



Town of Brewster Select Board

2198 Main St., Brewster, MA 02631

townmanager@brewster-ma.gov

(508) 896-3701

SELECT BOARD MEETING AGENDA

2198 Main Street

February 12, 2024 at 6:00PM

Select Board

Ned Chatelain
Chair

Mary Chaffee
Vice Chair

Kari Hoffmann
Clerk

Cynthia Bingham

Dave Whitney

Town Manager
Peter Lombardi

Assistant Town
Manager
Donna Kalinick

Project Manager
Conor Kenny

Executive
Assistant
Erika Mawn

This meeting will be conducted in person at the time and location identified above. This means that at least a quorum of the members of the public body will attend the meeting in person and members of the public are welcome to attend in person as well. **As a courtesy only, access to the meeting is also being provided via remote means in accordance with applicable law. Please note that while an option for remote attendance and/or participation is being provided as a courtesy to the public, the meeting/hearing will not be suspended or terminated if technological problems interrupt the virtual broadcast or affect remote attendance or participation, unless otherwise required by law.** Members of the public with particular interest in any specific item on this agenda, which includes an applicant and its representatives, should make plans for in-person vs. virtual attendance accordingly.

Members of the public who wish to access the meeting may do so in the following manner:

Phone: Call (312) 626 6799 or (301) 715-8592. Webinar ID:890 9291 0526 Passcode: 509224

To request to speak: Press *9 and wait to be recognized.

Zoom Webinar: <https://us02web.zoom.us/j/89092910526?pwd=WHM2V3hrVklhSTloWWWhVU09kanUzQT09>

Passcode: 509224

To request to speak: Tap Zoom "Raise Hand", then wait to be recognized.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting, may do so by accessing the meeting remotely, as noted above. Additionally, the meeting will be broadcast live, in real time, via **Live broadcast** (Brewster Government TV Channel 18), **Livestream** (livestream.brewster-ma.gov), or **Video recording** (tv.brewster-ma.gov).

Please note that for any item listed in this section the Select Board may take official action including votes.

1. Call to Order
2. Declaration of a Quorum
3. Meeting Participation Statement
4. Recording Statement: As required by the Open Meeting Law we are informing you that the Town will be video and audio taping as well as broadcasting this public meeting. In addition, if anyone else intends to either video or audio tape this meeting they are required to inform the chair.
5. Public Announcements and Comment: Members of the public may address the Select Board on matters not on the meeting's agenda for a maximum of 3-5 minutes at the Chair's discretion. The Select Board will not reply to statements made or answer questions raised during public comment but may add items presented to a future agenda.
6. Select Board Announcements and Liaison Reports
7. Town Manager's Report (pages 3-13)
8. Consent Agenda (pages 14-90)
 - a. Recycling Commission Appointment: Dru Lindgren
 - b. Facility Use Applications: Drummer Boy Park (Friends of Brewster Dog Park plus Fee Waiver Request) and Linnell Beach (Wedding Ceremony)
 - c. Request to Declare Items as Surplus: Fire Department and Department of Public Works
 - d. Updates to 2024 Non-Commercial Shellfish Rules & Regulations
 - e. Sign the March 5, 2024 Presidential Primary Warrant
 - f. Letter of Support for Community Preservation Act Application for 3571 Main Street Conservation Restriction
 - g. New Memorandum of Understanding with Cape Light Compact for Shared Energy Manager Position (Joint with Orleans, Chatham, and Eastham)
9. 6:10pm - Public Hearing on the Renewal of Shellfish Grants for: (pages 91-97)
 - Brian Daley
 - Emily Sumner & Tyler Daley
 - Stanley P. Werzanski & Joseph Werzanski



Select Board

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Chair

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10. Discuss and Vote on Recommended Comprehensive Plans for Bay & Pond Properties – Select Board FY24-25 Strategic Plan Goal SC-2 (pages 98-99)
11. Update on Draft FY25 Brewster Elementary School Budget – Katie Miller Jacobus, Brewster School Committee Chair (pages 100-126)
12. Review and Vote to Allow James Trainor to Assign the Lease Agreement for Lot #3 in Freemans Way Industrial Park to SBS Properties LLC (pages 127-151)
13. Update on Town’s Inaugural Juneteenth Celebration (pages 152)
14. Review Preliminary List of Warrant Articles for Spring 2024 Town Meeting (pages 153- 155)
15. Discuss and Vote on Final Revised American Rescue Plan Act Funding Plan (pages 156-159)
16. Re-Vote on Fire Department Staffing Recommendations - Select Board FY24-25 Strategic Plan Goal G-3 (pages 160-317)
17. FYIs (pages 318-336)
18. Matters Not Reasonably Anticipated by the Chair
19. Questions from the Media
20. Next Meetings: February 26, March 11, March 25, April 8, and April 22, 2024
21. Adjournment

Date Posted:
02/08/2024

Date Revised:

Received by Town Clerk:

24 FEB 8 3:09PM

BREWSTER TOWN CLERK

Town of Brewster Cape Cod Sea Camps Planning

Join us for our Fourth Community Forum!

