

TOWN OF HEBRON, CONNECTICUT

Annual Report
For Fiscal Year July 1, 2013 - June 30, 2014



DOUGLAS LIBRARY OF HEBRON

TELEPHONE DIRECTORY

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

Town Manager – Ext. 122 Director of Finance – Ext. 131
Town Clerk – Ext. 124 Financial Administrator – Ext. 132
Tax Collector – Ext. 146 Assessor – Ext. 147
Sanitarian – Ext. 140 Building Official – Ext. 142
Planning and Zoning (Town Planner) – Ext. 137

Senior Services Director, Russell Mercier Senior Center	860 228-1700
Housing Authority	860 228-4411
Parks and Recreation Department, 148 East Street	860 530-1281
Transfer Station/Public Works Department, 550 Old Colchester Road	860 228-2871
Fire Department - Routine Business	860 228-3022
Police Department – Routine Business	860 228-3710
Glastonbury Hebron Probate Court	860 652-7629
Animal Control Officer	860 228-5971, Ext. 150
Chatham Health District	860 267-9601
Water Pollution Control Authority	860-228-2871

Public Schools:

Superintendent of Schools – Hebron BOE	860 228-2577
Superintendent of Schools – RHAM BOE	860 228-2115
RHAM Senior High School	860 228-9474
RHAM Senior High School Guidance Department	860 228-9446
RHAM Middle School	860 228-9423
Hebron Elementary School	860 228-9465
Gilead Hill School	860 228-9458

AHM Youth Services	860 228-9488
Visiting Nurse and Community Health of Eastern Connecticut	860 456-7288
Hebron Interfaith Human Services (Food Bank)	860 228-1681

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

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

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Town Report Editors: Donna Lanza and Karen Bowen

DEDICATION



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This Edition of the Hebron Annual Town Report is dedicated to the Douglas Library of Hebron.
 In 2013 the Douglas Library reached several momentous milestones.
 The Douglas Library of Hebron celebrated 125 years.

On July 11, 2013 an ordinance was adopted for the creation of a town appointed governing Library Board of Trustees and the Special Town Meeting approved the acceptance of the property from the Library Association. The Library Study Task Force is to be commended for their efforts in this endeavor.

TOWN OFFICERS/BOARDS AND COMMISSIONS
(AS OF JUNE 30, 2014)

BOARD OF SELECTMEN:

	<u>TERM</u>
Gayle Mulligan, Chairman	2015
Brian O'Connell, Vice Chairman	2015
Daniel E. Larson	2017
Mark Stuart	2017
Jeffrey Watt	2015

TOWN MANAGER: Andrew J. Tierney

TOWN CLERK AND REGISTRAR OF VITAL STATISTICS:

Carla A. Pomprowicz	2018
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BOARD OF FINANCE:

Michael Hazel, Chairman	2015
Malcolm Leichter, Vice Chairman	2017
Lynn Guerriero	2015
Terrence M. Piggott	2017
Henry J. Sawicki	2017
Donna Ferree	2015

BOARD OF EDUCATION:

Maryanne Leichter, Chairman	2015
Stephanie Raymond, Vice Chairman	2015
Erica E. Bromley	2017
Ramon W. Bieri	2017
Carol A. Connolly	2017
Amy Lynch-Gracias	2015
Abe Krisst	2015

PLANNING & ZONING COMMISSION:

Natalie Wood, Chairman	2017
Judith Podell, Vice Chairman	2017
Frank Zitkus	2015
Devon Garner	2017
Lewis G. Hinman, III	2015

ALTERNATE MEMBERS:

Eric Brancard	2017
Richard Marzi	2015

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

ZONING BOARD OF APPEALS:

Cathleen Murphy, Vice Chairman	2015
Michael McCormack	2017
Jardo Opocensky, Jr.	2017

ALTERNATE MEMBERS:

Jane Golino	2017
Donald Masters	2015

BOARD OF ASSESSMENT APPEALS:

Ted Bromley	2017
Phil LoBianco	2017
Clara O'Brien	2015

REGIONAL SCHOOL DISTRICT 8 BOARD OF EDUCATION

Amy D'Amadio	2015
Rich Jacobson	2017
Joseph E. O'Conner	2017
Thomas Tremont	2015
Kevin Williams	2017

REGISTRARS OF VOTERS:

John F. Richmond	2016
Elizabeth Fitzgerald	2016

DEPUTY REGISTRARS OF VOTERS:

Merris Williams	2016
John O. O'Sullivan	2016

JUDGE OF PROBATE: Peter Alter 2015**ANIMAL CONTROL OFFICER:** William Bell**ASSESSOR:** Debra Gernhardt **ASSISTANT ASSESSOR:** Emma Sousa**ASSISTANT TOWN CLERK AND REGISTRAR OF VITAL STATISTICS:** Ann Hughes**BUILDING OFFICIAL:** Joseph Summers**BURNING OFFICIAL:** Tony Pitrone**CAPITAL IMPROVEMENT PROGRAM COMMITTEE:**

Jeffrey Watt	Nick Wallick	Patricia Griffin
Mal Leichter	Kevin Kelly	Devon Garner
Charles Daniels	Amy Lynch-Gracias	
Natalie Wood	William Witt	

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

CITIZENS GREEN COMMITTEE:

Michael Harder, Chairman	Eszter Samodai	Jessica Rainville
Chuck Redfern	Jennifer Steiner	
Gil Salk	Laura Steiner	

COMMISSION ON AGING:

Laura Bennett, Chairperson	2017
Gertrude Catullo	2015
Ed Menicke	2014
Pamela Meliso	2017
Maria Morelli-Wolfe	2014
Lynn E. Sanson	2015
Barbara Soderberg	2015

ALTERNATE MEMBERS:

Warren Holbrook	2017
Cecile Piette	2017

CONSERVATION COMMISSION:

Thomas Loto, Chairman	2015
Michael Harder, Vice Chairman	2015
Guy Holzer	2014
Christopher Frey	2017
Brian Swanson	2016

RESIDENT STATE TROOPERS: Daniel Greenwood Kyle Fitzgibbons

CONSTABLES: Mark Rubera Ricardo Martinez

DIRECTOR OF HEALTH: Chatham Health District

ECONOMIC DEVELOPMENT COMMISSION:

Victoria Avelis, Chairman	2015
Jon Lesisko	2015
Raymond Litwin	2014
Dottie Moon	2014

EMERGENCY MANAGEMENT DIRECTOR/LEPC CHAIRMAN: Sean Shoemaker

FINANCIAL ADMINISTRATOR: Kristi Merrifield

FINANCE DIRECTOR: Elaine Griffin

FIRE CHIEF: Nick Wallick

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

TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

HISTORIC PROPERTIES COMMISSION:

Deena Watson, Chairman	2016
Mary Ann Foote	2017
Jon Minard	2017
Susan Morin	2017

ALTERNATE MEMBERS:

Janice Porter Tarbell	2017
Richard Cassata	2017

HOUSING AUTHORITY:

Florence O'Sullivan, Chairman	2015
Anne-Lee Boynton	2014
Joan Conley	2014

JUSTICES OF THE PEACE:

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

OPEN SPACE/LAND ACQUISITION COMMITTEE:

Brian O'Connell, Chairman	Christopher Frey	John Mullaney	Frank Zitkus
James Cordier	Malcolm Leichter	Claudia Natorski	

MUNICIPAL AGENT FOR THE ELDERLY: Sharon Garrard

NORTH CENTRAL REGIONAL MENTAL HEALTH BOARD: Karen Smith

PARKS AND RECREATION COMMISSION:

Paul Hartan, Co-Chair	2014
Claudia Natorski, Co-Chair	2015
Anne Fitzpatrick	2015
Machel Gauthier	2017
Allison Heneghan	2017
Ken Jardin	2015
Charles Daniels	2014

ALTERNATE MEMBERS:

Daniel Grabowski	2015
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TOWN OFFICERS/BOARDS AND COMMISSIONS CONTINUED

DIRECTOR OF PARKS AND RECREATION: Rich Calarco

PANEL OF MODERATORS:

Kevin Connors	2015
Scot Kauffman	2015
Joseph Krist	2015

PUBLIC BUILDING COMMISSION:

Wayne Warwick, Chairman	Richard Steiner
Anne Fitzpatrick	Brian Whalen
Bart Nicolo	

PUBLIC WORKS DIRECTOR: Kevin Kelly

SANITARIAN: Steven Knauf - Chatham Health District

SENIOR SERVICES DIRECTOR/MUNICIPAL AGENT: Sharon Garrard

SUPERINTENDENT OF SCHOOLS – HEBRON: Jeffrey Newton

SUPERINTENDENT OF SCHOOLS – RHAM: Robert Siminski

TAX COLLECTOR: Adrian MacLean

TOWN ATTORNEY: Ken Slater of Halloran & Sage

TOWN HISTORIAN: Hebron Historical Society

TOWN PLANNER: Michael O'Leary

TREE WARDEN: Kevin Kelly

WATER POLLUTION CONTROL AUTHORITY:

Clara O'Brien, Chairman	2015
James Reilly	2016
Kevin Grady	2015
Chris Hemberger	2014

BOARD OF SELECTMEN

July 11, 2013, the Selectmen appointed Nick Wallick as Interim Fire Chief until such time as a permanent replacement is identified and appointed.

July 11, 2013, the Selectmen appointed Barbara Butler as Interim Library Director effective July 16, 2013 until such time as a permanent Library Director is identified and appointed.

October 3, 2013, the Selectmen recognized Joshua M. LeMay for attaining the rank of Eagle Scout and have designated October 16, 2013 as "Joshua Michael Lemay Day".

October 3, 2014, the Selectmen recognized Benjamin Aaron Cohen for attaining the rank of Eagle Scout and have designated October 19, 2013 as "Benjamin Aaron Cohen Day".

October 17, 2014, the Selectmen accepted John E. Horton Boulevard as a town road.

November 7, 2013, the Selectmen appointed Don Holtman of the firm of Katz & Seligman to serve as Town Attorney for a term of office commencing Tuesday, November 19, 2013 to continue until June 30, 2014.

January 16, 2014, the Selectmen confirmed the Town Manager's appointment of Nicholas Wallick as Fire Chief effective immediately.

February 20, 2014, the Selectmen authorized the Town Manager to nominate Tony Pitrone as Open Burning Official and Randy Blais as Assistant Open Burning Official and to submit appropriate information to the State of Connecticut DEEP for certification.

March 20, 2014, the Selectmen recognized Gregory R. Harder for attaining the rank of Eagle Scout and have designated April 5, 2014 as "Gregory R. Harder Day".

April 10 2014, the Selectmen presented the 125th Anniversary Proclamation to Gail Richmond and Amanda Brouwer in recognition of and with gratitude for the Douglas Library and their service to the Hebron community, the Selectmen designated April 26, 2014 as Douglas Library of Hebron Day.

April 10, 2014, the Selectmen confirmed the Town Manager's appointment of Amanda Brouwer as Library Director effective April 1, 2014.

May 1, 2014, the Selectmen recognized Thomas Burr Carlson for attaining the rank of Eagle Scout and have designated May 18, 2014 as "Thomas Burr Carlson Day".

May 1, 2014, the Selectmen recognized Eric Charles Saunders for attaining the rank of Eagle Scout and have designated May 4, 2014 as "Eric Charles Saunders Day".

May 1, 2014, the Selectmen proclaimed May 2014 as Older Americans Month.

May 15, 2014, the Selectmen appointed the firm of Halloran & Sage LLP to serve as Town Attorney commencing July 2, 2014.

June 5, 2015, the Selectmen recognized Jakob Thomas Fenton for attaining the rank of Eagle Scout and have designated June 4, 2014 as "Jakob Thomas Fenton Day".

June 5, 2014, the Selectmen recognized Susan Henze who retired after 19 years of service to the Hebron Board of Education, in appreciation for her career of teaching Kindergarten in Hebron.

June 5, 2014, the Selectmen recognized Mark Sabia who retired as Scoutmaster from Hebron Scout Troop 28, in appreciation of his many years of dedicated service to the Town of Hebron.

June 5, 2014, the Selectmen appointed Sean Shoemaker as the Emergency Management Director and the Chairman of the Hebron Local Emergency Planning Committee (LEPC) for the Town of Hebron.

June 5, 2014, the Selectmen appointed John Guszkowski of CME Associates, Inc. as the Economic Development Coordinator for the Town of Hebron.

APPOINTMENTS

8/15/13	Gail B. Richmond	Library Board of Trustees
8/15/13	Susan Porter	Library Board of Trustees
8/15/13	Althea Carr	Library Board of Trustees
8/15/13	Deborah A. Witt	Library Board of Trustees
8/15/13	Judith Sawicki	Library Board of Trustees
8/15/13	Karen Cohen	Library Board of Trustees
8/15/13	Marjory Graham	Library Board of Trustees
8/15/13	Peter Casarella	Library Board of Trustees
8/15/13	Robert Nichols	Library Board of Trustees
9/12/13	Ray Litwin	Economic Development Commission
9/12/13	Richard Marzi	Planning and Zoning Commission - Alternate
11/7/13	Abe Krisst	Hebron Board of Education
11/21/13	Brian Swanson	Conservation Commission
11/21/13	Laura Bennett	Commission On Aging
11/21/13	Pamela Meliso	Commission on Aging
11/21/13	Warren Holbrook	Commission on Aging – Alternate
11/21/13	Cecile Piette	Commission on Aging – Alternate
11/21/13	Mary Anne Foote	Historic Properties Commission
11/21/13	Susan Morin	Historic Properties Commission
11/21/13	Machel Gauthier	Parks and Recreation Commission
11/21/13	Peter Moon	Citizens Green Committee
11/21/13	Eszter Samodai	Citizens Green Committee
11/21/13	Laura Steiner	Citizens Green Committee
11/21/13	Scot Kauffman	Town Moderator
11/21/13	Joseph Krist	Town Moderator
11/21/13	Holmes Funeral Home	
	Howard Holmes	Sub-Registrar
11/21/13	Belmont Funeral Home	
	George Sabrowski	Sub-Registrar
11/21/13	Aurora-McCarthy Funeral Home	
	Patricia McCarthy	Sub-Registrar
12/5/13	Christopher Frey	Conservation Commission
12/5/13	Jeffrey Watt	Capital Improvement Committee
12/5/13	Malcolm Leichter	Capital Improvement Committee
12/5/13	Charles Daniels	Capital Improvement Committee
12/5/13	Natalie Wood	Capital Improvement Committee
12/5/13	Nick Wallick	Capital Improvement Committee
12/5/13	Kevin Kelly	Capital Improvement Committee
12/5/13	Amy Lynch-Gracias	Capital Improvement Committee
12/5/13	William Witt	Capital Improvement Committee
12/5/13	Patricia Griffin	Capital Improvement Committee
12/5/13	Devon Garner	Capital Improvement Committee
12/5/13	Marc Rubera	Police Officer Reappointment
12/5/13	Peter Kasper	Zoning Board of Appeals
12/5/13	Kevin Connors	Town Moderator
3/6/14	Charles Daniels	Parks and Recreation Commission

APPOINTMENTS CONTINUED

4/10/14	Jessica Rainville	Citizens Green Committee
5/15/14	James R. Riley	Water Pollution Control Authority
5/15/14	Jon Minard	Historic Properties Commission
5/15/14	Ricardo Martinez	Police Officer
5/15/14	Deborah Horton	Fire Police
6/5/14	Donna Ferree	Board of Finance

TOWN MEETINGS

July 11, 2013

The Library ordinance was adopted.

The Town, acting by the Town Manager, authorized to accept the transfer from the Douglas Library of Hebron Association of its real property, collections and furnishing by appropriate instrument and to assume all of the liabilities of the Douglas Library of Hebron Association and Pursuant to Section 304 C of the Hebron Town Charter authorized the Town Manager to accept on behalf of the Town a conveyance by the Douglas Library of Hebron.

March 20, 2014

Pursuant to Section 304 C of the Hebron Town Charter approved the purchase and authorized the Town Manager to enter into a purchase agreement for the Michaud Property, a 3.41 acre parcel on Church Street, Hebron (Vol.441, Page 684) at a purchase price of \$15, 000, with funding to come from Open Space and Acquisition fund.

