242.

Additional information on long-term debt can be found in Note 7 of this report.

### Economic Factors and Next Year's Budgets and Rates

As of June 2019, the unemployment rate for the Hebron Labor Market Area was 3.1%. Connecticut's overall unemployment rate stands at 3.7%, compared with 4.2% for the same time last year. The State of Connecticut's unfunded educational and municipal mandates and increased employee benefit costs create a challenge for Hebron. The Town, however, is poised to overcome such challenges with its commitments to economic development, cost reduction, debt reduction and a comprehensive planning master plan.

The economic indicators for the past few years, and several other factors were taken into account when adopting the General Fund budget for 2019-2020. Amounts available for appropriation in the General

Fund budget are \$35.8 million, an increase of approximately 1.6% over the final 2019 budget of \$36.4 million. A majority of the increase is attributed to the increase of supplemental appropriation to fund the Debt Management Fund.

The Town and Board of Education have not added any major new programs or initiatives to the 2019-2020 budget. In future plans, there will be continued focus on core services for the Town in order to ease the stress of limited resources of taxpayers and current economic conditions.

### **Requests for Information**

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

Town of Hebron, Connecticut

Statement of Net Position  
June 30, 2019

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	Governmental Type Activities
<b>Assets</b>	
Cash and cash equivalents	\$ 10,251,049
Receivables, net of allowance for collection losses:	
Property taxes, net	2,437,055
Sewer assessments and user fees	122,772
Grants and contracts receivable	172,834
Other	134,515
Inventories	3,060
Contracts receivable, long-term portion	179,400
Capital assets, non-depreciable	13,241,584
Capital assets, net of accumulated depreciation	39,954,441
<b>Total assets</b>	<u>66,496,710</u>
<b>Deferred outflows of resources</b>	
Deferred charges on OPEB Expense	53,452
Deferred charges on refunding	24,490
<b>Total deferred outflows of resources</b>	<u>77,942</u>
<b>Liabilities</b>	
Accounts payable	66,832
Accrued interest payable	16,980
Unearned revenue	188,772
Noncurrent liabilities:	
Due in less than one year	756,291
Due in more than one year	5,834,556
<b>Total liabilities</b>	<u>6,863,431</u>
<b>Deferred inflows of resources</b>	
Deferred charges on OPEB Expense	113,148
<b>Net Position</b>	
Net investment in capital assets	49,214,530
Restricted	331,571
Unrestricted	10,051,972
<b>Total Net Position</b>	<u>\$ 59,598,073</u>

See notes to financial statements.





Town of Hebron, Connecticut

Balance Sheet - Governmental Funds  
June 30, 2019

	Major Fund General Fund	Other Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets</b>			
Cash and cash equivalents	\$ 6,988,433	\$ 3,262,616	\$ 10,251,049
Receivables (net of allowances for collection losses):			
Property taxes	2,437,055	-	2,437,055
Assessments and user fees	-	122,772	122,772
Intergovernmental and other	-	75,871	75,871
Utility billings	-	96,963	96,963
Other	112,534	21,981	134,515
Inventories	-	3,060	3,060
<b>Total assets</b>	<b>\$ 9,538,022</b>	<b>\$ 3,583,263</b>	<b>\$ 13,121,285</b>
<b>Liabilities</b>			
Accounts payable and accruals	\$ 49,546	\$ 17,286	\$ 66,832
Unearned revenues	-	188,772	188,772
<b>Total liabilities</b>	<b>49,546</b>	<b>206,058</b>	<b>255,604</b>
<b>Deferred inflows of resources</b>			
Unavailable - sewer assessments	-	122,773	122,773
Unavailable - sewer user charges	-	94,863	94,863
Unavailable - property taxes and interest	2,292,152	-	2,292,152
Unavailable -grants	-	66,189	66,189
<b>Total deferred inflows of resources</b>	<b>2,292,152</b>	<b>283,825</b>	<b>2,575,977</b>
<b>Fund balances</b>			
Nonspendable	-	9,005	9,005
Restricted	-	322,566	322,566
Committed	-	2,819,368	2,819,368
Assigned	641,354	-	641,354
Unassigned	6,554,970	(57,559)	6,497,411
<b>Total fund balances</b>	<b>7,196,324</b>	<b>3,093,380</b>	<b>10,289,704</b>
<b>Total liabilities, deferred inflows and fund balances</b>	<b>\$ 9,538,022</b>	<b>\$ 3,583,263</b>	