Date: Thursday, February 15th 2024

Time: 6-8 pm

Location: Virtual on Zoom

Zoom Link: <https://us02web.zoom.us/j/87558718803?pwd=ZEIGRmVNNjRoa2VYZkxPYjFMdGQvQT09>

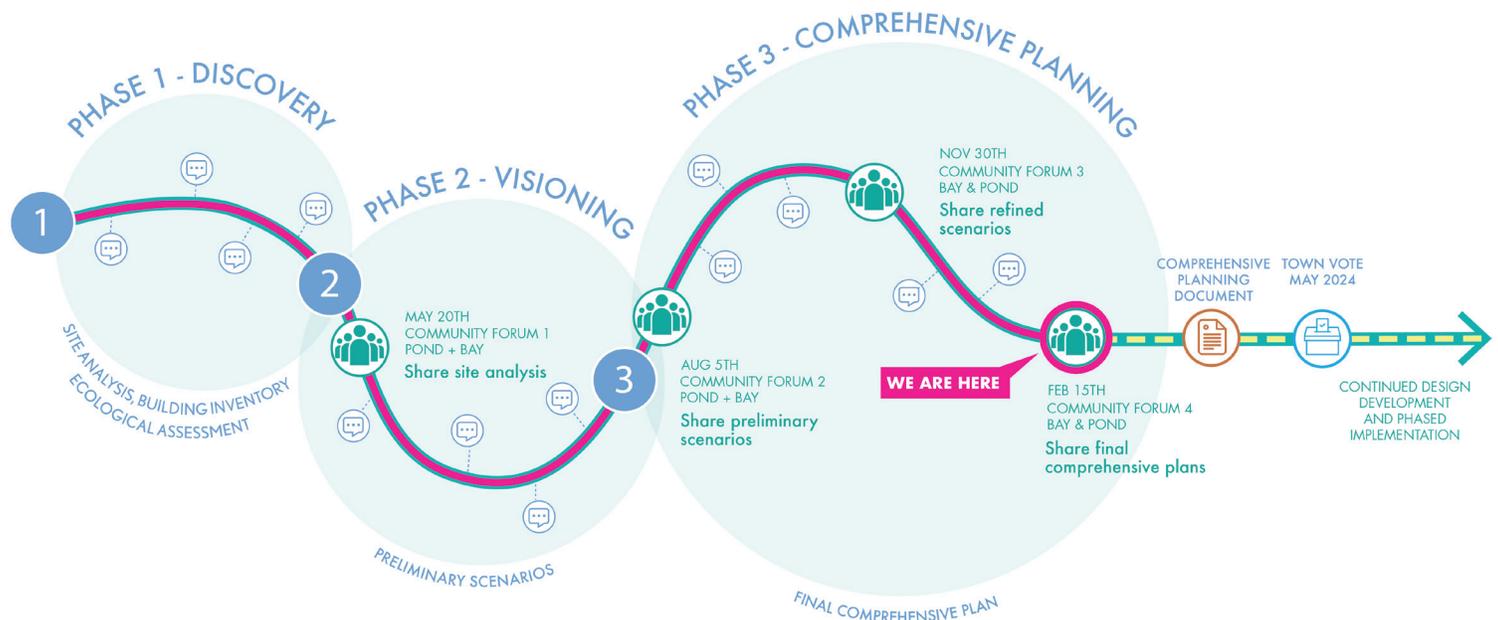
Zoom link and more information can also be found on the Town's website: <https://www.brewster-ma.gov>

Community Forum #4 will be a virtual community meeting that shares the final plans for the Bay and Pond properties. These plans have been informed by community feedback received through our previous Community Forums, surveys, and emailed feedback, as well as the Town's Vision Plan, Local Comprehensive Plan, and long-term goals.

The majority of the virtual forum will be a presentation by the Design Team and Town Staff to explain the final plans for both Properties and the strategy for their phased implementation. The presentation will be followed by a question and answer session, where residents will be invited to ask questions about the plans.



