

CORE SERVICES INTRODUCTION
2011-2012 Budget

As a part of the 2010-2011 Goals and Objectives for the Hebron Board of Selectmen, developing a priority list of Core Services was placed as a key component of their Goals.

In order to achieve this goal, a list of all services given to taxpayers was developed by Department Heads, along with the percentage of time they typically spend on delivering each of these services. The Selectmen spent many hours reviewing each of the deliverables and rank ordered each of them into the following categories: 1) Mandated Services – Those services which are mandated by Federal, State, or local Charter provisions; 2) Priority Services – Those services that are considered a priority due to health and safety concerns, and/or the general wellbeing of the taxpayers; and 3) Optional Services – Those services which can be done by other groups within the Town, charging a user fee or the service, or those services which can be eliminated entirely.

You will note in the following list of Core Services, that each Department is listed, along with the services given, and how the services have been ranked – Mandatory, Priority or Optional. We are currently working on placing a dollar value to each of the services, and then we will be holding Public Forums to receive feedback from taxpayers, on valuing each of the services given to them. Stay tuned to this part of the Town's website for dates to be announced for these forums.

If you have any feedback now, please call the Town Manager, Bonnie Therrien, at (860) 228-5971, x 122 or e-mail her at btherrien@hebronct.com.

LIST OF HEBRON TOWN SERVICES

Fire Marshal

Mandated Services:

Chapter 541 of the Connecticut General Statutes, as well as numerous codes that are promulgated under the provisions of these statutes include the following:

- **35.535 %** Inspection of all buildings except one and two family.
- **2.88 %** Investigate the origin, cause and circumstances of all fires, explosions.
- **.961 %** Investigates burn injuries, and carbon monoxide emergencies that cause sickness or death.
- **.384 %** Issue permits for the use, transportation and storage of explosives. Investigates complaints concerning explosives (fee charged).
- Inspects storage and spot checks job sites where explosives are being used
Included Above
- **2.30 %** Inspects all flammable and combustible liquids storage tank installations. Propane gas, as well as fuel tank installation.
- **.769 %** Conducts site inspections of all fire works and special effects displays for compliance with the Connecticut Fireworks and Special Effects Code. Required to be on site all the time fire works are at the site until they have cleaned the area after the show. Inspect and enforce the Connecticut requirements regarding the sale and use of sparklers.
- **.769 %** Inspects tents and portable structures for compliance with the Connecticut Tent and Portable Shelter Code.
- **5.769 %** Conducts plan reviews of plans and specifications for various occupancies and facilities being proposed within the Town for compliance with the Connecticut Fire Safety Code.
- **.769 %** Inspection of special events at the Fair Grounds and other areas in town as needed, during normal work hours.
- **1.92 %** Attend continuing education programs, which are mandated.
- **5.769 %** National Fire Incident Reporting System
- **.769%** Conduct on going and constant safety inspections during the Hebron Lions Fair and incident investigator. (During normal work time)

Priority Services:

- **.961 %** Provide safety tips, public education and give advice to the general public.
- **1.92 %** Preparing and overseeing budget.
- **2.88 %** Attend meetings related to Fire Safety and compliance issues.
- **7.20 %** Attending planning meetings with potential developers/builders with other planning staff.
- **4.8 %** Because of limited manpower during the day, assist the Fire Department as needed at MVA's, EMS calls and Incident Command when needed
- Grant writing, as grant opportunities become available

Optional Services:

- **2.30 %** Fill in for Building Official when he is not available
- **.961 %** Replacement of smoke detector/batteries program for the elderly/disabled.
- **.192 %** Assistant to the Burning Official.
- **.192 %** Fire Prevention poster contest.

Emergency Management

Mandated Services:

- **5%** Develops and executes a program operating budget.
- **5%** Attend training and meetings for Emergency Operations as required.
- **10%** Updates and conforms the town's Emergency Operation Plan to State and Federal criteria including national security (nuclear attack/weapons of mass destruction) risk assumptions.
- **15%** Maintains the Emergency operation Plan, Annexes, and operating procedure (SOP's) updated as required by the Commissioner of the Department of Emergency Management and Homeland Security.
- **10%** Prepares Grant Application packages for operations and equipment.
- **5%** Prepares and submits Emergency Management reports to State and Federal agencies as required.
- **15%** Coordination of communication equipment maintenance and suitability for emergency operations. Including communications drills.
- **3%** Develops and maintains a training and exercise program to prepare for emergency operations.
- **12%** Keeps and updates an inventory of emergency equipment.
- **20%** Representative to Chatham Health District, Maintains the Emergency Health Operations Plan, Pandemic Influenza Response Plan, Coordinates Drills as needed, including Point of Distribution for mass quantities (POD drills).

Public Works

Mandated Services:

- **19 %** Maintain 100 miles of roads / 200 lane miles to include resurfacing/pave roads/road repair, crack sealing – Maintain and repair all drainage (Town Charter)
- **10.5 %** Plow and sand in winter
- **4 %** Street sweeping – Sweep all town building parking lots
- **1.5 %** Line striping, stop bars
- **12 %** All vehicle maintenance – Prepare vehicles for winter
- **2 %** Sign repair or replacement
- **1.5 %** Keep the Town compliant with Storm Water Phase II - Federal mandate
- **12%** Maintain and operate recycling/transfer facility equipment and programs - State mandate
- **4.5%** Catch basin cleaning – DEP Mandate Stormwater Phase 2

Priority Services:

- **2.5 %** Review all driveway and road excavation permits
- **2.5 %** Review all subdivision and proposed new town roads
- **4 %** Maintain fuel operation
- **3.5 %** Tree trimming and removal
- **5.5 %** Execute work orders for labor and materials; ongoing support for all Department requests
- **8 %** Roadside mowing and eliminate roadside vegetation (except for sight line)
- Grant writing, as grant opportunities become available

Optional Services:

- **3.5 %** Repair lawns and mailboxes due to plow damage
- **2.5 %** Pick up litter along streets
- **3 %** Educational training in winter as needed
- **2.5 %** Haul sand and salt for winter/supply for residents

Russell Mercier Senior Center/Senior Services

Mandated Services:

Municipal Agent for the Elderly

- **11.65%** The Municipal Agent for the Elderly program was established in 1972 by the Connecticut State Legislature in order to assure that elderly persons in each town have an officially appointed representative who is responsible for providing elders with information and assistance on services and benefits. In accordance with the General Statutes of Connecticut Volume 2 Title 7 Chapter 97 Section 7-127b the Municipal Agent for the Elderly shall (1) disseminate information to elderly persons and assist such persons in learning about the community resources available to them and publicize such resources and benefits; (2) assist elderly persons in applying for federal and other benefits available to such persons; (3) submit written reports annually covering the period extending between July 1 and June 30 to the chief elected official, chief executive officer, legislative body and Committee or Commission on Aging of the municipality, if any, and to the Department of Social Services on the services they have provided, the needs and problems of the elderly and any recommendations for municipal action with regard to elderly persons.
- **.15%** Serves as staff liaison to the Commission on Aging, which entails putting together the agendas, minutes and following through on information requests.