May 6, 2014

Approved a FY 2014-2015 Budget of \$35,760,407 as recommended by the Board of Finance: Referendum Results: Yes 654, No 503

Approve a FY 2014-2015 Capital Improvement Program Budget of \$946,284 as recommended by the Board of Finance: Referendum Results: Yes 683, No 471

TOWN CLERK

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

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

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

The Town Clerk has comprehensive and diverse responsibilities established by the Connecticut State Statutes and Town Charter and is a prime revenue-generating department that processed over \$456,000 in receipts during the fiscal year 2013-2014.

PROBATE COURT

It has been my great honor to serve the communities of Glastonbury and Hebron as Probate Judge. My ten years of service have been challenging and rewarding. Some of my experiences have filled me with wonder and appreciation. As a whole family of parents, grandparents and siblings-to-be gathers, it has been my privilege to grant final approval of the adoption of a new family member. I am amazed at the tenacity of the parents-to-be in completing an arduous process and marvel at the unconditional love given to the newest family member. It is a rare privilege to be a part of such an event.

Equally as significant are the events of lifetimes that come before the Court and that bring out the very best in people. Witnessing the strength of families and friends in times of great need and anxiety offers insight into the communities we serve. At the same time, the stresses of today's pressures and demands are all too painfully visible in families in distress. The Glastonbury-Hebron Probate Court has made every effort to provide care, comfort, security and protection to those in our communities at the highest risk, with the greatest needs.

Much has changed in the ten years that I have served. Through legislative action the Hebron Court and the Glastonbury Court were merged into a single court, effective January 5, 2011. I believe that the integration of the two courts was completed seamlessly with no loss of service to either community. We have made every effort to serve both communities with equal concern and responsiveness. The Court has continued the practice of holding hearings in both towns for the convenience of our citizens.

My appreciation for the social services that serve the Court continues to grow. Through early intervention by social services, the court is presented with circumstances of children and the elderly in need, sometimes

PROBATE COURT CONTINUED

urgently. Protection from abuses, physical and/or financial, is the responsibility of the court. Through a process of hearings and imposed accountability, the Court is able to protect the quality of life of citizens in need. The working, cooperative partnership with state and community services is essential. The Probate Court plays a fundamental role in providing a source of protection for our children and our seniors.

The greatest challenge I have faced during my tenure has been in making decisions involving children. As part of an effort to create additional services and resources to be provided to our communities I willingly and eagerly agreed that our Court would join the Hartford Region Children's Court upon its creation. Glastonbury's and Hebron's children sometimes need the protection and supervision of the Court. If a family's functions have broken down to the detriment of a child's well-being, our Probate Court system and the resources of the Regional Children's Court are able to provide guidance and control to establish a measure of safety and security for children whose needs are not being met. I am extremely proud of the efforts that the Court has made in addressing children's needs.

I would be remiss if I did not express my gratitude to Richard Johnson, Glastonbury's Town Manager, and Andrew Tierney, Hebron's Town Manager, who have each taken every necessary step to support the Probate Court. Both towns are fortunate to have leadership that recognizes the benefits that a well-equipped, well-supported Probate Court can provide to its communities.

I am also extremely proud of the effort and work product of the probate court clerks that serve our communities. I have asked much of my Court's clerks and they have always risen to the challenge, always remembering that the Court exists to serve Hebron and Glastonbury with professionalism, kindness and timeliness. Mary M. MacGregor, Lori Crandall Macri and Alex LaValley have met every challenge and demonstrated their individual and collective commitment to our communities with a remarkable loyalty. I am grateful to Esther Buffington and Patricia Kepler for their patience and kindness in my first years of service in the Court. Their experience and assistance was invaluable.

Finally, I want to thank the citizens of Glastonbury and Hebron for affording me the opportunity to serve our communities. I have enjoyed the personal and professional challenges of serving as Probate Judge for ten years. The rewards have been many, the disappointments few. I wish Judge Peoples well in his service to our communities.

BOARD OF FINANCE

The Board conducted ten Regular Meetings, six Special Meetings, six joint budget workshops with the Board of Selectmen, and one Public Hearing during the 2013-2014 fiscal year.

Members of the Board of Finance for the 2013-2014 fiscal year included the following: Lynn Guerriero, Malcolm Leichter, Jr., Michael Hazel, Paula Verrier, Terrence Piggott and Henry Sawicki. Michael Hazel served as Chairperson and Malcolm Leichter served as Vice Chairperson.

The adopted budget for fiscal year 2014-2015 of \$35,760,407 (2.31% increase) was approved at the first Budget Referendum on May 6th, 2014.

FINANCE DIRECTOR

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

Finance Department: Vision Statement

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

Finance Department: Mission Statement

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

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

Financial Operation Results:

The Finance Director is responsible for the management of investments of surplus cash which are invested in Certificates of Deposit, Municipal Money Market Accounts and investment pools, such as Connecticut Treasury Short Term Investment Fund (STIF), and Cutwater Funds. The fiscal year 2013-2014 recognized a slight increase in financial market investment interest rates, with rates still slightly below the budgeted estimates. The Finance Department received the Government Finance Officers Association Award for the Certificate of Achievement in Excellence in Financial Reporting on the Comprehensive Annual Financial

FINANCE DIRECTOR CONTINUED

Report for Fiscal 2013 for the tenth consecutive year. Most communities prepare this report as part of the compliance to disclosure requirements mandated by the government.

Below is a summary for the 2013-2014 fiscal year showing where actual revenue came from and where the actual expenditures were spent in the General Fund as presented under generally accepted accounting principles basis:

Revenue comes from:	Where it is spent:
Property Taxes	\$27,024,060
Intergovernmental	7,493,853
Charges for Services	662,816
Income on Investments	17,375
WPCA Reimbursement	25,000
Hebron Park Cell Tower	40,000
Surplus Funds	330,000
Other Revenues	<u>97,310</u>
	\$35,690,414
	<hr/>
	\$34,744,874

Guiding Principles/Values

We will act with integrity by being:

1. Responsive to the needs of Fellow Employees, Elected Boards and Commissions, Internal Management, Citizens, Financial Institutions, Investors, State and Federal Agencies and Vendors.
2. Dedicated towards Service, Savings and Accountability.
3. Ethical in how we create policies and procedures.
4. Professional, respectful and maintaining confidentiality where required to do so.
5. Proactive in our approach on the use of new technologies or methods of performing tasks to be more efficient and effective.
6. Fair in listening and understanding the needs of our customers.

REVENUE COLLECTION DEPARTMENT

During the fiscal year 2013/2014 the Revenue Department continues to look for cost-saving measures while staying current on new statutes and innovative practices.

We had another busy year in our department. We have worked very hard with our taxpayers on delinquencies. As our economy struggles to rebound our jobs have become more of a challenge.

The Revenue Department ended the year with a tax collection rate for the current levy of 98.35%. We will continue to actively pursue delinquent taxes contributing to the lowest possible mill rate.

Fiscal Year 2013-2014 Billings:

July 2013

3913 Real Estate accounts	\$ 23,505,543
622 Personal Property accounts	\$ 480,443
9780 Motor Vehicle accounts	\$ 2,274,753

October 2013

744 Sewer Use accounts	\$ 325,608
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January 2014

1537 Motor Vehicle Supplemental	\$ 238,589
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In addition to collection of taxes and sewer accounts the Revenue Department is responsible for verifying and depositing the revenues for all other departments.

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

ASSESSOR

The Assessment Department is staffed by the Assessor and an Assistant Assessor. The duties and responsibilities of this office are specified by State Statute, with the principal assignment being to discover and appraise all real and personal property within the Town of Hebron. The real property is assessed at 70% of the fair market value as of the time of the revaluation, with personal property being assessed at 70% of current value each year. Hebron implemented a revaluation for the October 1, 2011 Grand List and the next is scheduled for October 1, 2016. The sum of these assessed values forms the Grand List, which serves as the community's tax base.

Comparative Annual Grand List	
October 1, 2011 (F/Y 2012-2013)	October 1, 2012 (F/Y 2013-2014)

	2011	2012	Change	%
Real Estate	\$683,672,270	\$688,617,670	+\$4,945,400	+ .723
\$ 13,713,940	\$ 14,253,890	+\$ 539,950	+3.937	
Motor Vehicles	\$ 70,741,520	\$ 69,825,525	-\$ 915,995	- 1.312
Net Totals	\$768,127,730	\$772,697,085	+\$ 4,569,355	+ .595

ASSESSOR CONTINUED

As indicated above, the 2012 total taxable Grand List increased \$4,569,355 from the 2011. Contributing to the increase was new construction and discovery of omitted improvements. The 2012 Supplemental Motor Vehicle List had a total net assessment after credits and exemptions, of \$7,717,892 which was an 11.93% increase from the 2011 Supplemental list. There were 1,525 accounts, an increase of 137 accounts from the 2011 list.

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

Motor Vehicle accounts are generated by the Department of Motor Vehicles for vehicles that have valid marker plates registered to the Town as of the assessment date (October 1st). The value placed on motor vehicles is 70% of the average retail value from the October issue of the NADA books. The assessment year for motor vehicles is October 1st through September 30th. If a vehicle is sold, stolen, totaled, donated or registered out of state, AND the marker plates canceled with the Connecticut DMV during the assessment year the bill can be prorated. In order to have a bill adjusted this office MUST have documents showing the marker plates have been canceled along with some form of documentation showing what happened to the vehicle, such as a bill of sale, or an out of state registration. If during the assessment year the marker plates are transferred to another vehicle, a January Supplemental bill will be generated applying the credit. Any change of address should be reported to the Connecticut Department of Motor Vehicles and the Assessor's Office as soon as possible.

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

This department also assists eligible residents in applying for various tax exemption and tax relief programs. These programs, social security disability exemption, blind exemption, veteran's exemption, and elderly tax relief for homeowners are offered in conformance with eligibility requirements and specifications of State enabling legislation. The Elderly/Totally Disabled Renter Program is now handled completely through the Senior Center Coordinator. Detailed information about these programs or any questions about the office can be obtained by calling the Assessor's Office at 860-228-5971 ext. 149, Monday through Wednesday 8:00 am – 4:00 pm, Thursday 8:00 am – 6:00 pm, or Friday 8:00 am – 1:00 pm.

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

BOARD OF ASSESSMENT APPEALS

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

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

Appeal process:

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

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

The BAA held 3 meetings in March 2013 during which they heard, discussed and acted on 26 appeals. There was 26 Real Estate accounts (one applicant submitted appeals for 22 of these accounts) and 0 Personal Property account on the October 1, 2012 Grand List. The Board held 1 meeting in September 2013 and heard 7 Motor Vehicle appeals on the October 2012 Grand List.

Total reduction to 2012 Real Estate: \$48,560

Total reduction to Personal Property: \$0

Total reduction to Motor Vehicles:

March meeting: 0

September meeting: \$7,255

Meeting dates for the October 1, 2013 Grand List have been set and posted with the Town Clerk:

Monday, March 3, 2014

Thursday, March 6, 2014

Saturday, March 8, 2014

Thursday, September 11, 2014

BUILDING DEPARTMENT

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

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

The Building Department has information available on the Town's website. We have the Building/Zoning Application forms online in both pdf and Word format.

This past year the State of Connecticut adopted the 2009 International Residential Code and the 2011 National Electrical Code. The new residential code has hundreds of changes from more detailed requirements for wall bracing, requiring rebar in basement foundations along with several electrical provisions. A great deal of time has been spent in reviewing and learning the new requirements along with educating the public on the new requirements and the reasoning for.

The Department issued:

Total Permits	491
New Single Family Dwellings.....	6
Residential Additions	23
Demolition Permits	1
Commercial New/Additions/Alterations/Conversions.....	10
Permit Fees Collected, based on permits issued	\$89,251.42
Estimated Value of Work, based on permits issued.....	\$6,995,765.00

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

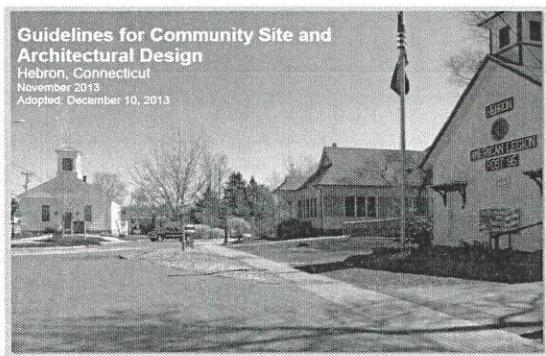
PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission is Town's agency performing long-range community planning. In that role, the Commission adopts and periodically updates the Town's master plan as well as Hebron's Zoning and Subdivision Regulations (regulations that set standards for new development). In addition, the Commission reviews and approves all new development proposals for conformance to the community's long-range plans and to the Town's land use regulations. The Commission's mission is to continue to preserve the Community's prized 'small town character' and rural ambience while guiding new growth and development in a way that complements our existing high quality of life. In December of 2013, the Commission elected officers for the next two years: Natalie Wood as Chairperson, Judith Podell as Vice-Chairperson and Frank Zitkus as Secretary.



The Planning and Zoning Commission held twenty-two (22) regular and special meetings during Fiscal Year 2013-2014. Special Meetings are held to perform site walks and field investigations of development sites as well as workshop meetings on a variety of planning related topics. Of the twenty-two meetings held during

the FY, a number of special meetings were dedicated exclusively to the Plan of Conservation and Development update.



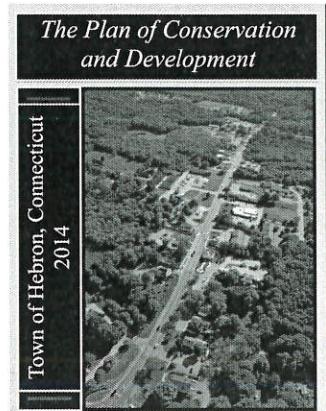
At the Commission meetings, six (6) public hearing sessions were held on applications requiring a hearing. The Commission accepted a total of seventeen (17) new land use applications this FY including: eleven (11) Site Plan applications; one special Permit application; and, four (4) applications to amend the Zoning Regulations; and, one application to adopt the new Plan of Conservation and Development. During these meetings the

Commission held informal discussions with developers concerning future development opportunities, adopted upgrades to the Neighborhood Convenience District regulations, approved new zoning regulations to permit a farm brewery, approved a new seating area and small addition to Gina Marie's restaurant and a new outside patio for Dunkin Donuts, approved the Connecticut Water Company's upgrade to their Jan Drive site, reviewed an application received by the Town for a potential new cell tower on Daly Road and provided extensive comments on behalf of the Town.

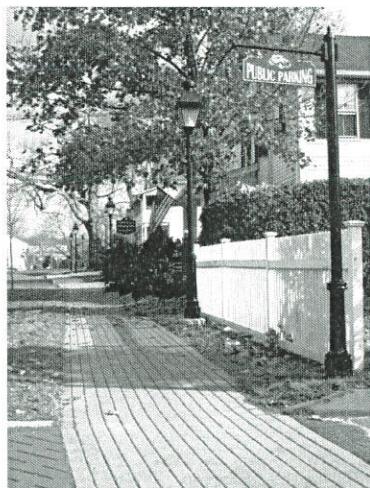
As a result of an Incentive Housing study, the Commission, following extensive public input, approved a comprehensive set of Design Guidelines for new commercial and multi-family development in the Town. The Commission also conducted a workshop to review and provide comments on the Market Study for Hebron Center that was being conducted by a consultant for the Economic Development Commission. Finally, the Commission hosted Attorney Steven Byrne who conducted a workshop on Planning and Zoning law and procedures as well as Freedom of Information rules.

PLANNING AND ZONING COMMISSION CONTINUED

One of the Planning and Zoning Commission's most important functions is the adoption, update and implementation of the Town's "*Plan of Conservation and Development*." This is an important overall vision statement of how the Town wants to grow and develop, as well as how it wants to conserve its important resources in the future. The Commission has spent a great deal of time over the past three years in updating the plan with input from other Boards and Commissions, Town staff and residents. This FY two Public Information Meetings were held on the Plan and a public hearing was conducted in June where the new 2014 Plan of Conservation and Development was adopted.



