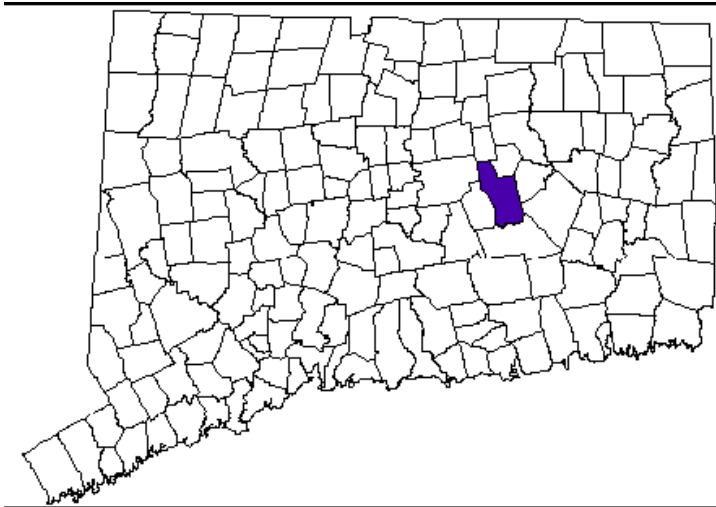
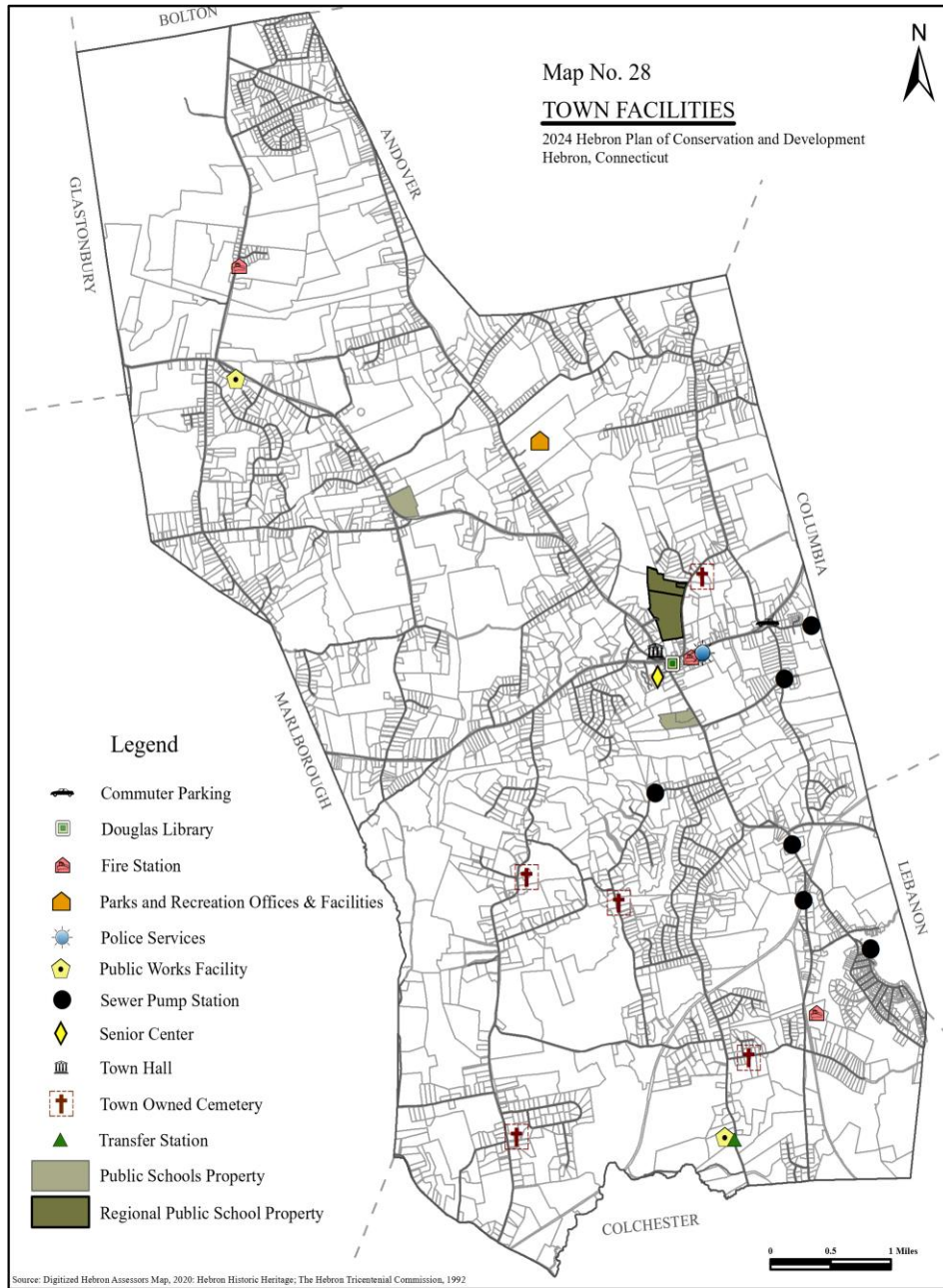


## Section 4

### Municipal Infrastructure



*Good fortune is what happens when opportunity meets with planning.*  
**Thomas Edison**





used for Challenge and Enrichment, and one is for Spanish), a library-media center, art and music rooms, a gymnasium, a multipurpose room/cafeteria, support service rooms and the office area. The eighteen year old six modular classrooms on the north side of the main building were demolished in 2023. A major investment in the building came about due to a of lead in the water. Replacement of the pipes in the building began in August 2019 and completed in May 2020 at a cost of \$775K with 54% reimbursement from a State Grant.

## **2. Gilead Hill School**

Gilead Hill School (GHS) was built in 1967 in response to a growing Hebron student population. It is located on 25.4 acres of land in the Gilead section of Hebron, which includes parking areas, a playscape, baseball fields, and a football practice field. Since 1967, there have been three additions to the building in 1970, in 1988, and in 2000. As a result of the last addition, the school is now 70,387 square feet and contains twenty-nine classrooms (including one room for the AHM Family Resource Center, two rooms for the Hebron Parks and Recreation PREP (before and after school) Program, one room for Occupational and Physical Therapy, two for Special Education, one for STEAM (Science, Technology, Engineering, Arts, and Math) / Spanish, one for tutoring and storage, and one as a conference room), a library-media center, art and music rooms, a gymnasium/cafeteria, support service rooms, an activity room, the office area, and the Board of education (BOE) central office.

## **3. RHAM Middle School and RHAM High School**

After a referendum in 2000, Region Eight authorized the construction of a new 368,970 square foot high school facility--which includes the Region Eight middle school (63,190 square feet). In the project, the old high school was demolished, major renovations and additions were made to the middle school and a new high school was erected connected to the middle school. The entire school complex sits on 76.82 acres and includes surrounding parking areas, baseball, softball, and soccer athletic fields, tennis courts, as well as a 400-meter synthetically surfaced track and a track circling the natural turf competition field. In 2008 Administrative Offices were added to the high school section of the complex, and, in 2012 a concession building on the side of the track and competition field was started and ultimately completed in 2013.

## **Private Schools**

In addition to the above listed public schools, Hebron has three private pre-kindergarten facilities, KinderRHAMa at RHAM high school, Discovery Zone on Pendleton Drive, and Christ Lutheran Early Childhood Center. In addition to these private schools, there are a number of private homecare facilities located throughout the Town, typically offering age-appropriate curriculum-based instruction. There is one private, special education school for students ages 16-21 with disabilities, Oak Hill School, operated out of Camp Hemlocks.

## **Hebron Demographics Related to School Population Projections**

### **Hebron Population**

The demographics of a community such as population changes, building permit activity and other factors have a direct impact on school population projections. As noted in the Community Profile section of the Plan, as of the 2020 U.S. Census, Hebron had a population of 9,098 people. This number represents a 6% decrease in population from the population in Hebron at

the 2010 census (9,686). Likewise, between 2010 and 2020, Hebron's school age population (children between ages 5 and 19) decreased by 27%, and Hebron's under-5 population decreased by 28%. However, Hebron has seen some dramatic shifts during and since the 2020 Covid 19 pandemic when work from home opportunities allowed people more flexibility in housing choices drawing people to more rural settings. Some indicators showing this is the uptick in the number of residential building permits since 2020, estimates by CTData Collaborative of Hebron's 2021 population being 9,512, a 4.6% increase since 2020, and Hebron Public Schools reporting an increase in their school's population of approximately 10% from 2020.

### Hebron Housing Starts

Typically, the number of new housing starts (new house construction) in a town is a leading indicator of the number of births by about three years, since young couples usually choose to start a family within three years of moving to a new location. In recent years, the rate of growth

Building Permits Issued for New Single-Family Houses	
Year	Single-Family
2023	5
2022	11
2021	14
2020	18
2019	12
2018	9
2017	9
2016	2
2015	7
2014	4

in Town which began in the 1980s has continued-- albeit at a slower rate. Specifically, between 2000 and 2010, the number of households in Hebron increased by 14.7%, but between 2010 and 2020 the number of households increased by only 1.4%. However, as shown in the table, there has been an increase in new residential permits since the Covid 19 pandemic. Hebron is not unique in experiencing a slower rate of

new housing starts. While the number of housing starts in CT have held steady this decade, they are far lower from the earlier peaks in the number of permits CT saw in the 1990's and 2000's. Residential construction never fully bounced back following the 2008 housing crisis.

### Hebron Birth Rates

Year	Number of Births
2023	78
2022	77
2021	72
2020	96
2019	79
2018	66
2017	64
2016	76
2015	54
2014	66

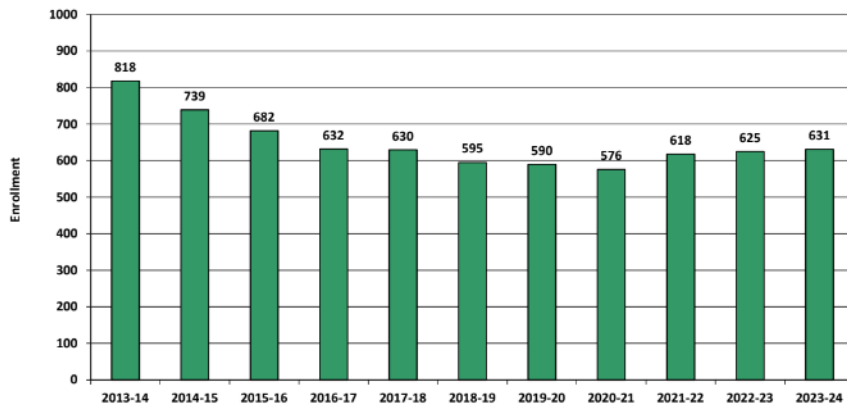
Hebron births are another key factor to consider in school population projections particularly in the short term (5 year) projections. Although the number of Hebron births over the past ten years is lower than the peak birth rates from the early 2000's, the rates shown in the adjoining table shows a strong and consistent rate of births.

### Hebron School Enrollment and Projections

The New England School Development Council (NESDEC) utilizes a cohort component (survival) technique, modified to incorporate district-specific demographic information such as student migration, resident births, and HUD-reported building permits to formulate enrollment projections for school districts. In their 2023 report to Hebron Public School, they provided the following information. The chart below outlines historical enrollment data from the 2013-14 school year through 2023-24 for students in grades K through 6. Please note, Hebron Public Schools serve PreK through 6th grade, so approximately 58 FTE (Full Time Equivalent) students should be added to the counts mentioned below based on the preschool special education, and lottery spaces available in the program. From a low of 576 (634 PK-6) students in the 2020-21 school year, enrollment has grown to 631(689 PK-6) in the 2023-24 school year.



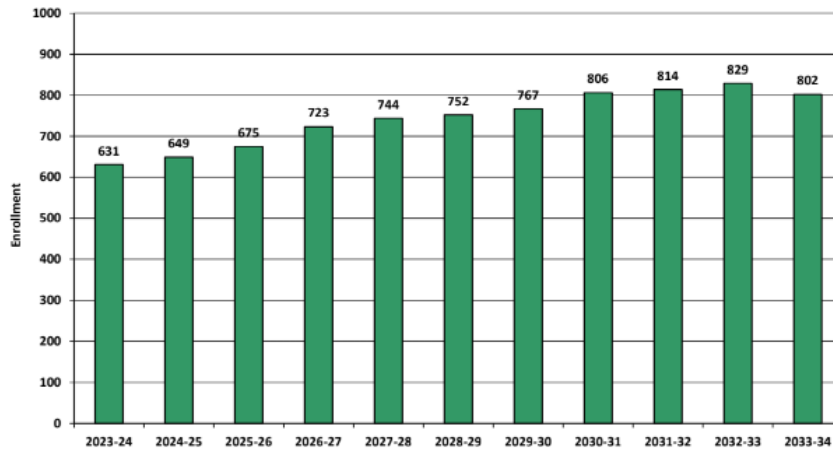
Grades K-6, School Years 2013-14 to 2023-24



Below, NESDEC outlines projected enrollment from the 2023-24 school year through 2033-34.



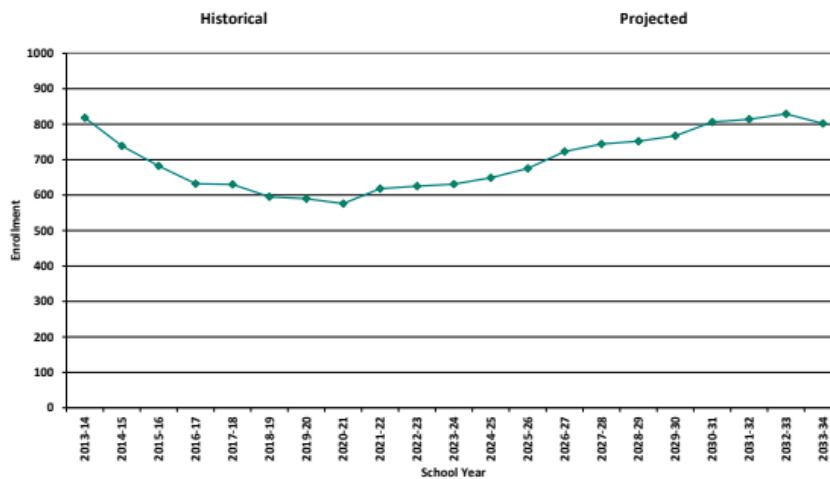
Grades K-6, School Years 2023-24 to 2033-34



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The final chart combines both historical and projected enrollment, showing a trend line from a low of 576 (634 PK-6) students in the 2020-21 school year, to a high of 829 (887 PK-6) students by 2032-33.

