The Municipal Infrastructure section of the Plan of Conservation and Development is intended to provide a description and inventory of the Town's public facilities, the demand on these facilities, and the Town's best thinking about the need to expand these facilities in order to meet current and future demands.

It is an important function of the Plan of Conservation and Development to review these important public facilities and properly plan them in a way that meets future needs. It is also important to do this in a way that minimizes the fiscal impacts on Town residents. By properly addressing these issues in the Town's major planning document, we properly plan for future needs in a rational manner; and, it can and should serve as a guide for future Town expenditures, priorities and Capital Improvements Projects.

A. Education

Public Schools

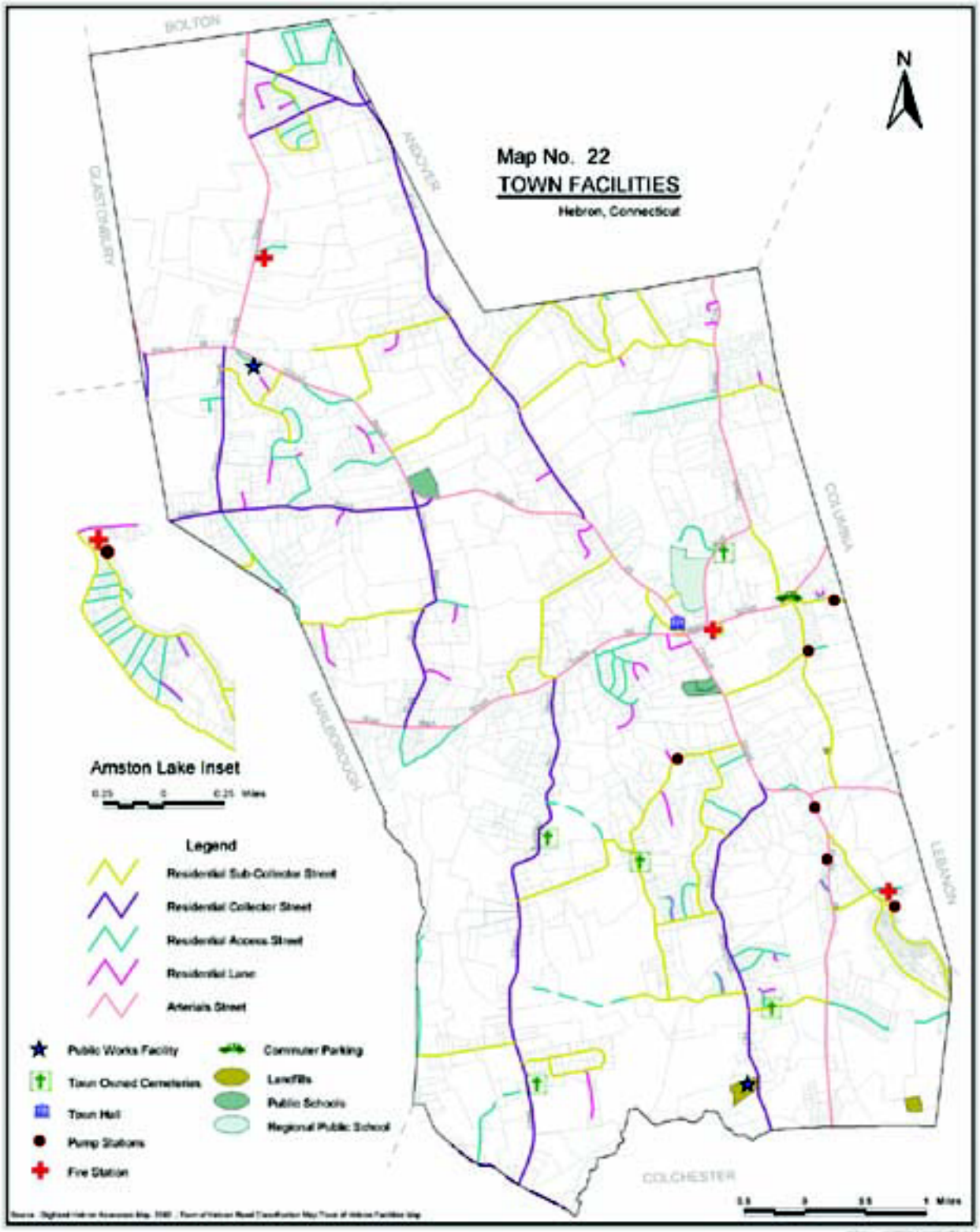
The town of Hebron presently houses four separate schools. Gilead Hill School (GES), a primary school, services Hebron students from pre-kindergarten through grade three. Hebron Elementary School (HES), an intermediate school, services Hebron students in grades four through six. Hebron, Andover and Marlborough together form Regional District Number Eight and, as a region, are collectively served by the RHAM (Region of Hebron, Andover and Marlborough) complex of schools consisting of RHAM Middle School and RHAM High School (RHAM-MS and RHAM-HS, or collectively RHAM). RHAM-MS teaches grades seven and eight and RHAM-HS teaches grades nine through twelve. The RHAM board offers some funding and transportation for students to attend both the Greater Hartford Academy of the Arts and the Greater Hartford International Academy. Town funding is supplemented by state funding for these and for alternative educational options aimed at "reducing isolation." Region Eight's students also have the option to attend two Vocational Agricultural Schools in either Lebanon or Glastonbury, as well as any of the Vocational Technical Schools in the state.

1. Hebron Elementary School

Hebron Elementary School (HES) was built in 1947 and is located in the southern end of Hebron on 22.5 acres of land. During the past fifty-three years, there have been four separate additions to the school in 1957, in 1963, in 1988 and in 2000. As a result of the 2000 addition, HES now contains 65,348 square feet, which includes twenty-four classrooms (two are dedicated for Special Education), a library-media center, art and music rooms, a gymnasium, a multipurpose room/cafeteria, support service rooms and the office area. HES also maintains four modular classrooms on the same property.

2. Gilead Hill School

Gilead Hill School (GES) 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. Since 1967, there


Map No. 22
TOWN FACILITIES
Hebron, Connecticut
N
BOLTON
GLASTONBURY
ANDOVER
COLUMBIA
MARLBOROUGH
LEBANON
COLCHESTER
Amston Lake Inset
0.25 0 0.25 Miles
Legend
Residential Sub-Collector Street
Residential Collector Street
Residential Access Street
Residential Lane
Arterials Street
Public Works Facility
Town Owned Cemeteries
Town Hall
Pump Stations
Fire Station
Commuter Parking
Landfills
Public Schools
Regional Public School
0.5 0 0.5 1 Miles

have been three additions to the building in 1970, in 1988, and in 2000. As a result of this last addition, the school now contains thirty-three classrooms (one of which is dedicated to pre-kindergarten), a library-media center, art and music rooms, a gymnasium, a multipurpose room/cafeteria, support service rooms and the office area.

3. RHAM Middle School and RHAM High School

Following approval in a May, 2000 referendum, Region Eight authorized the construction of a new 232,000 square foot high school facility, demolition of the existing high school, and major renovations and additions to the current middle school. Also included in the project is the construction of new parking areas; various athletic fields, including a 400-meter synthetically surfaced track and a track-encompassed natural turf competition field; and a 1000 seat grandstand with incorporated concessions and lavatories. Incorporated in the project will be such core facilities as gymnasiums, lecture halls, media centers and cafeterias, as well as an 800-seat auditorium in the high school. The new RHAM complex will sit on 76.82 acres, of which two parcels, a 24.25 acre piece and a 1.57 acre piece, are new acquisitions to accommodate the new facility complex.

Private Schools

There is one private kindergarten / pre-kindergarten facility slated to be built for the 2003-2004 school year. This school will be run by the Christ Evangelical Lutheran Church and will be located on church property. Its facilities will accommodate daycare, preschool and kindergarten. Maximum enrolment is projected to be ninety students. If the school is successful, in the future it is likely the Church will apply to the Planning and Zoning Commission to expand its facilities to include first through sixth grade for a total of one hundred eighty students.

Beyond this proposed facility, there are no other private primary or secondary schools in Town. There are, however, two private pre-kindergarten facilities. The first is the Hebron Cooperative Nursery School housed in St. Peter's Church Hall, and the second is run as part of the programs offered by a private franchise facility, the Children's Discovery Center of Hebron. In the 2003-2004 school year the Cooperative Nursery School will be moving to a different location.

By law the public schools must provide pre-kindergarten services to identified special needs children from the age of three. Although a limited amount of non-special needs slots are available in the public school program, the purpose of this program is not aimed at the needs of non-special needs children.

Outside the public school arena, the number of openings at the few private pre-kindergarten facilities in Town is very limited. The reduced number of openings forces many families to seek out options in neighboring towns, such as Marlborough, Columbia Colchester and Bolton.

Growth in the School-Age Population

As noted in the Community Profile section of the Plan, as of the 2000 U.S. Census Hebron had a population of 8,600 people. This number represents a 21.6% increase in population over the 1990s — the highest increase of any individual town in the Capitol Region. As could be expected, Hebron's school age population (children between the ages of 5 and 19) also grew — a notable 34%.

Similarly, with respect to new single-family housing, the Town has experienced a 24.9% increase

in housing units between the 1990 and 2000 censuses. This percentage increase represents over twice the growth experienced by the Capitol Region. This increase follows a strong increase in the ten-year period from 1980 to 1990.