Priority Services:

- **11.65%** - highest volume during annual open enrollment from November 15 to December 31 annually Connecticut's program for Health insurance assistance, Outreach, Information and referral, Counseling, and Eligibility Screening (CHOICES): Comprehensive information is provided regarding issues such as Medicare (including Medicare Part D), Medicare Savings Programs, Medigap, prescription drug assistance benefits, Medicaid, Long-Term Care Insurance, etc.
- **26.65%** Case Management – Through the Senior Center's Social Worker (Senior Outreach Coordinator) needs assessment, coordination, and on-going evaluation is provided for various supportive services, including in-home services and various financial assistance programs. Evaluation and assistance is also provided to link individuals with such programs as the CT Home Care Program for Elder, the Statewide Alzheimer Respite Program, the National Family Caregiver Support Program, the Money Follows the Person program, etc.
- **11.65%** Energy Assistance & Weatherization/Elderly & Disabled Renters' Rebate Program: Seniors and/or disabled individuals with limited income and liquid assets are provided supplemental assistance to help defray heating/utility costs. Also, a partial reimbursement of rent and utilities is available for elderly or totally disabled renters with limited income.
- **1.65%** Senior Nutrition Programs –
 - Meals on Wheels: A nutrition program for homebound individuals, delivered by Senior Center volunteers, consisting of a midday home delivered hot meal Monday through Friday with optional suppers and weekend meals (delivered on Fridays).
 - Community Café: A nutritionally balanced mid-day hot meal is served Mondays through Thursdays in a group setting.
 - Senior Farmer's Market Nutrition Program: In cooperation with the CT Department of Agriculture, pre-bundled commercial bank checks are available to eligible older adults for redemption at certified farmers' markets to purchase Connecticut grown fresh fruits and vegetables. Once a month Dial-a-Ride service is provided to an area Farmers' Market during July, August, and September.

- **3.35%** Host Site for the Senior Community Service Employment Program – SCSEP is a community service and work based training program for older workers. The program provides an average of 20 hours per week of subsidized, service-based training through Title V of the Federal Older Americans Act for low-income persons 55+ who are unemployed and have limited employment prospects.
- **1.65%** Direct services provided by VNA, local medical providers, etc. ,Senior Center staff time for coordination of services. Health Screenings/Wellness Programs: Blood Pressure Checks; cholesterol and/or blood sugar monitoring; foot care; ear irrigation; skin cancer, hearing, and eye screenings; flu/pneumonia vaccinations; vascular and osteoporosis screenings; etc.
- **.15%** The File of Life, a system which provides emergency personnel with ready access to important medical facts and data are distributed at no-charge through the Senior Center. Additionally, Special Need Enhanced 9-1-1 applications and Connecticut Guides to Emergency Preparedness are available.
- **1%** Financial Assistance/Support Services/Legal Assistance: Community donations allow financial assistance to be available for various needs through the Marion Celio Angel Fund, the Russell Schlitter Outreach Fund, and the Lions Utility Assistance Fund. Additionally, referrals are made to Hebron Interfaith Human Services (HIHS) for assistance with food and dry goods needs. In addition, in collaboration with AHM Youth Services, grief support is offered. Through collaboration with Greater Hartford Legal Aid, quarterly free one-on-one legal consultations can be scheduled for housing issues, public benefits, health law, advance directives, and other matters.
- **11.65%** Annually apply for Older Americans Act Title III-B funding through the North Central Area Agency on Aging receiving approximately 10% to 15% of expenses (approximately \$8,000 to \$10,000); Annually apply for State Matching Grant for Elderly & Disabled Demand Responsive Transportation receiving approximately 35% of expenses (\$22,013 per formula based on Town’s square mileage and percentile of 60+ individuals) Transportation: Through the Russell Mercier Senior Center, door-to-door transportation is coordinated for senior and adult disabled individuals via two handicapped accessible vans and a town-owned car for medical care, social trips, shopping, banking, and other needs.
- **3.35%** Volunteer Opportunities: Assistance is needed on an on-going basis at the Senior Center with reception/clerical tasks, leading/coordination programs, etc.

Optional Services:

- **1.65%** Direct services provided by program instructors . Senior Center staff time for coordination of services. Annually apply for Older Americans Act Title III-D funding through the North Central Area Agency on Aging receiving approximately 80% of expenses; participant fees account for remaining 20% of expenses Three exercise groups, including a group exclusively for men, access to resistance exercise and Wii equipment, walking, and therapeutic massages.
- **.5%** Among the available in-home services is the Chores Program, a collaboration supported through the North Central Area Agency on Aging between AHM Youth Services and the Senior Center allowing seniors to receive chore services, at no cost to the senior, provided by area teens.
- **1.65%** Direct services provided by AARP trained volunteers. Senior Center staff time for coordination of services Free Tax Preparation Assistance/Driver Safety Program: IRS trained AARP volunteers assist with the completion of simple, uncomplicated tax returns. Additionally, in cooperation with AARP, an 8-hour classroom driving refresher course is available for individuals age 50 and older. State law mandates that persons age 60+ who complete this course be granted a minimum 5% discount for a at least 24 months on their auto insurance premium.

Russell Mercier Senior Center/Senior Services (continued)

- **11.65%** Services provided by various instructors, presenters, entertainers, vendors, volunteers and/or self-directed – Senior Center staff time for coordination of services Arts & Crafts, Recreation, Social and Educational Programs: Handcrafts, woodcarving, mahjongg, various card and board games, billiards, bingo, book club, discussion and writing groups, computer access/education, movies, trips, intergenerational opportunities, out-to-lunch groups and special events are provided.

State Police

Mandated Services:

- **20 %** Criminal and Non-Criminal Investigations by the two Resident Troopers. Constables are not allowed to take criminal investigations, for the most part, unless authorized by the Resident Trooper or the Duty Sergeant at Troop K.
- **15 %** Accident Investigation, including injury, fatal, and non-injury accidents. The Constables handle non-injury and minor injury accidents. Anything with moderate, serious or fatal injuries are handled by Troop K's Patrol Troopers when one of the two Resident Troopers is not working. This is guided by State and local ordinances/laws as well as State Police A&O Manual and Troop K Policy.
- **10 %** Motor vehicle enforcement by two Resident Troopers and Constables. This is guided by State and Local laws as well as State Police A&O Manual.
- **20 %** Proactive Preventative Patrol by two Resident Troopers and Constables. This is done through patrols in cruisers as well as bike patrols.
- **15 %** Administrative Services for police department by two Resident Troopers. This includes keeping officers updated on training, vehicle up-keep, paperwork, scheduling of patrols and special duty assignments, purchasing of equipment, up-keep on Department infra-structure, record keeping, and any other administrative duties required by the State Police A&O Manual and the contract between the State and the Town of Hebron.
- **15 %** Supervision of Town of Hebron Constables. This is guided by State Police A&O Manual and contract between the State and Town of Hebron.
- Varies depending on amount of events - Work Town Sponsored events, Hebron Harvest Fair, and various school functions by two Resident Troopers and Constables. We provide security, traffic details, etc. for these events.
- **1 %** Lock-Down Drills at local schools
- This is in addition to M.V. Enforcement - DWI Enforcement by two Resident Troopers
- Support for RHAM High and Middle School, due to no more SRO Program

Priority Services:

- This is in addition to regular motor vehicle enforcement - DWI and Hazardous Moving Violations Patrol by two Resident Troopers. These are done under grants received through the Department of Transportation that helps off-set the cost of the patrols and gives the two Resident Troopers the ability to concentrate strictly on motor vehicle enforcement when conducting these patrols. Also gives us more visibility in Town thus helping to prevent crimes from occurring due to our presence.
- Grant writing, as grant opportunities become available

Optional Services:

- Varies - Work with AHM Youth Services on various projects including Juvenile Review Board and Drug Task Force.
- **2 %** Various school functions such as DARE, Read Across America.
- Varies - Fingerprinting of the public/prospective employees.