## Historical & Projected Enrollment



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### Enrollment and Its Effect on Capacity in Hebron Schools

Capacity, as it affects a school, bears explanation. Capacity is defined by square footage standards for different spaces within a building (classrooms, gymnasiums, cafeteria, etc.) and is based on “Space Guidelines for School Construction” developed by the School Facilities Unit of the Connecticut State Department of Education and other generally accepted school design practices and standards. Capacity is also influenced by local decisions and policies of the Hebron Board of Education, such as class size policies, program offerings and “utilization factors” (the percentage of the day a particular space is used). To a certain point it is possible to increase class size and thereby increase capacity in the number of students, although the effects of doing so may, depending on the source referenced, be detrimental to education. Gains in capacity made by increasing class size is limited: 1) by the ability to physically fit the students and associated desks and equipment into the classrooms; 2) by the requirements imposed by fire codes; 3) by the ability of core facilities (bathrooms, lunch room, library,



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music, art, physical education, etc.) by the ability to meet the needs of the students; and 4) by class size guidelines set by the local board of education.

Each of the Town's two elementary school buildings could house more students, but since all classrooms are currently utilized, increased enrollment as shown in the projected enrollment charts above would come at a cost to programs and offerings currently housed in each school. As noted earlier, some classrooms house special education programs, occupational and physical therapy, Spanish, Challenge & Enrichment, and two town sponsored programs all with dedicated space. If enrollment reached the levels in the NESDEC projections it may require the Town to reallocate the use of dedicated space for these other pieces of Hebron's educational infrastructure.

Gilead Hill School, with its current space utilization, has 20 grade level classrooms. Looking at maximum class sizes per BOE guidelines, and 2024 classrooms per grade-level, the total capacity of Gilead Hill School is 385. Hebron Elementary School, with its current space utilization, has 19 grade level classrooms. Looking at maximum class sizes per BOE guidelines, and 2024 classrooms per grade-level, the total capacity of Hebron Elementary School is 436. This means, without redistribution or elimination of access to dedicated space for school and town sponsored programs that currently have them, the district-wide student capacity is 821. While there is less confidence in any projection beyond a 4-to-5-year period, if the projected enrollment were to occur, the district would reach maximum capacity of current conditions in the 2028-29 school year. Because longer-range projections are often undependable, it is important to review these projections and their potential impacts on facility needs, each year.

## Goals and Policies:

**Goal:** To continue to accommodate Hebron's school-aged population with educational facilities and infrastructure that will allow students to perform to the maximum extent of their abilities.

### Policies:

1. Continue to maintain existing schools and other structures and sites in order to maximize their use as educational facilities and meet short- and long-term needs.
2. Continue to investigate designs that would facilitate the construction of a safe school drop-off area at both Hebron Elementary School and Gilead Hill School.

**Goal:** To encourage and support the sharing of Town infrastructure.

## **Policies:**

1. Encourage the sharing of Town spaces, either in the construction of new facilities or in the renovation of existing facilities, in order to accommodate space needs for educational staff and to promote the potential to share educational and town staff and equipment.
2. Complete the project of constructing sidewalks from the RHAM High School complex up Wall Street to approximately Ridge Road.
3. Connect the Jeremy River Trail System, originating at Burnt Hill Park, to the RHAM High School complex.

**Goal: To encourage opportunities by the schools and affiliated organizations, to maintain, rehabilitate, research and study Town open space, historical sites, State or Town parks and trails, etc. so as to reaffirm and strengthen a sense of civic spirit within the student body.**

## **Policies:**

1. Encourage and support the Town departments in the continuation of, and/or creation of new programs similar to the Hebron Clean-Up Day.
2. Recommend that school administrators and teachers encourage community-oriented activities as part of meeting certain course objectives (such as an individual or team project as part of a course requirement).
3. Encourage participation in programs such as the Salmon River Partnership water quality testing initiative.

## B. Emergency Services

States and communities across the country have seen major changes and events that have impacted the manner and the ability to provide appropriate emergency services for its residents. Primary among these are increasingly frequent weather anomalies (record-setting winter snow falls, more frequent windstorms, warming weather in general, increased periods of drought, severe flooding), and increased security concerns.



These conditions will continue to impact the ability of the town to provide timely and appropriate emergency services and planning for the future in order to make sure that the town's emergency service facilities, sites, and equipment are adequate to the task.

The emergency services that will be reviewed are Fire Protection, Emergency Medical Services (EMS), Police Services and Emergency Management.

### I. Fire Protection

The Hebron Fire Department is a municipal agency that provides fire, rescue, hazardous materials response, and emergency medical services within the Town of Hebron and to areas of surrounding towns by automatic and mutual aid agreements. To cover the long and fairly narrow configuration of the Town, the Department operates out of three stations: Company #1, located on Main Street, Company #2, located on Church Street in the Amston area, and Company #3, located on North Street in the Gilead section of the Town. This logical distribution of resources continues to allow for a quick first response within the recommended response times while providing mutual backup when needed. In 2023, the average response time was 8 minutes and 26 seconds, which is within the recommended guidelines. In terms of its personnel, currently the Department has a full-time appointed Fire Chief, a Deputy Chief, three Assistant Chiefs, two Captains, an administrative EMS Captain, three Lieutenants, a Fire Police Captain, and approximately thirty volunteers. Responses are made to over 1100 calls per year, an increase from 740 calls in 2014, of which over two-thirds are for emergency medical services.

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*Company #1* is the Town's central fire station located at 44 Main Street, on a 1.4 - acre site. Located in the center of Town, this Company has primary fire protection duties for the Town's business district as well as the RHAM Middle and High schools. The building is approximately 40 years old, is 9,500 square feet in area and has four emergency vehicle bays. The building also houses the Resident State Trooper's office and associated vehicle bay, and the offices for the Hebron Police.

A 9,400 square foot *Company #2* fire station was constructed in 2005 and is located at 663 Church Street, on a 4.0-acre parcel of land, in the Amston section of the community. The new fire station has three double-loaded equipment bays, and also houses administrative offices. This facility has primary fire protection responsibilities for the southern section of Town, as well as serving as back-up for Company #1.

*Company #3* is located on North Street and was constructed in the 1970's on 1.82 acres of land donated by the Foote family. The station is 3,080 square feet in size and contains three vehicle bays.

## Accomplishments:

Since the adoption of the 2014 Plan, the following has occurred concerning the Fire Department:

1. The 2018 update to the Hebron Zoning Regulations contained new standards for common driveways and now requires maintenance agreements.
2. In 2022 a Connecticut Department of Energy & Environmental Protection Volunteer Fire Assistance Grant - \$2500, was awarded and used towards purchase of firefighting nozzles and foam delivery appliances.
3. In 2022 a Connecticut Water Grant - \$1667.32, was awarded and used for the purchase of two gated large diameter hydrant valves.
4. In 2023 a Connecticut Department of Energy & Environmental Protection Volunteer Fire Assistance Grant - \$2500, was awarded and In used towards purchase of firefighting helmets and flashlights.
5. The Hebron Center Water System continues to expand in Hebron Center with the provision of hydrants to continue to provide appropriate fire protection in this area.
6. ARP (American Rescue Plan) funds were utilized to purchase battery powered rescue equipment and firefighting personal protective equipment.
7. In 2023 a full-time Fire Chief position was established for the first time in Hebron.
8. In 2023 a new roof coating was installed on the Company #1 roof to extend the life of the metal roof.

### Future Needs

The most pressing facility need concerns the future of the Company #1 building. The space within the building is at a premium and is less than adequate for the existing equipment, administration, for the needs of the State Police, and the Hebron Police; and the building continues to show the problems of an aging structure. There are efficiencies of the fire and police sharing the facility, however, the various needs of the separate agencies in a small space make being in the same building problematic. In addition to the building size constraints, the site itself is problematic as it is limited in size, provides no room for future expansions, has limited parking, and has extremely limited room for the maneuvering of the large vehicles it houses. A 2023 facilities study documented several building deficiencies related to plumbing problems, electrical issues, drainage problems and required ADA improvements.

Given the issues with the lack of adequate space for personnel, and the building conditions, the Town should do a needs assessment of the existing building and determine the space needs for the various functions that are located there and recommend if and when it is advisable to build a new Company #1, or a "Municipal Safety Complex", that would house the Fire Department, , Resident Trooper, Police services and Emergency Management. If a new building were constructed, locating the Emergency Management operations back to the Company #1 building would free up the needed space at the Town



Office Building. If it is advisable to build a new building, a decision will have to be made on the location of the building. Company #1 occupies prime real estate along Route 66 in the commercial district of Town. As the Town embarks on ambitious efforts to attract economic development to the Town, the existing 1.4-acre lot would be an attractive parcel, and a more logical site, for economic development. However, based on the historical pattern of emergency calls, remaining near the center of Town is sensible. A centrally located Fire Station is appropriate to cover the senior housing facilities on Loveland Road and John E. Horton Boulevard, the Stonecroft senior housing complex, the RHAM schools, the Hebron Elementary School, as well as the ever increasing density of businesses in this area.

Company #3 has no capability for expansion, it is now served by a holding tank as the septic field had previously failed, and the site itself is very small. It can continue to serve as a satellite station housing equipment which first responders in the Gilead section of Town could access. If further development in this part of Town creates a demand for a larger facility, a new site would have to be found.

## **Water**

An adequate and convenient source of water for firefighting purposes is essential to fire department operations.

In the Town Center a public water system, operated by the Connecticut Water Company, is in place throughout most of Hebron Center and provides a reliable water source for potential emergencies in the center of Town. This system was one of the reasons for an improved ISO ratings for businesses in the Town Center.

Outside the Town Center, the Fire Department depends on dry hydrants, natural water sources, and water tankers to bring water to a fire as opposed to a public water supply system. A fire pond and dry hydrant type of water supply system is typical in a rural residential community. the fire department continues to update their inventory of all fire ponds and all dry hydrant locations in Town and this information has been entered into the Town's GIS mapping system to be more readily available to fire personnel.

## **Goal & Policies:**

**Goal: The Town should continually review its emergency service needs and current facilities to ensure proper service and protection for its citizens.**

## **Policies:**

1. Support and encourage the proper expansion of the public water system within Hebron Center.
2. Support the inclusion of full fire protection facilities with new water systems in the Town's business districts.
3. With the input of the Fire Department, develop a plan for fire department station improvements / replacements that has the least impact on the municipal budget. A study should commence including a space needs assessment of the uses within Company #1 and a possible construction of a new building or a combined "Municipal Safety Complex" building.
4. The department should continue to assess its current vehicular, communication and equipment upgrade or replacement needs through the Town's Capital Improvement Program and possible grant funding.

## Action Items:

1. In conjunction with the Fire Department, develop standards for dry hydrant installation and maintenance.
2. Continue to review potential incentive programs to encourage additional volunteers to join the Department.

## II. Emergency Medical Services

Emergency Medical Services (EMS) are provided by the Fire Department and are based from the Company #1 Fire Station on Main Street. The Hebron Fire Department operates two Basic Life Support (BLS) ambulances, staffed by both paid personnel and approximately 15 volunteer Emergency Medical Technicians (EMTs).

Hebron's EMS operations are state licensed and each EMT must achieve and retain certification for BLS services. EMTs either report directly to a call or respond to Company #1 to staff the ambulance. EMTs carry oxygen and a medical bag with them to ensure availability of such equipment for use at the scene. Paramedics, dispatched from Windham Hospital, provide more advanced medical care.



## Accomplishments:

Since the adoption of the 2014 Plan, the following has occurred concerning the Fire Department:

1. A per-diem staff structure was established to ensure overnight (11:00pm to 7:00am) and weekend day coverage (7:00am to 5:00pm) due to the lack of volunteers on certain days and hours. Full time Firefighter/EMT's (two) provide weekday daytime coverage (7:00am to 5:00pm).

## Future Needs

Additional space is needed at Company #1 for medical supplies and decontamination equipment. Conversion to a high band radio system is being planned. The equipment needs of the department are partially funded through the Town's Capital Improvement Program, ambulance billing revenue, as well as through grant opportunities when they become available.

## Goal & Policies:

**Goal:** To provide EMS for town residents in an effective and efficient manner to achieve desired first responder arrival goals and to provide quality BLS advanced medical care and ambulatory service.

### Policies:

1. To support the Fire Department in its EMS facility, vehicular, and equipment needs.
2. To encourage appropriate roadway connections and an overall efficient Town road system to facilitate better response time for EMS.

### III. Police Services

Police services are currently based at the Company #1 Fire Station on Route 66, Main Street. The police area within Company #1 consists of two vehicle bays (575 square feet) and an office area (370 square feet). The Town contracts for the services of one Resident State Trooper, hires four part-time Hebron Police officers, two School Resource Officers (one for the elementary schools and one for the RHAM schools), a part-time administrative manager, and the Chief of Police (currently a duty of the Town Manager). The Town is provided 24 hour police protection through the Resident State Trooper, Hebron Police Officers, and state troopers from Troop K in Colchester assigned to respond to calls in Hebron. Troop K is located at 15 Old Hartford Road, Colchester, CT.



The Hebron Resident Trooper and Hebron Police Officers provide a full range of services including emergency response, criminal and accident investigation, crime prevention and community service projects. Hebron is one of three towns to use the Juvenile Review Board (JRB) as a diversion program for juveniles through the Andover Hebron Marlborough Youth Services (AHM).

## Accomplishments:

Since the adoption of the 2014 Plan, the following has occurred concerning Police Services:

1. Implemented the required procedures to meet the training and certification requirements of its Police Officers pursuant to P.A. 22-119

### Current facilities, Conditions, and Inadequacies

Operational space at the current location is inadequate, as office, reception, parking, record and evidence space is crowded. Police Barracks in Colchester provide detention, investigation / interrogation, and lock-up space. The department currently utilizes two vehicles replaced on a three-year cycle.