Amounts reported for governmental activities in the statement of  
Net Position are different because:

Capital assets used in governmental activities are not financial resources and therefore, are not reported in the funds.	53,196,025
Long-term contract receivable amounts from the Town's Regional School District is not susceptible to accrual and is therefore not reported in the funds	179,400
Assets that are not available to pay for current-period expenditures and, therefore, are deferred inflows of resources in the funds.	2,575,977
Deferred amounts on refunding	24,490
Deferred gains on OPEB expense	(59,696)
Accrued interest payable	(16,980)
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.	(6,590,847)

Net Position of governmental activities \$ 59,598,073

See notes to financial statements.

Town of Hebron, Connecticut

**Statement of Revenues, Expenditures and Changes in Fund Balances -  
Governmental Funds  
For the Year Ended June 30, 2019**

	Major Fund General Fund	Other Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues</b>			
Property taxes	\$ 28,839,520	\$ -	\$ 28,839,520
Intergovernmental	7,674,841	1,341,989	9,016,830
Charges for services	699,502	1,618,020	2,317,522
Income from investments	146,052	37,605	183,657
Other revenues	139,555	107,398	246,953
<b>Total revenues</b>	<b>37,499,470</b>	<b>3,105,012</b>	<b>40,604,482</b>
<b>Expenditures</b>			
Current:			
General government	3,105,054	56	3,105,110
Public safety	913,011	86,124	999,135
Public works	1,108,059	859	1,108,918
Civic and human service	676,822	1,472,411	2,149,233
Planning and land use	151,882	-	151,882
Sewer fees	9,800	436,383	446,183
Insurance and benefits	1,369,520	-	1,369,520
Education	27,529,774	975,127	28,504,901
Debt service:			
Principal	936,690	-	936,690
Interest	120,139	-	120,139
Capital outlay	440,260	1,637,753	2,078,013
<b>Total expenditures</b>	<b>36,361,011</b>	<b>4,608,713</b>	<b>40,969,724</b>
<b>Revenues over (under) expenditures</b>	<b>1,138,459</b>	<b>(1,503,701)</b>	<b>(365,242)</b>
<b>Other Financing Sources (Uses)</b>			
Transfers in	62,563	1,463,890	1,526,453
Transfers out	(1,463,890)	(62,563)	(1,526,453)
<b>Total other financing sources (uses)</b>	<b>(1,401,327)</b>	<b>1,401,327</b>	<b>-</b>
<b>Net change in fund balances</b>	<b>(262,868)</b>	<b>(102,374)</b>	<b>(365,242)</b>
<b>Fund Balances, Beginning</b>	<b>7,459,192</b>	<b>3,195,754</b>	<b>10,654,946</b>
<b>Fund Balances, Ending</b>	<b>\$ 7,196,324</b>	<b>\$ 3,093,380</b>	<b>\$ 10,289,704</b>

See notes to 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, 2019**

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Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balances – total governmental funds	\$ (365,242)
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. This is the amount by which capital outlays exceeded depreciation in the current period.	(20,234)
Loss on disposal	(191,934)
Revenues reported in the statement of activities that do not provide current financial resources are not reported as revenues in the funds until they become measurable and available.	39,451
The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on Net Position. Also, governmental funds report the effect of issuance costs, premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities. This amount is the net effect of these differences in the treatment of long-term debt and related items.	1,045,090
Some expenses reported in the statement of activities that do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds until they are paid.	<u>(110,033)</u>
Change in Net Position of governmental activities	<u>\$ 397,098</u>

See notes to financial statements.