From 1992 through 1999 there was a 3% to 4% annual increase in new houses. In 2001 and 2002 there was a slowing of new houses built per year to 2% per year, which was almost certainly due to the slower economy. Since housing is directly affected by the economy, should the economy improve, the building rate could climb back to the annual 3-4% level. Typically, the number of housing starts (new house construction) is a leading indicator of the number of births by about three years. All else being equal, the number of students entering the school system is a fixed percentage of the number of families in town. Adjusting for families who moved into existing housing (not new construction), should the economy improve and housing starts climb to the 3-4% rate of the mid nineties, the total school population could be expected to increase by about 5% per year.

The distribution of grade level students immigrating and emigrating from the community is generally uniformly distributed across grades and geographically, across the Town. Changes over time as a result of this movement in and out of the community are accounted for using Cohort Survival Ratio (CSR) prediction methodology. The Cohort Survival Ratio (CSR) yields a number, the CSR number which captures (numerically, and in this case, historically) the number of children in one grade who moved to the next grade. As a general note, a CSR number greater than one indicates net immigration, while a CSR less than one indicates net emigration. CSR prediction methodology extrapolates the number of children in a grade by statistically accounting for the net effects of immigration and emigration.

The greatest effect of immigration occurs in the entering kindergarten classes, since five years of immigration must occur before its effects can be measured. Although it is possible to track births to those living in Town and so to assume five years hence those born will enter the school system as a single kindergarten class, this exercise does not yield a very reliable predictor of entering kindergarten students, since five years of immigration is also occurring.

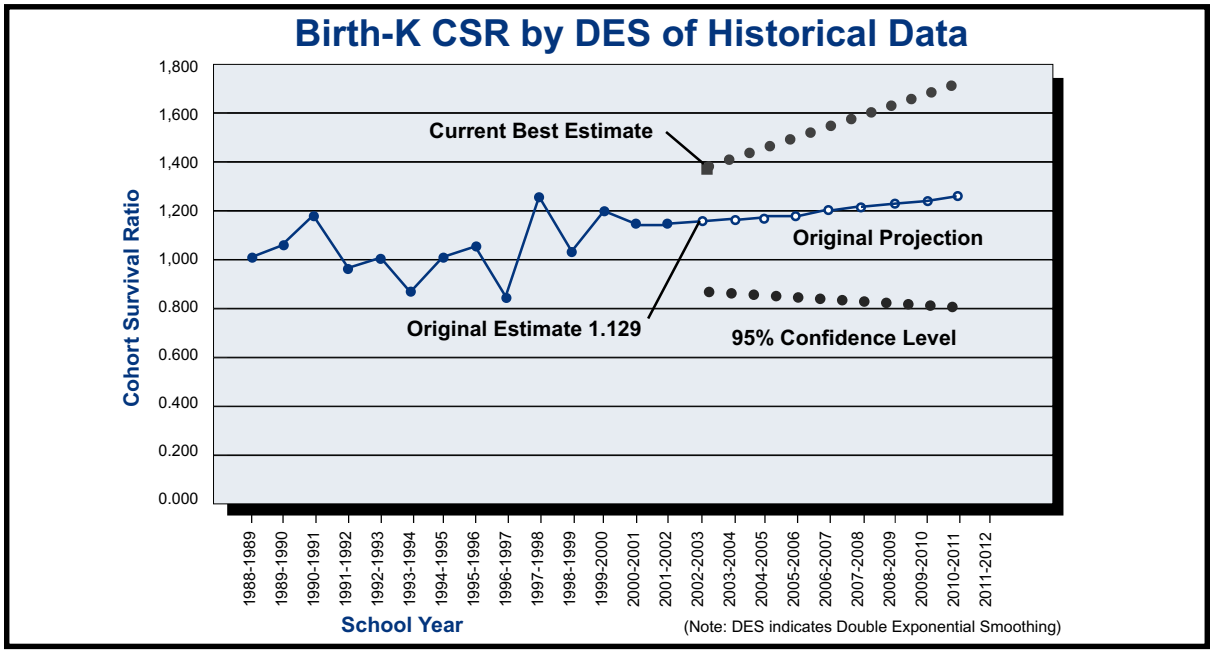


Figure 1

Figure 1 shows the historical trend and expected CSR of entering kindergarten students for the next ten years. The data used in the graph is from census data available October 2001 and the number of kindergarten students enrolled for 2002-2003 year.

Not surprisingly, there is the trend of increasing cohort size (the number of children in a grade) in the future. Surprisingly, however, in the 2002-2003 school year there was an unexpectedly high number of kindergarten students entering the school system. This surge defied predictions based on new housing starts in Town. In fact, it represents a 40% increase in students enrolling than were born in Hebron five years ago. Although there are a few hypotheses, the cause of this surge is not fully understood. The concern, however, is that this surge may indicate that there is greater growth than can be predicted based on historical data, i.e., that this surge is not an anomaly but the beginning of a new trend.

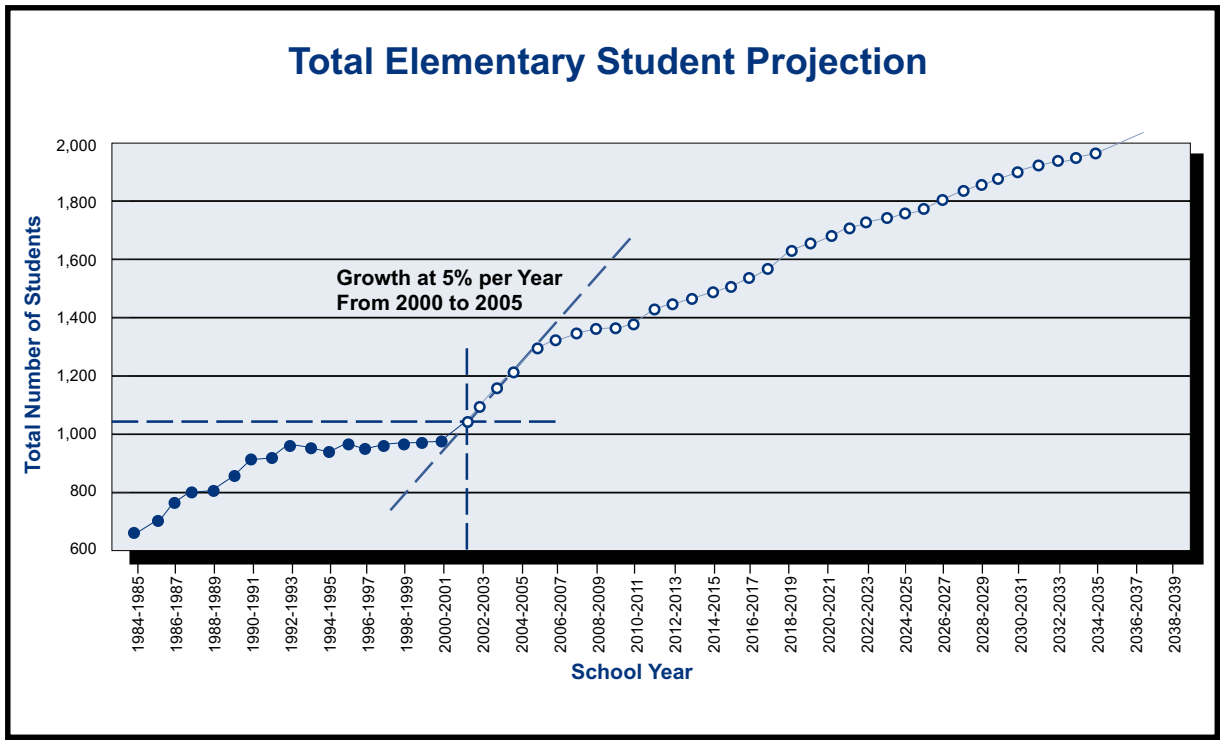


Figure 2

Assuming the unexpected surge in 2002-2003 kindergarten enrollment is an anomaly, the school-age population growth is expected to be 5% per year for the next four years. Figure 2 shows the historical trend and expected total number of students over the next thirty years. From the graph it can be seen that the population leveled between 1992 and 1999. This was probably a result of the slowing housing market and net emigration during the recession of 1990-1992. Population slowing in the later years during the recession was also due to a decreased number of births during the recession, as historically families tend to have more births in good economic times. The leveling of the total population beyond 2006 is based on a leveling of the number of births in Town and no net increase in immigration or construction. Of course, it is hypothetical as to whether these conditions will occur.

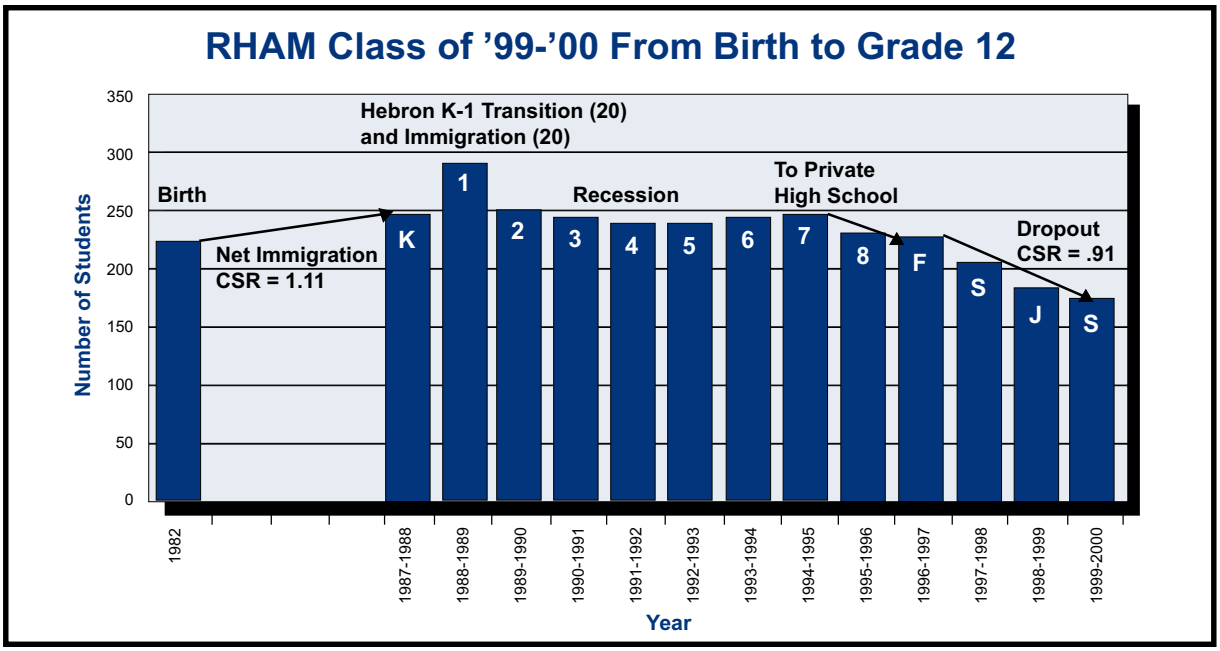


Figure 3

Once in the school system it is possible to predict the likelihood of whether the student will remain in the system to the completion of grade twelve. Figure 3 shows the aggregate '99-'00 RHAM graduating class size from birth to grade 12.