### **Future Needs**

The need for police staffing appears to be satisfied for the foreseeable future. As previously discussed, if a new Municipal Safety Complex building is considered, inclusion of the police services should be included providing the needed office, storage, and parking space.

### **Goal & Policies:**

**Goal:** To provide adequate facilities, communication and equipment needs of the police services department to achieve an effective and appropriate level of public safety within the community.

### **Policies:**

1. Analyze current deficiencies of police department facilities to determine current and future needs of the department.
2. Assess if the current facility site provides an effective and efficient location from which police services are provided.
3. If the current site does not provide an adequate location to provide services, sites in the central area of town to relocate the primary operations of the department should be identified, possibly in conjunction with a Municipal Safety Complex with fire department operations.
4. The department should continue to assess its current vehicular, communication and equipment upgrade or replacement needs through the Town's Capital Improvement Program and possible grant funding.
5. Continue to meet the training and certification requirements of its Police Officers pursuant to P.A. 22-119.

## **IV. Emergency Management**

A part time Emergency Management (EM) Director runs the Town's EM operations. He is responsible for securing and administrating grants, and making sure the Town is in compliance with the National Incident Management System (NIMS), an eligibility requirement of certain grant funding.

Emergency Management is part of NIMS, the national standard for incident management which provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to prevent, mitigate the effects of, and respond and recover from, all domestic disasters. Towns receive training from the State from NIMS, which is part of the Federal Emergency Management Agency (FEMA), which reports to Homeland Security.

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EM is currently housed in the Town Office Building. RHAM High School serves as the Town's emergency shelter—as well as for the Towns of Andover and Marlborough.

Currently the Town's EM Director works with the Capitol Region Council of Governments (CRCOG) in updating the Town's Natural Hazards Mitigation Plan which deals with minimizing risk from natural disasters such as flooding, and minimizing risk of forest fires, and reinforces the need to enforce wetlands and flood zone regulations.

## Accomplishments:

Since the 2014 Plan was adopted, the following accomplishment was achieved:

1. The EM Director and the Town Planner worked with CRCOG in updating the Natural Hazards Mitigation Plan, completed in 2019.
2. A \$2 million grant was secured from the CT Department of Economic and Community Development to provide an Emergency Electrical Generator System capable of allowing both the RHAM Middle and High School to become full-service Emergency Shelters. An RFP soliciting Electrical Design and Professional Engineering Services was issued and bids opened November 2023. An award will be approved by the Hebron Public Buildings Committee in 2024.

## Future Needs:

As previously discussed, if a new Municipal Safety Complex building is considered, inclusion of the offices of the EM Director and equipment should be included to best provide coordination of emergency responders and to open up space in the Town Office Building.

## Goal & Policies:

**Goal:** The Town should continue to provide funding and resources for the Emergency Management operations of the Town to best protect its citizens in times of emergency.

## Policies:

1. The Emergency Management Director should continue to work to make the Town compliant with NIMS's and aggressively seek out State and Federal grants to assist with the Emergency Management needs of the community.
2. The Emergency Management Director should continue to secure Emergency Management Performance Grants as a source of necessary yearly funding.
3. Ensure that the Emergency Management space needs are considered in the planning for a new or expanded Municipal Safety Complex.



## Accomplishments

Since 2014, the following has been accomplished with regards to the Public Works Department and its operations, and the Town's efforts to address the deficiencies in those facilities that were noted in the 2004 and 2014 Plans of Conservation and Development:

1. Several studies were completed to look at space needs and potential new site plans for a new Public Works complex: (a) A space needs analysis of the Public Works functions was conducted by the engineering firm of CME Associates, Inc., titled: "Town of Hebron, Connecticut Department of Public Works Facility Building and Site Program, January 28, 2013". (b) A 2015 study was completed by BL Companies, titled "Feasibility Study; Department of Public Works" looking at the feasibility of an expanded facility at the existing location. (c) The Town Public Building Committee extensively researched and analyzed vacant parcels for potential public works sites. (d) A concept plan was developed by the Town Engineer Consultant for a new public works complex in the Village Square. (e) An online survey was conducted to solicit the opinion of Town residents on the location of a new facility. All of these studies were conducted as tools to guide the future development of a new facility.
2. The Town Engineering consultant studied the property adjacent to the existing Public works property, now owned by Eversource, to determine its appropriateness for a Public Works yard expansion.
3. In 2023, a new committee, the Department of Public Works Action Committee, was formed by the Board of Selectmen, to research and find a solution for the Public Works complex that satisfies current and future needs.

## Current Facilities, Conditions, and Inadequacies

The entire Public Works operational facilities are restricted to a five-acre portion of the aforementioned 19.6 acre parcel. The 14-acre town landfill, operated from 1962 until it was closed and then capped in 1995, cannot be utilized or altered in any manner. The landfill, capped with clay and then topsoil, requires monitoring wells for leachate and mowing twice per year.



**Public Works Complex:** The five-acre portion of the site dedicated to the Public Works Complex encompasses several structures including the 100 ft. x 60 ft. steel maintenance / office garage; a 100 ft. x 40 ft. cement block building (80 ft. x 40 ft. used for cold storage and 20 ft. x 40 ft. used for animal control); a 26' x 40' salt shed; and two hangers being 70'x 10' and 60'x 10' in size. The site also includes above ground propane, gasoline and diesel tanks, underground oil-water separator and

septic system, and an area for outdoor storage of construction materials, sand and gravel, and some equipment. The Town has secured the required Industrial Stormwater General Permit for this the drainage systems at this site.

The 6,000 square foot maintenance / office building is not in adequate condition and is undersized for the operations it houses. The equipment bay area is crowded, lacks lifts, is inadequately lit, is height restrictive and has little room for parts inventory storage. The building lacks training or meeting rooms, has inadequate lunch and shower areas, and inadequate record storage space. There is also a lack of office space for the director and the road foreman. In the 2013 CME report, as well as a 2010 Facilities Study conducted by the Town, several code deficiencies were noted in the building as well as numerous instances of excessive wear and tear and examples of the building being too small and spaces too cramped to be considered adequate to serve the Department's needs safely and efficiently. In addition, in the 2013 CME report, the conclusion of this study was similar to the previous facility study indicating that the overall facility is inadequate, the current buildings are undersized, and the existing site as presently configured is too small to use for expansion.

The 3,200 square foot cold storage building is also structurally inadequate. The aforementioned facility study identified numerous code violations, a number of wear-and-tear items and several developing structural issues. The 800 square foot animal control facility, attached to the cold storage building, includes ten kennel canine enclosures with heated indoor / outdoor access and short run areas.

The salt shed was rebuilt in 2004 to cover the amount of salt and sand / salt mix required in the Town. The Town has moved toward the use of treated salt for ice control on the Town's roads and this salt shed only holds a half year supply, which is considered inadequate. The Town does store a small quantity of salt / sand at a satellite location in the north end of Town on Salt Box Road.

There are sixty (60) vehicles and trailers that are included in the Town's vehicle / equipment inventory that the Public Works Department utilizes and / or maintains. The department requests replacement of its Public Works vehicles on a timely basis through the Town's Capital Improvement Program (CIP). A Town-wide vehicle replacement schedule is updated each year and replacements are funded through the CIP. This process is important to maintain so that multiple vehicles do not come up for replacement in the same year.

**Transfer Station:** In addition to facilities of the public works complex, the site also is host to the solid waste disposal facilities for the town. These facilities include two attendant stations, the compactor, and its wooden shell, ten roll-off containers (which collect recyclables, household trash, bulky waste, metal, brush, leaves, and grass clippings), a roll-off truck, a backhoe, and a compactor. All Municipal Solid Waste, bulky waste and recycling materials are transported to Casella Waste Systems in Willimantic. Also, electronics are collected by a separate vendor selected by the Public Works department. Brush and other vegetation are accepted by Earthgrow, a permitted compost facility. An on-site compost area is not practical due to site constraints. Recyclables include newspapers/magazines, white paper, cardboard, metal food containers, glass, and most plastics. Hazardous waste is collected on specified dates throughout the year coordinated through CREOC (Capitol Region East Operating Committee) for its eight member towns. This occurs at the Olcott Street disposal facility in Manchester. The transfer station does collect and recycles waste oil, anti-freeze, batteries, and tires. Dried latex paint is accepted and is disposed of in the household trash compactor. The Hebron Green Committee established the "Swap Shack", a storage shed located at the Transfer Station, which allows Hebron residents to give away or trade gently used items that are clean and in working order. At the time of printing, the Swap Shack is open on Sundays except during winter months. As with the Public Works facilities, the department requests replacement of Transfer Station vehicles and equipment on a schedule through the CIP.



Currently, there is a fee schedule approved by the Board of Selectmen to dispose of certain large items such as bulky waste, appliances, tires, furniture, mattresses, and brush. A private waste disposal contractor also serves the Town and offers single stream recycling.

While the physical condition of the transfer station is adequate, the facility is considered overcrowded and inadequate in terms of space for the future. The Town Facility Study identified several code deficiencies and safety concerns with the Transfer Station offices. Also, State regulations require that some method be used to prevent stormwater from entering the containers.

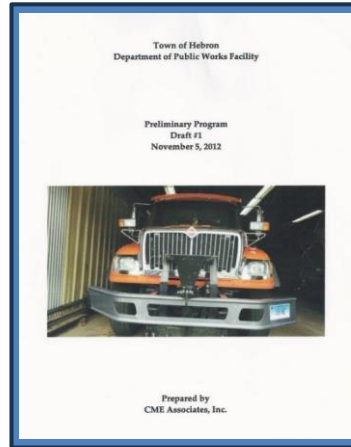
#### **Future Needs**

Due to the inadequate conditions of the existing facilities as noted above, and the lack of remaining usable acreage at its present location, a new public works facility is required. The Town needs to develop a plan as to: a) how to use the current facilities; and b) what and where to build new facilities.

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**Public Works Complex:** An eight to ten acre site is desirable to meet the Public Works Department's current and future needs. The 2013 CME needs assessment identified the need for 1,500 square feet of Administrative facilities, 1,200 square feet of Support Facilities, and 16,600 square feet of Equipment Facilities. A larger Salt Shed and Covered Exterior Equipment Storage areas are also needed.

The Public Works facilities are clearly the Town facilities most in need of replacement and upgrading. The Town needs to follow up on the 2013 CME study and the 2015 BL Companies study to find a solution that satisfies current and future needs for this important Town operation. In 2023 new studies are underway, and a new task force, the Department of Public Works Action Committee, has been established by the Board of Selectmen to accomplish this task.



**Transfer Station:** With either the relocation of the public works complex, or the redevelopment of the existing site, the needs of the Town's transfer station need to be addressed and the deficiencies noted in the previous studies need to be addressed.

## Goals & Policies:

**Goal: Public Works Complex: To provide adequate facilities, usable land, and storage areas to ensure an efficient and effective delivery of public works services.**

**Goal: Transfer Station: To provide adequate facilities to safely collect, store and dispose of solid waste and recyclables.**

## Policies:

1. Support development of a Master Plan of a new Public Works Facility utilizing the space needs analysis contained in the 2013 CME and 2015 BL Companies reports. Potential sites should be selected to ensure future expansion of the department, look comprehensively at Town maintenance equipment and operational efficiencies, consider adequate salt storage facilities, and needed equipment and vehicle storage needs. Care should be taken to adequately buffer abutting neighbors from view of the complex, wherever possible. Proper precautions to protect wetland soils are essential due to high vehicular use and the nature of storage materials necessary to operate the department. Following the Master Plan study, the Town needs to make a decision on which option to pursue, and quickly move to implementation, even if it is done in phases.

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2. Support the efforts of the Department of Public Works Action Committee, formed in 2023, as it looks to find the best solution to a new Public Works complex.
3. The department should continue to assess its current vehicular fleet and other equipment and structures for periodic replacement through the town's Capital Improvement Program.
4. Consider ways to modify and expand the Town's recycling program to all acceptable materials. Establish a plan for educating residents and businesses on the Town's recycling program to increase the percentage of residents who recycle, thereby reducing the amount of the Town's solid waste and associated expenses.
5. Consider a site for composting plant materials in an effort to reduce the costs of disposal.
6. Expand the animal control facilities, when practical, to separately house cats from dogs; or consider current Regional efforts to establish animal control facilities / services with neighboring towns.



## D. Town Offices

### Background

The town offices currently consist of 3 buildings, the Town Office Building, the Horton House, and the Town Records Building. The facilities are used by 21 town employees. The Horton House (2 levels plus a basement) is 2,705 sq. ft.; the Town Hall (2 levels) is 8,246 square feet, and the Town Records Building (1 level) is 432 square feet. The office complex sits on a total of 4.67 acres and is served by a parking lot that forms a semi-circle around the Town Office building, and which contains 48 regular and 5 handicapped parking spaces.



### Town Office Building

The Hebron Town Office Building is a wood-frame construction building with a brick veneer located at 15 Gilead Street (Rt. 85). After its initial construction in 1963, it was nearly doubled in size with a two-story 36 feet by 54 feet addition constructed in 1982. In 2009 a small addition was completed which added an elevator and addressed several ADA accessibility issues in the building.

The Town Office Building houses the day-to-day activities of the following departments and offices: the Town Clerk, the Finance Department, the Town Manager, the Tax Collector, the Assessor, and the Registrar of Voters. Up until 2011 it held offices for the Parks & Recreation Department and the Probate Judge. That year, Burnt Hill Park and its associated facilities were completed, and the Parks & Recreation department moved to new offices at the park, and the Probate Judge offices were established in Glastonbury as Hebron is part of the Glastonbury-Hebron Probate district. In addition to office space dedicated to the departments, the Town Office Building houses restroom facilities, storage closets, a kitchen and break room and two records vaults. The Town Office Building also contains a main meeting room on the lower level with a capacity of 39 people where various staff, boards and commissions hold day and evening meetings. And a smaller meeting room, the Marion Celio Room, was created on the main floor having a capacity of 15. Because of ADA counter height issues with some departments, this room has been used to provide a space for reviewing records to those individuals who require it.