Town of Hebron, Connecticut

Statement of Fiduciary Net Position - Fiduciary Funds  
June 30, 2019

---

	Pension Trust Fund	Agency Funds
<b>Assets</b>		
Cash and cash equivalents	\$ -	\$ 99,622
Investments:		
Pooled separate accounts	4,244,030	-
Other assets	-	6,694
<b>Total assets</b>	<b>4,244,030</b>	<b>106,316</b>
<b>Liabilities</b>		
Due to student groups	-	23,985
Amounts held for others	-	82,331
<b>Total liabilities</b>	<b>-</b>	<b>106,316</b>
<b>Net Position</b>		
Restricted for pension benefits	\$ 4,244,030	\$ -

See notes to financial statements.

Town of Hebron, Connecticut

Statement of Changes in Fiduciary Net Position - Pension Trust  
For the Year Ended June 30, 2019

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	<u>Pension Trust Fund</u>
<b>Additions</b>	
Employer contributions	\$ 163,545
Other revenue	8,897
<b>Total additions</b>	<u>172,442</u>
Investment Income	
Interest	164,070
Net change in fair value investments	101,267
<b>Net investment income</b>	<u>265,337</u>
<b>Deductions</b>	
Benefits	374,322
Administrative expenses	10,791
<b>Total deductions</b>	<u>385,113</u>
<b>Change in Net Position</b>	52,666
<b>Net Position</b>	
Beginning of year	<u>4,191,364</u>
End of year	<u>\$ 4,244,030</u>

See notes to 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 August 15, 2019.**

<b>Demolition Material and General Debris</b>	\$40 per cubic yard
Minimal Charge	\$5.00
Car trunk load is considered 1/4 load	
<b>Large Appliances (without Freon)</b>	No Charge
<b>Appliances Requiring Removal of Refrigerant</b>	No Charge
<b>Ballast, Bulbs &amp; Lamps*</b>	No Charge
<b>Furniture</b>	\$5.00 per item
Couch	\$10
Sleeper Sofa	\$30
Mattress, Box Spring	No charge, unless soiled
<b>Scrap Metal</b>	No charge
<b>Tires: (without rims)</b>	
Up to 16.5" Diameter	\$2.50
17" and over	\$2.50
20" and over	\$2.50
Off road tires or tires on rims	see attendant for price listing attached
Truck Tires	\$11.75
<b>Brush and Leaves</b>	\$5 per cubic yard; minimum \$1 per bag
<b>Electronics</b>	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 2021 HOUSEHOLD HAZARDOUS WASTE COLLECTION SCHEDULE

April 2    May 1    June 5    August 28    September 25    October 30  
 Saturdays - 8:00 a.m. to 1:00 p.m.

October 16 (Fall Outreach Collection: Somers, CT)

Time: 8:00 a.m. to 1:00 p.m. Bring a driver's 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	Rechargeable Batteries
Brake Fluid	Gasoline	Paint Removers	-Lithium
Chemical Paint Strippers	Hair Dye & Spray	Paint Thinners	-Lithium Ion
Chemistry Kits	Hearing Aid Batteries	Pesticides	-Nickel Cadmium
Cleaning Fluids	Herbicides	Photography Chemicals	-Nickel Metal Hydroxide
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)	Rodent Killers	Household type Fire Extinguishers
Florescent Bulbs	Muriatic Acid	Slug Baits	

#### Asbestos (ACM) & Lead Paint Chips:

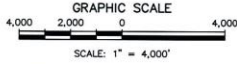
Up to 60 lbs. of Asbestos Containing Materials (ACM)\*  
 and/or Lead Paint Chips                      \*(wet, double bag)

*Please contact 860-647-3200  
 for advance authorization for  
 disposing of ACM or lead paint chips*

For a list of unacceptable items, visit: <http://sanitation1.townofmanchester.org/index.cfm/household-hazardous-waste-collection/acceptable-household-hazardous-waste/unacceptable-household-hazardous-waste/>