Generally, the information pictured here is useful from a prediction standpoint; however, there are a few caveats. First, Figure 3 was developed as part of the new high school building project approved in 2000, so it is three years old. Second, at the time it was generated no effort was made to disaggregate the RHAM student data by town, so application to Hebron is somewhat limited. Finally, predictive value may be somewhat skewed since: 1) it is likely that drop out rates would decrease due to the draw of the new RHAM complex, and 2) it is likely the number of students leaving for private high schools would decrease with the addition of varsity football.

Effects of Growth on The Public 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 and RHAM Boards 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 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 into the classrooms; 2) the requirements imposed by fire codes; and 3) the ability of core facilities (bathrooms, lunch room, library, music, art, physical education, etc.) to meet the needs of the students.

According to the latest filings made with the State in January of 1999, which take into account the

2000 additions made to both elementary schools, the maximum projected enrollment for HES is 487 and for GHS 615. As of October 1, 2002, the student enrollment at HES was 396 students, and at GES 697 students, including pre-kindergarten. HES has twenty-four classrooms and GES has thirty-three classrooms including rooms dedicated for Special Education. Elementary school class size policy is eight in pre-kindergarten, eighteen in grades K-1, twenty in grades two to three, and twenty-four in grades four to six. An extensive study of grade-level reorganization has been conducted to determine if reallocation of grades to school buildings would result in reduced facility needs. It was concluded that such a reorganization would only be a one-year stopgap measure given the total student population growth.

The new RHAM-MS is being built to a maximum capacity of 700 students, and the new RHAM-HS to a maximum capacity of 1200 students. As of October 1, 2001, 523 students were enrolled at the current RHAM-MS (old building without renovations), and 975 at the current RHAM-HS (old building, soon to be demolished). The average seventh grade (middle school) class size is 20.6, and the average high school class size is 19.7.

As required by state law, planning for any building project can only be projected eight years into the future, and, as such, the new RHAM facilities, scheduled to be fully completed in 2004, should meet the Town's future needs for the next eight years. Likewise, the 2000 building projects recently completed at the elementary schools were designed to meet this eight-year projection requirement when proposed in 1997. Recent population growth, however, has exceeded the eight-year growth projections of 1997. Presently, the Hebron Board of Education is grappling with what is to be done to meet both short-term and long-term needs.

Even by very conservative models the growth of the elementary school age population will place the Town's elementary schools above capacity. The constraints on existing elementary school sites make expansion on the site of HES very limited and at GES non-existent. It is the opinion of the Planning and Zoning Commission, therefore that another elementary school will need to be built. The Board of Education is in concurrence and projects further that given the Town's rate of growth, in twenty years it is likely another school, beyond the one needed to address ten-year projections, will be needed.

In order to meet the immediate need, the Town, and particularly the Board of Education, needs to analyze, geographically, where a new school should be located, given the growth patterns in Town (to date these are uniformly distributed and not concentrated in one part of Town). Likewise, the Board of Education will need to take into account such issues as bussing and school grade configuration.

Goal & Objectives

GOAL: To accommodate Hebron's growing school-age population, the Town, with the cooperation of all its boards and commissions, must support such growth with facilities and infrastructure.

OBJECTIVES:

1. Immediately evaluate existing school or other structures and sites in order to maximize their use as educational facilities and meet short-term needs.

2. Immediately begin the process of evaluating possible sites for a new facility. Such an evaluation process should include the input of town staff and Town boards and commissions in order that appropriate attention is paid to land use and other similar regulations and policies.

3. Once an appropriate parcel is determined, initiate acquisition procedures to procure it.

4. The Board of Selectmen, the Board of Education and other Town Boards must begin planning for the construction of a new school.

GOAL: To encourage the development of pre-kindergarten school facilities outside of the public school arena.

OBJECTIVES:

1. Encourage the building of or the renovation of spaces that would meet state code for a pre-school use.

2. Encourage the development of quality facilities, which offer pre-school programs.

GOAL: To encourage and support the sharing of Town infrastructure.

OBJECTIVES:

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. Encourage and support the connection of school facilities to centralized Town infrastructure to promote sound future planning and growth (current examples of this are the fiber optic backbone and the sewer lines). Consideration should be given to 'phasing in' (completing small portions at a time) or 'roughing in' future innovations for full construction at a later date.

GOAL: To encourage opportunities by the schools and affiliated organizations, to maintain, rehabilitate, research and study Town (or Land Trust) 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.

OBJECTIVES:

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).

B. Emergency Services

This section of the Plan will review the emergency services functions found within the community. As the community grows, it is important to periodically review its emergency service needs, as they will change over time. It is important to properly plan for these needs to make sure that the buildings, sites, and equipment are adequate.

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

1. Fire Protection

The Hebron Volunteer 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 Deepwood Drive, and Company #3, located on North Street. A part-time Chief, a part-time Deputy Chief, a part-time Assistant Chief, two career firefighters and eighty-two volunteers staff the Department. Responses are made to approximately 700 calls per year of which 450 are for emergency medical services.

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 high and middle schools. This company has the Town's newest fire station, built in 1985, replacing a 1935 station that was located at the same site. This is a 9,500 square foot building having four emergency vehicle bays. The personnel that service Company # 1 includes 30 volunteer fire fighters, two paid full time maintainers, a part-time Fire Chief, a part-time Deputy Fire Chief, a part-time Assistant Fire Chief and a secretary.

The Company #1 building also houses the Resident State Trooper's office and associated vehicle bay, the offices for the Town's constables as well as the Civil Preparedness operations.

Company #2 is located at Amston Lake, on Deepwood Drive, on a 0.56-acre lot. This company was established in the 1940's as a private Fire Company manned by returning war veterans. Company #2 became a Town facility in 1970. Today, this Company is staffed by 30 volunteer firefighters. The present fire station is a 2,370 square foot building having three vehicle bays, all undersized by today's standards. Company Two currently houses an engine-tanker (1,250 gpm/ 1000 gal), a mini-attack/rescue truck and a water/ice rescue boat. This Company has primary fire protection responsibilities for the southern section of Town, as well as serving as an important back-up role 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 a 3,080 square foot facility having three vehicle bays. The third vehicle bay was added in 1998. It is staffed by 30 volunteer fire fighters.

Department Structure

As noted earlier, the Department is organized into three companies: one located in the northern part of Town, one in the center of Hebron and one in the southern area of Town. Given the elongated layout of the community, this is a logical and efficient layout of fire stations within the Town. This distribution provides not only a quick first response to emergency situations but also allows each station to provide back up for one another.

In the past there was some discussion about a long-range need for a fourth fire station in the southwest portion of town. However, given the existing low-density development in that neighborhood and the future limitations of the R-2 zoning, it is unlikely that a fourth station would be needed in this location.

Future Needs

The most pressing facility need concerns the Company #2 fire station. The existing Company #2 station is deficient in almost every respect. Newer apparatus will not fit in the station that is too small to service and maintain trucks and equipment. The existing engine-tanker encroaches on the public highway when it is pulled out on to the ramp. There are no training facilities or meeting areas for Company #2 members. The facility is in a physically deteriorating condition. As of the writing of this Plan, the Town has approved construction of a new 9,400 square foot Company #2 fire station with three double-loaded equipment bays to be located on Church Street south of Lake Road.

Company #1 is located on a relatively small site with limited parking for volunteers and limited building space for functions and storage. The Town has approved a purchase of an adjacent parcel of land that fronts onto Pendleton Drive. The addition of this parcel will provide frontage onto Pendleton Drive, will provide land for more parking and could allow an area for a modest expansion or the construction of a needed storage building.

Space within the Company #1 fire station building is also at a premium. Additional space could be made available for the fire department if space was made available for the Resident State Trooper's office in another facility. Any future expenditures used for this facility should include monies needed to improve space utilization and to improve the appearance of this building to allow it to better reflect the character of other buildings constructed in the center of Town.

Company #3 is located on a site with very limited expansion possibilities. Although enlargements to this building are not needed at this time, site specific investigations could be made to determine if this site can serve the long term needs of the Department in the Company #3 area. If this site cannot serve long-term needs, efforts should be made at finding a new site that can.

Water

An adequate and convenient source of water for fire fighting purposes is essential to fire department operations. A committee has been formed within the fire department to update their inventory of all fire ponds and all dry hydrant locations in Town.