A 2023 facilities study included a review of the Town Office Building. The results of this review indicated no significant code issues with the current building, and noted the ongoing improvements and modifications mentioned above.

As the Town has grown, it is apparent that the space in the Town Hall building will eventually be inadequate to meet the needs not only of the community, but also of the various Town departments who service the community's needs. The inadequacy of space in the Town Office Building is apparent in the small-capacity meeting room which has the effect of causing many evening meetings to be held in other locations, the lack of waiting room or seating area space for the public who must wait for an appointment, the limited space in the Town Hall Vaults for the growing inventory of town records, and the lack of expansion space for all departments in the existing structure. In the future, if additional space needs are to be addressed, the connection of the buildings to the public sewer system has freed up space on the property to the north of the building for a possible expansion of both the meeting room but also for office and storage space. As the need grows, this option should be studied as the most cost-effective long term solution.

## Accomplishments:

Since the 2014 Plan was adopted, the Hebron Town Office Building has undergone several significant building improvements.

1. The non-functioning old passive solar wall panels were removed; the roof drainage was replaced and re-routed that prevented gutter over-flow; attic insulation was supplemented to meet code requirements; self-latching mechanisms were installed on fire doors; a new gas fired furnace was installed when natural gas was extended to the Town Hall site in 2018; mini-splits were installed to replace the inefficient window air conditioners; an emergency generator was installed in 2015 along with an upgraded service panel; and, Wi-Fi was provided throughout the complex in 2014.
2. In the Town Clerk's vault, new filing systems were purchased to house maps, vital records, land records, archived town records and active and archived board and commission minutes; and many of these records were digitized to reduce space requirements. In addition, more efficient cabinetry for the vaults was purchased through the State of CT Historic Document Preservation Grants which has alleviated the present storage needs.
3. New Electric Vehicle (EV) charging stations were installed in the Town Hall parking lots for use by Town residents.

### The Horton House

The Horton house, named for long-time town employee Mrs. Daniel G. Horton, who served as Probate Judge, Probate Clerk, and librarian, was built in approximately 1865 by Dr. Orrin White. The building features seven fireplaces, wide plank flooring and is of the Greek Revival Style. In 1988 the Town purchased the Horton house, together with the 1.2 acres of land on which it



Commented [MB1]: This implies we've known for a while that it is inadequate, but was that mentioned already?

Commented [MO2R1]: I'll reword.

Commented [MB3]: Mike, were all these improvements applicable to each building in the complex? For example, passive solar wall panels - I'd imagine that's specific to the Town Office Building.

Commented [MO4R3]: You are right. I'll move this under the TOB section.

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sits. The property and building were renovated shortly thereafter to accommodate the Town's land use departments. Currently, the property is listed as a historic property in the Town's land records.

The Horton House accommodates the Planning Department, the Building Department, the Wetlands Agent, and the plans and files for the WPCA Administrator and contains an office for the Chatham Health District. In addition, it offers the public access to Town Land Use personnel and to information about Town Properties. While not suffering the same space constraints as the Town Hall, the Horton House faces challenges typical of a historic structure with regards to storage of land use and building permit records, and ADA compliance. In addition to office space for Land Use departments, the two-story Horton House contains a single restroom facility per floor. It also contains a very small meeting area with a capacity of 8 people.

In 1989, shortly after purchase by the Town, the building underwent a series of renovations, including the installation of the current rest room facilities, the reinforcement of floor framing to support live loads of 50 psf (pounds per square foot), the installation of a new roof, and the repair and replacement of exterior clapboards. Other major improvements were conducted in 2009, 2011 and 2012 (some with the assistance of a State Historic Preservation Office grant) concerning an improved access sidewalk to the main entrance, improvements to the roof gutter system and drainage system resulting in a much dryer basement, reconstruction of the two chimneys, and repainting of the building and restoring the Majorie Circle entry door to its original design.

## Accomplishments:

Since the 2014 Plan was adopted, several additional improvements have been made to this building.

1. A new gas fired furnace was installed in 2018 with the extension of natural gas to Hebron Center. An emergency generator was installed in 2015 along with an upgrade to the electrical service panel. Window air conditioner units were replaced by a more efficient system of mini splits throughout the building. In 2023 a new concrete floor was laid in the basement in order to further control the moisture in the basement.

### The Town Records Building

The Town Records Building is a twenty-four by eighteen square foot building, and it houses the overflow records from the Town Office Building vaults used by several Town departments. The



building has its own electrical system which supports lights, two aged space heaters and two dehumidifiers that drain to the outside of the building. There is no running water or bathroom facilities, and the building is not climate controlled with regards to heating, although moisture is addressed with the two dehumidifiers. Typically, a town department will retain its own records in the vault in the Town Office Building. When a set of records reaches the point, it can be closed out at the department level, the records are moved from the Town Office Building to the Town Records Building where they remain for the duration

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of the statutorily required retention period before they are ultimately destroyed. If a member of the public wants to view any of the records contained in the Records Building, they must make an appointment with the Town Clerk who will remove the required records from the Records Building and deliver them to the requestor at the Town Hall Building. Similarly, if Town Staff wishes to view any records, they must follow the same procedure. Since the demand to see records stored here is low and the present use of the building adequately meets the needs of the public and Town departments, there is no need to expand this building or to re-deploy it for any other use, since doing so would necessitate offsite record storage. The Town Records Building is a historical landmark; the building has often been open to the public on Hebron Maple Festival Weekend.

## Goals and Policies:

**Goal: Provide effective and efficient Town government services while minimizing infrastructure and operational costs.**

### Policies:

1. Continue to monitor the space needs of the Town Hall complex operations and as needed study the options for expanding the Town Office building to provide adequate meeting rooms, office, storage spaces.
2. Once a decision is made as to the long and short term uses for the Town Hall Complex, make renovations to the building(s) to address ADA and code compliance issues.
3. Support staff efforts in requesting CIP funds to accomplish maintenance needs and structural analysis at the Horton House.

## E. Library

The current Douglas Library is only the latest chapter in a long history of Hebron literary clubs and other, similar, associations dating back to 1844. In 1897, Ida Porter Douglas, wife of a prominent Hebron physician, Charles C. Douglas, both long time members of the Hebron Literary Society, led efforts to purchase land and build a public library for Hebron's residents. The original Douglas Library was expanded in 1957 and



served the community until the new state-of-the-art building was completed in 1999. Located on the south side of Main Street in the heart of the historic Hebron Green, the site's limited size resulted in the design of a multi-level, ADA compliant, Victorian-style addition and renovation to the original library building. Working with state guidelines for projected growth, the Library was expanded at that time to accommodate the needs of the community for years to come. Today, the Library houses 45,000 total print items (books and magazines) as well as a significant investment in digital materials (audio books, DVDs, and music) and resources such as portable Wi-Fi hotspots, 3D printers, a 3D pen, a book scanner, and others in its 16,800 square feet, having ample room for future acquisitions and expansion of staff.

For most of its history, the library was owned by the Douglas Library of Hebron Association, a private, non-profit corporation. The Association received income from a trust fund established by Dr. Douglas. This income was insufficient to fully support Library operations, and in 1989, the Library began to receive annual appropriations from the Town of Hebron. Since 2001, the Library has received approximately 98% of its budget from the Town (the trust income is deposited into the Town's general fund). The Friends of the Douglas Library raise money for the library from book sales and other fundraisers which help fund circulation materials and programs. In 2012, The Hebron Board of Selectmen appointed a Library Study Task Force to study and review alternatives for the provision of library services, the framework for the future of the Douglas Library and the agreement between the Town of Hebron and the Douglas Library of Hebron Association. The study concluded with a recommendation for the Town to take full ownership of the Douglas Library and all the associated property. In 2013, the Town approved Town ownership of the Douglas Library and approved an Ordinance governing its operation. As specified in the Ordinance, the Town now appoints the Library Board of Trustees, the Library's governing body.

## Accomplishments:

Since the 2014 Plan was adopted a number of improvements to the Library and its site have been accomplished.

1. In 2012, the Town was awarded a grant under the State's Small Town Economic Assistance Program (STEAP) and used those funds to construct 40 new parking spaces to the rear of the Library to supplement the original 39 spaces immediately adjacent to the building entry. This is considered sufficient for the use of daily patrons and when the library's meeting rooms are used for public forums.
2. A number of building improvements were completed such as replacement of flooring, a new HVAC system, installation of new energy efficient windows throughout the building, and with the assistance of a State Library Construction Grant the roof was brought up to current building codes.
3. A 2022 STEAP grant was approved to connect the Library parking lot via a pedestrian bridge and sidewalk to Pendleton Drive, connecting these two neighborhoods in Hebron Center.
4. In 2022, after a year of work by the Douglas Library of Hebron Strategic Planning Committee, the Library Board of Directors approved a 5 year strategic plan, "Strategic Plan 2022-2027 – W.I.S.E. Decisions", to create concrete, measurable objectives organized under the headings of Welcoming, Integral, Safe and Evolving.

Some remaining needed improvements are the repaving of the original 39 space parking lot, as well as restoring some landscaping and sidewalks around the building.

## Goal & Policies

**Goal: 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. (Strategic Plan 2022-2027 W.I.S.E. Decisions Mission Statement)**

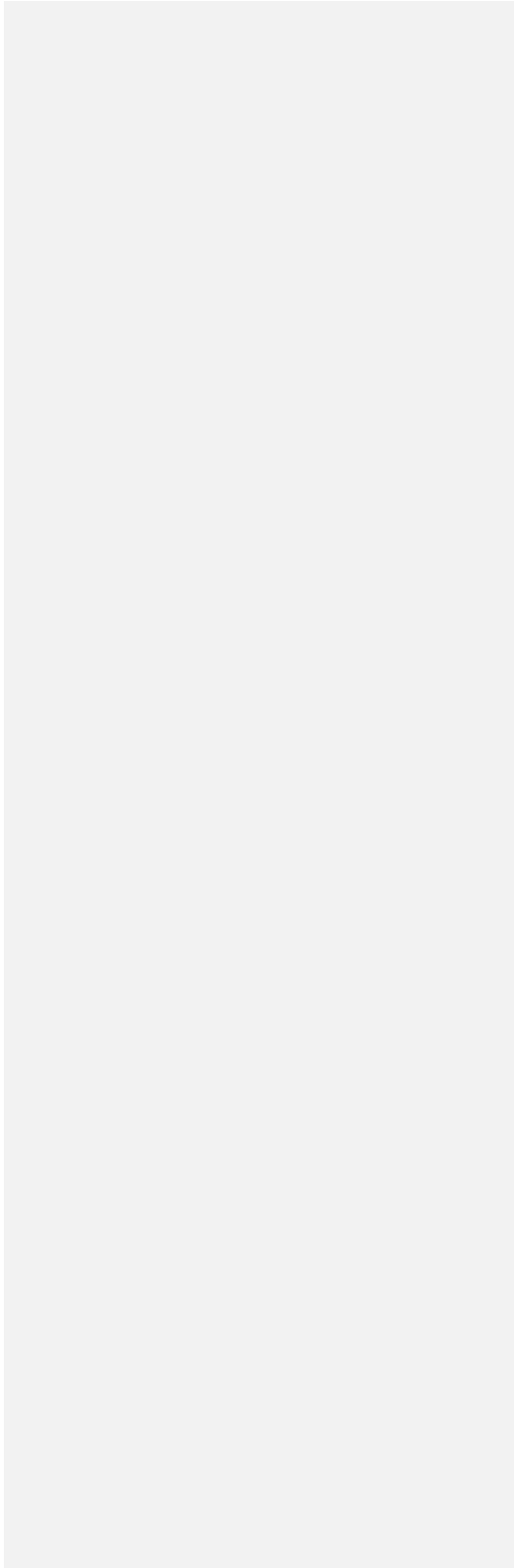
### Policies:

1. To encourage the continued development of the Library's facilities and operation to meet the changing needs of the community.
2. To foster the use of the facility as an arts and cultural resource.
3. To support and implement the findings of the "Strategic Plan 2022-2027 W.I.S.E. Decisions".

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**Action Items:**

1. Support the repaving of the original 39 space parking lot adjacent to the building entrance.
2. Revitalize the landscaping and walkways around the building.



## F. Cemeteries

Hebron has a number of small, historic cemeteries dating back to 1723 that help document the development of the Town and serve as reminders of its past. Below is a list of all the Town Cemeteries. Also included are two additional cemeteries not officially recognized in Town Records: the individual gravesites of John Knowlton Rollo<sup>1</sup> and of Bulah Stark<sup>2</sup>. The Rollo gravesite is located on the south side of the discontinued portion of Slocum Road within the Salmon River State Forest. It contains a well-preserved headstone encircled by a stone wall.<sup>1</sup> The Stark site is located at 320 Burrows Hill Road on private property.



The other Hebron Cemeteries are listed below. Of these, three are in active use (New Hebron Cemetery, St. Peter's Cemetery and Gilead Cemetery):

1. Jones Cemetery, Niles Road; 1846-1900 (10 family graves)
2. Gott Cemetery, Niles Road; 1795-1865 (45 visible markers)
3. Godfrey Hill Cemetery, Gilead Street, 1741 - 1842 (90 markers)
4. Old Town Cemetery, Wall Street; 1723 - present; (309 markers)
5. New Hebron Cemetery, Wall Street, 1961 – present (294 markers)
6. Jones Street Cemetery, Jones Street; 1777 - 1934 (170 markers)
7. Burrows Hill Cemetery, Burrows Hill Road; 1816 - 1940 (53+ markers)
8. St. Peter's Cemetery, Church Street; 1819 – present (1,441 markers)
9. Gay City Cemetery, North Street; 1808-1838 (6 markers)
10. Gilead Cemetery, Gilead Street; 1751 – present (1,143 markers)
11. John Rollo Grave Site, Slocum Road – discontinued section; 1777 (one marker).
12. Bulah Stark Grave Site (aka Stark Cemetery), 320 Burrows Hill Road, 1813 (one marker).

The Town of Hebron's Park and Recreation Department maintains the cemeteries' grounds, primarily through mowing operations, at the Burrows Hill Cemetery, the Jones Street Cemetery, the Old Town Cemetery, and the two Niles Road Cemeteries (Jones and Gott Cemeteries). The others are maintained by private parties and the Rollo site is maintained by a Hebron Resident.