Douglas Library of Hebron

Optional Services – Nothing mandated to have a Library

55% Collections:

- Circulating collection of 45,510 items for adults, young adults, and children which include print books, books on CD, books on cassettes, films on video and DVD, and older titles of magazines.
- Non-circulating reference collection of information resources i.e. encyclopedias, statistical sources, state statutes etc.
- Non-circulating collection of historical material including genealogy and state, local and town reference documents.
- Non-circulating collection of 80 new magazines for browsing.
- Answers to reference questions related to library's collections and general research requests.
- Inter-library loan services to patrons for obtaining print items not owned by the library.
- Support to school curriculum and supplementing of high demand reading materials.

25% Computers:

- Public Internet access and Microsoft Office Suite software on a total of 19 computers in the adult, young adult and children's areas.
 - Staff provides one-on-one assistance to patrons in use of these computers and locating information on the web, as well as using Microsoft Office Suite software.
- Remote access to the library's catalog and to those of Consortium's member library catalogs to patrons with a valid library card.
 - Allows patrons to renew items, place holds on items and to receive e-mail notices.
- In-house patron access to library's catalog on four public computers.
- Douglas Library web page as an access point for ICONN database of magazines and proprietary databases, and downloadable audio books provided by the state, as well as to staff created links of interest.

15% Programs:

- Children's Department has regular story and craft hours for children ages 0 through preschool (supporting early literacy) as well as summer reading program for children of all ages, and special events.
- Adult department offers programming including author book talks and signings, current interest programs, and monthly book discussions (held in conjunction with Senior Center).

5% Meeting Space and Displays:

- Library conference and board rooms are reserved for use of Town on Tuesdays and Thursdays
- Library conference and board rooms may be reserved by community and non-profit groups.
- Three small rooms are used for tutoring and study space, and meetings as stated above.
- Display case in main lobby and in children's area contains rotating community and in-house exhibits, while display case on lower level showcases library historical items.
- Community bulletin board in main lobby.
- Grant writing, as grant opportunities become available

Town Clerk

Mandated

Land Records, & Maps (Ss).....	45%
Elections, (Ss).....	20%
Vital Records, (Ss).....	5%
Dog Licenses, (Ss)	5%

Local Precedence

Other Duties,	25%
Sports Licenses &Optional Services	

Total100%

Essential Job Functions: 75%

(State Statute)

- Supervises and performs work in the recording, processing and indexing land records including indexing and filing maps and other official documents using manual and automated scanning systems; prepares these indices on a daily, weekly, monthly and annual basis.
- Supervises and performs work in processing vital statistics such as: issuing birth and death certificates, marriage licenses and cremation, burial, and disinterment permits and records; indexes and files vital statistical information. Supervises and performs work in issuing of a variety of licenses and permits such as canine and a variety of other individual forms such as voter registration cards and other permits as authorized.
- Supervises and records veteran discharges, liquor permits, and trade name certificates; vendor permits; and communicates with appropriate agencies as needed.
- Oversees Freedom of Information Law to insure boards and commissions are following state law regarding public access to meeting and other records.
- Supervises three small vaults. Consults with multiple departments to ensure proper management of public records following the records retention schedule published by the Connecticut State Library Public Records Administrator.
- Responsible for election procedures; compiles and files reports of election activities and outcomes with the Secretary of the State; performs a variety of voter administration functions including voter registration, absentee ballot administration, petitions and enrollment in political parties; maintain voting and campaign finance records.
- Oversee, prepare, finalize various reports to such state agencies as Secretary of State, DEP, DRS, etc; also prepares grant applications annually.
- Administer oaths to newly elected and appointed officials.
- Supervises the codifying of Town ordinances, Charter, and various regulations.
- Supervises and files and posts public meeting minutes, agendas, votes, appointments and terms of office for elected officials and appointed board and commission members. Supervises the archiving of land records, vitals, maps, elections, and meeting minutes for historical research and disaster recovery.
- Responds to general and FOI inquiries from the staff, public and officials on a variety of issues including research and genealogy.
- Records and certifies Notary Publics and is keeper of the Town seal.

Town Clerk (continued)

- Supervises and accounts for fees and taxes collected for various state agencies and processes payments to them to make sure these agencies (DRS, DEP, CSLIB, DPH and CT State Treas.) get paid in a timely manner.
- Serves as the Clerk for Special Town Meetings.
- Attends continued mandatory professional development through educational programs and professional associations.

Local Precedence: 20%

- Direct office operations; resolve difficult problems for staff and customers.
- Develops department related policies and procedures and assigns, trains and supervises staff.
- Supervises, maintains, and accounts for the department budget records of all department funds received and allocated to various accounts usually in excess of \$250,000 annually.
- Prepare and administer operating budget for department; present budget to appropriate Town Manager, BOS and BOF. Authorizes all invoices for departmental expenditures under \$500. Is responsible for oversight of expenditures and operating the Department within the approved budget limits. Develops databases and spreadsheets to track transactions.

Optional (Miscellaneous): 5%

- Performs similar or related work as required, directed or as situation dictates.
- Assists other department staff as needed to promote a team effort to serve the public.
- Makes constant and periodic contact with other municipal departments, state and federal agencies, attorneys, title searchers, real estate agents, funeral homes; election, computer, copier and various other vendors; genealogists, elected and appointed officials, dog owners and the general public; communication is frequently in person, by telephone, fax, e-mail and by mail.
- Keeps records of the New Hebron Cemetery maps, deeds and internments for the New Hebron Cemetery.
- Member of the Historic Preservation Advisory Committee as liaison from the Tolland County Town Clerk Association at the Connecticut State Library.
- Recording Clerk of the Hebron Village Green Special Tax District.
- Acts as agent for the DEP sportsmen licensing program.

Town Manager's Office

Mandated Services (by Charter):

- **20 %** Supervise, direct and control the operation of all Departments and Agencies of the Town except the local Board of Education.
- **5 %** Handle the personnel matters of the Town, including hiring, disciplining, removal of employees and all Town union negotiations.
- **8 %** Review all insurance coverages and pension plans (Medical, Life, Liability and Worker's Compensation) and recommend adjustments and improvements in such coverage.
- **5 %** Purchasing all supplies, materials, equipment and other commodities required by the Town.
- **10 %** Handle all finances for the Town, except the Board of Education, including developing a proposed budget, implementing the approved Town budget and keeping the public informed on budgetary issues.
- **2 %** Transfer Station Stickers
- **2 %** Pistol Permits
- **2 %** Prepare and post legal notices as necessary for ordinances, budget, etc.
- **5 %** Network Administration, including web site administration, IT support and trouble shooting, and purchasing IT services/equipment
- **1 %** Telephone system administration
- **10 %** Prepare agendas and take care of minutes for the Board of Selectmen meeting, and provides research and follows up on items requested by the Selectmen.
- **5 %** Carrying out the ordinances, resolutions, policies and other actions of the Board of Selectmen and Town Meeting.
- **5 %** Economic Development Commission Support, which includes preparing agendas and information packets, attending meetings, and providing research and follows-up items requested by the EDC.
- **5 %** Serves as Economic Development Coordinator for the Town.
- **2 %** Tax Abatement Program Administration
- **1 %** Prepare Agendas for Boards/Commissions, not including the Board of Selectmen
- **2 %** Keep the Board of Selectmen informed of State and Federal grant programs and if approved, apply and implement same.