This FY, the Commission continued a study of its housing needs and opportunities using a State grant to hire two expert consultants. This grant was provided through State's Incentive Housing Zone program, also known as Housing for Economic Growth. As a result of this Study, the consultants, along with Town staff, have drafted new zoning regulations that would encourage new mixed use development in and around the business areas in Town. In addition to addressing the Town's housing needs, such regulations were strongly recommended in the Market Study for Hebron Center as a way to support Hebron Center businesses.



An important method of implementing the policies embodied in the Town's "*Plan of Conservation and Development*" is through the Town's Capital Improvement Program (C.I.P.) and through available State grants. A significant planning goal is to improve the accessibility for pedestrians throughout the Town Center. To this end, improvements within the Town Center including sidewalks, landscaping, new signage, benches, and improvements to the front facades of some businesses have all been funded by these programs. STEAP (Small Town Economic Assistance Program) grants were also instrumental in many of these improvements. During this FY, the Town is moving forward with survey, engineering and planning work on another STEAP grant funded project for parking and pedestrian improvements in the Town Center.

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

ZONING BOARD OF APPEALS

The Board meets in regular session on the first Tuesday of the month at 7:30 p.m. in the Town Office Building. In January of 2014, the Board elected new officers: Jardo Opocensky, Jr., Chairman, Cathy Murphy, Vice-Chair, and Mike McCormack as Secretary. The Board's charge is to hear and decide on applications for variances to the Zoning Regulations. Variances may be considered where there is an unusual circumstance with the parcel of land, which may have created a hardship in complying with the Zoning Regulations. Also, applications are received appealing the decision of the Zoning Enforcement Officer. Notification of all Public Hearings is placed in The Rivereast News Bulletin. For each application received, a public hearing is held, abutting property owners are notified, and the public is encouraged to express its comments and concerns.

The Zoning Board of Appeals met four (4) times in regular and special sessions between July 1, 2013 and June 30, 2014. During this time period, the Board received applications for two (2) variance requests, as follows:

The two (2) variance applications were concerned with the following issues:

- One (1) variance application requesting decrease in the side yard setback for an accessory building; and, this application was approved.
- One (1) variance application requesting a variance of the maximum size for an accessory apartment and a variance of the requirement that the apartment be attached to the main residence; and this application was denied.

In addition, the Board conducted a workshop, which was run by Attorney Steven Byrne on zoning laws and procedures affecting their role as the Zoning Board of Appeals.

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

WATER POLLUTION CONTROL AUTHORITY

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

CONSERVATION COMMISSION

The following commentary highlights the activities of the Hebron Conservation and Inland Wetlands Commission during 2013-2014.

The Commission accepted and acted upon 22 applications this fiscal year, including 3 Forestry operations.

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

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

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

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

DEEP has declared that 2014 be the year of the salamander. Most of us would ask "why should I care about salamanders?" Salamanders help gage the health of our planet. Salamanders are amphibians, like frogs and toads, and superficially resemble lizards, to which they are unrelated. They generally live on land, returning on wet nights to breed in the temporary, or vernal, pools formed in low places by spring rains. Because vernal pools go dry by late summer, there are no fish to snack on defenseless eggs, making them ideal amphibian nurseries. Early spring nights often find salamanders shuffling slowly across roads to these breeding grounds. Salamanders are among the most ancient creatures, having trod the Earth before dinosaurs, and are not uncommon, but few people realize they live among us because they are silent and have shy, nocturnal subterranean habits. Though out of sight, we keep them out of mind at our peril. Like the canary in the coal mine, they can warn of a deteriorating environment.

CONSERVATION COMMISSION CONTINUED

Amphibians have very particular habitats and limited ability to disperse or adapt to change. Loss of wetlands or their siltation from erosion, introduction of plant species, acid precipitation, chemical pollution and fragmentation of moist forests puts them at risk. Amphibians are ideal for studying air, water, and soil quality because they live in intimate contact with the environment. The experts have proclaimed an emergency due to worldwide decline in amphibians. Salamanders may be hurt as much by too little density that promotes sprawl and habitat fragmentation as by intensive construction where they live. But conflict is not inevitable. Locating roads away from salamander migration routes, buffers around vernal pools or even culverts that allow the creatures to pass under roads are possible accommodations. With their glossy, sometimes colorful bodies and secretive habits, salamanders add beauty and mystery to our landscape. They also reveal something about how humans are managing the planet.

CITIZENS GREEN COMMITTEE

The Hebron Citizens Green Committee was involved in several activities during the 2014 fiscal year, including many presentations and outreach events designed to provide information to the public on matters related to recycling and energy conservation. In addition, committee members worked on specific projects that will help Hebron and its citizens reduce our environmental footprint. The following is a list of the activities that the committee took part in between July 1, 2013 and June 30, 2014:

1. Set up information tables/booths at the Hebron Harvest Fair, Hebron Maple festival, Teds IGA for Earth Day and several Farmers Market weekends.
2. Made presentations to the Hebron Boy Scouts Troop 28, Friends of Hebron Senior Center, and the Hebron Business Breakfast Networking Meeting.
3. Worked with RHAM High School to upgrade their recycling program. Also, starting in FY 2014, committee meetings will be held at RHAM High School in an effort to work more closely with RHAM students and staff.
4. Worked with Ted's IGA to implement a plastic bag take back program.
5. Issued a Certificate of Commendation jointly with the Town Manager, recognizing the work done by several students at Hebron Elementary School, including receipt of a Future Problem Solvers Award, resulting in changes from the use of styrofoam trays to biodegradable trays in the cafeteria.
6. Applied for a grant from the New England Grass Roots Environment Fund to support a paper shredding event and other committee outreach efforts. Unfortunately the committee did not receive the grant.
7. Worked with the Town Manager's Office to secure funding for both an electric vehicle charging station, which was installed in FY 2014, and an electric vehicle, which will be purchased in FY 2015.
8. Worked with the Director of Public Works to purchase a new sign for the transfer station, and rename the facility the "Hebron Recycling Center and Transfer Station." Other informational signage will also be posted at the Center.
9. For the first time, secured funds in the town budget to support the activities of the committee.
10. Passed a motion to urge the Board of Selectmen to adopt ordinances requiring that (a) a recycling container be placed next to all trash containers at Town facilities, (b) activities requiring a permit from the town also be required to do so and (c) that Hebron urge all towns with which it is part of a regional organization to do the same.
11. Met with the Hebron Superintendent of Schools and principals of the elementary schools to offer our support and assistance regarding the Hebron school recycling programs.
12. Attended meetings of the Connecticut Recyclers Coalition, Northeast Recycling Council and Yale Energy Workshop.
13. Requested and received approval from the Board of Selectmen for the addition of two alternate member positions for the committee.
14. Welcomed a new member of the committee, Jessica Rainville.

HEBRON PARKS & RECREATION DEPARTMENT

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

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

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

Mad Science Camp, Performing Arts, Skateboarding, Tennis and Golf rounded out the summer experience for many area children. Our Shooting Stars Camp for children aged 5 – 14 celebrated its 20th consecutive year. Also our Volleyball camp had two week camps, and a The Fall/Winter Season kicked off our very popular Youth Basketball Program. Players in grades 1 – 12 enjoyed learning the fundamentals, and playing games each weekend during the winter months.

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

The 23rd annual 5K Road Race took place on April 5th and had 59 entrants that enjoyed a beautiful spring day to put on an exciting race.

This past winter season we held a Holiday House Decorating Contest, Holiday Extravaganza where the community was invited to an evening of fun filled ornament decorating and activities for Christmas, Kwanza and Hanukah. Santa attended the evening. The Snow Sculpture Contest is another new event that we offered this year.

We welcomed in spring by hosting with Hebron Interfaith its annual Easter Egg Hunt at Burnt Hill Park. Program included Arbor Day and Earth Day, as well as, another new program the Pet-A-Palooza.

Trail Day is a special day for entire state. It celebrates all the trails in Connecticut with informational stations that hand out t-shirts if you visit 3 stations along the trail. We had 100 participants at the event this year.

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

- Maintain the site history
- Identification of the source of any problems
- If problem-what is the cause (i.e., disease, insect, weed)
- Determination of the tolerance level for pest
- Regular Scouting

HEBRON PARKS & RECREATION DEPARTMENT CONTINUED

- Determination other means available then pesticides
- Identification and implementation of cultural techniques to manage pest problem

Events and Programs

Adult Programs

Pilates
Basketball
Yoga
Zumba
Cardio Fitness
Tennis League
Softball league

Youth Programs

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

Great Escape Camp
Discovery Camp
Adventure Camp
Volleyball
Running Club
Cross Country Run
Taekwondo

Haunted Happening ran on Friday, October 25th, 2013. In addition, we invited the children of Hebron to Trunk or Treat at Hebron Elementary School on Wednesday, October 30th. At this event we had people open their trunks and hand out the candy to Halloween dressed children. Much fun was had by all.

The Ghost Run is presented by The Parks and Recreation Departments of Colchester, East Hampton and Hebron along with the state of CT Department of Environmental Protection, the 10th Annual 13.1 Airline

Trail Ghost run took place on Saturday, November 2nd. We had 405 participants who came out to run the race beginning at Hebron Elementary School and ending at Center Elementary school in East Hampton.

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

HEBRON OPEN SPACE LAND ACQUISITION COMMITTEE

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

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

HEBRON OPEN SPACE LAND ACQUISITION COMMITTEE CONTINUED

The Committee continued to work closely with other Town boards and land use commissions in open space planning and evaluating open space preservation possibilities, especially for those parcels that can be linked into a town-wide greenway system. To this end, the Committee conducted 5 Regular and Special Meetings in fiscal year 2013/14. The Committee was also present at the spring 2014 Maple Festival as part of its community outreach effort.

The Committee has identified its four highest priority areas within the town for open space preservation: The Fawn Brook / West Branch Fawn Brook corridor, the Raymond Brook Marsh area and the Judd Brook area for passive recreational and natural resource protection and the Gilead Hill area for farmland preservation. Towards this preservation effort, in the past year, 49 acres of open space along the west side of Church Street were purchased. The property abuts the highly significant Raymond Brook Marsh, a State-wide Wetlands of Special Concern, and other large parcels of open space. The purchase was 50% funded by a State of Connecticut Open Space and Watershed Land Acquisition grant, the town's fourth such grant award. Also, at a June 2014 Town Meeting, approval was received for the purchase of an additional 3.4-acre parcel that abuts this 49-acre property. These two purchases, along with other recent open space purchases, have resulted in a significant area of preserved land abutting or upstream of the Raymond Brook Marsh.

In the prior year, upon recommendation by the Committee, the Town accepted a generous donation of open space by the Reed family. This 14.5-acre parcel abuts town-owned open space and the Hebron Elementary School, includes a portion of the Jeremy Brook, a "Class A" high quality watercourse.

Together with open space purchases of prior years, all recommended by the Committee, the Town has preserved 491 acres of farm and forestland, including Burnt Hill and Church Street Parks, and open space on Jagger Lane, Old Colchester Road and along the Raymond Brook Marsh. In past years, in conjunction with the State, the Town contributed to the purchase of 126 acres of other valuable farm and forestland in Hebron, including open space along the Air Line Trail. In addition, the Committee has referred several large open space parcels, totaling 480 acres, to the state for their subsequent acquisition. This cooperative effort has resulted in the preservation of open space while maximizing the effectiveness of the Town's funds.

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

HISTORIC PROPERTIES COMMISSION

The mission of the Historic Properties Commission focuses on the recognition, preservation and protection of Hebron's cultural heritage. Whether it be a home, mill, public building, or blacksmith shop, we will seek out the stories it has to share.

The Commission had a rip-roaring start on the Phase 3 Restoration of the Peters House. Due to constraints on opening the building, the Commission could utilize only a handful of our enlisted volunteers who were free on

HISTORIC PROPERTIES COMMISSION CONTINUED

weekdays. The demolition was moving along well, with a passion and excitement felt by all loyal volunteers and commission members regarding each workday's new surprises.

With the help of Lady Peters' new friends, we removed bathroom & kitchen plumbing fixtures and cabinetry. Also moved to the dumpster was anything to do with 20th century plumbing, heating or electricity. Once the house was stripped of its wall paneling and linoleum flooring, the Peters House was back to its original layer, and the volunteers were ready to begin patching old plaster.



Unfortunately, July, 2013 brought disturbing news from town staff of newly discovered structural and framing issues in the basement of the Peters House. Until this could be rectified, all volunteer work had to be postponed until further notice.

Thus began the saga of determining structural soundness of the first floor. The structure was looked at by the project architect, and correction plans were proposed. Local craftsmen were to be invited by Town to share thoughts of both stabilization and future restoration work. Interested folks from both the Connecticut Trust for Historic Preservation and the Connecticut State Historic Preservation Office visited the house. The State offered funding to bring in a certified Historic Structural Engineer to determine the best way to correct the structural weakness without compromising any of the sound historic construction.

On the one hand, this was a huge setback as volunteers had been making great strides, as previously mentioned, in addressing cosmetic issues in the interior of the house. On the other hand, it soon became apparent that the Commission would have to find another way to retain the dedication and interest that the volunteers had shown in the previous months.

Early in 2014, focus had shifted from the "hands on" volunteer work to exploring possible community uses for the Peters House in the future. A series of Special Meetings/Workshops were held throughout the winter and spring months. These were well attended by volunteers as well as other interested persons from the community.

As the workshops progressed and uses became more detailed, it soon became obvious that much more thought would have to be given to the specific operating, mechanical, legal and manpower needs for all considered uses. Efforts continue to consolidate all suggestions, ideas and information gleaned from these workshops into a comprehensive format suitable for presentation. Crucial to this would be to include as much community input in the report as possible. Plans for the near future include an invitation to community members to draw attention to Hebron's heritage and its preservation. As directed by our mission statement, the Commission stands ready to take on a proactive role in attracting more townspeople to our work. Suggestions presented include creating a non-profit group, such as, "Friends of Historic Hebron", to help gather support, utilizing the HPC website to compile a list of historic property owners to contact, inviting organizations to our meetings, and planning programs of historic interest, such as a "Historic Property Research" Workshop.

It is the intent of the Commission to compile a well thought out, well researched plan to guide the restoration while retaining the historical and cultural aspect of the Peters House and, at the same time, providing the community a place to gather and enjoy all that the Peters House has to offer. In carrying out its

HISTORIC PROPERTIES COMMISSION CONTINUED

responsibilities, the Commission frequently seeks assistance in the form of grants. Early in this report year, we searched for appropriate grant opportunities within the 1772 Foundation, Lowe's and Home Depot. In January, we supported the Town application for a Small Town Economic Assistance Program grant for

continuation of the Peters House preservation and restoration. At the end of the year, we began assisting the Town in an application for a Vibrant Communities Initiative grant.

The Commission will continue to seek out grants for funding, and to reach out to the community for input to aid in preserving and protecting Hebron's heritage. For more information about the Peters House Restoration, go to our Facebook page entitled Peters-House-Restoration; and for general information regarding the Commission, go to <http://www.hebronhpc.org/cgi-bin/home.cgi>.

SENIOR SERVICES AND COMMISSION ON AGING

For some time, the State of Connecticut has been actively engaged in rebalancing their Medicaid long-term care services from institutional nursing facility settings, toward more emphasis on home and community-based services settings. A goal is to enhance the awareness of setting choice amongst long-term care consumers by providing them with the relevant information as they navigate through the myriad of options available to them. The Connecticut Council for Philanthropy, through their EngAGEment Initiative, conducted interviews throughout the state that demonstrated the emergence of five key themes (some notations have been cited as they pertain to Hebron):

- Demographic Changes = A Time of Unique Challenge and Opportunity – Between now and 2030, Hebron's residents age 60+ are expected to increase by 93.98% from 2,143 (20.81% of the Town's total population) to 4,157 (35% of the Town's total population). The greatest growth is anticipated in the 80+ population.
- Focus must be on investing in Prevention, Wellness and Livable Communities – The Russell Mercier Senior Center offers a broad array of evolving prevention, health, and wellness programs in addition to arts programming, intergenerational activities, information & referral services, social and community action opportunities, transportation services, volunteer opportunities, educational opportunities, financial & benefits assistance, meal programs, etc. Additionally, the Town's Commission on Aging is focusing efforts on ensuring the implementation of universal design throughout the community, wherever possible, in order to help people maximize their capabilities as they age.
- Connecticut's Senior Centers will play a lead role, expanding their capacity – With the state's aging landscape rapidly changing in light of the growing focus on the rebalancing of long-term care from institutional care to community-based services, there must also be an increased focus on community supports.
- Access to Information and Benefits are essential – Benefits and services are constantly changing. The Russell Mercier Senior Center employs CHOICES certified personnel (Connecticut's program for Health Insurance, Outreach, Information & Referral, Counseling, and Eligibility Screening) in order to ensure the provision of thorough, accurate, and current information.
- An increase in Direct Care Workers will be essential in providing Community-Based Services – Growing numbers of older adults, the emphasis on aging in place and community, and rebalancing, all lead to the need for more quality direct care workers.