A fire pond and dry hydrant type of water supply system is adequate and typical in a rural residen-

tial community; however, in the Town Center a more adequate and reliable source of water is desirable. At this time, the water company is installing the first phase of the Hebron Center Water System. This system is being financed by a public-private partnership, including the Town, the water company, two private development projects in the Town Center and the Region 8 School District as part of the ongoing RHAM construction project.

Such a public water system would not only bring a reliable water source for potential emergencies, but also would result in lower Insurance Service Organization (ISO) ratings for businesses in the Town Center and would provide a safe and reliable source of water for the RHAM high and middle schools and other potential users. The system presently under construction will be provided with a diesel pump that will provide for fire protection in the Town Center. Fire hydrants are to be included as part of this system as the water main is installed.

Goal & Objectives

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

Objectives:

1. The fire department and Town officials should develop a plan of future fire pond needs throughout the developing portions of town and adopt standards to be incorporated into town regulations, ordinances and Planning and Zoning Commission actions.

2. Support and encourage the establishment and expansion of the new Hebron Center Water System.

3. Support the inclusion of full fire protection facilities with new water systems in the Town's business districts.

4. With the input of the Fire Department, develop a long-term strategic plan for fire department station improvements that has least impact on the municipal budget.

5. Proceed to amend the Zoning Regulations to establish a maximum two-story height limit to prevent the need for and storage space for an aerial ladder truck in the community.

6. In conjunction with the Fire Department, develop standards for dry hydrant installation and maintenance.

7. Support the establishment of a Town Ordinance requiring a clear posting of street addresses.

8. Develop standards and a methodology of requiring acceptable maintenance of all common driveways.

2. Emergency Medical Services

Emergency Medical Services (EMS) is coordinated by the Hebron Volunteer Fire Department (HVFD). The HVFD provides 24-hour, first responder ambulatory service as well as basic life support (BLS) with the service of approximately 30 Emergency Medical Technicians (EMTs). First response regional coverage is provided

to Hebron by the Town of Colchester in the Old Hartford Road area.

Hebron's EMS department is state licensed and each EMT must achieve and retain certification for BLS services. EMTs either report directly to a call or to the ambulance at Company #1. A number of EMTs carry defibrillators and oxygen with them to ensure availability of such equipment for use at the scene. Paramedics, dispatched from regional area health care facilities, provide for more advanced medical care.

Current conditions and inadequacies

EMS is based primarily from the Company #1 Firehouse on Main Street, Route 66. The desired first responder arrival time is 6-8 minutes. The size, configuration and current road system of the town makes this a difficult goal to achieve. The HVFD is in the process of developing and equipping a network of first responders throughout the town to achieve this goal. Ambulatory service should arrive at a scene in 10-12 minutes. There is a shortage of storage space for medical supplies at each station. Also, decontamination facility space and decontamination equipment are also needed at each fire station.

Future Needs

Future needs of the EMS department include a second ambulance, desirable when the town's population exceeds 10,000. Funding for a second ambulance has been approved as part of the town's five-year Capital Improvement Program (CIP). Additional space is needed at each fire station for supplies and decontamination of equipment. First responder equipment is also desired to achieve first response goals. Conversion to a UFH radio system over the next five years will also be necessary. Equipment needs of the department are partially provided for via the CIP.

Goal & Objectives

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

Objectives:

1. To support the EMS department in its facility and equipment needs.
2. To encourage appropriate roadway connections and an overall efficient town road system to facilitate better response time for EMS.
3. To assist the department in co-locating its telecommunication needs on existing structures.

3. Police Services

This section of the plan will discuss police services provided in the Town of Hebron and future needs of the department.

Police services are currently based at the Company No.1 firehouse on Route 66, Main Street. The police area within Company No. 1 consists of two vehicle bays (575 square feet) and an office area (370 square feet). The town contracts for the services of a Resident State Trooper, and employs seven

part-time constables, a part-time administrative manager and the Chief of Police (currently a duty of the Town Manager). Seven day / twenty-four hour patrol coverage is currently not provided in Hebron, however, supplemental coverage is provided by State Troopers from Troop K's Police Barracks in neighboring Colchester.

Current facilities, Conditions and Inadequacies

Operational space at the current location is adequate, although office, reception, parking, record and evidence space are limited. Detention, investigation / interrogation and lock-up space are provided by Police Barracks in Colchester. The department currently utilizes two vehicles replaced on a three cycle. Current vehicular, equipment and communication needs of the department are met.

The crime in Hebron is among the lowest of towns with population under 10,000. Burglary, larceny, DWI and vandalism are the most prevalent crimes committed in town.

Future Needs

The town is contemplating the hiring of two additional part-time constables within current appropriated funds. An additional State Trooper was proposed in the past year but not funded due to budget constraints. When the Town should add additional troopers, constables or consider its own full-time police force will depend upon public demand, budgetary impact and safety concerns. Future needs for equipment and vehicles will be dependent on these factors as well.

The Company No. 1 space has been considered as a temporary site for police operations. The town is reviewing possibilities of placing police operations in an expanded or new municipal town office building. Potential locations for expanded facilities include the Village Green District and the current location of the town office buildings. Relocating police operations from Company No. 1 firehouse will increase needed office, storage and parking space for Company No. 1 operations. In addition, a vacant one-acre town-owned parcel abuts the Company No. 1 site and may provide for additional parking and space for the fire department and possibly the police department if operations remain on site.

Goal & Objectives

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

Objectives:

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 for 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 from, sites in the central area of town to relocate the primary operations of the department should be identified. Sites should be selected to ensure future expansion opportunities of the department while considering the potential to locate within a new or expanded town office 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.

C. Public Works

This section of the plan will identify the services provided by and the resources and facilities required to operate the Town's Public Works department at this time and in the future.

Background

Public Works' current facilities are located at 550 Old Colchester Road, at the southern most part of town, on a fourteen (14) acre rectangular-shaped parcel, the site of a former gravel pit. This town-owned parcel is abutted by Camp Connecticut to the north and west and Northeast Utilities to the south. A large wooded parcel is across the street to the east.

Not only does this site house all of Public Works' major buildings and equipment, but it also is the site of the town's closed landfill and current transfer station. Of the 14-acre site, the landfill encompasses about eight (8) acres, leaving six (6) acres to accommodate buildings, equipment, materials and the transfer station. Five hundred feet of road frontage allows the site to safely utilize two curb cuts onto Old Colchester Road.

The town employs 14 full-time employees in its public works department and one part-time employee at the transfer station during the week and weekend. The staff size is considered average sized, although an additional supervisor is desired. Services provided by the department include road maintenance and reconstruction, solid waste disposal, snow and ice removal, maintenance of town buildings and grounds, animal control, trail maintenance and construction, vegetation control, vehicular maintenance, site improvement and construction activities, and drainage maintenance and improvements.

Current Facilities, Conditions and Inadequacies

The entire Public Works operational facilities are restricted to a six-acre portion of the aforementioned fourteen-acre parcel. The eight-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 remaining site encompasses several structures including the 100' x 60' steel maintenance / office garage; a 100'x 40' cement block cold storage (80'x 40') / animal control building (40'x20'); a 20'x 20' salt shed; and two hangers 70'x 10' and 60'x 10' in size. The site also includes above ground propane, gasoline and diesel tanks, an underground oil tank and septic system, and an area for outdoor storage of construction materials, sand and gravel, and some equipment. The Town is in the process of a permit for stormwater discharge at the site.

The 1,980 square foot maintenance / office building is in adequate condition, but is considered well undersized. The equipment bay area is crowded, lacks lifts, has inadequate lighting, is height restrictive and has little room for parts inventory storage. The building lacks a training or meeting

room and has inadequate lunch and shower areas. There is also a lack of office and record storage space. The cold storage / animal control building is in a less adequate condition than the maintenance / office building, but is more adequately meeting space needs. The animal control portion of the building includes ten kennel canine enclosures with heated indoor / outdoor access and short run areas. While animal control does occasionally house cats, a segregated area designated for cats does not exist. The salt shed is in poor condition and is very inadequate. All salt and sand/salt mix is required to be covered from the elements. Maintenance of larger supplies of salt and sand / salt mix is desired but not possible at this time. Sand is permitted to be left outdoors. Construction materials are generally not covered. It should be noted that the town does store a small quantity of salt / sand at a satellite location in the north end of town on Salt Box Road.

The department utilizes or maintains forty eight (48) vehicles. The department requests replacement of its vehicles on a timely basis through the town's Capital Improvement Program.

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, and ten roll-off containers, which collect recyclables, household trash, bulky waste, metal, brush, leaves and grass clippings. All Municipal Solid Waste is transported to the Connecticut Resource Recovery Authority's (CRRA) incinerator while recyclables are delivered to CRRA's recycling center. Brush and other vegetation are accepted by Earthgrow, a permitted compost facility. An on-site compost area is not practical. Recyclables include newspapers/magazines, cardboard, metal food containers, glass and certain plastics. Hazardous waste is collected bi-annually through a regional effort at the Olcott Street disposal facility in Manchester. Bulky waste is currently brought to the Manchester landfill, while bulk metal is recycled. The transfer station does collect and recycle waste oil, anti-freeze, batteries and tires and occasionally collects expired phone books. Dried latex paint is accepted and is disposed of in the household trash compactor.

The town disposes of 194 tons of solid waste and 55 tons of bulky waste per month. Nine tons per month of plant materials are removed while 57 tons of recyclables are removed. Currently, there is a resident fee to dispose of bulky waste and brush, but there is no fee otherwise charged. However, the Town is currently contemplating a nominal transfer station permit fee. Private waste disposal contractors also serve the town.