Priority Services:

- **2 %** Put agendas and minutes on web site
- **1 %** Receive and distribute faxes
- **2 %** Process incoming/outgoing mail for most departments
- **1 %** Monthly meeting schedule/calendar
- **1 %** Schedule Board Clerks/Videographers for all meetings
- **2 %** Mail AP checks and file purchase orders
- Participation in Town and regional organizations; i.e. CRCOG, COST, CCM Board of Educations

Optional Services:

- **1 %** Notary Service - currently at no charge for any person requesting service

Assessor's Office

Mission Statement

To accurately and fairly determine the value of real and personal property for ad valorem taxation purposes. Administer all statutory programs in accordance with Connecticut General Statutes.

Mandated Services

- **67.75%** The Assessor's Office is responsible for compiling the Grand Lists for the Town of Hebron. Discovering, listing and valuing of taxable and exempt property within the Town includes; residential, commercial, industrial and vacant real property, motor vehicles, business personal property and all other property located within the Town that is subject to taxation by the Connecticut General Statutes. Tax maps are maintained within the Geographic Information System (GIS) that is populated with data from the Computer Assisted Mass Appraisal System (CAMA) which also populates Muncipity (Building Department/Town Planner permitting software).

Listing of real estate includes inspections, data collection, measuring improvements, new construction or buildings that have had alterations or renovations done to them. Listing includes updating tax maps that have been affected by subdivisions that have been filed or boundary line adjustments.

- **10%** The office generates an abstract of registered motor vehicles from a list provided by the Connecticut Department of Motor Vehicles for the October 1st Grand List and an October 2nd through August 31st Supplemental Grand List for new registrations or transfer of registration that take place. Both of these require having adjustments done to them on a daily basis through the entire year
- **3.75%** Personal Property Grand List is the third part. Like the Motor Vehicle lists, this too requires more time during the months of September through January. During this time declarations are prepared for mailing by October 1st. Once mailed, the returned forms are then processed and data entered in the Personal Property Valuation System.

The Assessor's Office generates and files with the State numerous reports throughout the year. Monthly a report is filed for Property Assessment Sale Data Report (M45). Yearly reports are filed such as; State owned Real Property (M-37), Grand List of Taxable Property (M-13) and Grand List of Tax Exempt Property (M-13A), Manufacturer Machinery and Equipment Property Tax Exemption (M-65A), Commercial Vehicle Property Tax Exemptions Granted (M-65MVA), a report to the Division of Forestry for property classified under PA-490, disabled Exemption (M-42b), and a report to the Department of Veteran's Affairs. Some of these reports are utilized to generate the Equalized Net Grand List report which must be certified by the Assessor.

- **6%** Required filing within the office is processed for such things as; quadrennial filing for Tax Exempt property, annual filing of Income and Expense forms from owners of income producing properties, Tax Relief programs (Elderly/Totally disabled Homeowners, Additional Veterans, Local Option Veterans, and Disabled Veterans). Other tax relief programs this office requires forms be filed for are; Blind, Regular Veterans exemptions, Elderly/Totally Disabled Renters, Handicap Equipped Motor Vehicles, and Farm Building Exemption programs.

Assessor's Office (continued)

- **4%** We are required by law to produce a Real Estate Grand List for the Hebron/Lebanon Tax District and the Village Green Tax district. Other duties within the office are to draft and submit for publication Legal Notices several times a year as required by law, keep up with and process requirements for Record Retention, produce and mail notices of change in assessment and filing classification of land under PA-490, (Farm, Forest and Open space) programs. We notify the Tax Collector, Registrars, and Chatham Health District of real estate transfers. Staff support for the Board of Assessment Appeals, includes setting appointments, compiling agendas and minutes, and notifying appellants. Overseeing revaluations that are mandated by law every five years and can take eighteen to twenty four months to complete and with court cases can take longer.

Property Record Cards also known as, Street Cards, are available on-line at www.eQualitycama.com. The summary of the property record card does not include owner's names. Having the assessment information available on-line is very effective in reducing foot traffic into the Assessor's Office and would be more efficient if ownership was included on-line.

Priority Services: 6%

- The Computer Assisted Mass appraisal (CAMA) System populates the Geographic Information System (GIS), Muncicity (Building Department/Planner permitting software) and has a seamless bidirectional bridge between the Assessment Administration software which has a seamless bridge to the Tax Collector system. This is needed for efficient mapping, as the mapping is mandated by the State.
- GIS mapping is kept up within the Assessor's Office, along with the clerical duties for the Board of Assessment Appeals. The maps are not available online but are produced from the GIS system which also is utilized to produce Property Abutters Lists. Maps are mandated by the State to be produced and GIS is the most efficient way of creating and updating the maps.
- Grant writing, as grant opportunities become available

Optional Services: 2.5%

- Keeping abreast of the real estate market and current property sales, calculating and keeping track of the Town's Effective Tax Rate.
- Notify daily real property transfers to the Tax Collector, Registrars, and Chatham Health District

Planning and Development Department

Town Planner

Mandated Services:

- **50 %** Planning and Zoning Commission Support - Prepare agendas and information packet; attends PZC meetings; research, write and prepare amendments to Zoning Regulations, Subdivision Regulations, and to the Plan of Conservation and Development (last approved in 2004 – needs updated every 10 years); work with Planning and Zoning Commission in implementing objectives of Plan of Conservation and Development; reviews all proposed development plans submitted to land use agencies and prepare written reports to applicants and Commission on all applications
- **5 %** Coordinates development staff reviews of all land use applications
- **7%** Provides direction and supervision to Planning and Development Offices including the Building Official, Zoning Enforcement, Wetland Agent and administrative staff
- **9 %** Coordination and supervision of Town Engineer consultant, to include providing direct contact and supervision of Town Engineer consultant; overseeing the budget for the Engineer and meeting weekly to coordinate the engineering services for the Town.
- **1 %** Coordination with the Chatham Health District and Water Pollution Control Authority as they interact with land use reviews
- **5 %** Providing Planning / Zoning / Development Information to Public and Builders
- **3%** Provide overall supervision and guidance to Wetlands Agent in support of the activities of the Conservation Commission / Inland Wetland Agency application and enforcement activities.
- **3 %** Zoning Board of Appeals Support including preparing agendas and information packets; attending ZBA meetings; reviewing all variance applications, prepare reports and give guidance to the applicants and Commission; and coordinates the review of these application with other Town staff, as needed.
- **4 %** Economic Development Commission support including attend EDC meeting as required, provide research and follow-up on economic development activities as directed by EDC or Town Manager, provide staff support to special EDC projects and events such as Developer’s Tour, Network and Informational sessions with business community, maintain contact with HBPA and Windham Chamber

Priority Services:

- **1 %** Organize weekly staff review meeting sessions
- **10 %** Provided general planning, coordination and construction supervision (with other staff support) of CIP and Grant funded public improvements: Hebron Center Sidewalks; Hebron Green Improvements; Village Green Roadway Construction; Main Street Sidewalks; Hebron Center Water Main Extension; Brownfields Assessment – 501 Church Street; Façade Improvement Program Administration; Peter’s House Restoration;
- **1 %** Providing support when required for Open Space Land Acquisition Committee and Historic Properties Commission
- **1 %** Provide liaison support to the Nature Conservancy / Salmon River Partnership, which includes meetings / workshops / assist NC in developing and carrying out program; serve on Steering Committee to guide work of the Partnership ; Hold Public Workshop Sessions with Nature Conservancy in Hebron
- Grant writing, as grant opportunities become available

Wetland Agent

Mandated Services

- **65%** Conservation Commission Support:
 - Agendas/packet
 - Enforcement activities
 - Regulations (research/write)
 - Application review

Priority Services

- **2%** Weekly Staff Meeting Attendance
- **5%** Meet with Developers/Residents
- **8%** Erosion & Sediment Control Inspections
- **6%** New Development Construction Inspections
- **10%** Research Special Projects:
 - Application history
 - Land record research
 - Application/approval research
 - Road discontinuance
- **2%** Special Projects: Façade Improvement Committee
- **2%** Driveway Inspections

Building/Zoning Department

Mandated Services:

- **6% Public Assistance**
 - Assisting the public in the process of submitting applications for building permits
 - Interpreting and providing guidance regarding all applicable codes to homeowners, Architects, Engineers, contractors, developers and other interested parties. (State Statute)
- **25% Applications & Permits**
 - Performing plan reviews for compliance with the Connecticut State Building Code (State Statute)
 - Issuing permits and conducting inspections to insure compliance with the Connecticut State Building Code and local ordinances. (State Statute)
 - Maintain department records for applications, permits issued, inspections, notices and certificates (State Statute)
 - Reviewing applications for demolition for historical significance (Town Ordinance)
 - Review building applications for compliance with the town zoning regulations (Town Regulations)
- **40% Inspections**
 - Issuing necessary orders and notices to remove illegal or unsafe conditions. (State Statute and Town Regulations)
 - Requiring the necessary safeguards during construction and demolition of structures. (State Statute)
 - Respond to structure fires and damaged structures from natural disasters
- **5%** Reviewing applications with the Town Planner, Town Engineer, Fire Marshal, Chatham Health District, along with various other local, state, and federal agencies as required. (State Statute and Town Regulations)
- **3%** Inspection of special events such as the Hebron Fair
- **1%** Receive and process driveway permits (Town Ordinance)
- **2%** Attending training programs for maintaining Building Official license (State Statute)
- **5%** Make sure zoning is being complied with and follow up on zoning enforcement issues.

Priority Services:

- **1%** Assist in the review of P&Z and ZBA applications
- **3%** Address citizen complaints for potential building or zoning violations
- **5%** Preparing and reviewing RFP's, RFQ's and bid documents
- **3%** Sitting on various Committees/groups (STEAP grant façade program, IT Committee, Horton House CIP, Peters House Reuse)
- **1%** Assisting in the preparation of the Department's annual budget
- Grant writing, as grant opportunities become available

Parks and Recreation Department

30% Park Operations:

Mandated Services:

- 2 % Implements, plans and analysis of all turf conditions and action needed.
- 3 % Public Act #07-168 requires an IPM plan for use of pesticide on School grounds.
- 3% State regulations require supervising license and IPM plan for use of pesticide on municipal grounds.

Priority Services:

- 3 % Maintain and mows all Town's Green Spaces and Hebron Schools.
- 3 % Line and paint fields for games.
- 5 % Maintains the Town's outdoor properties, Hebron Schools and open spaces (list Attached).
- 2 % Maintain all equipment except vehicles.
- 2 % Maintain all park buildings.
- 1 % Cleans all parks.
- 1 % Support functions for recreation division (i.e. Airline Trail Race).
- 1 % Assist in major construction project (i.e. Pavilion).
- 2 % Performs all seeding, fertilizing and lining of parks.
- 1 % Handles all irrigation repairs.

Optional Services:

- 1 % Maintains all landscaping areas. (The amount of time and the level of maintenance would be the optional piece. ie. Site has flower, level of weeding, mulching, hedge trimming).

10% Office Operations:

Mandated Services:

- .25 % Posting agenda and minutes from commission meetings.
- .75 % Solicit quotes for purchases.
- .25 % Prepares Department bids.

Priority Services:

- 1 % Office staffing.
- 1 % Responsible for registration of programs.
- 1 % Tracking all payments.
- 1 % Invoicing.
- 1 % Daily revenue report (cash, check and credit cards).
- .25 % Issuing of refunds.
- .25 % Maintain facility requests.
- .25 % Maintaining and updating web page.

Parks and Recreation Department (continued)

- .25 % Write and track PO's.
- .25 % Prepares brochure and flyers for publication.
- .25 % Maintain email lists.
- .25 % First contact to public for phones and office visits.
- .25 % Pavilion Rentals schedules and maintains.
- .25 % Maintaining youth group calendars for field use.
- .25 % Maintain office supply inventory.
- .25 % Maintains hard and soft copy files.
- .25 % Sends out weekly e-mail.
- .25 % Sends out weekly press releases.
- .25 % Maintains recreation inventory.
- .25 % Maintains Park inventory.

30% Programming:

Mandated Services (Town Charter):

- 5 % Plans and coordinates programs, which include supervision and evaluation effectiveness.
- 5 % Responsible for the administration, implementation and supervision of comprehensive camp and prep program's.
- 5 % Responsible for the administration, implementation and supervision of comprehensive youth basketball program.

Priority Services:

- 5 % Plan and promote community recreation programs.
- 2 % Promotes positive relations with public, private, voluntary and commercial. agencies sponsoring and co-sponsoring activities with the department.
- 1 % Publicize program and activities through appropriate media.
- 1 % Prepare and submit evaluation program reports.
- 2 % Purchase material and supplies for programs.
- 2 % Hires, trains and supervises programs and employees.
- 2 % Recommends procedures for the effective and efficient use of department resources.

30% Administration:

Mandated Service:

- 3 % Supervisor of ornamental turf.

Priority Services:

- 2 % Maintains liaison with other departments as well as state, local, and other public officials. Answers letters of inquiry and talks with visitors: addresses public and civic organizations which will inform the public of policies, procedures and the availability of facility for public use.