<sup>1</sup> John K. Rollo's given name was "John Knowlton Rollo," however, through some quirk of history, "Nolton" was scribed on his headstone instead of "Knowlton." Corporal John Rollo was a Revolutionary War soldier who heeded the call of the "Lexington Alarm," (a route and series of signals that started by William Dawes and Paul Revere and called to arms militia units from Massachusetts, Connecticut, New York, and New Jersey). Rollo supported the Boston-area colonists for a total of twenty-one days. He passed away in 1777, although he did not fall in battle. Interestingly, the majority of the Rollo family rests in the Gilead Cemetery, however, because it is suspected that John K. Rollo died of smallpox, the stringent rules of the day would not allow him to be buried or moved to a more populated location out of concerns of spreading the disease. Corporal Rollo was rumored to have been buried with his horse—again out of concerns of spreading the dreaded disease.

<sup>2</sup> Bulah Stark is listed in the Tolland County Connecticut Cemetery Records as being laid to rest in the Stark Cemetery on Burrows Hill Road, and now identified as 320 Burrows Hill Road. Bulah Stark was the wife of Captain Benjamin Stark of New London, and she died on September 18, 1813, at the age of 24 years, 10 months. The information about Mrs. Stark was copied from her gravestone.



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The Hebron Historical Society has been active in efforts to preserve and protect historic gravestones and cemeteries. Recently, CODE (Coalition on Diversity and Equity) organized clearing brush and cleaning up the historic portion of the Wall Street Cemetery. However other maintenance functions are important to preserve these grounds and historic headstones.

To date, none of the religious organizations in Town have expressed a need for more burial space. Both the New Hebron Cemetery and Gilead Cemetery are non-denominational. New Hebron has approximately 5 acres of available land, and Gilead has approximately 6 acres. Both associations anticipate having adequate room to serve the community for the foreseeable future.

## Goal and Action Item

**Goal: To maintain and carefully preserve Hebron's cemeteries as beautiful places to continue their active use, as well as to serve as a valuable resource of Hebron's diverse history.**

### Action Items:

1. The Town, private organizations, and volunteers should coordinate their efforts in maintaining town cemeteries including re-setting headstones, repairing, and cleaning headstones, and documenting information of those interred in each cemetery.
2. Continue to explore undocumented burials of Indigenous peoples and African Americans in Hebron cemeteries.
3. Capture and document information on deteriorating gravestones.

## G. Roadways, Bridges, Stormwater, and Walkways

This section of the Plan will provide an overview of the Town's existing transportation since the adoption of the 2014 Plan, will identify infrastructure, will note improvements to the infrastructure that have occurred any existing areas of concern, and will outline the Town's current program for maintaining and improving Roadways. This section will also include goals and policies for the Bridges and Walkways now and into the foreseeable future Town to guide officials in managing, improving, and developing this system. For the purposes of this Plan, the Town's transportation system consists of roadways, bridges, and walkways.

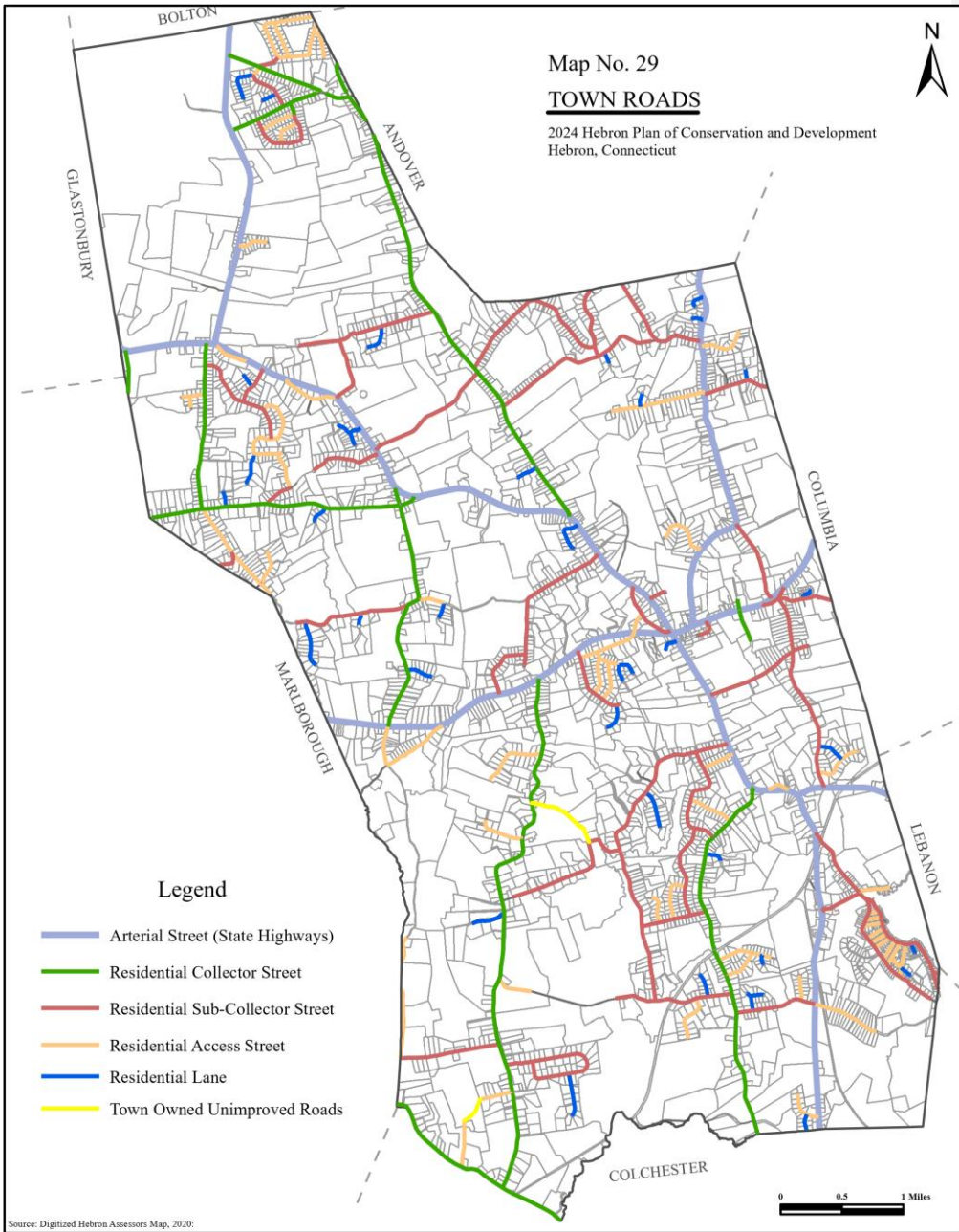


### Roadways

As of December 31, 2021, there were 101.87 miles of road in Hebron. Of this amount, the State of Connecticut maintains 22.23 miles (21.8 percent), the Town maintains 78.04 miles (76.6 percent), and 1.6 miles (1.6 percent) are privately owned and maintained roads.

The main State roads in Hebron are CT Routes 66 and 85. The main north-south roadway in Hebron is CT Route 85, Gilead Street north of CT Route 66 and Church Street south of CT Route 66. The main east-west roadway is CT Route 66, Main Street east of CT Route 85 and West Main Street west of CT Route 85. CT Route 66 is the most heavily travelled roadway in Town used by both commercial and passenger car traffic and serves commuter traffic from eastern CT traveling west to access Route 2 and the greater Hartford area. CT Routes 85 and 66 intersect in the center of town, in the historic Hebron Green area. The intersection is controlled by one of the three traffic signals in Town. The other State roads in Town are CT Route 316, Wall Street, extending north from CT Route 66 and eventually into Andover; CT Route 207, Lebanon Road, extending from CT Route 85 in Amston and running east to the Lebanon town line; and, CT Route 603, London Road, running east-west through a residential area of Hebron between CT Route 85 and the Andover town-line.

Hebron has several Town-owned main collector roads including East Street, West Street,



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Burrows Hill Road / Jones Street, and Old Colchester Road (all north / south roads) and Martin Road (an east / west road). Most of these major roads run north / south due to the general topographic layout of the Town and in particular due to the many north / south running major watercourses. The lack of east / west collector roads particularly in the southern half of Town somewhat hampers an efficient roadway network and causes trips that are not local in nature travelling through local subdivision streets. As can be expected, the majority of streets in Town are local streets serving individual, mostly residential, properties.

A Town Roadway map is included in this section showing the distinction between State, Town and privately maintained roads, as well as the functional classification system used by the State of CT.

**Road Maintenance:** The State of CT DOT offices that oversee all new construction on State roads in Hebron, and does permitting and inspections for all new construction, falls under the purview of the CT DOT District 2 office, for areas south of CT Route 66 and District 1 office for areas north of CT Route 66. The maintenance of State roads in Hebron is handled by three different CT DOT garages: the Colchester garage south of CT Route 66; the East Hampton garage covers CT Route 66; and the Bolton garage north of CT Route 66. There are no significant maintenance or construction projects planned by the State over the next several years.

Town roads are maintained by the Hebron Public Works Department. This includes the Director, his Administrative Assistant, the Road Foreman, and 10 employees. In addition, there is a full time and part time employee working at the Town's transfer station. Winter snow removal involves 12 of these employees. Responsibilities of the department include paving and resurfacing, snow and ice control, roadside mowing, brush removal, drainage maintenance, curbing and curb replacement, and road, drainage, and infrastructure improvement projects. Due to a State-wide concern of the impacts of sand build-up in watercourses, waterbodies and wetlands, and the significant cost with the sweeping of roadways and vacuuming of catch basins to remove the sand, the Town has moved away from sand to using treated salts on the Town roads in the winter. The Town uses their one sweeper for Spring clean-up of roads and no longer contracts for sweeping services.

Public Works personnel have been participating in the Green Snow Pro training program sponsored by UCONN. Green Snow Pro is a voluntary salt applicator certification program. Program staff trains municipal public works employees and private contractors. This training includes information about the science of salt, the downstream impacts of salt, how to properly apply salt in given weather conditions, and how to calibrate equipment. All highway crew members are scheduled to complete this training.

**Funding:** The road network in Hebron is generally in good condition and normal maintenance by the State and the Town should keep the existing roads at this standard. There is a fairly consistent level of funding for road maintenance and repairs. The General Fund has included general road maintenance costs in each annual budget, and the Capital Improvement Program (CIP) has included monies for more significant road improvement projects. Over time there has been a slight increasing percentage coming from the CIP account. It is critical to maintain a sufficient level of funding for this important Town asset. If the appropriate funding levels are not maintained in the road budget the excellent quality of the Town's road maintenance efforts could suffer. There are studies that clearly show it is far less expensive to

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properly fund a yearly road maintenance budget than to fund the repair costs associated with deferred or neglected maintenance.

In 2019 the Town hired VHB to perform a pavement management study of town roads to determine the existing conditions of the roadway pavement and recommend options to address the conditions discovered. One option recommended was to catch up on maintenance issues by passing a one-time referendum for a roadway bond. Later in 2019 a \$2.4 million roadway improvement bond was proposed and was approved at referendum. Since then, these funds have been spent on improving a number of major town roads and school parking lots. The study also established a pavement management system being used by the Town and recommended properly funding a road maintenance budget on an annual basis.

To supplement local funds, there have been recent efforts to seek out grant funding for roadway work. A 2020 Local Transportation Capital Improvement Program (LOTICIP) grant application was approved by the Capitol Region Council of Governments (CRCOG) for a \$3 million grant to reconstruct Martin Road. Construction under this grant is expected to commence in 2024. More recently an application was made under the State Transportation Rural Improvement Grant *Program* (TRIP) for rehabilitation of Jones Street. This application is still under review.

**Traffic Counts:** The average daily traffic (ADT) is a common metric used to measure the volume of traffic on a road. It represents the total number of vehicles passing a point on a road in both directions during a 24-hour period. The most heavily traveled roads in town are CT Routes 66 and 85. The most recent traffic counts available from the State of Connecticut, Department of Transportation (CT DOT) is from 2020. Given the pandemic that year traffic counts were substantially lower across the State. For this Plan, the next most recent counts from 2017 will be used. The highest ADT recorded in Hebron was 15,200 on CT Route 66 just west of its intersection with CT Route 316. This count has increased from 14,000 ADT as reported in the 2014 Plan. The ADT on CT Route 66 through Hebron's business district ranged between 9,300 and 15,200. CT Route 85 showed a traffic count of 8,400 north of CT Route 66, and 12,000 south of CT Route 66. While these counts reflect relatively busy State roads, the data shows that traffic is within the roadways' design capacity.

**Accident History:** The University of Connecticut's Transportation Institute reports traffic accidents on all Connecticut's roads. During the years 2020 - 2022, between 59 and 87 traffic accidents were reported annually on roads in Hebron. During this time period injuries occurred with 27.2 % of all accidents, and one fatality was reported. Of the 228 total accidents that occurred in this 3-year period, 3 were pedestrian-vs.-car accidents. Over 73% of all accidents occurred on State roads. There were no locations on Town roads that exhibited a concentrated or high traffic incident rate, and there were no locations that met the criteria for inclusion on the state's list of road safety concern, known as S.L.O.S.S. (Suggested List of Surveillance Study Sites).

**Traffic Signals:** There are three full traffic signals in town: one at the intersection of CT Routes 85 and 66, one less than 1/8<sup>th</sup> of a mile east at the intersection of CT Routes 66 and 316, and the Town's newest traffic signal at CT Route 66 and John Horton Boulevard which was installed in 2013.

**Scenic Roads:** Consistent with its rural character, Hebron has many primary and secondary roads that cross natural areas, including some that present scenic vistas of the surrounding area. The Zoning and Subdivision regulations recognize the value of preserving this rural character, as illustrated by the setback requirements for building development, the use of appropriate screening and plantings, as well as the requirement of the Planning and Zoning Commission to use conservation easements along Town roads to preserve tree lines and stonewall.



Beyond the typical measures to preserve the rural character of roads in Hebron, it is also possible for a road to be designated a "Scenic Road" under the Town's Scenic Road Ordinance. The process for a road to be designated a scenic road can be initiated by the residents owning property along a particular road or by the Planning and Zoning Commission, according to the criteria set forth in the Scenic Road Ordinance. A Scenic Road designation can place limitations on improvements to and alterations of such designated roads, except those required for safety purposes. To date, one road has been designated as a Scenic Road in Town: Burrows Hill Road, from CT Route 66 south to Hope Valley Road.