Equipment required for solid waste disposal includes a roll-off truck, a backhoe, a compactor and fifteen roll-off bins. While the physical condition of the transfer station is adequate, the facility is considered overcrowded and inadequate in terms of space for the future. A new roll-off truck and compactor will be needed in the near future.

Future Needs

Due to the location of the Public Works complex and transfer station at the extreme south end of the town, the lack of remaining usable acreage and the inadequacies of the facilities at the site, the Public Works department seeks a more central location for its primary operations.

Public Works Complex: The extreme south-end location of the current facilities results in a lengthy, inefficient response time to other areas of the Town since vehicles, personnel and nearly all road and construction materials are stationed here. The department is currently analyzing property in the central area of Town to accommodate its operations, with the exception of solid waste disposal and animal control. A four to ten acre site is desirable to meet its current and future needs. The

department seeks to construct a new 100'x 80' maintenance / office garage, a 120'x 60' salt storage shed and two 100'x 60' cold storage buildings. Current facilities of the animal control department could expand on the current site.

Transfer Station: With the desired relocation of the public works complex, the current site for the transfer station would be adequate for future needs as the outdoor areas occupied by materials and equipment could be utilized for an expanded solid waste disposal operation. The current buildings on site could continue to house equipment and could provide an opportunity to expand the town's recycling program.

Goal & Objectives

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

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

Objectives:

1. Analyze current deficiencies of public works facilities to document current and future needs of the department.

2. Assess current site location to determine if expansion of site is practical.

3. If expansion at the current site is impractical, sites in the central area of town to relocate the primary operations of the department should be identified. Sites should be selected to ensure future expansion opportunities of the department while considering the potential of future recreational or other town facility sites. 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.

4. The department should continue to assess its current vehicular fleet and other equipment and structures for replacement through the town's Capital Improvement Program.

5. Construct adequate salt and sand/salt storage facilities in a more central location in town. Consider the necessity of such north and south end facilities. All facilities should be covered.

6. If practical, all equipment and vehicles should be protected from the elements.

7. Expand transfer station operations on site if primary public works operations are relocated.

8. Consider expanding recycling program to include white office paper, more plastics and bailing of newspapers and cardboard to produce town revenue.

9. Consider a site for composting of plant materials. Costs of disposal would be reduced.

D. Town Offices

Background

The town offices currently consist of 3 facilities, the Town Office Building (TOB), built in 1964 and expanded in 1981, the Horton House, built circa 1866 and acquired by the Town in 1988, and the Town Records Building. The facilities are used by 28 town employees and the office of the Probate Judge. The Horton House (2 levels plus a basement) is 2,705 sq. ft; the Town Hall (2 levels) is 6,626 square feet. There are 48 parking spaces plus 5 handicapped spaces. The office complex sits on a total of 3.77 acres including a 0.87-acre parcel to the north that was acquired in 1998.

Current Conditions

Housing the town offices in the current facilities is inefficient for staff and inconvenient for the public. These shortcomings will only worsen as government services grow to meet the needs of a burgeoning population.

- Departments that interrelate on a regular basis —and ideally should be located next to each other— are scattered throughout the complex.
- The Horton House, built as a physician's home/office in the mid 1800's and featuring seven fireplaces and wide plank flooring, is not conducive to an efficient government operation.
- The Town Office Building lacks adequate meeting space for the multiple town boards and commissions that meet there on a regular basis. Community groups also need meeting space for day and evening functions. Juggling the existing meeting spaces (1 room at the TOB with a capacity of 39 and a smaller conference room at Horton House that holds 8 people) and using the community room at the Town Library causes other logistical problems.
- There is inadequate storage space to serve the operational needs and functions of Town government. Files and other materials are located away from the people using them inconveniencing employees and the public alike.
- Many departments need additional office space to work effectively. These include Parks & Recreation, Probate Office, Registrar of Voters and Finance departments.
- There is no waiting room space for visitors to the TOB, people must stand in the halls while waiting to conduct business.

Goal & Objectives

Goal: Provide effective and efficient Town government services.
Goal: Reduce infrastructure and operational costs.

Objectives:

1. Develop long-range plan for combining school administrative staff, police department functions, emergency operations center (EOC) and Town governmental operations in one location in order to enhance departmental efficiency and productivity and better serve the public.

2. Encourage cost saving opportunities between school administration and town administration (payroll, purchasing, budget administration, data storage, filing, computer services, telephone system, heating and cooling costs).

3. Meet additional space requirements either by:
   - ◆ Expanding the existing TOB, using the lot to the north that was purchased in 1998. This would require a connection to the sewers as the septic system is located in this area.
   - ◆ Construct a new TOB. The Village Green District (VGD) is expected to become a reality in the near future. Procuring a parcel of land within this central location for a Municipal Building would assist in attracting commercial development to the District.

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 "old" Douglas Library served the community until the new state-of-the art building was completed in 1999. Working with state guidelines for projected growth, the Library was expanded at that time to accommodate the needs of the community for the next 20 years. Today, the Library houses 46,000 volumes in 16,800 square feet with ample room for future acquisitions and expansion of staff.

Until 2001, the library was owned and operated by the Douglas Library Association, a private, non-profit corporation with monies provided by a trust fund established by the Douglas family. Over time, the fund proved insufficient to support Library operations, and in 1989, the Library began to receive annual appropriations from the Town of Hebron. In 2001, the Library formally became an agency of the Town and it is now publicly owned and operated. The Library is supported by several local volunteer groups: The Friends of the Hebron Library raises money through book sales and other fundraisers and the Gardeners Roundtable maintains the Library's perennial gardens as well as contributing gardening books and magazine subscriptions with funds raised from plant sales.

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. There is currently parking for 39 cars, sufficient for the use of daily patrons but inadequate when the library's meeting rooms are used for public forums. Recent Hebron Green modifications, including the creation of connected parking lots behind adjacent buildings on Main Street, will help to address this shortage. Other public/private ventures to increase the availability of parking in the general area should be encouraged.

Goal & Objectives

Goal: To maintain a healthy and vibrant library system that is an educational and cultural resource for the residents of Hebron.

Objectives:

1. To encourage the continued development of the Library's facilities and operation to meet the needs of the growing community.

2. To foster the use of the facility as an arts and cultural resource.

3. To adequately meet the parking requirements of the facility when it is used for large meetings or community functions by either investigating shared parking arrangements or by expansion of existing space.

F. Cemeteries

Hebron has a number of small, historic cemeteries dating back to the 1730's that help document the development of the town and serve as reminders of its past. In Town records (as of 1978), the following cemeteries are listed, 3 of which 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 (90 markers)
4. Old Cemetery/New Hebron Cemetery, Wall Street; 1750-present; (Old Cemetery has 309 markers)
5. Jones Street Cemetery, Jones Street; 1777-1934 (170 markers)
6. Burrows Hill Cemetery, Burrows Hill Road; 1816-1940 (53+ markers)
7. St. Peter's Cemetery, Church Street; 1819-present
8. Gay City Cemetery, North Street; 1808-1838 (6 markers)
9. Gilead Cemetery, Gilead Street; 1751-present

While growing rapidly, over 77% of Hebron's population is under age 49 according to 2002 state demographic studies. 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 over 5 acres of available land; Gilead 6.5 acres. Both associations anticipate having adequate room to serve the community for the foreseeable future.

G. Roadways, Bridges and Walkways

This section of the Plan will inventory and evaluate the Town's transportation facilities. It will also include goals and policies for the Town to guide officials in managing, improving and developing this system. For the purposes of the Plan, the Town's transportation system consists of roadways, bridges and walkways.