# TOWN MAP

## Town of Hebron ROAD MAP



Prepared By:  
Nathan L. Jacobson & Associates, Inc.  
88 Main Street, P.O. Box 237  
Chester, Connecticut 06412-0237  
Tel: (860) 526-5591 Fax: (860) 526-5416  
www.nja.com  
Consulting Civil and Environmental Engineers Since 1972

1

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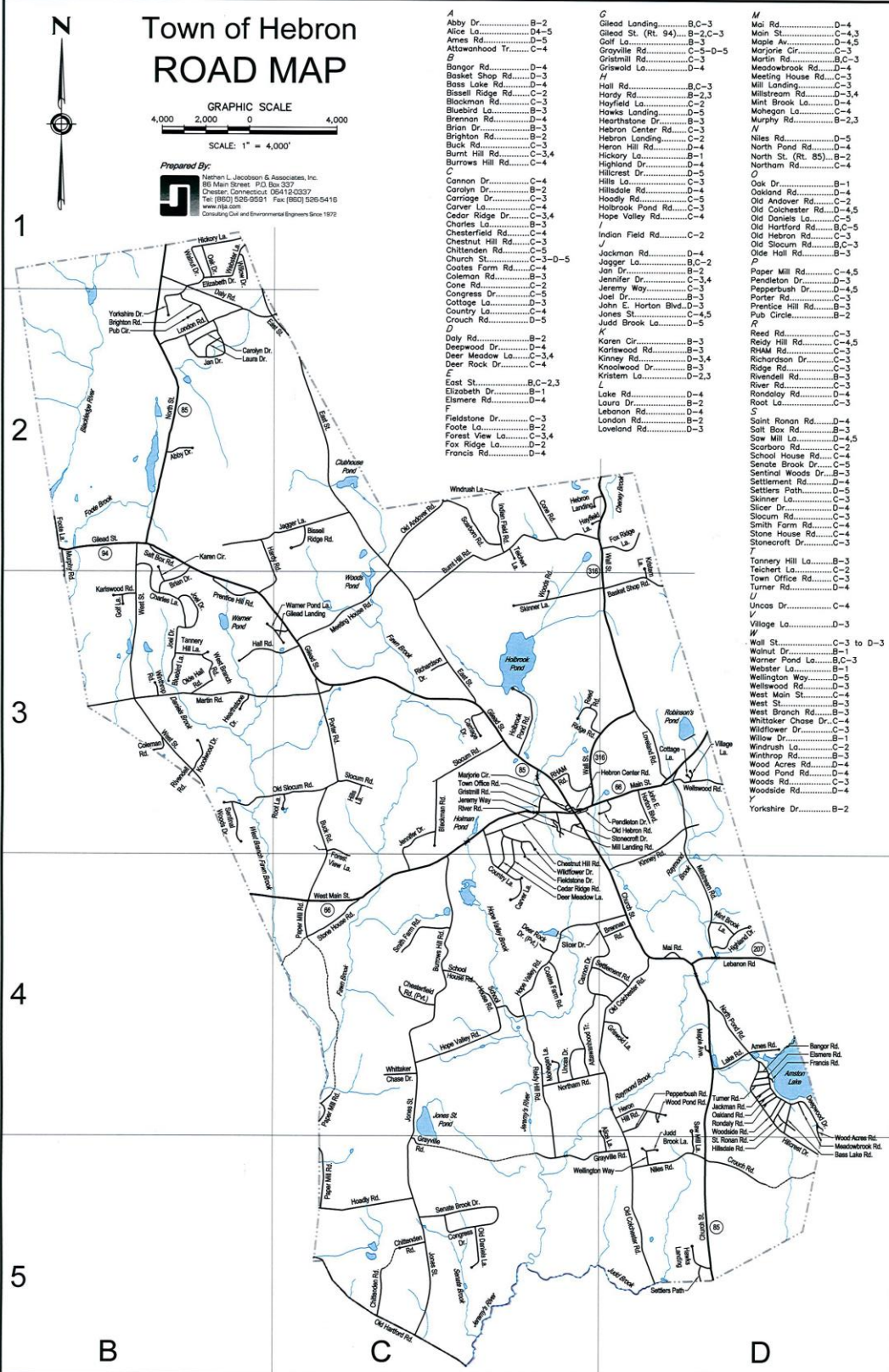
4