SENIOR SERVICES AND COMMISSION ON AGING CONTINUED

According to the Town of Hebron's Ordinance Article VII, Sections 14-12 and 13, the Commission on Aging continuously studies the conditions and needs of the elderly persons in the community and make recommendations. As noted above, the Commission on Aging is focusing efforts on assessing Hebron's capacity as a "Livable Community". A livable community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residence in civic and social life. The Commission on Aging is examining the Town's transportation, walkability, safety & security, shopping, housing, health services, recreation & cultural activities, and other supports that allow older residents to live independently. Additionally, the Commission on Aging has reviewed and approved policies and procedures for the Town's Dial-a-Ride program, the Russell Mercier Senior Center, and Volunteerism through the Senior Center.

HEBRON HOUSING AUTHORITY

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

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

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

ECONOMIC DEVELOPMENT COMMISSION

The Economic Development Commission (EDC) mission is to:

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

EDC's major initiatives include ensuring that there are sufficient parcels of land available in Town for new business development, either due to growth from existing businesses or from new business wishing to move into Hebron, and to support and enhance the existing Main Street business district, and other developed business districts, in Hebron.

The Town has designated the Hebron Village Green District as the major expansion area for new business development for Hebron's future. This new district is planned to be a mixed use zone which includes commercial, retail, office, light industrial and residential within its 130 acres located on the south side of Rt 66. Successful implementation of this planned district will provide Hebron with additional commercial services, employment opportunities, an expanded tax base as well as alternate housing opportunities. The Town has assisted with infrastructure improvements using grants through the Small Town Economic Assistance Program (STEAP) in order to ready the site for development.

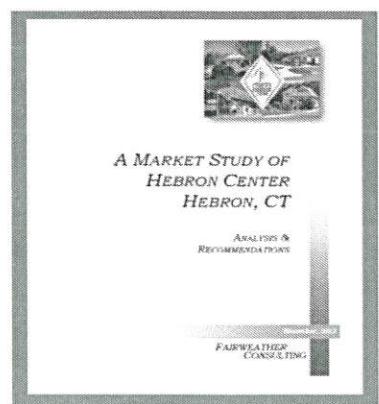
The Commission has also continued to support existing business districts, including Hebron's Main Street – Route 66. Many of the events and programs supported now and in the past by the EDC are focused on supporting and enhancing the existing business districts and maintaining value in these areas.

Significant programs have included: the Town's Façade Improvement Program aimed at assisting business owners with improvement to their buildings, new sidewalk construction along Main Street, "Welcome to Hebron" entry signs, and, new landscaping and benches along Main Street.

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

During this Fiscal Year the EDC met eleven (11) times at Regular or Special Meetings and were involved in a variety of initiatives:

- Worked with a marketing consultant, Fairweather Consulting, to complete a Market Study of Hebron Center. The EDC and the Consultant met with many local businesses and community leaders to solicit input. A final presentation of the Market Study was made to the Board of Selectmen in September of 2013. The purpose of the Study is to provide guidance on how to best market the community to potential development interests. A copy of the Study can be found on the Town's website.
- The EDC continued to meet to review ways to implement the recommendations of the Hebron Center Market Study. Discussions begun on establishing priorities and Action Steps to implement the Study.
- A series of Business Breakfast Networking Meetings continued to be held with Town Officials and local businesses to create a forum for networking and communications.



ECONOMIC DEVELOPMENT COMMISSION CONTINUED

- Coordination with the Hebron Parks & Recreation Department and local businesses was accomplished to hold Hebron's first "Shop & Walk Hebron" sidewalk sale event in the fall of 2013.
- The Commission reviewed and provided input to the Planning and Zoning Commission on the updating of the business portions of the Town's Plan of Conservation and Development.
- The EDC participated and provided input to the Planning and Zoning Commission on potential new zoning regulations:
 - On an ongoing planning study on possible new mixed use zoning provisions in the Hebron business districts that could encourage new mixed use and higher density development in the Town Center while also supporting existing Main Street businesses; and,
 - On a new zoning regulation that would allow farm breweries in Hebron.
- The EDC began a review of the economic development portion of the Town's website to update the information as well as to redesign the site to make it more useful to existing and new businesses.
- The "Something Simple Café" was selected as Hebron's Business of the Year, and the EDC Chair and Town Planner attended the ceremony, sponsored by the Windham Chamber, where the award was formally presented.
- The EDC assisted the Town with the hiring of a new part-time Economic Development Coordinator to work with the Commission in marketing the Town for economic development purposes as well as to assist existing businesses.
- The Town's Economic Development Coordinator organized and implemented several activities during the year:
 - He and the Town Planner issued a series of "EDC / Business Links" newsletters, an electronic newsletter between the EDC and the Hebron business community;
 - Organized the Grand Opening of the new CVS store;
 - Organized a "Developers' Tour" in October of 2013 where developers and real estate interests were invited to a session to review available properties in Town and,
 - And continued a series of Business visitations to meet business leaders and understand their needs.

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

ANIMAL CONTROL OFFICER

Animal Control Officer Willie Bell provides coverage for the Town of Hebron. During the 12-month period covering July 1, 2013 to June 30, 2014, some of the Animal Control calls can be broken down as follows:

Dogs Impounded	32
Dogs Reclaimed by Owner	32
Dogs Adopted	1
Dog Bite/Attack	6
Dogs Euthanized	0
Dogs Quarantined	0
Infractions Issued	3
Misdemeanors	0
Total Complaints Investigated	267

Wildlife Calls 3-5 weekly

156-260 yearly

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

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

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

CONNECTICUT STATE LAW REQUIRES ALL DOGS AND CATS OVER THREE

MONTHS OF AGE TO BE VACCINATED AGAINST RABIES AND DOGS OVER

SIX MONTHS OF AGE TO BE LICENSED.

HEBRON FIRE DEPARTMENT



Mission Statement:

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

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

Station #1, 44 Main Street, Constructed in 1984

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

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

Station #2, 663 Church Street, Constructed in 2005

APPARATUS: Engine 1 (1937 Sanford), Engine-Tanker (ET210), Engine (E110), with 3000' of supply hose , Multi-purpose Squad (SQ210), Utility vehicle (U110) and trailer, Water/Ice Rescue Boat (M210)

Station #3, 164 North Street, Constructed in 1970

APPARATUS: Engine-Tanker (ET310), Multi-purpose Squad (SQ310), Brush Fire vehicle (F310)

The Town of Hebron Fire Department is staffed Monday through Friday with two Firefighter/EMT/Maintainers and a Department Secretary from 0800 to 0430.

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

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

22 Firefighter/EMTs, 16 Firefighters, 14 EMTs, 6 Fire Police, 12 Auxiliary,
7 Cadets, 8 Support. In fiscal year 2013-2014 the Department responded to 790 calls (19 fire, 583 medicals and 188 service calls).

Fire

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

HEBRON FIRE DEPARTMENT CONTINUED

EMS

The Hebron Fire Department provides Emergency Medical Services at the Basic Life Support level (BLS) with two ambulances. Mutual aid is received from the Windham Hospital Paramedics providing the initial response for Advanced Life Support (ALS) services. Approximately 75 percent of the department's calls each year are for Emergency Medical Services. The department utilizes PowerLift stretchers in its ambulances, which reduce the possibility of back injuries experienced while loading and unloading patients from the ambulance.

Fire Police

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

Auxiliary

The Department is fortunate to have 10 auxiliary members who volunteer in the department. They serve in a support function providing various services as needed during incidents or events.

Cadets

The Hebron Fire Department has 7 cadet members – 16- and 17-year-olds who serve as Emergency Medical Technicians and other support roles. These enthusiastic young men and women also assist with day-to-day operations, helping improve the readiness of the department.

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

BURNING OFFICIAL

The purpose of the Burning Official, although appointed locally, is to enforce the State of Connecticut open burning laws. The primary duties of the Burning Official are: issuing open burn permits, pre-inspection of burn sites, and investigating open burning complaints. The Town of Hebron Burning Official, Tony Pitrone, may be reached at (Hebron Volunteer Fire Department) 228-3022 or (Cell number) 202-3725. Assistant Burning Official Randy Blais may also be contacted at 228-3022.

The State of Connecticut, Department of Environmental Protection, strictly limits the issuance of burning permits. The only material subject to legal burning is brush. NOTE: Contractors are prohibited from attaining open burning permits. The State limits the duration of a burning permit to a maximum of one week, during which burning may occur on one day only. The Burning Officials for the Town of Hebron will make every reasonable effort to be available to issue permits with all due regard to the schedule of the applicant. Please plan ahead and request your permit at least two days in advance. You may obtain your permit by calling the Hebron Fire Department Company #1 (228-3022) between the hours of 8:00 a.m. and 4:00 p.m., Monday through Friday and Saturday from 7:00 a.m. to 9:00 a.m. to make arrangements to pick up your burning permit. There is no charge to residents to obtain a permit. No permit can be issued without a certificate of occupancy (CO) for the property on file with the Town of Hebron. Burning violations are subject to a fine up to \$2,000 and a court appearance.

BURNING OFFICIAL CONTINUED

In the past year, 197 open burning permits were issued, 190 burn site investigations were performed and 8 illegal burns were recorded. Any open burning that appears to be an immediate threat to life, health, or property should be reported to the Hebron Volunteer Fire Department via 911. Any other possible violations may be reported directly to the Open Burning Official. Any known health issues within the burn area (ex-neighbors) is a No Burn situation. Burning prohibited when air quality index (ct.gov/deep/aqi) is 75 or higher. Burning prohibited when fire danger level is high – extreme (ct.gov/deep/forestfiredanger).

FIRE MARSHAL

The Fire Marshal is required to annually inspect all buildings and facilities of public service and occupancies regulated by the Connecticut State Fire Safety Code. The State Fire Safety Code covers all occupancies except one and two family dwellings. On December 31, 2005 The State of Connecticut adopted a new Fire Safety Code which includes, The Life Safety Code, The International Fire Code, NFPA 1 the Uniform Fire Code, The International Building Code and the International Mechanical Code.

On July 1, 2015 the new Connecticut Fire Prevention Code will also be enforced. The scope of the Fire Prevention Code includes, but is not limited to, the following:

- (1) Inspections of permanent and temporary buildings.
- (2) Review of design and construction plans, for life safety systems, access, water supply and other life safety issues.
- (3) Fire and Life safety education.
- (4) Existing occupancies and conditions.
- (5) Access required for fire department operations.
- (6) Hazards from outside fires.
- (7) Regulation and control of special events including, but not limited to, assemblage of people, exhibits, trade shows, amusement parks, haunted houses, outdoor events and other similar special temporary and permanent occupancies.
- (8) Interior finish, decorations, furnishings and other combustibles that contribute to fire spread, fire load and smoke production.
- (9) Storage, use, processing, handling and on-site transportation of flammable and combustible gasses, liquid and solid.
- (10) Storage, use, processing, handling and on-site transportation of hazardous materials.
- (11) Conditions affecting fire fighter safety.

Conduct site inspections and be on site for all fireworks and special effects displays for compliance with applicable State Legislation. Inspect all tents and portable structures for compliance with the Fire Safety Regulations. This is a partial list of other responsibilities the Fire Marshal has to be involved in.

In the 2013-2014 fiscal years, 105 annual inspections were completed. In addition to the annual inspection follow-up meetings were held with owners and occupants to develop a plan for compliance. In addition to the annual inspections, 16 re- inspections were completed, inspections during construction where also conducted as needed.

FIRE MARSHAL CONTINUED

There were 7 Inspections of propane tank installations as required by Connecticut Fire Safety Code were also completed.

I reviewed plans for new building construction, remodeling, and fire protection systems. Inspections at special events and tent installations were conducted. Maple Fest and the Hebron Lions Fair had continual inspections during their event, Inspections of Concerts at RHAM High school, Hebron Lions Fireworks and the RHAM Graduation.

Fire and Incident investigations were conducted: 19 Structure fires were investigated along with 23 other incidents, which include Brush Fires, open burning complaints and Carbon Monoxide incidents.

Smoke and Carbon Monoxide detection problems were also addressed. We continued our smoke detector program and replace over 72 batteries in smoke detectors; these batteries were donated by Energizer. Safety inspections of wood stove installations when required for home owners insurance.

During the absence of the Building Official 12 inspections were completed for his office.

This year working with the Hebron Superintendent of Schools, Hebron Emergency Management Director, RHAM Superintendent of Schools and the Connecticut State Police we revised the emergency response protocols for the Schools recommendations for school security.

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



HEBRON RESIDENT TROOPERS OFFICE

#44 MAIN STREET (HEBRON PUBLIC SAFETY BUILDING)

HEBRON, CT 06248

860-228-3710

The Hebron Resident Troopers and Hebron Police Officers (part time) provide the primary police services for the Town of Hebron. Supplemental coverage and other investigative assistance are covered by State Troopers from the Connecticut State Police Troop K in Colchester (15 Old Hartford Road, 860-465-5400). Additional police resources such as K-9 search and rescue, aircraft, Major Crime Squad, State Fire Marshal, and Emergency Services Division are included.

The current Resident Troopers and Officers Are:

Troopers:

- 1) Tfc Kyle Fitzgibbons #1428
- 2) Tfc Dan Greenwood #1336

Part-time Police Officers:

- 1) Officer Marc Rubera KC-58
- 2) Officer Rick Martinez KC-59

The Police services provided to the citizens include, but are not limited to, administrative duties, criminal and motor vehicle investigations, D.A.R.E, public relations, traffic enforcement, patrol of town and private property, and a working relationship with AHM.

During the 12 month period covering the fiscal year of 2013-2014, Police investigations in Hebron can be broken down approximately as follows:

Murder	0
Sex Assaults	4
Robbery	1
Assault	3
Burglary	14
Larceny	30
Vandalism	9
Vehicle Theft	0
DUI	32 (On site 19 & Accident related 13)
Drug Offenses	23

There were a total of 106 motor vehicle accidents, four of which had fatalities; approximately 721 tickets and 235 warnings were issued for moving violations in town.

ANDOVER, HEBRON AND MARLBOROUGH YOUTH SERVICES

During the 2013-2014 fiscal year, the residents of your community utilized the services and programs of AHM Youth and Family Services as listed below:

Family Resource Center		
Program	Children Served	Adults Served
Play & Learn	39	39
KinderRHAMA	13	0
Home Visits	14	14
Mentoring	21	21
Large Group Activities: Field Trips, Family Events, Home Alone & Lanterns Celebration	189	212
Total:	276 children	286 adults
Gilead Hill and Hebron Elementary School(s)		
Program	Children Served	
Individual In School Counseling / Case Management	42	
Support Groups	18	
Large Group Activities: Internet Safety & Power of Words	155	
Total:	215 children	
RHAM Middle School		
Program	Youth Served	
Individual In School Counseling / Case Management	28	
Support Groups	6	
Large Group Activities: Team Building Day & Power of Words	340	
Total:	374 youth	
RHAM High School		
Program	Youth Served	
Individual In School Counseling / Case Management	33	
Peer Helpers	28	
Power of Words Team	35	
Large Group Activities: Freshman Orientation, Power of Words, Suicide Prevention Training, Wellness Day	498	
Total:	594 youth	
Individual and Family Therapy, Psychiatric Evaluation		
Program	Clients Served	
Individual Therapy	27	
Family Therapy	34	
Psychiatric Evaluation	9	
Total:	70 clients	

Community		
Program	Youth Served	Adults Served
Juvenile Review Board	11	0
Project Graduation	100	0
Summer Youth Theater	34	0
Teen Center	150	0
Chores Employment Program	8	6
Girl Power Camp	8	0
Take Back Event	0	128
Parent/Community Presentations (suicide prevention, training, drug abuse, grief/loss support, internet safety)	0	420
Total:	311 youth	554 adults

In total, Hebron residents accessed the services provided by AHM 2,680 times in individual and/or large group settings. Families often receive multiple services from our agency.