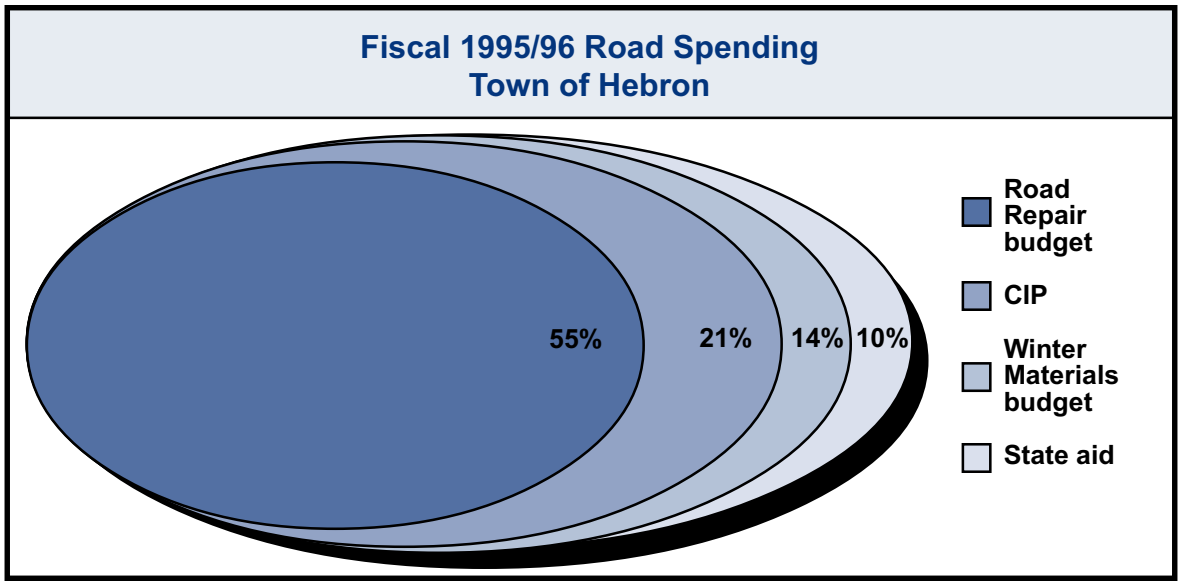
Roadways

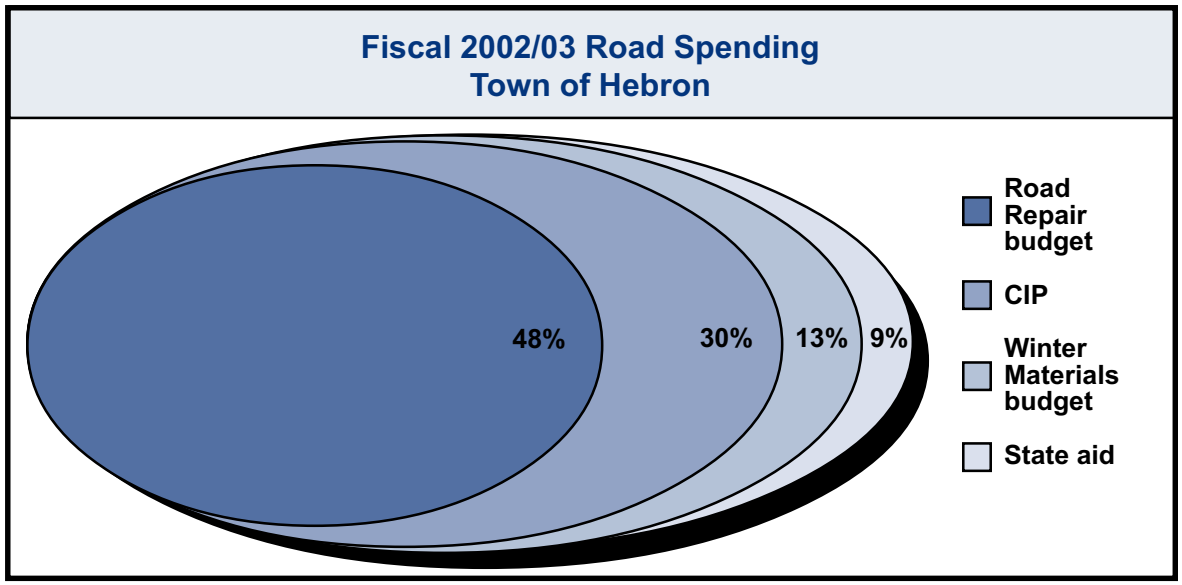
As of December 31, 2002, there were 98.05 miles of road in Hebron. Of this amount, the State of Connecticut maintained 22.23 miles (23 percent), the town maintained 74.45 miles (76 percent), and 1.3 miles (1 percent) were privately maintained. All roads in Hebron have one or two lanes. The main north-south roadway in Hebron is State Route (SR) 85. It is referred to as Gilead Street north of SR 66, and Church Street south of SR 66. The main east-west roadway is SR 66, referred to as Main Street east of SR 85, and West Main Street west of SR 85. SR 66 is heavily traveled by commercial and passenger car traffic. SR 85 and SR 66 intersect in the center of town, in the historic Hebron Green area. The intersection is controlled by one of the two traffic lights in Town.

Road Maintenance

Maintenance of the state roads falls into two DOT districts. District 2 covers the area north of SR 66 and District 1 maintains the State roads south of SR 66. There are no significant maintenance or construction projects planned by the State over the next several years, with the exception of the Hebron Green improvements.

Town roads are maintained by 12 of the 14 employees of the Hebron Public Works Department. Responsibilities of the department include paving and chip sealing, snow plowing, brush removal, replacing curbing and road construction projects.





Over the past 8 fiscal years:

1) The Town road maintenance budget has been steadily increasing, rising from about $471,000 in FY 1995/96 to about $538,000 in FY 2002/03;
2) CIP funding for resurfacing and improvements have risen annually; and
3) State Town Aid has been relatively stable, enhanced periodically with Local Capital Improvement Program funds.

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 SR 66 and SR 85. Based on counts made by the State of Connecticut, Department of Transportation (CT DOT) in August 2002, the highest ADT was 16,200, just west of the intersection of SR 66 and SR 316. The ADT on SR 66 is above 10,000 along its entire length in Hebron, except east of Wellswood Road. The ADT on SR 85 between Old Colchester Road and SR 66 was also above 10,000. These counts reflect relatively busy roads, but are within their design capacity.

Over the years, the increase in traffic can be seen by comparing earlier traffic counts with current ones (see Table 1). Traffic volume has increased in Town, particularly in the areas approaching the center of Town. Comparative counts for most of SR 66 were not available.

Table 1. Comparative Traffic Counts

Location	1987-88 ADT	2002 ADT	% Change
66 at Marlborough town line	7,700	10,500	+36
SR 85 north of Old Colchester Road	6,900	10,200	+48
85 just south of traffic light at Main Street	7,800	10,700	+37
SR 85 north of SR 66	5,900	9,000	+53
SR 85 south of East Street	6,800	7,500	+10
SR 85 north of North Street	4,600	4,300	-1
SR 207	2,100	2,700	+29
SR 316 in area of Burnt Hill Road	1,400	1,400	0
London Road east of SR 85	1,100	1,000	-1
Burrows Hill Road	750	1,000	+33
Martin Road	450	1,129	+151
Olde Hall Road	100	306	+206

Source: CT DOT, 2002a; CRCOG, 2002; CT DOT, undated

Accident Prone Locations

The state police reports traffic accidents on town and state roads. During the years 1999 – 2001, 70 to 74 traffic accidents were reported annually on state roads, and 11 to 14 traffic accidents were reported annually on town roads. There was one fatality in this period.

There were no locations in town that exhibited high traffic incident rates, 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). None were identified by the resident state trooper as serious accident-prone locations.

Traffic Signals

There are two full traffic signals in town: one at the intersection of SR 85 and SR 66 and one less than 1/8th of a mile east, at the intersection of SR 66 and SR 316 (Wall Street).

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 and the use of appropriate screening and plantings by developers.

Beyond typical measures to preserve the rural character of roads in Hebron, it is possible for a road to be designated a "Scenic Road". This can be initiated by the residents of the road or by the Planning and Zoning Commission, according to the criteria set forth in the Scenic Road Ordinance. As specified in the ordinance, a Scenic Road designation can place limitations on improvements to and alterations of such roads, except for safety purposes. At the time of the drafting of this Document, one road has been designated as a Scenic Road: Burrows Hill Road, from SR 66 south to Hope Valley Road.

Bridges

There are 4 significant bridges in Town: one on Marjorie Circle, two on Grayville Road, and one on Old Colchester Road. One of the bridges on Grayville Road is privately maintained. All are in good condition, with the exception of Old Colchester Road, which is in fair condition. The town owned bridges on Grayville Road and Old Colchester Road have 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.

Walkways

For the purposes of this section, the term "sidewalks" refer 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" refer to pedestrian walkways that connect one area to another and 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 state-owned or maintained areas, such as Gay City State Park.

The Town of Hebron does not presently contain any significant sidewalk systems. Short sections of sidewalk exist in the Hebron Green area, but these are not connected, inhibiting pedestrian flow and increasing vehicle use for short journeys (i.e. store to store). Currently there is no Town Ordinance regarding the maintenance of sidewalks.

The approved FY 2002/03 CIP budget included local funding which matched state funding to build sidewalks in the Hebron Green District as a part of the Hebron Green project. This project allowed sidewalks to be constructed along the south side of SR 66 in the Hebron Green area. The side-

walks are brick pavers to maintain the area's historic character. CIP funds have been approved to design and build a sidewalk, connecting the Hebron Green walks, extending to the intersection of SR 66 and SR 316, and further extending to Veterans Memorial Park and the new RHAM High School complex. Other planned CIP projects could place sidewalks on the north side of SR 66 from SR 316 to the Post Office.

The State owns and maintains a significant path/nature trail network at Gay City State Park. The State also owns and maintains 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 frequented by joggers, cyclists and walkers. The section of the Air Line Trail from SR 85 south-westerly is completed all the way to East Hampton, and the section from SR 85 northeasterly is being reclaimed and extended. There is one Town-owned pedestrian path in Veterans Memorial Park.

Future Projects and Growth Projections

Roadways:
Needed Improvements

There are a number of larger roadway improvement projects that include safety and environmental issues significant enough to warrant specific identification. These include:

- Loveland Road and SR 66 intersection – This intersection poses a safety hazard due to the restricted sight lines, very steep grade of Loveland Road at the intersection, and high traffic volume along SR 66. Further, Loveland Road, which is unimproved, has a significant detrimental environmental impact due to the storm water runoff that carries large amounts of material into the Raymond Brook, an environmentally sensitive watershed in Town.
- Grayville Road extension to connect with Jones Street – The southern portion of Town has poor East-to-West road connections, which creates a safety concern for the movement of Emergency Service vehicles from their base in the eastern side of town to residents in the western side. A connection would significantly improvement response time. Making this road connection has important environmental concerns given the wetlands located between Grayville Road and Jones Street.
- Coleman Road – Coleman Road becomes Parker Road, which dead ends in Marlborough. Due to increased traffic from recent developments in Marlborough, this road is in need of widening and straightening, and in some places, relocation, to improve safety.
- Ongoing town road resurfacing and improvements – The Capital Improvement Program has recommended that $160,000 be appropriated annually for FYs 2003/04 and 2004/05. This figure increases to $165,000 in FYs 2005/06 and 2006/07,and $170,000 in FY 2007/08.