5

B

C

D



<b>A</b>	Abby Dr.....B-2	<b>G</b>	Gilead Landing.....B,C-3	<b>M</b>	Mai Rd.....D-4
Alice La.....D4-5	Arnes Rd.....D-5	Gilead St. (Rt. 94).....B-2,C-3	Golf La.....B-3	Main St.....C-4,3	Maple Ave.....D-4,5
Attanwood Tr.....C-4	<b>B</b>	Grayville Rd.....C-5-D-5	Gristmill Rd.....C-3	Marjorie Cir.....C-3	Martin Rd.....B,C-3
Bangor Rd.....D-4	Bangor Rd.....D-4	Grisevald La.....D-4	Holly Rd.....B,C-3	Meadowbrook Rd.....D-4	Meeting House Rd.....C-3
Basket Shop Rd.....D-3	Bass Lake Rd.....D-4	<b>H</b>	Hayfield La.....C-2	Mill Landing.....C-3	Millstream Rd.....D-3,4
Bissell Ridge Rd.....C-2	Blackman Rd.....C-3	Hayfield La.....C-2	Hawks Landing.....D-3	Mint Brook La.....D-4	Mohogan La.....C-4
Busbird La.....B-3	Brennan Rd.....D-4	Heartstone Dr.....B-3	Hebron Center Rd.....C-3	Murphy Rd.....B-2,3	<b>N</b>
Brian Dr.....B-3	Brighton Rd.....B-2	Hebron Landing.....C-2	Heron Hill Rd.....D-4	Niles Rd.....D-5	North Pond Rd.....D-4
Buck Rd.....C-3	Burnt Hill Rd.....C-3,4	Hickory La.....B-1	Highland Dr.....D-4	North St. (Rt. 85).....B-2	Northam Rd.....C-4
Burrows Hill Rd.....C-4	<b>C</b>	Hillcrest Dr.....D-5	Hills La.....C-3	<b>O</b>	
Canon Dr.....C-4	Carolyne Dr.....B-2	Hillsdale Rd.....D-4	Hoody Rd.....C-5	Oak Dr.....B-1	Oakland Rd.....D-4
Carriage Dr.....C-3	Coner La.....C-4	Hobrook Pond Rd.....C-3	Hope Valley Rd.....C-4	Old Andover Rd.....C-2	Old Colchester Rd.....D-4,5
Cedar Ridge Dr.....C-3,4	Charles La.....B-3	Hope Valley Rd.....C-4	Indian Field Rd.....C-2	Old Donies La.....C-5	Old Hartford Rd.....B,C-5
Chesterfield Rd.....C-4	Chestnut Hill Rd.....C-3	<b>I</b>	Jackman Rd.....D-4	Old Hebron Rd.....C-3	Old Slocum Rd.....B,C-3
Chittenden Rd.....C-5	Church St.....C-3-D-5	Jagger La.....B,C-2	Joan Dr.....B-2	Old Slocum Rd.....B,C-3	Olde Hall Rd.....B-3
Cootes Farm Rd.....C-4	Coleman Rd.....B-3	Jennifer Dr.....C-3,4	Joel Dr.....C-3	<b>P</b>	Paper Mill Rd.....C-4,5
Cone Rd.....C-2	Congress Dr.....C-5	Jeremy Way.....C-3	John E. Horton Blvd.....D-3	Pendleton Dr.....D-3	Pepperbush Dr.....D-4,5
Cottage La.....D-3	Country La.....C-4	Joel Dr.....C-3	Jones St.....C-4,5	Porter Rd.....C-3	Prentice Hill Rd.....B-3
Crouch Rd.....D-5	Daly Rd.....B-2	John E. Horton Blvd.....D-3	Judd Brook La.....D-5	Pub Circle.....B-2	<b>R</b>
<b>D</b>	Deepwood Dr.....D-4	Jones St.....C-4,5	<b>K</b>	Reed Rd.....C-3	Reddy Hill Rd.....C-4,5
Deer Meadow La.....C-4	Deer Rock Dr.....C-4	Judd Brook La.....D-5	Karen Cir.....B-3	RHAM Rd.....C-3	RHAM Rd.....C-3
<b>E</b>	East St.....B,C-2,3	<b>L</b>	Karlwood Rd.....D-3	Richardson Dr.....C-3	Ridge Rd.....C-3
Elizabeth Dr.....B-1	Elsmere Rd.....D-4	Lake Rd.....D-4	Kenney Rd.....D-3,4	Rivendell Rd.....B-3	River Rd.....C-3