HEBRON INTERFAITH HUMAN SERVICES

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

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

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

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

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

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

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

USDA WIC PROGRAM

The U.S. Department of Agriculture sponsors the Special Supplemental Nutrition Program of Women, Infants and Children (WIC). The program provides specific, nutritious foods and nutrition education to eligible pregnant and breastfeeding women, women up to six months after delivery, and infants and children up to their fifth birthday. Eligibility is based upon the applicant's income and nutritional needs.

WIC participants are issued checks to purchase a variety of nutritious foods. Children and pregnant women receive milk, eggs, whole grains, fresh fruits, vegetables, iron rich cereal, fruit juice, dried beans and peas or peanut butter. Breastfeeding mothers are given additional food, and infants who are not fully breastfed receive infant formula. Program participants buy these foods at local grocery stores and pharmacies with the WIC checks they receive from the local WIC office.

Nutrition information includes a variety of topics such as nutrition during pregnancy, breastfeeding information and support, and advice about your baby or child. If not otherwise insured, WIC program participants are referred to the state HUSKY program. Program participants may also receive referrals for other services such as Birth to Three, HeadStart, Nurturing Families, SNAP, immunizations, physicals, hearing and vision testing and blood lead screenings.

To become income eligible, a family of one can make \$21,257 (gross) or less per year; a family of two can make \$28,694 (gross) or less per year. The annual income standards are \$36,131 or less for a family of three; \$43,568 or less for a family of four; \$51,005 or less for a family of five and for each additional family member \$7,437.

WIC serves approximately 7 million people nationally. In Connecticut, WIC provides health services to 54,000 down from 60,000 economically disadvantaged people. The WIC agency that serves Hebron and other towns in this area can be contacted at 860 528-1458.

DOUGLAS LIBRARY

Board of Trustees:

Gail B Richmond, Chairman
Susan Porter, Vice-Chairman
Marjorie Graham, Treasurer
Althea Carr, Secretary

Peter Casarella
Deborah Witt
Karen Cohen
Robert Nichols
Judy Sawicki

Statement of Purpose:

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

Mission Statement:

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

Service Area and Facility:

The Douglas Library serves residents in Hebron and Amston. The number of registered borrowers is 4,265 (residents) 1,014 (non-residents) for a total of 5279 active borrowers. The library occupies 16,800 square footage of space, 2,400 of which is the original building which is on the National Historic Register. The new construction which occurred in 2001 was supported in part by a grant from the Hartford Foundation for Giving.

Collections:

The library provides: a circulating collection of 49,416 items for adults, young adults, and children. Our collection includes print books, Audiobooks, DVD's and Blue Rays, magazines and music CD's. Special collections of historical material including genealogy and state, local and town reference works. Non-circulating reference collection of information resources i.e. encyclopedias, statistical sources, state statutes etc. A well-rounded collection of 80 magazine and newspapers is also available in our reading room. Answers to reference questions related to library's collections and general research requests are performed at both service desks. Interlibrary loan services (ILL) to patrons for obtaining materials owned by cooperating libraries is handled at our desks. Support to school curriculum and supplementing of high demand reading materials, especial during the summer months. Museum passes to Connecticut museums and state parks.

Total Circulation: July 1, 2013 through June 30, 2014 was 63,552

Adult Print	18,488
Young Adult Print	2,712
Children's Print	18,741
DVD's	12,993
Downloadable Audiobooks	883
Downloadable E-Books	2,273
Museum Passes	356
Audiobooks/Music	7,106

DOUGLAS LIBRARY CONTINUED

Computers and Online Public Access Catalog (OPAC)

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

Programs, Meeting Spaces and Displays

The children's department has regular story and craft hours for children ages 0 through preschool which supports early literacy and early childhood education, as well as a summer reading program for children of all ages, and special events. Some of our special programs included, Country Quilt Llamas, All about Butterflies, Riverside Reptiles, READ with Zenny and our popular Visit with Santa. The adult department offers programming including author book talks and signings, musical programs, current interest programs, and monthly book discussions (held in conjunction with the senior center). We also hold computer classes to help people feel comfortable with current computer technology and with e-readers.

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

Donations to the Douglas Library

Anonymous	Robson Memorial	United Way
Friends of the Douglas Library	Pro Flow, Inc.	Goodwin Family Trust
Hebron Women's Club	Shok Family	
Lion's Club of Hebron	Tuttle Family	

Friends of the Douglas Library The volunteer Friends group meets five times throughout the year. Their main fund raising events are book sales held in March, June, September and November. They also have a year round book boutique on the main floor of the library. During the holidays they also sell pre-made gift baskets. Each of these fundraisers goes directly into supporting the services and materials that the library makes available to our patrons. Items such as our great collection of Museum passes were supported by this group.

Library Hours & Contact

Monday and Wednesday 12 to 8pm
Tuesday and Thursday 10-8pm
Friday 12-6pm
Saturday 10-3pm

Tel: (860) 228-9312 Fax: (860)228-4372
Web: www.douglaslibrary.org
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As always a special thanks to the Board of Trustees, Town officials, Friends, library volunteers, and to the residents of Hebron for their continuing support.

CHATHAM HEALTH DISTRICT

Administration:

Board of Health

Thad D King, Director of Health	Kate Morris
Peter Hughes, Chairman	Gregg Schuster
Mark Walter, Vice Chairman	Blyse Soby
Candace Casale, Treasurer	Dick Edmonds
Susan Bransfield	Andrew Tierney

The Board conducted six regularly scheduled meetings, five special meetings, and one public hearing, from July 1, 2013 through June 30, 2014. Minutes of those meetings are on file at the office of the Director of Health and with the Town Clerk of each member town and at <http://www.chathamhealth.org>. In addition, the Personnel Policy and Budget Committee conducted two meetings, Community Health Committee conducted three meetings, and Environmental Health Committee three meetings.

Funding:

Revenues	
Municipal	\$ 613,249
State/Federal	\$ 133,472
Fees	\$ 168,657
Interest	\$ 16
Regional	\$ 7,765
Total	\$ 923,159
Expenditures	\$ 964,559
Fund Balance	<u>\$ - 41,400</u>

Services:

Community Health Programs:

Environmental Permits/Applications:

Septic Systems (New and Repaired)	193
Permits to Discharge	648
Water Supply Wells	173
Soil Testing-Lots	192
Site Plan Reviews	84
B-100a and Eng. Plan Reviews	467
Food Service Permits	250

Environmental Inspections:

Dav Care	6
Campgrounds	1
Housing Code - heat, water supply,	38
Investigation of EBL > 10 mg/dl	4
Lead Paint Inspection	0
Public Health Complaints	62
Food Service Establishments	267
Temporary Food Service Events	156

Seasonal Influenza Vaccinations	1675
Community Health Education Events	14
Breast Cancer Outreach Contacts	1015
Referrals for Screening	89
Total Reportable Disease Reports	742
Select Disease Reporting: (Rate/100,000)	
Hepatitis C	132
Chlamydia	108
Lyme	342
Flu (A & B)	85
Communicable Disease Case Work	30
Total Services	6106

HEBRON PUBLIC SCHOOLS

Mission Statement

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

District Vision

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

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

Through the guidance and work of a developed Strategic Operating Plan Committee, the Hebron Public Schools has adopted a newly developed Mission Statement and District Vision. The committee consisted of staff, board members, administrators, and parents. In addition, the committee developed a new three-year Strategic Operating Plan and new Board of Education Goals which will lead us into and through the 2014-2015 school year.

Hebron Public Schools opened the 2013-2014 school year with 867 students in attendance in Pre-Kindergarten through Grade 6: 344 students at Gilead Hill School (Pre-k through grade 2) and 523 students at Hebron Elementary School (grades 3 through 6).

In addition, 343 Hebron students attended RHAM Middle School (grades 7 and 8) and 633 Hebron students attended RHAM High School (grades 9 through 12).

Business & Personnel:

Jeff Newton, Superintendent, Eric Brody, Principal of Gilead Hill School, and Josh Martin, Assistant Principal and Director of Special Education all completed their first year in their respective roles. Additionally, Debra Whitty, Bookkeeper, completed her first year, and Richard Huot, Director of Finance and Operations began part-time work with the district in January, 2014. Amy Campbell continued as Principal of Hebron Elementary School and Vonda Tencza continued as Director of Curriculum and Technology.

A new three-year Teachers' contract was ratified in October, 2013 with both the administrators and non-certified contracts up for renewal during the 2014-2015 school year. The superintendent continues to meet with the co-presidents of the teachers' union and the co-presidents of the non-certified union to problem-solve collaboratively, and continue to maintain open dialogue and communication across the district. Work continues in the area of climate and professional development and learning. The responsibilities of teachers and administrators has changed with the implementation of common core, new online assessment testing for students (Smarter Balanced Assessment Consortium), and new teacher and administrator evaluation plans

HEBRON PUBLIC SCHOOLS CONTINUED

directly linked to student data, achievement, and improvement goals.

The Hebron Board of Education continues to support a Pre-K School Readiness Program through a Grant in the amount of \$107,000 received annually. As a result, a full-day preschool program for students from ages 3 to 4 continues to support our young children. There are 18 slots available for the full-day program, with a current waiting list. Hebron Public Schools also continues to have three half-day preschool classes that also support our primary aged children in building foundational skills in preparation for kindergarten. Through the School Readiness Grant, all of the Pre-kindergarten staff are engaged in the rigorous process of becoming accredited by the National Association for the Education of Young Children. This process will ensure that we are providing high quality education to our youngest learners. The effect of this program will benefit these children throughout and beyond their academic careers, further contributing to the overall high achievement of the Hebron Public Schools.

During May, 2014 the 2014-2015 budget passed at referendum at .29% or a \$34,531 increase. We continue to collaborate with outside agencies such as AHM Youth Services to help support students and families within our district. A School Social Worker through AHM provides continued assistance for both regular education and special education students and programs. We incurred favorable insurance rate increases for the 2014-2015 school year, which provided our district with significant savings. Additionally, there were a total of 2 regular education classroom sections reduced due to declining enrollment, and an integration of a Technology Integration Specialist from a non-certified role to a certified role to support increased student need in technology across grade levels. The district also had one teacher retirement, and there was a reduction of 1 office secretary. The Board of Education brought forth a fiscally responsible budget to the town, and worked tirelessly on ensuring transparency within all of our budgetary documentation.

Building & Grounds:

During the 2013-2014 school year the Capital Improvement Plan funded \$46,500 for a complete renovation of a girls' and boys' bathroom at Gilead Hill School. These two bathrooms were in disrepair, and required a complete overhaul. The district also monitored the savings that was accrued through the Siemens project and installation of three new boilers between the two schools. Cost savings to the district and town amounted to \$4,642.62.

The current solar panels on the Gilead Hill School roof brought forth a cost savings for electric to our district in the amount of \$6,053. With the approval through the town's Capital Improvement Committee, we have begun the process of planning for a section of roof replacement during the summer of 2015 at Hebron Elementary School. In addition to the roof replacement, plans are being developed to install solar panels to support increased savings to the district and town.

Curriculum and Instruction:

Hebron Public Schools continues a yearly curriculum development and revision cycle process, with teacher representatives from each grade level K-6 working on various curriculum design aspects during the summer. There remains an increased focus on curriculum development and implementation, as we continue to align

HEBRON PUBLIC SCHOOLS CONTINUED

our curriculums to the CT Core Standards (Common Core). This process continues to foster an intense focus on teacher leadership in decision-making to support all students in achieving at high levels. Hebron staff continues to develop curriculum that reflects the new state standards, as well as connect to a range of depth of knowledge experiences. Teachers continue work in the area of developing performance tasks and aligning assessments with a focus on integrated, applicable problem solving strategies. Additionally, they are working on the development of standards-based report cards, while further identifying strategies to communicate out information on the core standards to parents and the community.

During the 2013-2014 school year, the Unified Arts teachers (art, music, gym, Spanish) implemented a developed standards-based report card and assessment system for their core areas. They also received training and began using IPad's to support instructional work. Teachers continued to develop curriculum maps and rubrics that reflected student learning at different levels of proficiency. Feedback from staff and parents continues to be obtained and remains essential in order to guide planning and implementation of initiatives and current work.

Based on the State of Connecticut's guidelines for teacher evaluation, Hebron implemented the first year of the Professional Development and Evaluation Committee and implemented both the new teacher and administrator evaluation plan. During the course of the school year, the committee collaboratively worked on mid-year revisions to the plans based on guidance and recommendations from the State Department of Education. Additionally, the committee made collaborative revisions in preparation for the 2014-2015 school year.

Hebron Public Schools SRBI (Scientific Research Based Interventions) and Data Teams address student needs through the analysis of student performance data and student work. During the year, the teams identify high impact instructional strategies, and adult actions that will increase student achievement. Common assessments determine the effectiveness of instruction. Training and support for these high functioning teams is provided in an ongoing manner throughout the year.

In an effort to continue progressing with the district's three-year Technology Plan, Gilead Hill School was retrofitted to enhance wireless infrastructure and capabilities for staff and students throughout the building. Previously staff members could not effectively implement some instructional programming with children due to a lack of wireless connectivity. Planning also began to equip each kindergarten and pre-K classroom with a SMART board.

Student Achievement/Technology:

Stephen Buden and Sarah Cohen, two students from Hebron Elementary School were named for the 2013 Connecticut Association of Public School Superintendents (CAPSS) student awards. The ceremony took place on November 6, 2013, at RHAM High School. Also, sixth graders were offered an opportunity to participate in the Future Problem Solvers Program. Students work as a team to solve futuristic problems and complete a 6-step problem solving process that includes identifying challenges, developing criteria, solutions, and writing an action plan. In the 2013-14 school year two teams qualified for the Future Problem Solvers State Conference which was held at North Haven High School. One student, Sarah Cohen won the Future Problem Solvers writing competition and came in 1st place in the State of Connecticut. She attended the National Conference in Iowa in June, 2014.

HEBRON PUBLIC SCHOOLS CONTINUED

Special Services:

The Hebron Public Schools continues to provide exemplary programs for children with disabilities. In 2013-2014, Hebron Schools had an 11.3% prevalence rate of students identified with disabilities grades K-6. The Pre-K programs have approximately 16 students receiving services and the same number of students who participate in the role-model program. A majority of our students with disabilities (87.4%) spend 80% or more of their time with non-disabled peers. It is important for their academic and social development that students participate in and engage with grade level expectations as much as possible. The philosophy of the Hebron Schools is that of continued inclusion, and the co-taught model of instruction supports this work where a special education teacher works directly with a regular education teacher in the same classroom.

The Pupil Services staff in district continues to work in aligning IEP's (Individualized Education Plans) to core standards, while ensuring students remain exposed to rigorous educational expectations and high standards.

Josh Martin, Assistant Principal and Director of Special Education continues to support staff members through provided professional development and ongoing conversations regarding their work. Additionally, he is a certified behavior management trainer and frequently conducts certification courses and recertification for district staff. Ensuring our staff members are fully trained improves our work with children and allows for continued excellent service delivery. Hence, our work keeps children struggling with behaviors within core programs in our schools rather than being out-placed at a significant cost to the school district.

The Hebron Public Schools looks forward to the continued work and excellent student achievement that will occur during the 2014-2015 school year.