Where we are in the process:



Community Forum

Identify your priorities with the planning team



Committee Meetings

Tune in to public meetings where community representatives workshop ideas with the planning team



Comprehensive Planning Document

See the vision for the future of the Sea Camp Properties



Town Vote

Vote to approve the comprehensive plans at the Spring 2024 Town Meeting

This forum will be followed by additional informational sessions hosted by Town Staff and Committee Members, leading up to the final vote to approve the comprehensive plans at Town Meeting in May, 2024.

For more details about the long-term planning process, information on Bay Property and Pond Property Planning Committee meetings and interim activities at both properties, please visit the project page, <https://www.brewster-ma.gov/cape-cod-sea-camps-properties>. To provide feedback to one of the committees, please email us at bppc@brewster-ma.gov (Bay property) or pppc@brewster-ma.gov (Pond property).



BEACH AT POND PROPERTY



MAIN DRIVE AT BAY PROPERTY



FOR IMMEDIATE RELEASE
February 6, 2024

CONTACTS: Michael P. O'Connor
mpoconnor@massaudubon.org

Peter Lombardi, Brewster Town Manager
plombardi@brewster-ma.gov

Amy Henderson, Executive Director
amy@brewsterconservationtrust.org



Mass Audubon & Brewster Conservation Trust Partner with Town of Brewster to Conserve and Activate Former Cape Cod Sea Camps Properties

LINCOLN, MA & BREWSTER, MA — Mass Audubon, the largest nature-based conservation organization in New England, has pledged a total of \$3.5 million to the Town of Brewster to protect and enhance the Cape Cod Sea Camps properties in Brewster, consisting of the 55-acre Bay property, at 3057 Main Street, and the 66-acre Long Pond property, at 400 W.H. Besse Cartway.

Brewster Conservation Trust, Brewster's private land trust (BCT), is also a partner in this effort.

Mass Audubon's Board of Directors recently approved \$2 million for the Bay property, the former main campus of Cape Cod Sea Camps which contains numerous buildings and other public amenities. As part of its commitment to the Bay property, Mass Audubon would hold a conservation restriction on

approximately 10-acres of the Bay property that includes natural coastal dunes, a pond, woodlands, and trails areas, offer nature-based educational programming in partnership with the Town, establish an informal nature center with office space, and lease three renovated cabins for seasonal Mass Audubon employees.

For the 66-acre Long Pond property, Mass Audubon's pledge of \$1.5 million and Brewster Conservation Trust's pledge of at least \$1 million pending formal Town Meeting approval of the plan will ensure a conservation restriction protects 85 percent of the land. As part of this partnership, Mass Audubon will provide environmental and outdoor education for all ages including birding, guided walks, kayaking, field studies, and a potential summer camp on the Pond property. Public access will not be limited on either property.

"This is a rare and extraordinary opportunity to protect the ecological integrity of Cape Cod while simultaneously promoting nature-based education to the next generation of outdoor enthusiasts," said David O'Neill, President of Mass Audubon. "We're thrilled to work with the Town of Brewster and Brewster Conservation Trust to protect crucial and historic properties that should be enjoyed by all."

"Our residents have consistently expressed overwhelming support for developing partnerships with Mass Audubon and Brewster Conservation Trust to provide nature-based programming and to help conserve critical portions of the Sea Camps properties," said Ned Chatelain, Brewster Select Board Chair. "The Town of Brewster recognizes the unique opportunity presented by these properties for generations to come and we appreciate Brewster Conservation Trust's and Mass Audubon's willingness to partner with us in a way that balances a variety of public interests and reflects the diverse values expressed by our residents throughout the community planning process."

"We are pleased to be part of the partnership with the Town and Mass Audubon that has made this possible," noted BCT President Tino Kamarck. "Protecting our drinking water supply, safeguarding pond water quality, and providing public walking trails are fundamental parts of our mission. This protection of 56 acres is the largest land conservation purchase in Brewster since the Town protected hundreds of acres in the Punkhorn in the 1980's."

The Town of Brewster purchased the Bay and Long Pond properties in 2021 for \$26M from the Delahanty families and has gathered community feedback through several town forums and surveys to help determine the best future uses for the properties. The Brewster Select Board and Bay & Pond Property Planning Committees will be sharing their recommended plans with residents at a public forum on February 15. The plans will be brought to Town Meeting for consideration by Brewster voters on May 11, 2024.