Fieldstone Dr.....C-3	Foote La.....B-2	Laura Dr.....B-2	Knockwood Dr.....B-3	Rondoy Rd.....D-4	Root La.....C-3
Forest View La.....C,4	Fox Ridge La.....D-2	Lebanon Rd.....D-4	Kristem La.....D-2,3	Rondoy Rd.....D-4	Saint Ronan Rd.....D-4
Francis Rd.....D-4	<b>F</b>	Lendon Rd.....B-2	<b>L</b>	Root La.....C-3	Salt Box Rd.....B-3
	Fieldstone Dr.....C-3	Loveland Rd.....D-3	Laura Dr.....B-2	Saw Mill La.....D-4,5	Scarboro Rd.....C-2
	Foote La.....B-2		Lebanon Rd.....D-4	School House Rd.....C-4	Seneca Brook Dr.....C-5
	Forest View La.....C,4		Lendon Rd.....B-2	Sentinel Woods Dr.....D-3	Settlement Rd.....D-4
	Fox Ridge La.....D-2		Loveland Rd.....D-3	Settlers Path.....D-5	Skinner La.....C-3
	Francis Rd.....D-4			Slicer Dr.....D-4	Slocum Rd.....C-3
				Smith Farm Rd.....C-4	Stone House Rd.....C-4
				Stonescroft Dr.....C-3	<b>T</b>
				Tonnary Hill La.....B-3	Telchert La.....C-2
				Town Office Rd.....C-3	Turner Rd.....D-4
				<b>U</b>	Uncas Dr.....C-4
				Village La.....D-3	<b>V</b>
				Wall St.....C-3 to D-3	Walnut Dr.....B-1
				Warner Pond La.....B,C-3	Webster La.....B-1
				Wellington Way.....D-5	Wellwood Rd.....D-3
				West Main St.....C-4	West St.....B-3
				West Branch Rd.....B-3	Whitaker Chase Dr.....C-3
				Wildflower Dr.....C-4	Willow Dr.....B-1
				Windrush La.....C-2	Winthrop Rd.....B-3
				Wood Acres Rd.....D-4	Wood Pond Rd.....D-4
				Woods Rd.....C-3	Woodside Rd.....D-4
				Yorkshire Dr.....B-2	



## 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  
19<sup>th</sup> Senatorial District  
860-240-0579

Representative to Congress:

Joe Courtney  
Second Congressional District  
860-886-0139

State Representative:

Robin Green  
55<sup>th</sup> Assembly District  
860-240-8700

## HOLIDAY CLOSINGS - 2021

New Year's Day - January 1  
Martin Luther King, Jr. Day - January 18  
President's Day - February 15  
Good Friday – April 2  
Memorial Day – May 31  
Independence Day – July 5 (observed)

Labor Day – September 6  
Columbus Day - October 11  
Veterans Day – November 11  
Thanksgiving Day – November 25  
Day After Thanksgiving – November 26  
Christmas Holiday – December 24 & 27

## **EMERGENCY INFORMATION**

### **Emergency Medical Service and Fire Department**

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#### **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**

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#### **RESIDENT STATE TROOPER**

**DIAL 860-228-3710**

**If no answer dial**

**860-465-5400**

**IF EMERGENCY - DIAL 911**

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#### **POISON CONTROL**

**1-800-222-1222**