REGIONAL SCHOOL DISTRICT NO. 8

The 2013-2014 academic year was a difficult year for the RHAM Community. The year was marked by two untimely and tragic student deaths. Paige Houston and Garrett Campen died tragically in traffic accidents. This was followed by an unthinkable accident in the school parking lot where Ms. Dawn Mallory was struck by a motor vehicle and subsequently died. The timing of the accidents was such that once the RHAM community began to recover from one tragedy, another followed. The guidance staff and the administration must be praised for the work done to assist staff and in coping with and assisting all not to lose focus on the ultimate goals of students and staff. We offer their families and our friends our condolences. They will all be remembered for their contributions to the RHAM community.

The tragedy on the school campus led to hiring a traffic consultant. Although there was a traffic consultant hired, there was a Board decision to attempt to solve the issue of traffic on campus by attempting to re-route traffic using the expertise of Board and staff members to develop a new traffic plan. There were several iterations of the plan, some of which caused traffic in Hebron at the intersection of Route 316 and 66 and 85 and 66. The request for proposals for a traffic consultant was then re-advertised and BETA Associates was hired to conduct the traffic study. The study began in June so that the consultant could view the existing traffic pattern. In addition to studying the traffic pattern, there were several other data points that the consultant examined. Some of these data points included a collection of accident data at all the intersections that were part of the travel routes to RHAM. In addition there were several meetings with various stake holders including the community and staff. Additionally, groups such as the State Police, town officials, and bus companies were surveyed to provide data to help shape the traffic study. The Plan was developed and was implemented with the opening of school in the fall of 2014.

In the fall, a long range strategic plan was developed to guide the district through the next three years. The strategic plan was developed by staff and community members with the aid of a facilitator. The plan addressed providing a safe and supportive environment that encourages all students to participate actively in their learning to rise to their full potential and to be positive contributors to our complex and changing world. The plan identified three areas of focus during the near future. The areas included teaching and learning, communication, and culture and climate.

During the year there was several state grants for which the district applied. The first grant was the school security grant. When the grant was awarded it provided new entrance cameras and updated entrance equipment was provided for the entrances used by visitors at both schools. The amount of the grant was \$10,000. The second grant for which the district applied was a technology grant. The grant was designed to provide increased technology so the students could complete the smarter balanced assessment in accordance with state requirements. Since the wireless network was upgraded the previous year with district appropriated funds, the next step was to increase the number of computers the students could use when taking the Smarter Balanced Assessment. The grant was awarded to the district in the amount of \$101,375 thus allowing the district to purchase 154 laptops and 24 switches to simplify scheduling for the smarter balanced assessment and most importantly be available for classroom use by teachers.

This was the first year of implementing the new teacher evaluation system as prescribed by State. The new evaluation plan was able to be built on the evaluation rubrics currently in use in the district. The comprehensive evaluation plan looks into the reflection on practice, goal setting that is aligned with expectations for student learning, uses data from multiple sources, and provided structures for feedback, assistance and collaboration. One third of the teachers were to be evaluated in the first year of using the

REGIONAL SCHOOL DISTRICT NO. 8 CONTINUED

instrument, individuals new to the teaching profession were evaluated formally three times and informally two times. Tenured teachers received one formal evaluation, and two informal evaluations. The document, because of changes in the state regulations, required revision twice during the year. All the administrators were evaluated during the year.

To provide data to improve student achievement, the district used the Smarter Balanced Assessment. This was the first year of the SBAC (Smarter Balanced Assessment) which was designed to measure student achievement and provide data for the aforementioned teacher evaluation instrument. This year was a field test of the instrument which was taken entirely on-line. The results of the test have not been shared with the district as yet. The science CAPT test continued to be administered in grade 10. Because it was "field test" year many parents opted out of having their children take the test.

The high school was honored by the College Board for gains in the number of students taking Advanced Placement exams and student performance on these exams. Successful completion of an AP examination means that a student can receive college credit for courses taken in high school. A parent reported that after one semester in college the student was given sophomore status because of success in completing AP tests.

A STEM (Science Technology Engineering, and Math Program) was introduced into the middle school. The program provided for students to follow an inquiry based curriculum that includes topics such as computer programming and also allowed thirteen grade seven students to take Algebra I. Next year the program will expand to Grade 8. The goal of the program is to allow all students in the middle school to participate in the program.

The district continued to participate in energy conservation programs funded by various agencies. During this year solar panels were installed on the roofs of both the middle and high schools. The 702 panels on the high school roof will generate enough electricity to save the district \$10,000. The panels on both schools have a life expectancy of approximately 30 years but will be owned by the district after 20 years. Ownership of the panels will provide additional savings.

In the summer of 2013, a major community cleanup of the RHAM grounds was organized. Many community members participated in the project. Businesses in three two donated the use of equipment, operators, and expertise to dramatically improve the appearance of the grounds.

Two members of the RHAM Board did not seek election in the fall of 2013. We all thank Laura Steiner and Debra Dee for their dedicated service to the children of Regional School District No. 8. There were a number of staff members who left the RHAM community through retirement. Those members retiring include: Sue Bruening, Stephanie Lichatz, Marsha Lodge, Jim Mirakian, Paul Steiner, Mary Boretz, Ann Marie Hartigan and Renee Cahill.



Town of Hebron

TOWN OFFICE
BUILDING 15 GILEAD
STREET
HEBRON, CONNECTICUT 06248
TELEPHONE: (860) 228-5971
FAX: (860) 228-4859
www.hebronct.com

December 29, 2014

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

State law requires that all general-purpose local governments publish within six months of the close of each fiscal year a complete set of audited financials. This report is published to fulfill that requirement for the fiscal year ended June 30, 2014.

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

Mahoney Sabol & Company, LLP, Certified Public Accountants, have issued an unmodified opinion on the Town of Hebron, Connecticut's financial statements for the year ended June 30, 2014. The independent auditor's report is located at the front of the financial section of this report.

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

Profile of Government

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

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

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

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

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

Regional School District Number 8

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

Local Economy

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

The net taxable grand list for October 1, 2012 was \$772,648,505, a slight increase of .06% from the October 1, 2011 grand list amount of \$768,127,730. With the continued slowing economy and a result of the 2011 property revaluation, new construction was still at a stalemate. Hebron's unemployment rate decreased slightly from 5.2% at June 30, 2013 to 4.8% at June 30, 2014. This decrease is indicative of a continued fluctuating local re-employment process and economy. Hebron still ranked better than the Federal rate of 6.1% and the State rate of 6.5% at June 30, 2014.

Major Initiatives:

Hebron Shops Local. The Economic Development Commission in association with Town staff visited Hebron businesses to inquire about what local businesses needed to stay viable in the Town. A "Shops Local" initiative was developed in 2011 to assist with increasing the viability of Hebron's businesses, and keeping citizen dollars circulating within the Town. There was also a review and reworking of the local tax abatement policy to attract new businesses to the Town. These initiatives will aid in increasing the commercial tax base as well as helping keep current businesses strong with a continuous and expanding employment base being kept in Town.

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

- Installation of a traffic light to the community business district.
- Increase economic viability through the addition of commercial opportunities with the recent ongoing construction of a new large CVS Pharmacy.
- Preserve and enhance the historic district.
- Sidewalk installation has improved walk-ability of the downtown corridor.
- Improve the overall aesthetic appeal of the downtown area with additional parking.

Relevant Financial Policies:

Budgetary Control

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

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

Other Policies

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

Long Term Financial Planning:

A significant measure of the Town's financial strength is the level of its fund balances (i.e., the accumulation of the revenues in excess of expenditures). The Town's General Fund Balance has demonstrated positive trends over the past several years and the current fiscal year. In years where there has been a substantial buildup in the General Fund Balance funds were transferred to a debt service fund in order to set aside funds for future years debt requirements. The Boards of Selectmen and Finance along with Town Management, takes the responsibility of being stewards of public funds very seriously and have implemented a policy effective in April 2014 to maintain a General Fund Balance between 10% and 11%.

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

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

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

2013/2014 Revenues

A continuing challenge when considering the Town's budget is the appropriate balance between operational requirements, level of service the community needs and expectations and ongoing taxes. As revenues are highly dependent on the economy and market conditions, naturally the Town, region and nation began to experience a downturn in the early part of 2008. The Town evaluated the impact of the possible reduction in revenues and during the budget development for 2013-2014 again set conservative numbers.

2013/2014 Expenditures

The Town continued to face many of the same challenges in the development of expenditures for the 2013/2014 fiscal year. The combined overall Town, Debt, Capital, RHAM Assessment and Education budget increased by \$1,177,038 or 3.48%. Some of the challenges include:

First and foremost, managing negotiated increases in wages and health insurance costs for all staff. The RHAM District for combined health insurance coverage, which the Town and Board of Education are a part of, continue to manage health insurance costs by implementing new initiatives that include plan design changes, health improvement initiatives and programs, consolidation with other communities for pooled savings and possibly evaluating the feasibility of self-insurance. This is an ongoing process.

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

Awards and Acknowledgments:

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Hebron for its comprehensive annual financial report for the fiscal year ended June 30, 2013. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principles and applicable legal requirements. Certificate of Achievement is valid for a period of one year only. The Town of Hebron received the Certificate of Achievement for the tenth consecutive fiscal year. We believe our current report continues to conform to the Certificate of Achievement program requirements, and we are submitting it to GFOA.

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

Respectfully submitted,



Elaine M. Griffin
Finance Director



Government Finance Officers Association

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

Presented to

**Town of Hebron
Connecticut**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2013

A handwritten signature in black ink that reads "Jeffrey P. Evans". The signature is fluid and cursive, with "Jeffrey" on the top line and "P. Evans" on the bottom line.

Executive Director/CEO

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Hebron, Connecticut (the "Town") as of and for the year ended June 30, 2014, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Hebron, Connecticut, as of June 30, 2014, and the respective changes in financial position, and the respective budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3-13 and the schedule of funding progress on page 46 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

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

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

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

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 29, 2014, on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.



Glastonbury, Connecticut
December 29, 2014

TOWN OF HEBRON, CONNECTICUT
MANAGEMENTS DISCUSSION AND ANALYSIS – UNAUDITED

The management of the Town of Hebron, Connecticut (the “Town”) offers the readers of its financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2014. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in our letter of transmittal, which can be found on pages i - iv of this report, as well as the Town’s basic financial statements that follow this section.

HIGHLIGHTS

- The assets and deferred outflows of resources of the Town exceeded its liabilities at the close of the most recent fiscal year by \$55,614,538 (net position). Of this amount, \$7,087,168 represents unrestricted net position, which may be used to meet the government’s ongoing obligations to citizens and creditors.
- The Town’s total net position increased by \$377,943 during the current fiscal year.
- As of the close of the current fiscal year, the Town’s governmental funds reported combined ending fund balances of \$7,381,982, an increase of \$812,787 in comparison with the prior year.
- At the close of the current fiscal year, unassigned fund balance of the General Fund was \$5,210,642 or 14.6% of total General Fund expenditures. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover 1.8 months of General Fund operating expenditures.
- The Town’s total long-term bonded debt and capital lease obligations decreased by \$295,554 or 3.8% during the current fiscal year due to net scheduled principal repayments offset by additional capital lease obligations for the purchase of a new fire truck.

OVERVIEW OF THE FINANCIAL STATEMENTS

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

Government-wide Financial Statements

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

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

TOWN OF HEBRON, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

OVERVIEW OF THE FINANCIAL STATEMENTS *(Continued)*

Government-wide Financial Statements *(Continued)*

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

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

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

Fund Financial Statements

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

Governmental Funds

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

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

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

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

TOWN OF HEBRON, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

OVERVIEW OF THE FINANCIAL STATEMENTS *(Continued)*

Fund Financial Statements *(Continued)*

Fiduciary Funds

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

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

Notes to the Financial Statements

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 23 through 45 of this report.

Other Information

In addition to the basic financial statements and accompanying notes, this report also contains required supplementary information other than this management's discussion and analysis that can be found on page 46 of this report. Combining and individual fund statements and schedules can be found on pages 47 through 62 of this report and statistical information can be found on pages 63 through 80 of this report.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

Net Position

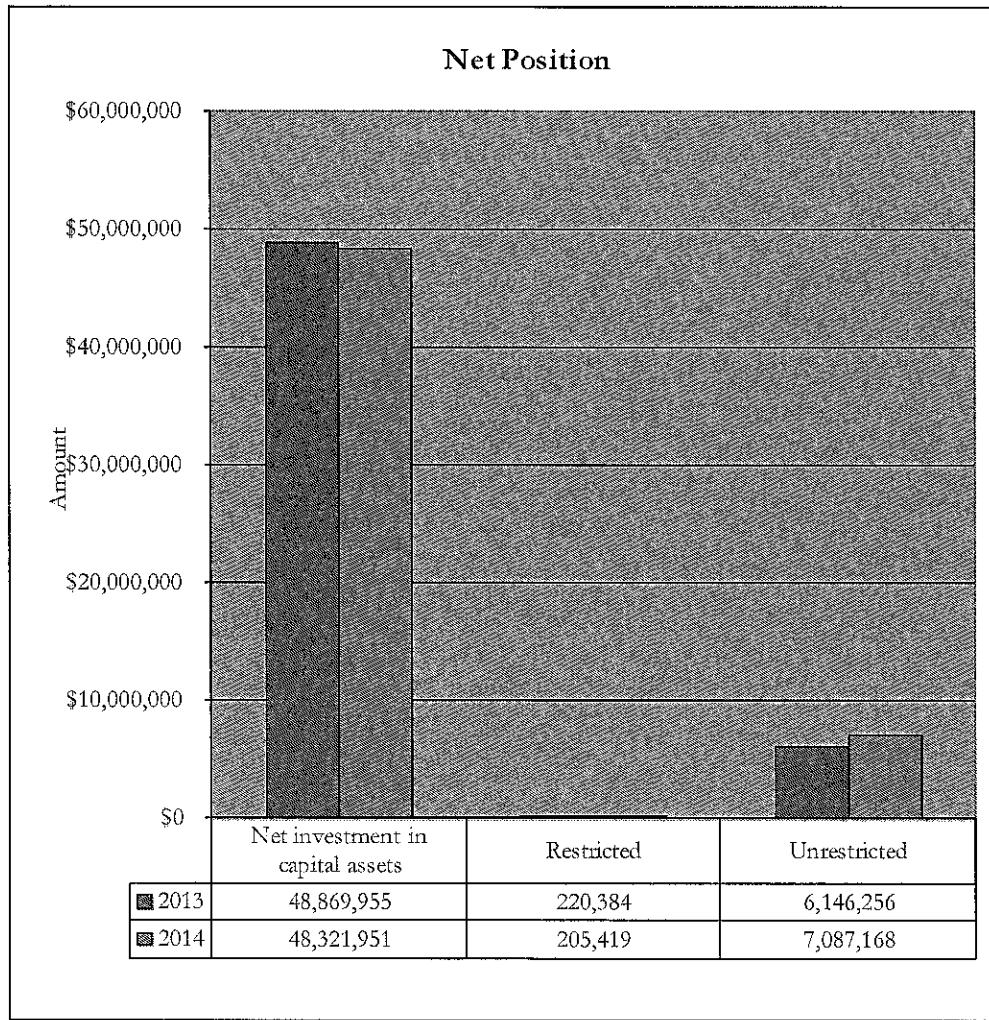
Over time, net position may serve as one measure of a government's financial position. Total net position of the Town totaled \$55,614,538 and 55,236,595 as of June 30, 2014 and 2013, respectively, and are summarized as follows:

	Total	
	2014	2013
Current and other assets	\$ 9,022,105	\$ 8,317,467
Capital assets	55,531,220	56,434,876
Total assets	64,553,325	64,752,343
Deferred outflows of resources	245,622	185,524
Other liabilities	438,817	726,093
Long-term liabilities	8,745,592	8,975,179
Total liabilities	9,184,409	9,701,272
Net position:		
Net investment in capital assets	48,321,951	48,869,955
Restricted	205,419	220,384
Unrestricted	7,087,168	6,146,256
Total net position	\$ 55,614,538	\$ 55,236,595

TOWN OF HEBRON, CONNECTICUT
 MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

GOVERNMENT-WIDE FINANCIAL ANALYSIS *(Continued)*

Net Position *(Continued)*



As of June 30, 2014, approximately 86.9% of the Town's net position reflects its investment in capital assets, less any related debt used to acquire those assets that is still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources since the capital assets themselves cannot be used to liquidate these liabilities.