**Hebron Center / Village Square:** Some, if not all of the roads in the Village Square development, adjacent to Main Street, are likely to become Town roads. The Master Concept Plan for this development shows a road connecting Main Street to Kinney Road near to an improved intersection with Church Street. The main road through the development will be a Town road and the layout and design should be carefully guided and planned by the Town to improve overall circulation in the whole of Hebron Center.

A traffic impact study was prepared as part of the Village Square approval process, which identified anticipated traffic generation from this development as well as the need for future roadway improvements. It is necessary that the Town be proactive in reviewing improvements in this area, with the State DOT, for as new development occurs it will be necessary to balance the need for safe traffic flow through Hebron Center in a way that does not damage the character of the center of Town. It is recommended therefore that contextual street design and traffic calming measures must be considered and implemented to lessen the impact of increased traffic and to maintain reasonable speeds.

## Accomplishments:

Since the 2014 Plan of Conservation and Development was adopted, several improvements to Town roads have been accomplished:

1. A 2020 Local Transportation Capital Improvement Program (LOTICIP) grant application was approved by the Capitol Region Council of Governments (CRCOG) for a \$3 million grant to reconstruct Martin Road.

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2. In 2024 a \$985,200 grant was awarded to the Town by CT DOT under the State Transportation Rural Improvement *Program* (TRIP) for rehabilitation of Jones Street.
3. In 2019 the Town hired VHB to perform a pavement management study of town roads to determine the existing conditions of the roadway pavement and recommend options to address the conditions discovered.
4. In 2019 a \$2.4 million roadway improvement bond was approved at referendum. Since then, these funds have been expended on a number of major town roads and school parking lots.
5. A LOTCIP grant funded improvement for the Wall Street / Main Street intersection to add turning lanes, replace the existing traffic signals, and add a full set of pedestrian crossing buttons is scheduled to commence construction in 2023.

## **Bridges**

There are 4 significant bridges in Town within the Town road rights-of-way: one on Marjorie Circle, two on Grayville Road, and one on Old Colchester Road. The Marjorie Circle Bridge was recently reconstructed as it was determined to be structurally deficient based on a prior State Inspection. The Old Colchester Road bridge is currently under design by the CT DOT as it is considered structurally deficient. The State lists other “bridges” in Town having culvert spans greater than 20 feet and, therefore, are included in the National Bridge Inventory.



There are numerous small private driveway bridges leading to private homes. Inspection of these bridges is not required, and it is the responsibility of the homeowner to maintain them in good condition. The Fire Chief has expressed concerns about their ability to carry the weight of fire trucks.

## **Accomplishments:**

Since the adoption of the 2014 Plan of Conservation and Development, the following was accomplished:

1. The Marjorie Circle Bridge was completely reconstructed and funded through the State's Local Bridge Program.
2. The State has begun design work to completely replace the Old Colchester Bridge on Old Colchester Road. Design is currently underway by the State DOT and construction is tentatively scheduled for 2025.



## Goals and Policies and Action Items

**Goal:** To maintain a safe primary and secondary road and bridge network throughout the Town, and to maintain such roads and bridges in good condition.

### Policies:

1. To work with the CT DOT in managing the needed improvements to CT RTs 66 and 85 as development occurs in Hebron Center in a way that slows traffic through the Center, in a manner that encourages pedestrian movements along Main Street, and with a design that is accomplished in context with the character of Center of Hebron.
2. To encourage roadway improvements and traffic calming measures when approving subdivisions and when approving curb cuts on town roads to minimize speed and decrease the risk of accidents.
3. To reduce the number of existing and future curb cuts and to provide for improved internal circulation by encouraging: (1) the use of common driveways; (2) connections between commercial parking lots; and (3) a roadway connection from Pendleton Drive into the Village Square road system, as vehicles exiting Pendleton Drive now often have trouble making a left hand turn.
4. To encourage the Town to adequately increase road maintenance budgets, as recommended by the VHB study, as the mileage of Town roads increases and as inflation increases the cost of materials, and to provide a stable funding source in the general fund.
5. To encourage appropriate roadway connections and an overall efficient Town road system to facilitate better response times for emergency vehicles.
6. Continue to use the Pavement Management System to evaluate and assess the local road system to identify roadways most in need of maintenance or improvement.

### Action Items:

1. The Town should take the initiative in working with the CT DOT in designing and implementing traffic calming measures, and pedestrian improvement measures, along Main Street (CT Route 66).



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2. The Town should initiate a Complete Streets Plan including traffic calming measures and a transportation system that takes into consideration cars, bicycles, and pedestrians.
3. To research and adopt standards to ensure that small bridges on private driveways be constructed to support the weight of fire and emergency vehicles.
4. Wellswood Road has been identified as a substandard roadway. The grade of the roadway as it approaches the intersection with Millstream Road is steep and does not meet accepted road standards. Throughout its length there are areas of excessive grades, curves, drainage and sight-line problems that should be addressed.
5. The Lake Road / Ames Road / North Pond Road / Deepwood Drive intersection is an area that does not meet typically accepted design standards. This should be reviewed to determine if a more typical intersection design can be achieved to slow speeds and better control traffic movements.
6. Continue to work with the State DOT on the design and replacement of the Old Colchester Road bridge.

**Goal: To reduce environmental impacts from the construction of new roads and minimize increases in town maintenance costs and paved acreage.**

### **Policies:**

1. Minimize the amount of impervious areas and the linear feet of future town roads by encouraging cluster and open space development.
2. Encourage the creative design of subdivision roads, and any reconstruction of existing roadways, to minimize road widths, incorporate alternate cul-de-sac designs (vegetated island), and promote low impact development practices (such as leaving a vegetated island) as outlined in the Town Subdivision Regulations and as recommended in the Salmon River Watershed Partnership studies.
3. To advocate for the preservation of the Town's scenic roads to encourage the preservation of the rural and scenic nature of the Town.
4. Continue to utilize Conservation Easements along existing roads to protect stonewalls and treelines and the character of existing Town roads.
5. Support measures to limit the removal of trees within Town rights-of-way balancing the need for public safety and preserving the Town character.
6. Continue to investigate and encourage the use of environmentally friendly products for snow / ice removal and weed control.

## Stormwater

**Infrastructure:** An integral part of the Town's infrastructure relates to the conveyance, control, and management of stormwater runoff. The Town's drainage system includes two bridges, which are discussed later in this section, along with numerous culverts of varying size which convey watercourses beneath town roads. Also, many of the Town's roadways have surface or subsurface drainage provided by conveyance systems consisting of drainage inlets and piping or roadside swales. In addition to ongoing regular maintenance, the Public Works Department periodically undertakes drainage improvement projects to improve the safety and functionality of the road system through improved handling of stormwater runoff. Such improvements can minimize roadway flooding in severe storms, eliminate icing conditions and extend the longevity of roads by minimizing the impacts of freeze thaw cycles.

It should be noted that repair and rehabilitation of existing drainage culverts and systems will be an ongoing necessity in the immediate and longer-term future. Specifically, drainage systems with corrugated metal piping and masonry or concrete block catch basins that were constructed 40 to 50 years ago are reaching the end of their useful life. These required repairs must be considered in future public works budgets.

**Water Quality Aspects of Stormwater Management:** In addition to the control and conveyance of stormwater runoff, an aspect of stormwater management which is increasingly relevant and important is the impact of runoff on water quality. The management and control of runoff from developed land is a concern in the context of the surrounding environment. Increased runoff from both impervious and managed surfaces has been shown to have both direct and indirect impacts on water quality, stream channel geomorphology and aquatic systems due to pollutant inputs and changes in the magnitude, frequency, and duration of stormwater discharges to receiving waters. The practice of stormwater management is intended to reduce or mitigate these impacts.



On a broad scale, the controls used to manage stormwater runoff can be classified as land use controls or source controls. Land use controls involve the regulatory processes, including zoning, which govern land development and other activities. Typical examples would be stream or wetland buffer requirements, steep slope restrictions, impervious coverage limitations or requirements for erosions and sedimentation control. Source controls can be structural or non-structural and are intended to reduce pollutants at or near their source. Non-structural controls include best management practices such as illicit discharge detection, spill prevention, and storm drainage system maintenance. Structural controls are practices designed to reduce or mitigate impacts from stormwater runoff such as settling basins or infiltration practices.

On a smaller scale, the stormwater management controls used in land development design practices can be categorized as: storage controls, such as retention basins; infiltration controls, such as vegetated swales; or, end of pipe controls, such as hydrodynamic separators.

Historically, the emphasis on stormwater management has been flood control and reducing peak runoff rates. This typically resulted in development projects incorporating large detention or retention basins. While such measures can be effective in mitigating increased flows, they can also be an unattractive nuisance. The maintenance of these facilities often falls through the cracks, with private entities not being capable of carrying out maintenance tasks and time-strapped municipal public works departments having difficulty keeping up with them because of the number of other responsibilities required of their department.

In recent years, the approach to land development practices is evolving as it relates to the control of stormwater runoff by better integrating the stormwater management components of a project into the overall project design. This is best accomplished by incorporating low impact development (LID) techniques such alternate design standards for streets and parking areas, minimizing, and disconnecting impervious surfaces, breaking up drainage systems so as to create multiple points of smaller discharge, and treating stormwater at the source through infiltration practices instead of by end of pipe large scale storage basins.

The Town of Hebron has been progressive in its approach to stormwater management. The Town commissioned or participated in several studies which evaluated the impacts of stormwater runoff and recommended actions to minimize those impacts and improve water quality. Amendments to the land use regulations have incorporated specific stormwater management guidelines and have allowed for reduced impervious surfaces and incorporation of LID techniques in new land development projects. Further, the Town has incorporated LID practices in recent municipal sponsored projects.

**EPA Stormwater Phase II Program:** The current EPA Stormwater Phase II Program is implemented on the State level by the CT DEEP via the General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4s). The MS4 General Permit was most recently issued initially issued 2017. This mandatory Permit applies to all Towns with an Urbanized Area (UA) and census populations exceeding 1,000 in that UA. The Town of Hebron falls within this threshold and therefore must comply with the Permit requirements.

The intent of the General Permit is to ensure that each municipality takes steps to keep the stormwater entering its storm sewer systems clean before entering water bodies. More specifically, the Permit requires that the Town prepare and execute a Stormwater Management Plan which addresses six minimum control measures (MCMs). These measures are as follows:

1. Public education and outreach on stormwater impacts
2. Public Involvement/Participation

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3. Illicit discharge detection and elimination
4. Construction site stormwater runoff control
5. Post construction runoff management in new development and redevelopment
6. Pollution prevention/good housekeeping for municipal operations

The Town of Hebron has been very proactive with respect to these areas, specifically:

- The Town has a number of regulations in place to allow for integration of Low Impact Development (LID) measures into stormwater management for subdivision and site plan developments and a number of sites have implemented LID measures since the early 2000's.
- The Town has submitted the Registration and the Stormwater Management Plan in 2017 for the current modified permit.
- All required Annual Reports have been submitted including the 2022 MS4 Annual Report.
- The Town updated their Zoning Regulations in 2018 to be consistent with the new General Permit requirements.
- The Public Works Department has initiated a program for regular maintenance of town-owned post construction stormwater practices (i.e., subdivision stormwater basins)
- The Town constructed two municipal infrastructure projects incorporating LID practices (pervious pavement)
- In cooperation with the Salmon River Watershed Partnership, stormwater samples are collected annually from six (6) stormwater outfalls, two (2) within residentially zoned areas, two (2) within commercially zoned areas and two (2) within industrial zoned areas.

## **Accomplishments:**

Since the adoption of the 2014 Plan of Conservation and Development the following was accomplished:

1. The Town continues to participate in the Salmon River Watershed Partnership by annually contributing to their operating budget, by implementing recommendations to our land use regulations, and by encouraging the continuation of water quality testing throughout the watershed.
2. 2018 update to the Hebron Zoning Regulations contains multiple provisions to encourage LID initiatives to promote reduced impact to water quality by new development, including establishing a maximum number of impervious parking spaces.
3. Town improvements such as the new parking lots behind the Douglas Library and on Pendleton Drive incorporated pervious pavement designs as a means of low

impact development.

4. The Public Works Department has initiated a systematic schedule of maintenance of detention basins, water quality basins, and sediment structures in subdivisions to ensure these improvements continue to function as intended.
5. During the fall of 2021, a team of UCONN students as well as Extension faculty Conducted a "Hebron Stormwater Runoff Reduction Plan", which was an evaluation of potential stormwater infrastructure opportunities on Town owned land in Hebron.

**Goal:** To maintain the stormwater infrastructure throughout the town and safely convey stormwater runoff to minimize potential impacts to roads and property.

**Policies:**

1. To assess, prioritize and undertake necessary repairs to existing drainage systems nearing the end of their useful life.
2. To continue to evaluate roadway conditions and make drainage improvements as needed to improve the safety and functionality of the Town's road system.

**Goal:** To control and manage stormwater runoff from existing infrastructure and new development to minimize impacts to water resources:

**Policies:**

1. Prioritize and implement stormwater quality retrofit projects as outlined in the various stormwater management studies that have been completed to improve the quality of stormwater runoff.
2. Continue to incorporate LID techniques where possible in municipal infrastructure improvement projects.
3. Continue to evaluate land use regulations, promote the reduction of impervious surfaces, and incorporation of LID techniques in new development projects as well as retrofit projects on Town roads.
4. Evaluate PWD maintenance practices including use of materials for snow and ice control, with consideration toward reducing the water quality impacts resulting from these activities.
5. Continue to prioritize maintenance activities such as cleaning of drainage structures and road sweeping so that priority and frequency are given to areas with more direct impacts to water resources.