Growth in Town Street Mileage and Changes in Traffic Patterns

Traffic growth will vary with household growth. Traffic engineering data suggests that each household generates an average of 10 vehicular trips per day. Based on the information provided in Section 1, Part G of this POCD, ultimately an additional 4,373 housing units could be built in town. This would mean a potential increase of approximately 43,000 vehicular trips daily on town roads, which is in addition to the 2002 estimate of 29,000 vehicular trips currently per day. It is imperative to recognize that this traffic is spread out over 90 miles of town roads. Further, the spread of housing in town has been evenly dispersed, and the distribution of remaining developable, vacant

land is also more or less evenly dispersed throughout the town. Therefore, it is reasonable to assume that future traffic patterns would be similar to those experienced today.

The dispersion of traffic over 90 miles of town roads should reduce traffic impacts in any one place. If the number of vehicles continues to increase, additional studies of town road capacity could be required.

Town Center

Traffic in the center of town is expected to increase with expected population growth and commercial development. If SR 6 from Bolton to Willimantic is ever upgraded, some of the through traffic on SR66 could be diverted, alleviating some of the congestion. Further, access onto SR66 and the circulation of traffic in the Ted's Plaza & Post Office complex of buildings would be improved through an upgrade in the service roads that connect the various buildings and parking lots.

Historic Hebron Green

The Hebron Green Gateway Improvement Plan is a project that was intended to enhance the Hebron Green area and to mitigate some of the adverse impacts that this area has suffered directly from transportation improvements of State Highways 85 and 66. The location of SR 66 east-west through the Hebron Green and the relocation of SR 85 north-south through the same area, effectively quartered this historic village green. The Town was awarded a grant under the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1998 to perform these improvements to enhance this area. The improvements consisted of removal of excessive roadway pavement and adding grass area to enlarge the useable Green, the addition of landscaping materials, installing period lighting, replacing asphalt sidewalks with brick walks, installing colonial fencing and installing appropriate signage. These improvements are eventually intended expand from the Hebron Green area by extending pedestrian walkways from the Green to other key location throughout the center of Town.

Village Green

Some, if not all of the roads in the Village Green development district are likely to become town roads. The main road through the development will be maintained by the town as a town road.

A traffic impact study is required as part of the Village Green approval process, which should address traffic generation and the need for a traffic signal at the entrance. Application will have to made to the State Traffic Commission and they would ultimately determine if a traffic signal is required at this location.

Traffic Signals and Controls

Roadway configuration changes will most likely be necessary on SR 66 as a result of the development of the Village Green district. The entrance drive to the development will be located close to the entrance drive to Ted's Plaza, to create a four-way intersection. Construction of deceleration and acceleration/turning lanes may be required by the CT DOT.

There are currently no lights in front of the Town fire stations to stop traffic when emergency vehicles are exiting. The need for such lights is determined by DOT, although the town can request them. If a light were installed, the town would incur the cost.

Budgetary and Cost Considerations

As discussed earlier, the road network in Hebron is generally in good condition and normal maintenance by the State and Town should keep the existing roads at this standard. If the Town's road budget remains stable and state aid declines, the excellent quality of the Town's road maintenance efforts could suffer. Recent increases in town spending on roads have primarily been through increases in CIP appropriations. This is a less stable source of funds than a budgeted amount. Maintenance and scheduled improvements should be budgeted items, not capital items in competition with other capital program needs.

Bridges

No major bridge projects are foreseen in Town in the near future. Anticipated residential developments should not require any significant bridge construction. If required, this would be the responsibility of the developer. It is noted the Old Colchester Road bridge is presently rated "fair" by the Connecticut DOT and could require maintenance in the near future.

Walkways

The installation of sidewalks along the south side of SR 66 in the Hebron Green district occurred in the summer of 2003. The Hebron Business Park development and the Loveland Hills senior housing project, as approved by the Planning and Zoning Commission, include pedestrian path connections. Construction of sidewalks along SR 66 from the intersection with SR 316 to the Post Office may occur over the next 10 years.

Goal and Objectives

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.

Objectives

1. To work with Connecticut DOT and the State Traffic Commission to (1) locate and time new traffic signals to avoid congestion; and (2) to install traffic calming measures along SR 66 and SR 85 in the business district.

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 curb cut requests and to provide for improved internal circulation by encouraging: (1) the use of common driveways and the extension of the existing service road that runs from Ted's to the Post Office; and (2) a roadway connection from Pendleton Drive into the Village Green road system, as vehicles exiting Pendleton Drive now often have trouble making a left hand turn.

4. To encourage the Town to increase road maintenance budgets as the mileage of Town roads increases, and to provide a stable funding source in lieu of CIP appropriations.

5. To recommend the study of alternative traffic light patterns for use in emergency situations by Fire and emergency services, such as a traffic preemption device.

6. To encourage appropriate roadway connections and an overall efficient town road system to facilitate better response times for emergency vehicles.

7. To advocate that the timing of any new traffic lights on SR 66 be coordinated to reduce congestion.

8. To advocate standards to ensure that small bridges on private driveways be constructed to support the weight of fire and emergency vehicles.

Goal: To minimize increases in town maintenance costs and paved acreage.

Objectives

1. To minimize the amount of impervious area and the linear feet of town roads by encouraging cluster and open space development.

2. To encourage the creative design of cul-de-sacs (such as leaving a vegetated island) as outlined in the Town subdivision regulations.

3. To advocate application for scenic road designation to encourage preservation of the rural and scenic nature of the road, where the road meets the requirements of the scenic road ordinance.

Goal: To encourage pedestrian traffic through the development of sidewalks and pedestrian paths.

Objectives

1. To advocate for a Town ordinance regarding maintenance of sidewalks and paths, to include safety items such as snow removal and repairs.

2. To advocate for the extension of sidewalks in the following locations:
   a) From the SR66/SR316 intersection to the Post Office, eventually to run the full length of the business district;
   b) Along SR 85 south to the Hebron Elementary School, interconnecting to other paths and sidewalks that may be part of the Village Green development
   c) In coordination with the CT DOT, from the existing Senior Center into the center of town and Town offices.

3. To encourage pedestrian access and non-vehicular travel through the development of pedestrian paths in the following locations:
   a) From the RHAM campus to the Town offices, along Wall Street to SR 66 and into the central business district;
   b) From the proposed “Loveland Hills” development to SR 66 and the business district, and connecting with a path to Veterans Memorial Park;
   c) As part of the Village Green development project.

4. To advocate, in coordination with the CT DOT, installation of pedestrian crosswalk zones and lights at the major intersections in the Town center, particularly the SR66 and SR85 intersection.

H. Utilities

1. 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.

In those areas of Town where a public water supply is required, it is supplied through Birmingham Utilities (BU), who in 2003 purchased the Eastern Connecticut Regional Water Company (ECRWC). This is a privately owned water company, with offices located in Stafford and Ansonia, CT, and has been granted a franchise from the State of CT Department of Public Utility Control to operate a water company in Hebron. BU also operates under the review and oversight of the State of CT Department of Public Health to ensure that the system, and the water supplied, meets the current public health standards.

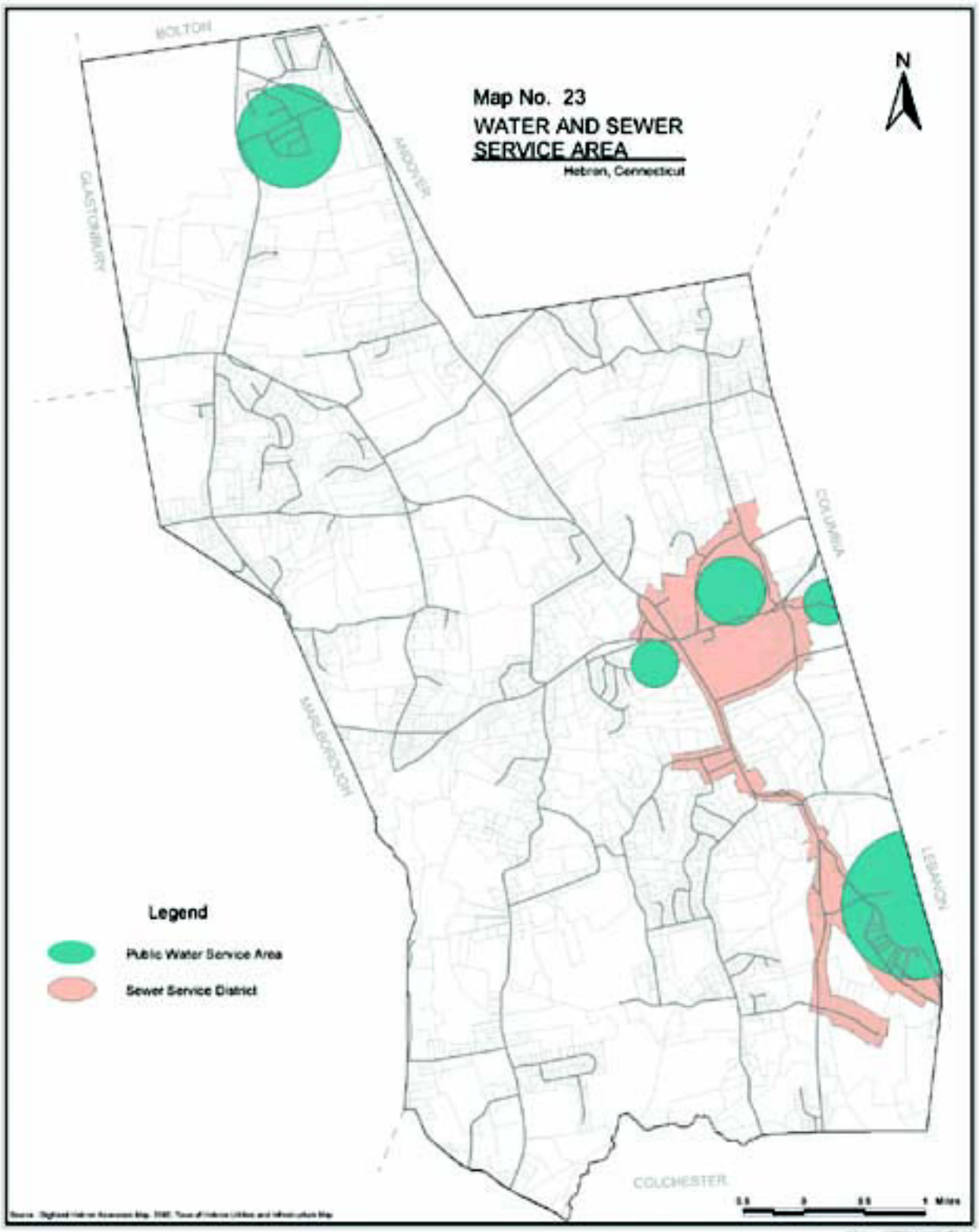
Currently BU serves five areas within Hebron, bringing public water to residences and businesses located in these neighborhoods. These five areas are the Amston Lake area, Wellswood Village on Wellswood Road, the senior housing developments on Church Street and West Main Street, the London Park neighborhood, and the Hebron Center water system in the center of Town.