Parks and Recreation Department (continued)

- **5 %** Supervises and manages the planning of new parks, playground, recreation facility and all of the amenities that would be necessary for the proper construction and maintenance of these facilities.
- **2 %** Manages and supervises assigned operations to achieve goals within available resources: plans and organizes workloads and staff assignments: trains, motivates and evaluates assigned staff: reviews progress and directs changes as needed.
- **1 %** Provides leadership and direction in the development of short and long range plans; gathers, interprets and prepares data for studies; reports and recommendations; coordinates department activities with other departments and agencies as needed. Communicates official plans, policies and procedures to staff and general public.
- **1 %** Provides professional advice to supervisors; makes presentations to supervisors, board, commissions, civic groups and the general public.
- **1 %** Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facility, and time.
- **1 %** Determines work procedures, prepares work schedules, and expedites workflow; studies and standardizes procedures to improve efficiency and effectiveness of operation.
- **1 %** Issues written and oral instructions; assigns duties and examines work for exactness, neatness, and conformance to policies and procedures.
- **1 %** Maintains harmony among workers and attempts to resolve grievances; performs or assists subordinates in performing duties; adjusts errors and complaints.
- **1%** Prepares a variety of studies, report and related information for decision-making purposes.
- **1 %** Coordinates the recreation program with the park program, other town departments, and outside organizations such as the school district and various community-based organizations.
- **1 %** Reviews program areas, implements changes or new program to meet recreational needs of the community; develops, maintains and implements a current parks and recreation master plan.
- **1 %** Develops and implements policies, procedures and standards for efficient and effective operation and maintenance of department operations. Assures compliance with established policies and procedures.
- **1 %** Promotes interest in parks and recreation programs through publicity, joint program brochures with various community groups, and public contacts; speaks before citizen groups, students and other organization.
- **1 %** Prepares and administers budget for all areas under the parks and recreation department; orders all new and replacement equipment.
- **1 %** Prepares a variety of reports and maintains necessary operating records.
- **1 %** Supervises the control of and is responsible for all materials and supplies used in the maintenance, construction and repair for parks.
- **1 %** Prepares cost estimates to plan and provide for improvement in the park facilities; oversees construction projects and park improvement.
- **1 %** Interprets all turf data and designs turf program.
- **1 %** Seeks grants for Department.
- Attends seminars to provide department with updated research and techniques.
- **1 %** Maintains certifications with continuing education for sports turf and CRPA and Pesticides.

Parks and Recreation Department (continued)

Mowing Sites	Address
1 veterans soccer	Wall Street
2 veterans softball	Wall Street
3 veterans little league	Wall Street
4 veterans non-field areas	Wall Street
5 st. peter's	Church Street
6 old colchester	Old Colchester Road,
7 town hall	15 Gilead Street
8 Horton house	15 Gilead Street
9 memorial corner rt 85 & 66	Rt. 85 & 66
10 ahm	25 Pendleton Drive
11 senior center	14 Stonecroft Drive
12 library	Main Street
13 Downtown	Main Street
14 co # 1 fire dept rt 66	Main Street
15 co # 2 lake fire dept	Deepwood Drive & Lake Road
16 co # 2 active fire dept	rt 66
17 co # 3 fire dept	rt 85
18 salt box 85	Rt. 85
19 old town hall	Main Street
20 commuter parking lot	Rt. 66
21 burrows hill cemetary	Burrows Hill Road,
22 Chittenden cemetery	Jone Street,
23 old town cemetery	wall street
24 Niles rd cemeteries	Niles
25 Grayville park	grayville road
26 old school house	Burrows Hill Road,
27 Gilead school	580 Gilead Street
28 Hebron school	92 Church Street,
29 brennan	brennan
30 jenifer	jenifer
31 pump stations	RT 85
32 pump stations	RT 85
33 pump stations	RT 85
34 pump stations	1 Hope Valley Rd
35 pump stations	1 Kenney Rd
36 pump station	downtown
37 pump stations	1 Wellswood Dr
38 public works garage	Old Colchester Road
39 85 corner	corner 85 old colchester
40 lions soccer fields	Gilead Street
41 secret park	Charles
42 burnt hill bb1	east street
43 burnt hill bb2	east street
44 burnt hill mult 1	east street
45 burnt hill multi2	east street
46 burnt hill mult3	east street
47 burnt hill park bldg	east street
48 burnt hill pavilion	east street
49 burnt hill front	east street
50 burnt hill restroom	east street
51 burnt hill north pond	east street
52 peters house	east street

Field Marking Schedule

- 1 Veterans Soccer Blue 1
- 2 Veterans Soccer Blue 2
- 3 veterans full field
- 4 Veterans Baseball
- 5 Veterans Softball
- 6 St. Peter's Ball Field
- 7 Old Colchester Field 1
- 8 Old Colchester Field 2
- 9 old colchester bb
- 10 Gilead Hill School Field 1
- 11 Gilead Hill School Field 2
- 12 gilead t league
- 13 Hebron Elementary School
- 14 Lions Field 1
- 15 Lions Field 2
- 16 Lions Field 3
- 17 burnt hill bb1
- 18 burnt hill bb2
- 19 burnt hill mult 1
- 20 burnt hill mult2
- 21 burnt hill mult 3
- 22 RHAM High School bb
- 23 RHAM Middle School bb
- 24 rham sb
- 25 Competition Field
- 26 316 Field

Preschool Programs

Ballet 1(8 week session)	\$55 Hebron, \$70 non-resident fee (11 kids)
Happy Notes (5 week session)	\$65 Hebron, \$78 non-resident fee (8 kids)
Sport Squirts (1 week camp)	\$65 Hebron resident (20 kids)

Youth Programs

After School Art (6 weeks)	\$60 Hebron resident (7 kids)
Intro to Guitar (8 weeks)	\$68 Hebron resident, 83 non-resident (9 kids)
Shooting Stars Basketball Camp \$92	Hebron resident, \$130.00 non-resident (97 kids)
Volleyball Camp	\$110.00 Hebron resident (59 kids)
Softball Camp (1 week)	\$90.00 Hebron resident (27 Kids)
Tennis Camp (7 weeks)	\$51 Beginner, \$56 Intermediate (12 kids per session)
Youth Running Club (6 weeks)	\$5.00 Hebron resident (25 kids)
Juggle Joy Extreme Circus Camp (1 week)	\$135 Hebron, \$150 non-resident (22 kids)
Jr Golf Camp (8 weeks)	\$185 Hebron (8 kids per week)
Mad Science Camp (1 week)	\$150 Hebron, \$170 non-resident (31 kids)
Skateboard Camp (2 weeks)	\$70 Hebron resident (35 Kids)
Taekwondo (6 weeks)	\$99 Hebron resident (2 kids)
Skate Park	(37 passes)
Season Pass	\$50 Hebron, \$65 non-resident
Daily fee	\$6 full day, \$3 half day

Parks and Recreation Department (continued)

Basketball

1 st /2 nd grade	\$56.00	(20 Boys/14 Girls)
3 rd /4 th grade	\$61.00	(34 Boys/ 15 Girls)
5 th /6 th grade	\$83.00	(51 Boys/20 Girls)
7 th /8 th grade	\$97.00	(16 Boys/11 Girls)
9 th -12 th grade	\$97.00	(11 Boys/3 Girls)

Travel Basketball

5 th /6 th grade	\$108.00	(1 Boys team/1 Girls team)
7 th /8 th grade	\$123.00	1 Boys 7 th / 1 Boys 8 th / 1 Girls 7/8 teams

Summer Camp

Camp Discovery (Grades Pre-K - 1 st)	\$134 wkly Hebron, \$149 non-res (14 per week)
Great Escape Camp (Grades 2 nd -6 th)	\$135 wkly Hebron, \$150 non-res (41 per week)
Adventure Camp (Grades 7 th - 9 th)	\$195 wkly RHAM resident (11 per week)
*plus trip admission fees	

Adult Programs

Yoga

Monday (6 weeks)	\$81 Hebron, \$96 non-resident (15 students)
Wednesday	\$64 Hebron, \$79 non-resident (10 students)
Pilates (6 week)	\$64 Hebron, \$79 non-resident (10 students)
Pilates Plus (6 weeks)	\$64 Hebron, \$79 non-resident (6 students)
Cardio Fitness (6 weeks)	\$48.00 Hebron resident (13 students)
Zumba (8 weeks)	\$40 Hebron resident (40 students)
Golf Adult (4 session)	\$75 per person, \$135 per couple 6 per session
Softball League Summer	\$200 per team (2 teams)
30+ Men's Basketball summer	\$5.00 Hebron resident (25 players)
USTA Tennis Summer	\$10 Hebron resident (18 players)