6. Identify, inventory, and establish a maintenance schedule for all post construction stormwater practices.

## Walkways

Walkways will include a description of both sidewalks and pedestrian paths. For the purposes of this section, the term “sidewalks” refers to pedestrian ways located alongside roadways, through residential neighborhoods or through established commercial developments. Sidewalks are usually paved or are constructed of brick or some impervious material. “Pedestrian paths” on the other hand, for the purposes of this section, shall refer to pedestrian walkways that are not usually alongside a roadway. They often are not paved and are covered with a pervious material. Pedestrian paths also include trail networks through town or state-owned or maintained areas, such as Gay City State Park.



The Town of Hebron has greatly expanded its sidewalk system over recent years with sidewalks on the north and south side of Main Street within the Town’s business district, through the Hebron Green area, north on Gilead Street to the Town Hall, north on Wall Street to RHAM, and along Liberty Drive and John Horton Boulevard. Most recently sidewalks were constructed along Church Street from Hebron Center to the Neighborhood Convenience District. These sidewalks were funded through a combination of Town CIP funds but primarily from grants funded through the Small Town Economic Assistance Program (STEAP) and the LOTCIP program. This expansion of sidewalks serves to improve pedestrian flow throughout the Town center and reduces vehicle use for short journeys (i.e., store to store), and important recreational uses.

In addition to sidewalks, the Town has also created an excellent system of pedestrian paths in the center of Town extending from Veterans Park east, through Town open space, connecting to the Liberty Drive sidewalks, and extending further east through the Loveland Road residential developments and connecting to Main Street just east of Ted’s market forming a large loop walking system around and through the Town Center.

There are significant pedestrian paths on State owned properties. The State owns and maintains a significant path/nature trail network at Gay City State Park. Another outstanding path system is the Air Line Trail, a reclaimed railroad line. This trail, which is part of an extensive and growing statewide network, passes through Hebron in the southern portion of Town. It crosses significant nature areas, wetlands, and streams. It has a stone dust surface and is frequented by joggers, cyclists, and walkers. The Air Line Trail is located on property owned by the State of CT and has been fully upgraded by the Town using State grant funds. It is now the responsibility of the Town to maintain the trail surface of the Air Line Trail within Hebron, while the State assists with major improvements as needed.

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The Recreation section of the Plan contains more information and maps on trails within Hebron and plans for future connections.

## Accomplishments:

Since the adoption of the 2014 Plan of Conservation and Development, the following was accomplished:

1. Using a 2016 LOTCIP grant funding, the Town extended the Hebron Center sidewalk system south along Church Street to the Neighborhood Convenience District which was completed in 2019.
2. The Hebron Center Trail was completed by the construction of a pedestrian bridge by the developer of Loveland Farms and extending the stone dust path to the Main Street sidewalks just east of Ted's market creating a 2-mile pedestrian loop.
3. Funding has been secured through the CIP program and State grants, and the design is complete, to extend the Wall Street sidewalks north from RHAM to Ridge Road.
4. The Town constructed a STEAP grant funded sidewalk connection between Main Street and AHM through the fire station site at 44 Main Street.
5. Raymond Brook Preserve trails were extended from Phase I trails in the Park, across Raymond Brook, to Millstream Road using a DEEP Recreational Trails grant.
6. Using a CT DOT Connectivity grant, design work is underway on the pedestrian connection from Raymond Brook Preserve trails to the Air Line Trail.
7. The Town was awarded a STEAP grant to construct a pedestrian connection between the Library Parking Lot and Pendleton Drive up to the AHM location.

**Goal: To further encourage pedestrian traffic and cycling through the continued development of sidewalks, bikeways, and pedestrian paths.**

## Policies:

1. Continue to encourage pedestrian access and non-vehicular travel through the development of sidewalks and pedestrian paths throughout the business districts in Hebron Center in all appropriate locations.
2. To advocate, in coordination with the CT DOT, installation of pedestrian crosswalk zones, pedestrian push buttons, and pedestrian walk lights at the major intersections in Hebron Center.
3. To promote health and public safety, consider, where appropriate, requiring the establishment of a pervious pathway along new subdivision roads. Also consider

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pathways along existing road as part of any road improvement projects

4. Review potential locations for public access points, parking, and new trails in newly acquired open spaces, particularly as required by the conditions of State Grants.

### **Action Items:**

1. To complete the funded and designed sidewalk extension along Wall Street from RHAM north to Ridge Road.
2. Continue to plan and implement the long-term objective of connecting the Hebron Center via a pedestrian path or bikeway to the Air Line Trail and its Spur.
3. Continue to plan and execute the expansion and interconnection of trail systems including the connection from Burnt Hill Park to RHAM and Hebron Center (the Jeremy River Trail).
4. Work with the State of CT in implementing pedestrian crossing signals at Air Line Trail crossing of roadways in Town.



## H. Utilities

### I. Water

Both the residential and business sections of the Town of Hebron rely to a large extent on private wells for their drinking water supply. This is typical in a rural, residential New England community of this size and density. To a great extent, private wells adequately provide for the water supply needs of the Town.

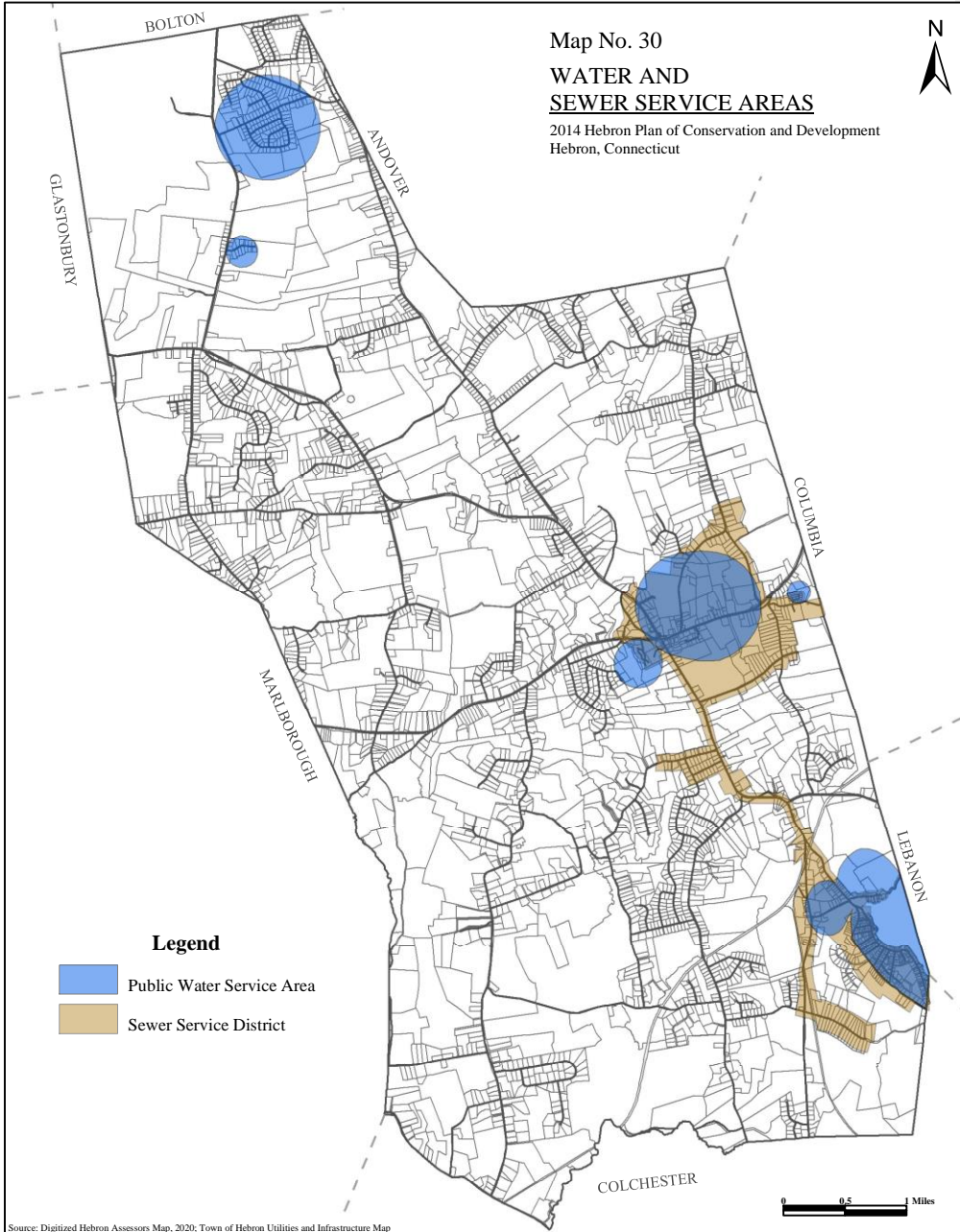
However, there are several areas of Town where there is a public water supply system, and in these areas, it is generally supplied by the Connecticut Water Company (CWC), who in 2008 acquired the former Birmingham Utilities systems in Hebron. CWC is a privately owned water company, headquartered in Clinton, CT, and has been granted a franchise from the State of CT Public Utilities Regulatory Authority (PURA) to operate a water company in Hebron. CWC also operates under the review and oversight of the State of CT Department of Public Health to ensure that the systems, and the water supplied, meets the current public health standards.

Currently CWC owns and operates several public water supply systems within Hebron, bringing public water to residences and businesses in these areas: Amston Lake; Wellswood; London Park; Hebron Center; and Christ Lutheran Church.

#### Amston Lake System

The Amston Lake neighborhood is the largest area in Hebron served by CWC. The Amston Lake System was originally designed and built to serve a seasonal community. The system as of the 2018 Water Supply Plan serves 364 customers in Hebron, Lebanon, and Colchester, many of which are now year-round users.





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This system is supplied by two drilled rock wells located in distinct parts of the system. The Church Street Well is located off Church Street in Hebron. The Island Beach Well, is located in Lebanon. An additional well, the Firehouse well, located on Deepwood Road in Hebron, is reserved for emergency use. The two active wells have a combined yield of 63 gallons per minute (gpm).

The Church Street well was added to the system in 2015 and represented a significant improvement to the system. This improvement was undertaken primarily to meet the peak water supply demands during the summer months in the Amston Lake neighborhood. This well has a withdrawal rate of 40 gpm. The water is treated and then pumped to the 75,000-gallon atmospheric storage tank located on St. Ronan Road. The Island Beach Well has a withdrawal rate of 23 gpm. The water is treated and after treatment the water is stored onsite in a 62,000 gallon atmospheric storage tank. Water is then boosted to the St. Ronan tank. All wells are equipped with emergency standby power for continued service during power disruptions.

The system's highest demands occur in the summer and exceed 50,000 gallons per day (gpd). The lowest demand days occur in the winter months when only year round customers are served. CWC has obtained a Water Diversion Permit from the CT Department of Energy and Environmental Protection (DEEP). The Water Supply Plan indicates that based on operating experience available supply is limited to 91,000 gpd.

The distribution system in Hebron consists of approximately 18,600 feet of water mains. Many of the older original mains, which were cast iron or galvanized pipes, have been replaced with ductile iron pipe or PVC pipe in recent years. Installation of individual water meters at each service location was accomplished to encourage water conservation. As of 2018, 99% of service connections were metered. The 2018 Water Supply plan indicates a priority is the development of a backup source for the Church Street well.

#### **London Park System**

This London Park System serves approximately 78 residences in a subdivision along London Road. The system was originally constructed in the 1950's.

The system is supplied by two stratified drift wells located off Jan Drive. Each well pumps at approximately 25 gpm. The combined 50 gpm is blended prior to being treated. The water is then stored onsite in a 27,000 gallon atmospheric storage tank prior to being pumped into the distribution system. As of 2018, the distribution system includes 9,500 feet of pipe. Emergency standby power for continued service during power disruptions is available. All service connections are metered. Based on operating experience the available supply is 72,000 gpd but is limited in the absence of a diversion permit to 50,000 gpd. The system's average daily demand is 9,131 gallons per day.

#### **Wellswood System**

This system was constructed in 1993 to serve a cluster housing subdivision of 21 single-family homes on Wellswood Road. Two drilled rock wells supply the system with each well pumping at approximately 5 gpm. No treatment is required. The water is stored in the two 2,500 gallon atmospheric storage tanks. A 1,000 gallon hydropneumatics tank with booster pumps supplies water to the distribution system. As of 2018, the distribution system includes 850 feet of pipe. Emergency standby power for continued service during power disruptions is available. The system has an available water supply of 10,000 gpd with an average daily demand of 1,500 gpd. Each unit is individually metered to encourage water conservation.

There are no plans for expansion or upgrades to this system in the near future.

### Hebron Center System

The Hebron Center System was originally constructed in 2002 / 2003 to initially serve the new RHAM high and middle school complex, a planned age-restricted housing development on Loveland Road and the Hebron Business Park on Liberty Drive. The Town of Hebron, the Regional School District #8, the water company, and private businesses all partnered to develop this system. Full fire protection, including fire hydrants, is provided in this system. The system was designed to allow an expansion of the system throughout the center of Town, including the Village Square District. In 2018, the Hebron Center System incorporated both the Mill at Stonecroft system and the Country Manor system.

This system is served by three drilled rock wells at the Hebron Center site, a single drilled rock well located on the adjacent Country Manor parcel, and the newest drilled rock well located on Wall Street. These five wells have a combined yield of approximately 100 gpm. All water from these wells enters a central treatment building where they are treated for iron and manganese and chlorinated. The water is then pumped into a 183,000-gallon storage tank before being pumped into the distribution system. As of 2018 the distribution system includes 21,406 feet of pipe and included 169 customers. Two additional wells that formerly supplied the former Mill at Stonecroft system as reserved for emergency use. Emergency standby power for continued service during power disruptions is available. Each service is individually metered to encourage water conservation.



As this system expands, new well sources and interconnections with other CWC systems are likely. CWC Water Supply Plan (2018) acknowledges that in Hebron Center, supply is sufficient for average daily purposes, it is limited during peak demand periods and that additional supply is needed for the system to adequately meet peak demand and to meet planned system growth through the planning period. The Plan mentions the efforts to work with the Town to seek other locations for new wells in Hebron Center and also mentions the intent to investigate the ultimate interconnection of the Hebron Center System with the Amston Lake system.