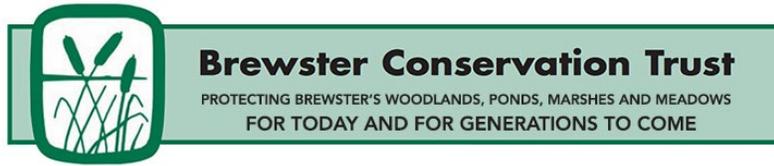
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About Mass Audubon

Mass Audubon is the largest nature-based conservation organization in New England. Founded in 1896 by two women who fought for the protection of birds, Mass Audubon carries on their legacy by focusing on the greatest challenges facing the environment today: the loss of biodiversity, inequitable access to nature, and climate change. With the help of our 160,000 members and supporters, we protect wildlife, conserve and restore resilient land, advocate for impactful environmental policies, offer nationally recognized education programs for adults and children, and provide endless opportunities to experience the outdoors at our wildlife sanctuaries. Explore, find inspiration, and take action at massaudubon.org.

About Brewster Conservation Trust

Brewster Conservation Trust was established in 1983 as a non-profit charitable organization supported by memberships, donations, and grants. Our mission is to preserve open space, natural resources, and the rural character of Brewster and to promote a conservation ethic. BCT owns or has conservation restrictions on more than 200 parcels of land. By the end of 2023, BCT had protected more than 1,600 acres of environmentally important land.



Brewster Conservation Trust Partners with Mass Audubon and the Town of Brewster on the Sea Camps Properties

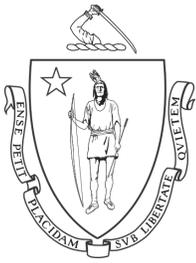
Following a lengthy discussion of options for the future of the Long Pond parcel, the BCT Board of Trustees voted to endorse the plan put forward by the Long Pond Planning Committee. The plan devotes 56 acres of the 66-acre parcel to conservation and 10 acres to housing and wastewater treatment. The conservation acreage will be subject to a conservation restriction held by BCT and Mass Audubon.

BCT then announced to the Brewster Select Board its intention to contribute at least \$1 million after Town Meeting approves the plan at its May meeting. Additional BCT funding may be available at a later point for both the Long Pond and Bay properties.

The acreage designated for conservation on the Long Pond parcel is critical for protecting Brewster's drinking water supply and the water quality in Long Pond, and it represents one of the largest conservation acquisitions in Brewster since the Town's purchase of the Punkhorn Parklands in the 1980's.

The parcel earmarked for housing and wastewater treatment is located on Rt. 137. Brewster Conservation Trust will maintain an active interest in its development. We are committed to ensuring the housing will be designed in accordance with the highest environmental standards and the wastewater treatment facility will incorporate state of the art technology in a way that produces a positive impact on water quality.

BCT is pleased to be part of the partnership with the Town and Mass Audubon that makes the project possible. Mass Audubon is also pledging \$3.5 million for the Sea Camps, including \$1.5 million for the Long Pond property and \$2 million for the Bay property. Mass Audubon will have educational programming rights on the Long Pond property and will build a nature center on the Bay property.



THE COMMONWEALTH OF MASSACHUSETTS
OFFICE OF THE ATTORNEY GENERAL

CENTRAL MASSACHUSETTS DIVISION
10 MECHANIC STREET, SUITE 301
WORCESTER, MA 01608

ANDREA JOY CAMPBELL
ATTORNEY GENERAL

(508) 792-7600
(508) 795-1991 fax
www.mass.gov/ago

February 9, 2024

Colette M. Williams, Town Clerk
Town of Brewster
2198 Main Street
Brewster, MA 02631

**Re: Brewster Special Town Meeting of November 13, 2023 -- Case # 11249
Warrant Article # 5 (Zoning)
Warrant Articles # 6 and 12 (General)**

Dear Ms. Williams:

Articles 5, 6, and 12 – We approve Articles 5, 6, and 12 adopted at the Brewster November 13, 2023 Special Town Meeting. Our comments on Article 5 are provided below.

Article 5 – Under Article 5 the Town deleted sections of its zoning by-laws regarding accessory dwelling units and inserted new text, including adding new text to Section 179-42.2, “Accessory single-family dwelling units (ADUs).” As amended, Section 179-42.2, limits ADUs to no more than two bedrooms and requires either the principal dwelling or the ADU to be owner occupied. We approve these provisions, but offer the following comments for the Town to consider when apply Section 179-42.2

A. Section 179-42.2’s Bedroom Limitations

As amended, Section 179-42.2 provides that an ADU shall have no more than two bedrooms. We offer the following comments for the Town’s consideration in light of the requirements of Federal and State law that prohibit discrimination in providing housing based on a protected class, including family status (i.e., the presence of children in the household.) See 44 U.S.C. § 3604 (the Fair Housing Act [FHA]) and G.L. c. 151B, § 4, ¶ 6.