PREP Programs and Vacation Camp

Staff Development Days	\$35.50 per child (40 kids per day)
December Vacation Camp	\$35.50 per day or \$102 for week
February Vacation Camp	\$34 per day or \$135 for week
April Vacation Camp	\$34 pr day or \$170 per week

Prep Care

Prep Am Care	\$36.00 per week (36 students per day)
Prep Kindergarten Care	\$77.00 per week (18 students per day)
Prep Pm Care	\$66.00 per week (75 students per day)

Trips 2010

New York Yankee Tour: 8/14/10, Cost \$95 per adult, \$78 per child (11 & under) --4 people
Boston Red Sox Game: 9/5/10, Cost \$130.00 per person. --4 people
Pumpkin Festival: 10/2/10, Cost \$40 per person. 22 people
New York On your Own 12/4/10 \$40 per person --17 people to date

Pavilion Rental

\$10 per hour with a 2 hour minimum
\$10 flat fee for water and/or electric

Parks and Recreation Department (continued)

Special Programs

5K Road Race	\$19 Racer, \$23 day of race (146 runners)
Ghost Run	\$25 Racer, \$45 relay team (200 people to date)

Community Specials (Optional)

Haunted Happenings	\$3.00 per person
Snow Sculpture Contest	Free
Holiday House Decorating	Free
Holiday Extravaganza	Free
Easter Egg Hunt	Free
Arbor Day	Free
Earth Day	Free
Natural Trials Day	Free
Hershey Track and Field Day	Free
Summer Fun Run	Free
Burnt Hill Cross Country Race	\$5.00 per person –31 runners
Community Celebration	Free
Knight of Columbus Free Throw Contest	Free

Finance Department

Mandated Services & Essential:

Accounting & Analysis – 40%

- Maintenance of the Town's general ledger and other financial records.
- Monitors, balances and posts all tax revenue collection into financial accounting system.
- Prepares and posts all necessary journal entries into accounting system.
- Verifies/monitors monthly appropriation and revenue summary reports.
- Posts all non-tax revenue into accounting system.
- Prepares and balances all other non-tax revenue collection summary sheets for accounting clerk to perform data entry.
- Balances monthly to Tax Collection office posting of revenue.
- Financial reporting to internal and external users.
- Accounts payable processing.
- Accounts receivable processing and cash reconciliation.
- Fund analysis and reconciliations.
- Capital assets financial reporting.
- Preparation of various Financial Policies for review by Boards of Selectmen and Finance
- Monitor revenues and expenditures for all Town funds.

Payroll & Benefit Processing – 12%

- Administer the Town's payroll processes and issuance of pay-checks.
- Maintain employee database in financial system for salaries and benefits.
 - o Including benefit co-payment calculations and deductions.
 - o Union negotiated salary increases.
- Ensure that the payroll and benefits portion of union contracts are being adhered to.
- Maintain all leave accrual records and provide reports to employees and department heads.
- Assist with the budget preparation process for payroll and benefit estimates.
- Assist with union contract negotiations and supporting data collection.
- Monthly, quarterly and annual reporting for external and internal payroll reporting requirements.
 - o Includes W-2 processing.
 - o Quarterly payroll wage reports for the State and Federal Government.

Pension Administration – 1%

- Provide oversight for pension investments in conjunction with the pension consultant, pension investment policy and portfolio managers.
- Calculates and posts employee retirement benefits for both Town and BOE.
- Deferred compensation annual contributions calculations and processing.
- Annual census report for pension reporting.

Finance Department (continued)

Risk Management – 3%

- Work with actuary to determine OPEB plan funding & GASB 45 requirements and to obtain various other calculations on an as needed basis.
 - Work with Insurance Agents of Record for management of Town Property, Liability and medical insurances on routine account management issues.
 - Identify opportunities for savings on all insurances.
 - Monitor claims for all insurances and recommend suggestions for reducing claims.
 - Pay monthly insurance bills for medical and property/liability insurances.
 - Administer Medicare Part D program and Healthcare Reform Act reimbursements – when applicable.

Purchasing (shared with Town Manager's Office) – 12%

- Maintain bid proposal records and contracts.
- Bid process administration.
- Receives and verifies all purchase orders from all Town departments.
- Responsible for purchase order data entry and production of all expenditure/vendor checks into accounting system.
- Purchase administration of bulk ordering for savings initiatives.
- Maintain financial management system for vendor listing and purchase order issuances.
- Verify expenditure budget and provide financial oversight over all purchases.
- Provide service for addressing vendor questions and concerns.
- Administer 1099 reporting database in financial system for reporting purposes.

Cash Management – 5%

- Prepare and monitor a cash flow analysis for the Town and Board of Education.
- Prepare and maintain a Town Investment policy for all cash excluding those covered under alternative policies.
 - Invest available funds based on the organization's cash requirements and investment policy for maximum return on investment with low risk.
 - Monitor State Statutes for cash management requirements.
 - Manage the issuance of bond anticipation notes and general obligation bonds.
 - o Rating Agency review process.
 - o Cash analysis and grant monitoring.
- Maintain inter-fund advances and loans.
- Maintains daily cash balance sheet.
- Performs monthly bank statement reconciliation.
- Co-signer of all check production for the Town and local Board Of Education.

Budgeting & Audit – 20%

- Coordinate the preparation of the Town's annual General Fund and related budgets.
- Prepare various projections and analyses for use during the budget preparation.
- Provide the technical financial assistance necessary for the development of the Capital Improvement program budget and account structure.
 - Provide support for budget development to Department Heads, Town Manager and the Governing body.
- Maintain budgetary financial system.

Finance Department (continued)

- Develop budgetary policies and procedures.
 - Oversees the fiscal year budget and performs all data entry of budget setup and information into accounting system.
 - Prepares all annual budget documentation for Boards of Selectmen and Finance.
 - Oversees the annual Audit preparation – closes previous fiscal year, trial balance reports, etc.
 - Assist the independent auditor during fieldwork and in preparation of the annual financial statements.
 - Prepare the records and statements required for the GASB 34 reporting requirements.
 - Prepare various schedules and reports for auditor review.
 - Prepare various requests for external verifications by banking institutions and attorneys.

Grants Management – 5%

- Prepare various cash draw down requests.
- Maintain financial information for Grantor Agency Reporting.
- Prepare various requests for payment to vendors on Small Cities Grants.
- LoCIP, ARRA Energy, STEAP, Civil Preparedness and other grant administration.
- Provide financial information to Departments for use in the proposal process for grant requests.
- Grant writing, as grant opportunities become available

Technology Management and Training – 1%

- Work with Town IT Committee on planning etc.
- Schedule training and provide support to Financial System users.
- Identify and communicate new technology to streamline financial administration processes and increase efficiency. Implement if approved.

Optional Services: 1%

- Performs Notary Public for customer requests.