Amston Lake Division

The Amston Lake neighborhood is the largest area in Hebron served by BU. The system was originally designed and built to serve a seasonal community. The system was purchased by the ECRWC in 1992 who preformed substantial upgrades to the system. The Amston Lake Division presently serves approximately 315 customers in Hebron and Lebanon, 125 as year-round customers and 190 as seasonal users.

This division has four active sources of water supply. The two Turner Road wells and the Firehouse well are located in Hebron; the Island Beach well is located in Lebanon. The three wells in Hebron are activated depending upon the water levels in the 75,000-gallon atmospheric storage tank located on St. Ronan Road. BU is constructing a new pump house and tank at the Island Road property. This project will permit winter operation of the Island Beach well, provide advanced water treatment, nearly double the available system storage, and provide emergency power for continued service during power disruption. The Island Beach well will be controlled based on the level of the new 64,000-gallon atmospheric storage tank adjacent to the well.

The highest demand days occur in the summer and exceed 50,000 gallons per day. The lowest demand days occur in the winter months when only year round customers are served. BU is currently working with the CT Department of Environmental Protection to assess the sustainable long-term yield of the four wells and permit withdrawals in excess of 50,000 gallons per day.


Map No. 23
WATER AND SEWER
SERVICE AREA
Hebron, Connecticut
N
BOLTON
GLASTONBURY
ANDOVER
COLUMBIA
MARLBOROUGH
LEBANON
COLCHESTER
Legend
Public Water Service Area
Sewer Service District
0.5
0
0.5
1 Miles

As more residential dwellings are constructed in the neighborhood and more seasonal units are converted to year-round dwellings, the water supply demand will become more uniform year round. BU has initiated a program for source rehabilitation to recover lost yield from existing sources of supply. If demands continue to grow, additional sources of supply will need to be developed to ensure an adequate supply for the system.

The distribution system in Hebron consists of approximately 18,600 feet of water mains, approximately 57% being newer PVC pipe, and the remainder being older cast iron or galvanized pipe.

Future improvements to the system that has been identified are the replacement of the older water mains, and consideration of installing individual water meters at each service location to encourage conservation.

London Park Division

This division was acquired by ECRWC in 1990 and serves approximately 78 residences in a subdivision along London Road. The system was constructed in the 1950's and consists of two drilled wells and two 5,000-gallon pressure tanks.

The two active wells are located in a well field near Jan Drive in an area with considerable sand and gravel deposits and with very limited threats to water quality. Sufficient area exists to drill additional wells if needed. The present wells appear to have more than sufficient capacity for the intended use. Present wells are estimated to produce a safe yield of 90 gpm while the current pumping rate for one well is 18 gpm and the for the second well is 25 gpm.

BU's long term plans are to construct a new pump house incorporating atmospheric storage and an improved water treatment system. These improvements could provide for a limited fire protection system in the neighborhood, and may allow the division to serve an expanded area if the need develops.

Senior Housing

This system serves two senior housing developments and the Town's senior center. The Mill at Stonecroft is a private age-restricted housing development of 40 clustered units on private roads with access to West Main Street. The Hebron Elderly Housing Complex is a town- owned senior housing development of 24 units having access onto Church Street. The Town's senior center is located within the Hebron Elderly Housing Complex.

Two drilled wells serve the system with a 10,000-gallon atmospheric tank, a 5,000-gallon pressure tank and two booster pumps. This infrastructure is all located on the Mill at Stonecroft site with an interconnection to the Hebron Elderly Housing development. The initial system within the Mill at Stonecroft development was constructed in 1991 and was interconnected to the adjoining site in 1994 due to poor water quality at the Hebron Elderly Housing development site.

No system improvements are anticipated at this time although BU is aware of some complaints regarding copper staining and is evaluating the possibility of a pH adjustment system.

Wellswood Division

This system was constructed in 1993 to serve a cluster housing subdivision of 21 single-family homes on Wellswood Road. Two drilled wells and a pump house containing an atmospheric storage tank serve the system. BU reports that the system has an available water supply of 9,720

gpd with an average daily demand of 1,500 gpd.

There is a distribution system of 600 ft of 4-inch PVC pipe with each unit having shut off valves and flow meters. There are no expansion plans or improvements anticipated.

Hebron Center Division

The newest water system in Hebron was constructed in 2002 / 2003. It was initially planned to serve the new RHAM high and middle school complex, a planned age restricted housing development of 55 units on Loveland Road and a commercial development (Hebron Business Park) on Main Street. The water company projects that these three users would have a maximum demand of 30,000 gallons per day, which was used as a design parameter. The system was designed with the intent of allowing an expansion of the system throughout the center of Town, including the planned new Village Green District.

This system is served by three wells that have a safe yield of 80 gallons per minute, and an 180,000-gallon storage tank. The Town of Hebron, the Regional School District #8, BU and private businesses are partnering to develop this system. Particularly because of its location in the center of Hebron's business district, the system was designed to incorporate full fire protection and will include fire hydrants.

As this system expands, new well sources and interconnections with other BU systems are likely. When the system exceeds supplying 50,000 gallons per day, more extensive review by the State will be required to ensure that adequate recharge areas are available and that there will be no impacts to wells on adjoining properties.

Goal and Objectives

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

Objectives:

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.

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.

Objectives:

1. Encourage BU to continue to invest in the existing Hebron public water supply systems to deliver the highest quality product to Hebron residents.

2. Encourage BU to incorporate infrastructure that will promote water conservation measures.

3. Encourage the provision of hydrants and full fire protection for all new public water systems within Hebron's business districts.

4. Encourage efforts to extend the Hebron Center Water System into other appropriate areas within Hebron Center; and, provide interconnections of this water system with other nearby public water divisions of BU.

5. Encourage BU and the State regulatory agencies to evaluate any potential impacts to the surrounding recharge areas as further water systems and expansions are proposed.

6. 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.

2. 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 supported by 8 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 Lebanon side of Amston Lake should Lebanon decide to install sewers.

Presently the average daily sewage flow is 120,000 – 150,000 gallons. The sewage is pumped to the Town of Colchester and then pumped onto the Town of East Hampton where the treatment plant is located. While the system was designed for 1 million gallons per day, the Colchester facility cannot accept this quantity of flow and still accommodate their own flows. This will limit the amount of flows possible from Hebron. The planned maximum flows from Hebron were expected to be approximately 500,000 gallons per day.

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. 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.

Goal and Objectives

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.

Objectives:

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. Seek full connections of all development within the sewer service district.

I. Telecommunication

Wireless telecommunications is a relatively new technology that provides numerous benefits to the public, businesses, and emergency service operations. This technology involves the transmittal of information by way of electromagnetic waves, which may be read as digital or analog signals. The Federal Telecommunications Act of 1976 (the "Act") allows the licensed telecommunications companies to expand their network of services subject to the analysis and approval of the States. In Connecticut, until it was changed by state law in 2002, the Act was interpreted by the courts and legislative bodies to mean that the Connecticut Siting Council would regulate cellular communications while the individual towns would regulate digital communications, each with all their supporting infrastructure.

The Act provides a unique shift in the traditional zoning process. Under the Act, it is the burden of the local zoning commission to prove that the proposed tower application does not meet the Town's telecommunications regulations rather than the burden of proof being placed on the applicant. This greatly reduces the discretion of the local land use agencies in determining if the proposed tower and location is in the best interests of the town. However, it has been the objective of the Hebron Planning and Zoning Commission to permit the infrastructure for this new technology while protecting the visual and natural environment where they would be placed. As of the date of this Plan, the three telecommunication structures in Town have all been constructed using camouflaged techniques in order to blend in with the Town's rural, agricultural and residential landscape.

In 2002, a CT case law decision changed the roles of towns in this process and turned over all regulating authority to the Connecticut Siting Council. Despite the regulatory authority resting with the CT Siting Council, towns still have significant influence on the process. To this end, the Planning and Zoning Commission has been continually revisiting its telecommunications regulations to keep them in line with the overall goals and objectives of this Plan. The following goals and objectives should guide local decisions and recommendations.

Goal and Objectives

Goal: To permit commercial wireless telecommunication sites within the Town of Hebron while protecting neighborhoods and minimizing any adverse effects through careful design, siting and screening.

Objectives:

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.

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.

List of Maps

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