Approximately 0.4% of net position represents resources that are subject to external restrictions on how they may be used.

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

Overall, net position increased by \$377,943 in comparison with the prior year.

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

GOVERNMENT-WIDE FINANCIAL ANALYSIS *(Continued)*

Change in Net Position

Changes in net position for the years ended June 30, 2014 and 2013 are as follows:

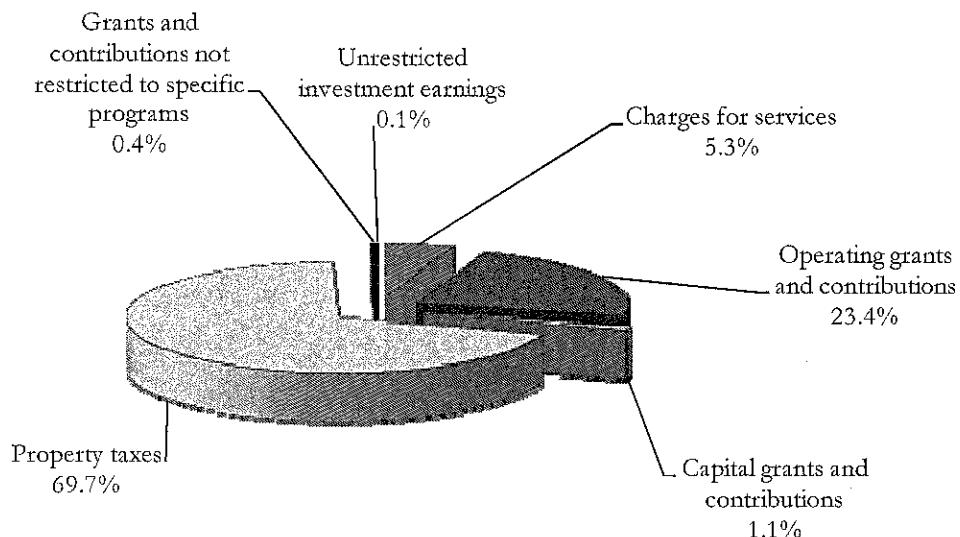
	Total	
	2014	2013
Revenues		
Program revenues:		
Charges for services	\$ 2,042,361	\$ 2,316,049
Operating grants and contributions	9,117,829	9,150,964
Capital grants and contributions	438,530	611,266
General revenues:		
Property taxes, levied for general purposes	27,134,995	26,043,661
Grants and contributions not restricted to specific programs	157,572	186,142
Unrestricted investment earnings	18,447	14,548
Total revenues	<u>38,909,734</u>	<u>38,322,630</u>
Expenses		
General government	4,117,694	4,105,884
Public safety	1,236,938	1,352,665
Public works	1,733,671	1,654,957
Civic and human services	1,558,576	1,535,361
Planning and land use	124,735	118,139
Sewer fees	411,358	453,042
Education	29,023,083	28,109,170
Interest expense	325,736	297,813
Total expenses	<u>38,531,791</u>	<u>37,627,031</u>
Change in net position	377,943	695,599
Net position, beginning	55,236,595	54,540,996
Net position, ending	<u>\$ 55,614,538</u>	<u>\$ 55,236,595</u>

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

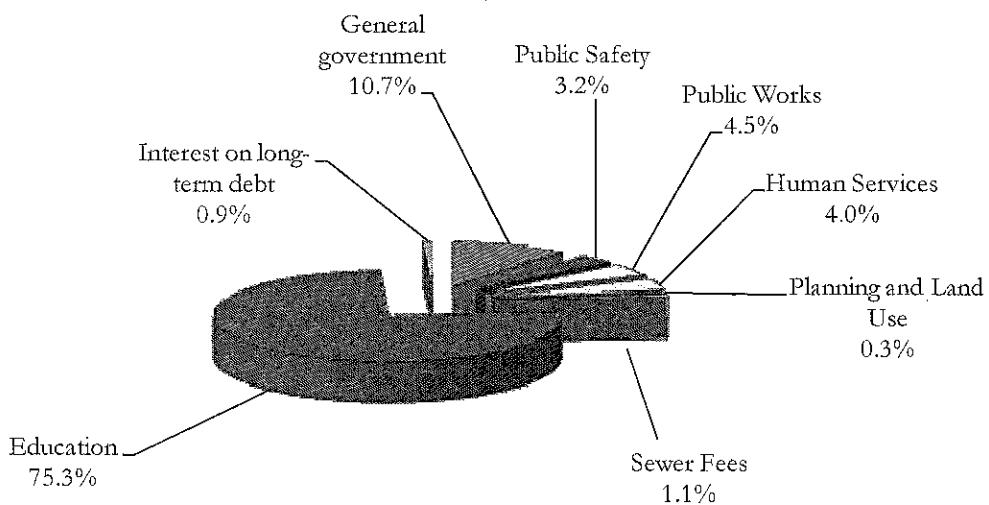
GOVERNMENT-WIDE FINANCIAL ANALYSIS *(Continued)*

Change in Net Position *(Continued)*

**2014 Revenues by Source -
Governmental Activities**



**2014 Expenses by Function -
Governmental Activities**



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

GOVERNMENT-WIDE FINANCIAL ANALYSIS *(Continued)*

Change in Net Position *(Continued)*

Governmental activities increased the Town's net position by \$377,943. Revenues generated by the Town increased by \$587,104 in comparison to the prior year. This increase was primarily due to an increase in taxes levied from an increase in the mill rate. Expenses incurred increased \$904,760 in comparison to the prior year, primarily due to an increase in education expenses. The increase in education expenses was caused by an increase in on-behalf payments made by the State of Connecticut to the State Teachers' Retirement fund as well as an overall increase in contractual operating costs.

FINANCIAL ANALYSIS OF THE TOWN'S FUNDS

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

Governmental Funds

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

As of the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances \$7,381,982.

General Fund

The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, unassigned fund balance of the General Fund was \$5,210,642, while total fund balance was \$5,472,713. As a measure of the General Fund's liquidity, it may be useful to compare unassigned fund balance to total fund expenditures. Unassigned fund balance represents 14.6% of total General Fund expenditures. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover 1.8 months of General Fund operating expenditures.

The fund balance of the Town's General Fund increased by \$1,011,118 during the current fiscal year, which was primarily due to favorable budget variances as outlined below under the General Fund Budgetary Highlights section.

Capital Projects Fund

The fund balance of the Capital Projects Fund decreased by \$507,808 during the current fiscal year from \$1,209,256 to \$701,448. This decrease was primarily due to current year capital outlays exceeding current year revenue sources.

TOWN OF HEBRON, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

GENERAL FUND BUDGETARY HIGHLIGHTS

The original operating budget for the General Fund included the use of fund balance in the amount of \$180,000. Additional appropriations of \$65,184 were approved by the Board of Finance and Town Meeting during the year ended June 30, 2014. The actual net change in fund balance of the General Fund on a budgetary basis was an increase of \$906,789 in the current fiscal year. Total budgetary revenues were \$781,495 more than expected due to increased tax collections of approximately \$445 thousand, increased ambulance fees of approximately \$92 thousand, and various unbudgeted grants of approximately \$178 thousand. Expenditures were \$315,400 less than budgeted. Other financing sources were \$55,078 more than expected due to the cancellation of prior year encumbrances.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

The Town's investment in capital assets for its governmental activities as of June 30, 2014 and 2013 totaled \$55,531,220 and \$56,434,876, respectively (net of accumulated depreciation and amortization). This investment in capital assets includes land, construction in progress, buildings and improvements, machinery and equipment, and infrastructure. The total decrease in the Town's investment in capital assets for the current fiscal year was \$903,656 or 1.6%. This decrease is attributed to depreciation expense of \$1,959,387 offset by capital asset additions. Major capital asset events during the current fiscal year included the following:

- Outlays for various ongoing construction projects totaling \$115,356, including Gilead Hill School asbestos and bathroom renovations;
- Outlays in the amount of \$491,027 for a new fire truck, financed in part through new capital lease obligations;
- Outlays related to new capital lease obligations in the amount of \$91,132 for new school computers; and
- Outlays for various machinery and equipment purchases totaling \$362,616, primarily for the purchase of a generator, dump truck, and two new vehicles.

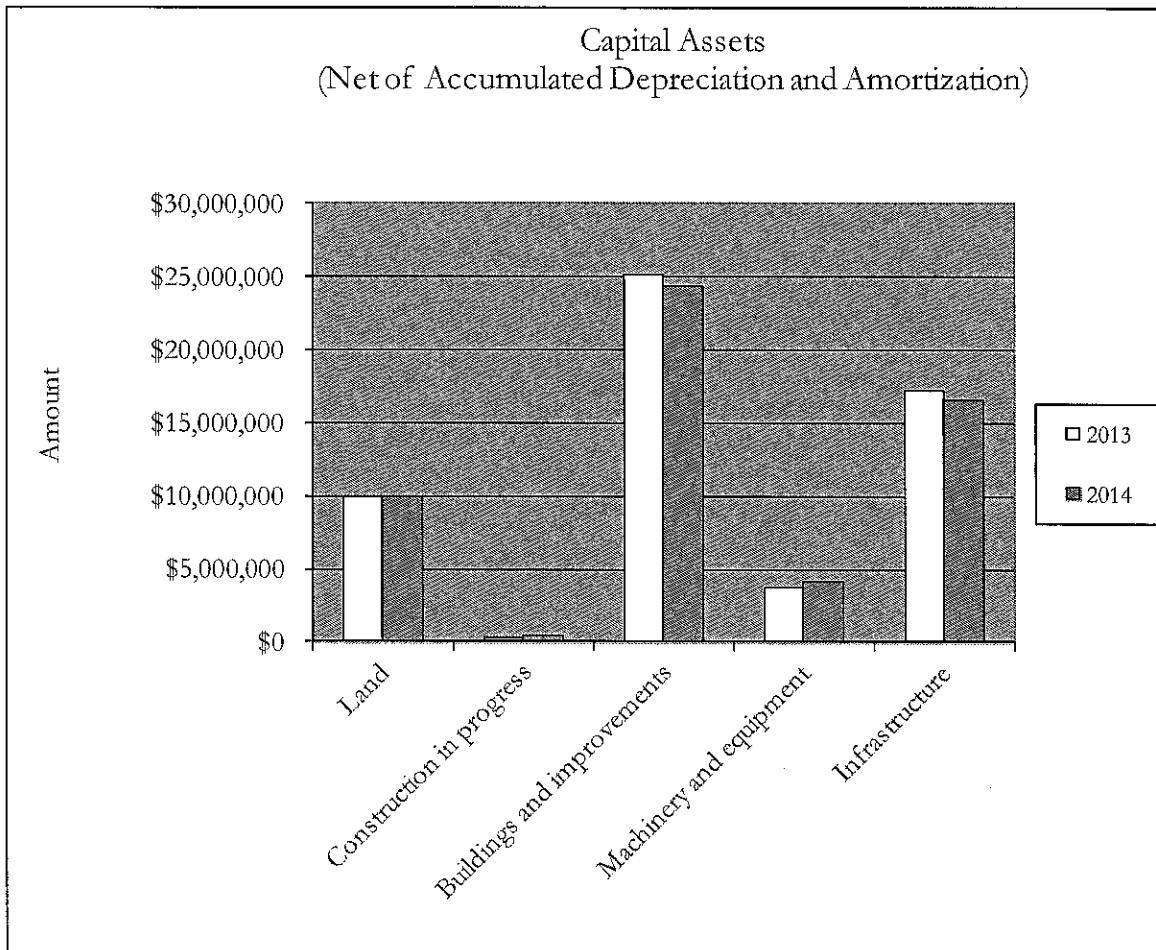
The following table is a two year comparison of the investment in capital assets:

	Total	
	2014	2013
Land	\$ 9,953,124	\$ 9,953,124
Construction in progress	419,794	304,438
Buildings and improvements	24,392,886	25,104,350
Machinery and equipment	4,205,712	3,802,346
Infrastructure	16,559,704	17,270,618
Totals	\$ 55,531,220	\$ 56,434,876

TOWN OF HEBRON, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

CAPITAL ASSET AND DEBT ADMINISTRATION *(Continued)*

Capital Assets *(Continued)*



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

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

CAPITAL ASSET AND DEBT ADMINISTRATION *(Continued)*

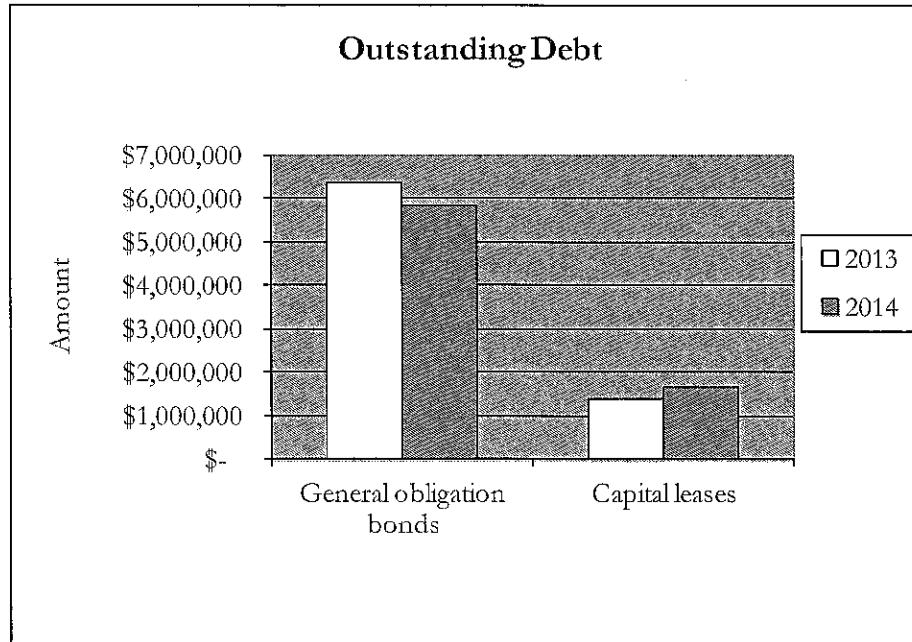
Long-term Debt

At the end of the current fiscal year, the Town had total debt outstanding of \$7,454,891. This entire amount is comprised of debt backed by the full faith and credit of the Town. The Town's total debt decreased by \$295,554 or 3.8% during the current fiscal year due to the net repayment of principal in the amount of \$674,041 offset by new capital lease financing in the amount of \$378,487. As of June 30, 2014, the Town's bond rating was AAA by Standard & Poor's.

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

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

	Total	
	2014	2013
General obligation bonds	\$ 5,811,000	\$ 6,385,000
Capital leases	1,643,891	1,365,445
Totals	\$ 7,454,891	\$ 7,750,445



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

TOWN OF HEBRON, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED *(Continued)*

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

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

- The unemployment rate for the Town is currently 4.8%, a decrease of 0.4% from the prior year. This compares favorably to the state's average unemployment rate of 6.5% and the national unemployment rate of 6.1%.
- Significant estimates affecting next year's budget that are subject to change in the near term consist of the following:
 - For purposes of calculating property tax revenues for fiscal year 2015, the assessor's grand list was used along with an estimated tax rate, and an estimated rate of collection, with deductions for taxes to be paid by the State on behalf of certain taxpayers.
 - Intergovernmental grants were based on estimates from the State.
 - It is unknown how the weakened economy will impact real estate activity and related revenues collected by the Land Use Department, the Town Clerk, the Building Department and the amount of conveyance taxes and interest income.

All of these factors were considered in preparing the Town's budget for fiscal year 2015.