Revenue Department

Mandated Services – 84%

- **4 %** Mail Original 3-part bills the end of June due July 1 for Real Estate (split at \$250, second half due January 1), Motor Vehicle and Personal Property.
- **1 %** Mail Sewer Use bills end of September, due October 1 (split at \$300, second half due April 1).
- **1 %** Mail Sewer Assessment bills end of April, due May 1.
- **17 %** Post incoming payments made in person, by mail, via the internet, or phone in a timely manner. We use scanners and several auto processing features of our data software to accomplish this. All bills are posted in house.
- **10 %** Post check payments daily to Webster and prepare cash for pickup from Dunbar. Balance our deposits and receipted bills on a daily, monthly and annual basis. Remit information to the Finance Department for posting to the General Ledger.
- **15 %** Enforce payment for delinquent taxes by sending statements, demands, and intent to lien notices. Continuing liens are filed in the Town Clerk's Office to protect the town's interest for all unpaid Real Estate and Sewer Accounts.
- **1 %** Identify accounts needing further enforcement and refer to the State Marshal and Attorney Holtman for collection.
- **3 %** Track and process refunds for those accounts legitimately overpaid.
- **5 %** Post Certificate Of Completions from the Assessor's Office and respond accordingly (i.e. send out an added or adjusted bill)
- **1 %** Maintain records of all transaction as required by Connecticut Retention Laws.
- **2 %** Prepare reports and assist external auditors annually to ensure accuracy of records and deposits.
- **12 %** Field account inquiries via walk-in, phone or email.
- **5 %** Print copies of accounts or account history as requested by taxpayers, attorneys, title searchers or appraisers.
- **1 %** Communicate with other Town Departments as issues arise.
- **.5 %** File paperwork with other agencies (i.e. Bankruptcy)
- **4 %** Utilize the Building Permit software to clear/deny all applications based on tax status
- **1 %** Provide delinquent listings to Escrow companies.
- **.5 %** Work with other municipalities for issues regarding shared taxpayers

Other Department Revenue – 10 %

- **1 %** Accept deposits from all Departments.
- **7 %** Balance and prepare deposit for pick-up from Dunbar in a timely manner.
- **1 %** Input deposit information on spreadsheets.
- **.5 %** Remit to Finance for posting to the General Ledger.
- **.5 %** Maintain records of monies received and deposited.

Revenue Department (continued)

Parking/Ordinance Violations – 6 % (Mandated)

- .5 % Work with Police Department as tickets are issued to obtain copies.
- 1 % Input information into database created for these violations.
- .5 % Notify Police Department of unpaid violations.
- 1 % Process payments and prepare paperwork for deposit.
- .5% Provide Hearing Applications as requested.
- .5 % Coordinate and schedule any necessary hearings, working as a liaison so that all interested parties attend.
- .5 % Provide original documentation to the Hearing Officer.
- .5 % Send judgment letters based on hearing outcome.
- 1 % Maintain all necessary records.

Hebron Fire Department

Mandated Services:

Fire Calls

- 3 % Fires (building, outside/illegal burns)
- 10 % Alarm/Detector activations (fire/smoke/co)
- 5 % Mutual aid fire support (standby, water shuttles, manpower)
- 2 % RIT (Rapid Intervention Team)

EMS Calls

- 30 % EMS calls (transport & non-transport)

Motor Vehicle Accidents

- 20 % With injuries
- 10 % Without injuries

Search & Rescue (land & water) **6%**

Optional Services:

Service Calls

- 1 % Lockouts
- 2 % Pump out basements
- 1 % Lift Assists

Miscellaneous

- 2 % Issue Burning Permits
- 2 % Set up Knox boxes for local businesses
- 2 % Public education for schools, daycares, scouts & camps
- 2 % Child car seat safety program
- 2 % Standbys for fairs, parades & events

Water Pollution Control Authority

Mandated Services:

Provides oversight and management of the day to day operations of the Municipal Sewer System (see below breakdown)

- **35%** Liaison between State of Connecticut DEP, Town of Colchester and Joint Facilities. Joint Facilities is contracted with the Town to maintain the sewer system pump stations (9) and grinder pumps (60). They respond to all alarms and make necessary repairs. I speak with them several times a week including nights and weekends if necessary. I am on call 24/7.
- **10%** Maintain all records of the Water Pollution Control Authority; prepare/file agenda and information packets for members (3-4 hrs); prepare/file all legal notices (1-2 hrs per notice); prepare and oversee operating budget; approve/issue purchase orders (3-4 hrs week)
- Attend monthly WPCA meetings (meeting time 1-2 hrs per month)
- **1%** Prepare sewer assessment/sewer use billings for submission to the Tax Office (Tax Office prints/mails bills ~ maintains records) (2-3 hrs)
- **1%** Read water meters for sewer use customers (every August) and prepare billing for Tax Office (4 hrs)
- **20%** Review plans submitted to P&Z, Building and Conservation Commission as they relate to the sewer service district (depending on plan~ can be anywhere from 15 minutes to several hours)
- **8%** Provide information on sewer service district / WPCA regulations to the public, staff and other municipalities (again ~ depending on info needed ½ -1 hr per call)
- **10%** Inspect lateral sewer connections/repairs. Inspect repairs to main line sewers/manholes (typical house connection 3-4 hours, repairs 1-2 days)
- **15%** Mark out sewer locations for CBYD (each request can be 1-3 hours)
Involves checking as-built plans to locate and mark the site, calls to contractor requesting mark out.

Priority Services:

- Grant Writing as grants become available.

Building Maintenance

Mandated Services:

- **3-10 hours** Removal of snow on all sidewalks at the Town Hall, Horton House, Douglas Library and the Old Town Hall. After normal business hours, responsible for constant snow removal and salting of the sidewalks until the Library closes.

Priority Services:

- **60 %** Maintenance and cleaning of Town Hall, Horton House, Old Records Building, Gull School and the Senior Center to include; painting (interior and exterior), basic electrical (lighting & outlets), plumbing (installation of toilets, sinks and repairs) and carpentry needs.
- **10 %** General maintenance of the Douglas Library
- **10 %** Removal of trash and recyclable material of Town Hall, Horton House, the Senior Center, Douglas Library and the Food Bank.
- **5 %** Manage the maintenance budget for the Town of Hebron.
- **5 %** First responder to all fire and burglar alarms of the six buildings listed above to include the "E" Street house.
- **5 %** Responsible for hiring vendors to take care of electrical, plumbing etc. for all building interior and exterior to ensure safety of occupants and all work is up to code.

Optional Services

- Set up and break down of Town Hall meetings.
- 2/year Supervises and mentors community service workers.
- 6/year Serves paperwork for the Judge of Probate.

Animal Control Officer

Mandated Services:

- **40%** Investigate complaints and domestic bites.
- **20%** Pick up of stray dogs, cats and other wildlife.
- As needed Responsible for delivery of dogs and cats to the veterinarian for medical treatment.
- **5%** Issue tickets for infractions and accountable for court hearings.
- As needed Transports wildlife and domestic animals to Hartford, Connecticut for testing if they have come into contact with humans.
- As needed maintain and clean the Town of Hebron dog pound as well as bathe and feed the animals.
- **5%** Fill out monthly reports

Priority Services:

- **20%** On call 24 hours a day, seven days a week and holidays.
- As needed Responsible for the removal of deceased canines and felines from roadways.

Optional Services:

- **10%** Assist the ACO in Colchester and Marlborough when assistance is needed or requested.

December 30, 2010