In 2019, seeking permission for the new Wall Street well, CT DEEP has authorized a new Diversion Permit for the well field which allows a combined withdrawal of up to 110,000 gpd from the three wells Hebron Center wells, from the Country Manor Well, and from the Wall Street Well. According to the permit application, the company was not seeking increased production due to the new well but rather shifting of withdrawals among the five wells. The company's 2018 Water Supply plan states that based on experience the safe and available water supply is limited to 96,000 gpd. The diversion permit limits the distribution of water supply to the area of Hebron Center, and to no more than 250 service customers.

### Christ Lutheran Church System

This system serves the church and a day care facility on the same site on Church Street. The system is supplied by two drilled rock wells, which pump at approximately 3 and 7 gpm. No treatment is required. The water is stored in a 5,000 gallon atmospheric storage tank.

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There are no immediate plans to expand or upgrade this system.

In addition to the systems owned and operated by the Connecticut Water Company, there is another public Community Water System in Hebron providing water supply to a small residential neighborhood.

#### **Abby Drive System**

This is a system serving exclusively the Abby Drive neighborhood located off North Street in the northern part of Hebron. The system serves approximately 25 single family homes. The owner of the system is Abby Water, LLC located in Columbia, CT. The system has a single six inch diameter drilled well, located inside the pump house at 10 Abby Drive. The well has a reported capacity of 25 gpm. The system includes a 6,000 gallon atmospheric storage tank. Water is transferred to a 2,500 gallon pressure storage tank via booster pumps prior to being introduced into the Abby Drive distribution system.

#### **Conservation Efforts**

The CWC has a Water Conservation Plan as part of its operations to promote wise use of water to make the most efficient use of current supplies. The Plan includes educational materials provided to all customers, encouraging large water users to conserve water through water use audits, and by communicating directly with customers on practical ways to avoid waste. They have conducted a Water Drop Watcher program for elementary school classes to teach students about water conservation. And they have initiated a Water Drop Challenge to single family homes to reduce water usage and providing a bill credit for successful participants,

#### **Accomplishments:**

1. The Planning and Zoning Commission, with the recommendations from the Chatham Health District, amended the Subdivision Regulations to improve well protection radii.
2. With each expansion of the Hebron Center System, hydrants have been part of those improvements to continue to provide fire protection services,
3. In 2015, the CWC added a new productive 40 gpm well to the Amston Lake system to address peak demand requirements.
4. During the past 10 years the CWC has replaced many of the older original water mains, which were cast iron or galvanized pipes, with new ductile iron pipe or PVC pipes; and, they have installed individual water meters at each service location to encourage water conservation.
5. In 2017, the CWC made substantial improvements to the London Park system with a complete upgrade of their pumps and storage facilities supplying this neighborhood.
6. In 2018, the CWC tied the Mill at Stonecroft and Country Manor water systems into the Hebron Center system.
7. In 2020, the CWC added the Wall Street well into the Hebron Center System.
8. In 2023, the Town received a CT Community Challenge Grant of \$2.106 million to develop additional water supply sources to support additional development in Hebron Center.

## Goals and Policies

**Goal:** Continue to develop appropriate policies that protect private water supply wells, the principal source of water for current and future residents of Hebron.

### Policies:

1. Actively seek the assistance and expertise of the CT Department of Public Health and the Chatham Health District to develop appropriate protective regulations for private water supply wells.
2. Incorporate into the Town Subdivision Regulations, and other ordinances as appropriate, the highest protective standards for private water supply wells.
3. Continue to consider the protection of aquifers with future open space acquisition purchases.

**Goal:** Encourage the proper development and management of public water supply systems in appropriate locations and where needed to support present and future land uses as identified in this Plan.

### Policies:

1. Encourage CWC to continue to invest in the existing Hebron public water supply systems to deliver the highest quality product to Hebron residents
2. Encourage CWC to continue to promote water conservation measures.
3. Work with CWC and the CT Department of Public Health to promote water conservation for all residents and commercial establishments within the Town through educational efforts and other measures.
4. Encourage the provision of hydrants and full fire protection for all new public water systems within Hebron's business districts. And work with the Fire Department to determine needed mechanisms, such as a Town Ordinance, to achieve this objective.
5. Encourage efforts to extend the Hebron Center System into other appropriate areas within Hebron Center.
6. Encourage the CWC to continue to investigate the interconnections of the Hebron Center and Amston Lake systems and investigate potential additional sources in the Raymond Brook Marsh and aquifer area.

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7. Work with the CWC to develop additional water supply sources in the Hebron Center system to support appropriate economic development growth and housing choices.
8. Encourage CWC and the State regulatory agencies to evaluate any potential impacts to the surrounding recharge areas as further water systems and expansions are proposed.
9. Through proper planning and site design, attempt to use open space dedications and wetland buffer areas as the protective areas around public water supply wells.
10. Rights to future drinking water supplies on town-owned land should remain in Town ownership.
11. Public water supplies located in Hebron should primarily (or exclusively) serve Hebron town residents / businesses.
12. Develop regular communications with water companies and provide notification of development proposals within a 200-foot radius of a public water supply well.
13. Explore the potential effectiveness of a hydrological study seeking additional public water supply sources in the Hebron Center system.

## H. Utilities

### II. Sanitary Sewers

The Town installed public sewers in the early 1990s in response to an order from the CT Department of Environmental Protection to remedy areas of septic system failures. Approximately 17 miles of sewer lines have been installed and are supported by 9 pump stations.



Sewers were installed along the following roads: Route 85 from Route 66 south to Crouch Road, Crouch Road, North Pond Road, Brennan Road, portions of Hope Valley Road, Slicer Drive, portions of Millstream Road, Kinney Road, portions of Wall Street, Main Street and Wellswood Road. Sewers were also installed in the Hebron portion of the Amston Lake area. The system in this area was sized to accommodate flows from the Amston Lake area of Lebanon. In 2012 the Town of Lebanon began construction of a sewer system in this neighborhood and in 2013 connected them into the Hebron sewer system.

Presently the average combined sewage flow from the Town of Hebron and Lebanon is 200,000 – 300,000 gallons per day (GPD). The planned maximum flows from Hebron were expected to be approximately 500,000 gallons per day. The sewage is pumped to the Town of Colchester and then pumped to the Town of East Hampton where the treatment plant is located. Hebron's basic sewer infrastructure (pipes) is designed to a capacity of 1 million gallons per day. This is not the case for the pumps at the various sewer pump stations which can be upgraded on an 'as needed' basis. The combined Hebron, Lebanon, and Colchester sewage flows are approximately 700,000 GPD. This flow all enters the Colchester pumping station, which is presently operating at an approximate two-thirds capacity. The East Hampton Treatment Plant was designed to handle 3.9 million GPD and presently receives approximately 1.5 million GPD. The Town of Hebron is responsible for the cost of capital expenditures equal to our percentage of flow to both the Colchester and East Hampton facilities. As these expenses would likely be bonded by the towns involved, the towns should continue to share information on these issues and future expenses on an ongoing basis.

When the sewer system was originally designed and installed, extensive discussions were held to define its purpose and a specific sewer service area was mapped. The primary purpose of the system was to address areas of septic failures. A secondary purpose was to promote economic development consistent with the goals and objectives of the Town's Plan of Conservation and Development primarily in the Hebron Center area. This is evident on the Sewer Service District (SSD) map which shows a large area in the center of Town within the



district, and which is now classified as the Village Square district – an area of planned future economic development in Town. At the time of the Master Plan approval for the Village Square District, an analysis was performed of the amount of flows that would be generated by this project. The estimate at the time, given the projected uses, was a maximum of 67,000 GPD at full build-out. It was concluded that the overall system can support this build-out. That study identified one area in the Hebron infrastructure that will need to be upgraded, which is a short area of sewer pipe in Church Street near Old Colchester Road.

Agreements between the Town and the State were clear that the purpose of the system was to avoid development in environmentally sensitive areas. To support this concept the Town has adopted policies that limit expansions of the sewer service district and that serve to implement these original agreements.

## Accomplishments:

Since the adoption of the 2014 Plan of Conservation and Development, the following was accomplished:

1. In 2019, the Town approved a referendum to bond improvements to the Town's sewer system. A total of \$7.6 million was authorized to upgrade all 9 pump stations. Currently Phase I of this project is nearing completion which rebuilt 4 stations and installed generators at all 9 locations.

## Goal and Policies

**Goal: Continue to manage the Town's sewer service system in a way that supports the land use goals in the Plan of Conservation and Development.**

### Policies:

1. Allow future expansions of the Sewer Service District only in those instances where it would be required to serve the Town's needs.
2. Continue to implement the policy that the sewer system should not permit development in environmentally sensitive areas.
3. Establish a consistent regular discussion between the Planning and Zoning Commission and the Water Pollution Control Commission and others to discuss the boundaries of the Sewer Service District as well as the sewer system in general as it may impact upon potential future development in Hebron.
4. The towns of Hebron and Colchester should continue to share information with each other and their respective Boards of Selectmen regarding the capacities of the system and its facilities so that future planning for improvements is clearly understood

## I. State Regulated Public Facilities

While most local land use decisions are under the control of the Town and in particular the Planning and Zoning Commission and the Conservation Commission, there are several types of facilities where the State, under the Public Utility Environmental Standards Act (Conn. Gen. Stat. §16-50g, *et seq.*), reserves such right to the State of CT and delegates such power to the Connecticut Siting Council. The following facilities, over certain specific thresholds, are listed:

- Electric transmission lines
- Fuel transmission facilities
- Electric generating or storage facilities
- Electric substations
- Community antenna television towers, and
- Telecommunication towers.

Among the Siting Council's responsibilities are balancing the need for adequate and reliable public utility services at the lowest reasonable cost to consumers with the need to protect the environment and ecology of the state and to minimize damage to scenic, historic, and recreational values; and providing environmental standards for the location, design, construction, and operation of public utility facilities.



Among the facilities listed above that have the most potential to be located in small towns such as Hebron are but not limited to renewable energy sources such as solar photovoltaic, solar thermal, wind, fuel cells, geothermal, landfill gas, as well as telecommunication towers. While the approval of these facilities is solely under the authority of the Siting Council, there is the opportunity for local input. The Council reaches out to affected towns and by holding a public hearing in any town where

a facility is located, and local input and comments are allowed.

While each application would be unique and deserves individual review and analysis, the following Goals and Policies are intended to establish a basis for Hebron's input when such facilities are proposed to be located in Town. The first set of Goals and Policies and intended to guide review of all facilities reviewed by the Siting Council, and the second set of Goals and Policies are specifically intended for the review of applications for telecommunication towers.

## PUBLIC FACILITY APPLICATIONS

### Goal and Policies

**Goal:** To review and comment on applications for any proposed facility before the CT Siting Council for locations within the Town of Hebron with the goal of protecting neighborhoods and protecting the environment and ecology of the Town and minimizing damage to scenic, historic, and recreational values.

### Policies:

1. All applications made to the CT Siting Council for facilities proposed in Hebron should be reviewed by the Board of Selectmen, the Planning and Zoning Commission and any other affected agencies and such agencies should provide coordinated comments to the Siting Council.
2. All applications shall consider impacts to the immediate neighborhood, the overall rural character of the town, and impacts to wildlife, natural resources, prime agricultural lands, and forest lands.
3. Disturbance to prime farmland soils and forests should be discouraged.
4. Such facilities should be located in a manner with the least visual impact sufficiently buffered by topography, remaining forest cover or by planted coniferous and deciduous native tree species.
5. The design of such facilities should be as compatible with the rural character of the affected area.
6. Any applications impacting wetlands or regulated areas as defined by the Inland Wetlands Regulations, should be referred to the Conservation Commission for input.

## TELECOMMUNICATIONS APPLICATIONS

From 1976 to 2002, the Federal Telecommunications Act (Act) allowed municipalities to regulate various aspects of digital communications proposed by cell phone companies who made applications to towns /cities to position cell towers within a municipality. Typically, a town or city was able to regulate not only the height of cell towers, but also the appearance, noise, and screening for the site. In 2002, a State Supreme Court ruling removed local approval of telecommunication sites and granted the Connecticut Siting Council exclusive jurisdiction in determining the application specifications of cell towers. While all parties agreed on the importance of allowing this emerging technology to prosper, not all agreed that the Siting Council was the party to enforce the Act. Many were concerned that the Siting Council would not honor the input of Towns and neighboring property owners in their interest not to create blight in the town and neighboring community. Fortunately, concerns over Siting Council enforcement have not



materialized and, to date, additional build-out of towers by telecommunications companies has been responsibly regulated by the Siting Council with considerable influence by towns to the mutual benefit of both towns and telecommunications companies.

## Goal and Policies

**Goal:** To review and comment on cell tower applications before the CT Siting Council for locations within the Town of Hebron with the goal of protecting neighborhoods and minimizing any adverse effects through careful design, siting, and screening.

### Policies:

1. To maximize the use of existing and approved towers and other structures to accommodate new telecommunication facilities in order to minimize the number of necessary sites in the community;
2. To encourage co-location of facilities;
3. To site facilities below visually prominent hilltops;
4. To encourage creative design;
5. To protect historic and residential areas from adverse impacts;
6. To avoid potential damage to adjacent properties through proper engineering and careful siting;
7. To locate antennas for new telecommunications site primarily in the following order of preferences:
  - a) On or within existing buildings and structures such as water towers, utility poles, and silos using camouflage techniques in order to blend the facilities into the character of the neighborhood.
  - b) On or within new buildings or structures, using camouflage techniques in order to blend the facilities into the character of the neighborhood.
  - c) On existing or approved towers.
  - d) On new towers less than 75 feet in height located in commercial or industrial zones.
  - e) On new towers less than 75 feet in height located in residential zones.
  - f) On new towers 75 feet or greater in height located in commercial and industrial zones.
  - g) On new towers 75 feet or greater in height located in residential zones.
8. To require that all towers be a monopole design.

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9. To require, in appropriate locations, that towers be of such design and treated with an architectural material so that it is camouflaged to resemble a tree with a single trunk and branches on its upper part; or, that towers be concealed within or camouflaged on an existing or proposed agricultural building or silo particularly in the rural or agricultural areas of the community; or, to require other available measures to camouflage proposed facilities.
  10. To require appropriate screening of the proposed facility, complex to minimize the visual effect to abutting property owners.
  11. To work with the Connecticut Siting Council to develop a Master Telecommunications Plan for the Town.
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