REQUESTS FOR INFORMATION

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

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF NET POSITION
JUNE 30, 2014

	Governmental Activities
ASSETS	
Cash and cash equivalents	\$ 6,724,356
Investments	508,211
Receivables:	
Property taxes and interest, net	1,159,186
Sewer assessments and user fees, net	237,994
Intergovernmental	211,508
Other	13,064
Inventories	15,540
Loans receivable	152,246
Capital assets:	
Non-depreciable	10,372,918
Depreciable, net	<u>45,158,302</u>
Total assets	<u>64,553,325</u>
DEFERRED OUTFLOWS OF RESOURCES	
Deferred charges on refunding	<u>245,622</u>
LIABILITIES	
Accounts payable	278,986
Accrued interest payable	61,384
Unearned revenue	80,947
Other liabilities	17,500
Noncurrent liabilities:	
Due within one year	995,555
Due in more than one year	<u>7,750,037</u>
Total liabilities	<u>9,184,409</u>
NET POSITION	
Net investment in capital assets	48,321,951
Restricted for:	
Endowments:	
Expendable	5,934
Nonexpendable	5,945
Other purposes	193,540
Unrestricted	<u>7,087,168</u>
Total net position	<u>\$ 55,614,538</u>

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

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2014

Functions/Programs	Program Revenues			Changes in Net Position - Governmental Activities
	Operating		Capital	
	Charges for Services	Grants and Contributions	Grants and Contributions	
Governmental activities:				
General government	\$ 4,117,694	\$ 436,543	\$ -	\$ (3,681,151)
1,236,938	270,560	52,304	-	(914,074)
Public safety	1,733,671	6,820	-	(1,453,321)
1,558,576	628,653	96,589	165,000	(668,334)
Civic and human services	124,735	6,252	-	(118,483)
411,358	511,709	-	-	100,351
Planning and land use	29,023,083	181,824	8,968,936	(19,872,323)
Sewer	325,736	-	-	(325,736)
Education				
Interest expense	\$ 38,531,791	\$ 2,042,361	\$ 9,117,829	\$ 438,530
Total governmental activities				
General revenues:				
Property taxes, levied for general purposes				27,134,995
Grants and contributions not restricted to specific programs				157,572
Unrestricted investment earnings				18,447
Total general revenues				
Change in net position				27,311,014
Net position - beginning				377,943
Net position - ending				55,236,595
				\$ 55,614,538

TOWN OF HEBRON, CONNECTICUT
BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2014

	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 5,960,866	\$ 242,003	\$ 521,487	\$ 6,724,356
Investments	496,332	-	11,879	508,211
Receivables:				
Property taxes, net	933,957	-	-	933,957
Interest, net	225,229	-	-	225,229
Intergovernmental	-	182,229	29,279	211,508
Loans	-	-	152,246	152,246
Sewer assessments, net	-	-	163,236	163,236
Sewer user charges, net	-	-	74,758	74,758
Other	13,064	-	-	13,064
Due from other funds	214,369	462,354	656,940	1,333,663
Inventories	-	-	15,540	15,540
Total assets	\$ 7,843,817	\$ 886,586	\$ 1,625,365	\$ 10,355,768
LIABILITIES				
Accounts payable	\$ 195,829	\$ 25,883	\$ 57,274	\$ 278,986
Due to other funds	1,119,294	159,255	55,114	1,333,663
Unearned revenue	-	-	80,947	80,947
Other liabilities	17,500	-	-	17,500
Total liabilities	1,332,623	185,138	193,335	1,711,096
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - property taxes and interest	1,038,481	-	-	1,038,481
Unavailable revenue - sewer assessment	-	-	157,861	157,861
Unavailable revenue - sewer user charges	-	-	66,348	66,348
	1,038,481	-	224,209	1,262,690
FUND BALANCES				
Nonspendable	-	-	173,731	173,731
Restricted	-	-	47,228	47,228
Committed	-	701,448	1,009,013	1,710,461
Assigned	262,071	-	-	262,071
Unassigned	5,210,642	-	(22,151)	5,188,491
Total fund balances	5,472,713	701,448	1,207,821	7,381,982
Total liabilities, deferred inflows of resources, and fund balances	\$ 7,843,817	\$ 886,586	\$ 1,625,365	\$ 10,355,768

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

TOWN OF HEBRON, CONNECTICUT
RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF NET POSITION
JUNE 30, 2014

Total fund balances for governmental funds	\$ 7,381,982
--	--------------

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

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

Land	\$ 9,953,124
Construction in progress	419,794
Buildings and improvements	40,001,347
Machinery and equipment	10,524,039
Infrastructure	35,545,701
Less accumulated depreciation and amortization	<u>(40,912,785)</u>
Total capital assets, net	55,531,220

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

1,262,690

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

Accrued interest payable	(61,384)
Long-term debt:	
Bonds payable	(5,811,000)
Deferred amount on refunding	245,622
Capital lease obligations	(1,643,891)
Other long-term liabilities:	
Compensated absences	(468,701)
Net OPEB obligation	<u>(822,000)</u>
Total long-term liabilities	<u>(8,561,354)</u>
Net position of governmental activities	<u>\$ 55,614,538</u>

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

TOWN OF HEBRON, CONNECTICUT
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
 GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2014

	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES				
Property taxes	\$ 27,078,435	\$ -	\$ -	\$ 27,078,435
Intergovernmental	8,990,878	31,349	682,538	9,704,765
Charges for services	680,437	-	1,178,744	1,859,181
Investment income	17,375	471	601	18,447
Other	94,847	-	9,166	104,013
Total revenues	<u>36,861,972</u>	<u>31,820</u>	<u>1,871,049</u>	<u>38,764,841</u>
EXPENDITURES				
Current:				
General government	2,642,754	-	3,500	2,646,254
Public safety	833,543	-	-	833,543
Public works	975,317	-	-	975,317
Civic and human services	632,184	-	570,210	1,202,394
Planning and land use	108,366	-	-	108,366
Sewer	9,800	-	321,344	331,144
Education	27,866,472	-	657,318	28,523,790
Insurance and benefits	1,203,852	-	-	1,203,852
Capital outlays	378,487	1,017,085	16,200	1,411,772
Debt service:				
Principal payments	820,041	-	-	820,041
Interest and fiscal charges	<u>320,995</u>	<u>-</u>	<u>-</u>	<u>320,995</u>
Total expenditures	<u>35,791,811</u>	<u>1,017,085</u>	<u>1,568,572</u>	<u>38,377,468</u>
Excess (deficiency) of revenues over expenditures	1,070,161	(985,265)	302,477	387,373
OTHER FINANCING SOURCES (USES)				
Proceeds from issuance of refunding bonds	3,391,000	-	-	3,391,000
Payment to refunding bond escrow agent	(3,344,073)	-	-	(3,344,073)
Capital lease financing	378,487	-	-	378,487
Transfers in	243,000	627,457	100,000	970,457
Transfers out	<u>(727,457)</u>	<u>(150,000)</u>	<u>(93,000)</u>	<u>(970,457)</u>
Total other financing sources (uses)	<u>(59,043)</u>	<u>477,457</u>	<u>7,000</u>	<u>425,414</u>
Net change in fund balances	1,011,118	(507,808)	309,477	812,787
Fund balances - beginning	<u>4,461,595</u>	<u>1,209,256</u>	<u>898,344</u>	<u>6,569,195</u>
Fund balances - ending	<u>\$ 5,472,713</u>	<u>\$ 701,448</u>	<u>\$ 1,207,821</u>	<u>\$ 7,381,982</u>

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

TOWN OF HEBRON, CONNECTICUT
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2014

Net change in fund balances - total governmental funds \$ 812,787

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

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

Expenditures for capital assets	\$ 1,060,131
Depreciation and amortization expense	<u>(1,959,387)</u>
Net adjustment	(899,256)

In the statement of activities, only the loss on the sale of capital assets is reported whereas the proceeds from the sale increase financial resources in the governmental funds. (4,400)

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

Debt incurred:	
Refunding bonds issued	\$ (3,391,000)
Capital lease financing	(378,487)
Principal repayments:	
Bonds payable	3,965,000
Capital lease financing	<u>100,041</u>
Net adjustment	295,554

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

Accrued interest	34,234
Deferred amount on refunding	60,098
Compensated absences	(36,967)
Net OPEB obligation	<u>(29,000)</u>
	28,365

Certain revenues reported in the statement of activities do not provide current financial resources and, therefore, are reported as deferred inflows of resources in the governmental funds. This amount represents the change in deferred inflows. 144,893

Change in net position of governmental activities \$ 377,943

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

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL -
BUDGETARY BASIS - GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2014

	Budgeted Amounts			Variance With Final Budget Over (Under)
	Original Budget	Final Budget	Actual	
REVENUES				
Property taxes	\$ 26,633,054	\$ 26,633,054	\$ 27,078,435	\$ 445,381
Licenses and permits	475,580	475,580	591,022	115,442
Intergovernmental	7,315,555	7,315,555	7,493,853	178,298
Investment earnings	20,000	20,000	17,375	(2,625)
Other revenues	86,100	86,100	131,099	44,999
Total revenues	<u>34,530,289</u>	<u>34,530,289</u>	<u>35,311,784</u>	<u>781,495</u>
EXPENDITURES				
Current:				
General government	2,727,354	2,646,513	2,606,111	(40,402)
Public safety	790,755	859,392	844,428	(14,964)
Civic and human services	667,057	667,057	632,042	(35,015)
Planning and land use	126,902	126,902	109,009	(17,893)
Public works	990,425	1,044,823	1,021,743	(23,080)
Sewer fees	10,500	10,500	9,800	(700)
Insurance and benefits	1,240,577	1,263,567	1,208,852	(54,715)
Education	26,624,898	26,624,898	26,527,073	(97,825)
Debt service	1,011,364	1,011,364	980,558	(30,806)
Total expenditures	<u>34,189,832</u>	<u>34,255,016</u>	<u>33,939,616</u>	<u>(315,400)</u>
Excess of revenues over expenditures	340,457	275,273	1,372,168	1,096,895
OTHER FINANCING SOURCES (USES)				
Appropriation of fund balance	180,000	245,184	-	(180,000)
Cancellation of prior year encumbrances	-	-	55,078	55,078
Transfers in	243,000	243,000	243,000	-
Transfers out	(763,457)	(763,457)	(763,457)	-
Total other financing sources (uses)	<u>(340,457)</u>	<u>(275,273)</u>	<u>(465,379)</u>	<u>(124,922)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>906,789</u>	<u>\$ 971,973</u>
Fund balances - beginning			4,303,853	
Fund balances - ending			<u>\$ 5,210,642</u>	

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

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF FIDUCIARY NET POSITION
FIDUCIARY FUNDS
JUNE 30, 2014

	Pension Trust Fund	Agency Funds
ASSETS		
Cash and cash equivalents	\$ -	\$ 156,007
Investments, at fair value:		
Pooled separate accounts	3,122,653	-
Employer contributions receivable	4,181	-
Other assets	-	1,351
Total assets	<u>3,126,834</u>	<u>\$ 157,358</u>
LIABILITIES		
Due to student groups	-	39,265
Due to others	-	118,093
Total liabilities	<u>-</u>	<u>\$ 157,358</u>
NET POSITION		
Held in trust for pension benefits	<u>\$ 3,126,834</u>	

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

TOWN OF HEBRON, CONNECTICUT
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
FOR THE YEAR ENDED JUNE 30, 2014

Pension Trust Fund	
ADDITIONS	
Employer contributions	\$ 250,782
Employee contributions - rollover	<u>171,335</u>
Total contributions	<u>422,117</u>
Investment earnings:	
Net increase in the fair value of investments	<u>379,266</u>
Net investment earnings	<u>379,266</u>
Total additions	<u>801,383</u>
DEDUCTIONS	
Benefit payments	356,434
Administrative expenses	<u>125</u>
Total deductions	<u>356,559</u>
Change in net position	444,824
Net position - beginning	<u>2,682,010</u>
Net position - ending	<u>\$ 3,126,834</u>

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

RECYCLING CENTER AND WASTE DISPOSAL TRANSFER STATION

550 Old Colchester Road 860-228-2871

HOURS: Tuesday, Thursday and Saturday 7:30 a.m.-4:00p.m.
(winter) Sunday 7:30 a.m.-2:00p.m. (winter)
Tuesday & Thursday 8:00 a.m.-6:00p.m. (During Daylight Saving
Time) Saturday 8:00 a.m.-4:00p.m. (During Daylight Savings Time)
Sunday 8:00 a.m.-2:00p.m. (During Daylight Savings
Time) Closed Official Town Holidays

PERMIT: Town of Hebron permit sticker must be affixed to all vehicles.
Sticker may be obtained at the Town Office
Building, with proof of residency and vehicle
information.

RULES: Follow All Signs - CHILDREN STAY IN VEHICLES
5 MPH Maximum Speed
All vehicles using lower section must stop at
Building before proceeding to deposit materials.
COMPACTOR FOR HOUSEHOLD TRASH ONLY
No Stumps, leaves, Brush, Rocks or Dead Animals
No Scavenging

BULKY WASTE FEES: Asphalt/Singles/Sheetrock- \$40/per cubic yard
Demolition Material and General Debris- \$40/per cubic yard
Pick up with six foot bed considered 1 1/2 cubic yards
Pick up with eight foot bed considered 2 1/4 cubic
yards Trunk load is considered 1/4load
Minimum charge is \$5

LARGE APPLIANCES: \$ 5.00 per item
\$13.00 per item requiring removal of refrigerant

FURNITURE: \$ 5.00 per item
\$10.00 couch/sofa bed
\$20 mattress/box spring
\$30 sleeper sofa

TIRES (without rims): Up to 16.5" diameter- \$2/each
17" and over- \$5/each
20" and over- \$7/each
Off road tires or tires on rims- see attendant for price

SCRAP METAL: No Charge

BRUSH & LEAVES: \$5/per cubic yard
Minimum \$1 per bag

ELECTRONIC WASTE No charge (Computers, Monitors, Cell Phones, Other Electronic BALLASTS,
BULBS & Devices)

LAMPS: \$1

RECYCLING FACILITIES

Mandatory Recyclable Items:

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

WASTE MATERIALS MUST BE FROM PROPERTY IN HEBRON

CAPITAL REGION EAST OPERATING COMMITTEE 2015 HOUSEHOLD HAZARDOUS WASTE COLLECTION SCHEDULE

April 11 April 25 May 9
September 12 September 26 October 17

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

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

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

Oil Based Paints	Polishes	Medications	Cleaning Fluids
Paint Thinners	Paint Removers	Oil Based Stains	Chemistry Kits
Lead Based Paint	Hair Dye & Spray	Herbicides	Pesticides
Rodent Killers	Fertilizer	Photography	Car Fluids
Pool Chemicals	Gasoline	Acids	Asbestos (double bagged)
Chemicals	Kerosene		Flea Powder, Dips & Sprays

DO NOT BRING: LATEX PAINT, RADIOACTIVE MATERIALS, MEDICAL WASTE

TOWN MAP

FACTS ABOUT HEBRON

Hebron was incorporated in 1708.

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

Number 5261.

The town covers an area of 37.5 square miles.

Population 9,686 per 2010 Census.

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

Voting District# 1 - Hebron Elementary School

Hebron's Representatives:

U.S. Senators:

Richard Blumenthal
Christopher Murphy

State Senator:

Cathy Osten
19th Senatorial District

Representative to Congress:

Joe Courtney
Second Congressional District

State Representative:

Gayle J. Mulligan
55th Assembly District

HOLIDAY CLOSINGS - 2015

New Year's Day January 1

Martin Luther King, Jr. Day- January 19

President's Day- February 16

Good Friday – April 3

Memorial Day – May 25

Independence Day – July 3

Labor Day – September 7

Columbus Day- October 12

Veterans Day – November 11

Thanksgiving Day – November 26-

Day After Thanksgiving – November 27

Christmas Holiday – December 24 & 25

EMERGENCY INFORMATION

Emergency Medical Service and Fire Department

HEBRON VOLUNTEER FIRE DEPARTMENT

DIAL 911

Say "Send HEBRON FIRE DEPARTMENT

to the home of

on House #, Street

for a (grass, brush, chimney, or house) fire."

TAKE YOUR TIME

Be sure the Fire Department understands

the nature and location of the Fire.

EMERGENCY AMBULANCE SERVICE

DIAL 911

RESIDENT STATE TROOPER

DIAL 228-3710

If no answer dial

537-7500

IF EMERGENCY - DIAL 911

POISON CONTROL

1-800-222-1222