Both federal and state law prohibit discrimination in the provision of housing based on familial status (i.e., the presence of children in the household.). See 44 U.S.C. § 3604 and G.L. c. 151B, § 4, ¶ 6. The FHA expressly prohibits discrimination in the rental or sale of a dwelling based on familial status and provides that it shall be unlawful:

- (a) To refuse to sell or rent after the making of a bona fide offer, or to refuse to negotiate for the sale or rental of, or otherwise make unavailable or deny, a

dwelling to any person because of race, color, religion, sex, familial status, or national origin.

See 42 U.S.C. § 3604 (a).

“The phrase ‘otherwise make unavailable or deny’ encompasses a wide array of housing practices...and specifically targets the discriminatory use of zoning laws and restrictive covenants.” Casa Marie, Inc. v. Superior Court of Puerto Rico for Dist. of Arecibo, 988 F.2d 252, 257 n. 6 (1st Cir. 1993).

Similarly, G.L. c. 151B, § 4, the Massachusetts Anti-Discrimination law, forbids discrimination in housing based on familial status. See G.L. c. 151B, § 4, ¶ 6. Both the FHA and c. 151B, prohibit towns from using their zoning powers to exclude housing for members of a protected class, i.e., a family with children. Violations occur when a Town uses its zoning power to intentionally discriminate against a member of a protected class or when such zoning power has a discriminatory impact on members of a protected class. See Arlington Heights v. Metropolitan Housing Development Corp., 429 U.S. 252, 265 (1977). Discriminatory effect can occur when a zoning rule, neutral on its face, is applied in a manner to exclude members of a protected class.

In light of the statutory requirements of the FHA and G.L. c. 151B, the Town should consult with Town Counsel about the proper application of Section 179-42.2’s two-bedroom limitation.

B. Section 179-42.2’s Owner Occupancy Requirement

Section 179-42.2 requires either the principal dwelling or the ADU to be owner occupied. Towns can impose conditions on accessory apartments, including requirements regarding owner-occupancy. See G.L. c. 40A, § 1A’s definition of “Accessory Apartment.”¹ However, there is pending legislation that would amend the definition of “Accessory Apartment” in Section 1A and amend G.L. c.40A, § 3, by adding a new paragraph that would prohibit towns from imposing owner-occupancy requirements for accessory apartments. See H. 4138, “Affordable Homes Act”, Sections 12 and 13 (<https://malegislature.gov/Bills/193/H4138>).² The Town should discuss the

¹ Section 1A defines “Accessory dwelling unit” as “a self-contained housing unit, inclusive of sleeping, cooking and sanitary facilities on the same lot as a principal dwelling, subject to otherwise applicable dimensional and parking requirements, that: (i) maintains a separate entrance, either directly from the outside or through an entry hall or corridor shared with the principal dwelling sufficient to meet the requirements of the state building code for safe egress; (ii) is not larger in floor area than 1/2 the floor area of the principal dwelling or 900 square feet, whichever is smaller; and (iii) is subject to such additional restrictions as may be imposed by a municipality, including but not limited to additional size restrictions, owner-occupancy requirements and restrictions or prohibitions on short-term rental of accessory dwelling units.”

² Section 13 would amend G.L. c. 40A, § 3 to add a new paragraph regarding accessory apartments as follows (with emphasis added):

No zoning ordinance or by-law shall prohibit, unreasonably restrict, or require a special permit or other discretionary zoning approval for the use of land or

pending proposed changes to G.L. c. 40A with Town Counsel.

Note: Pursuant to G.L. c. 40, § 32, neither general nor zoning by-laws take effect unless the Town has first satisfied the posting/publishing requirements of that statute. Once this statutory duty is fulfilled, (1) general by-laws and amendments take effect on the date these posting and publishing requirements are satisfied unless a later effective date is prescribed in the by-law, and (2) zoning by-laws and amendments are deemed to have taken effect from the date they were approved by the Town Meeting, unless a later effective date is prescribed in the by-law.

Very truly yours,

ANDREA JOY CAMPBELL
ATTORNEY GENERAL

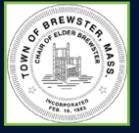
Kelli E. Gunagan

By: Kelli E. Gunagan
Assistant Attorney General
Municipal Law Unit
10 Mechanic Street, Suite 301
Worcester, MA 01608
(508) 792-7600

cc: Town Counsel Jonathan G. Murray

structures for an accessory dwelling unit, or the rental thereof, in a single-family residential zoning district; provided, that the use of land or structures for an accessory dwelling unit under this paragraph may be subject to reasonable regulations, including but not limited to 310 CMR 15.000 et seq., if applicable, site plan review, regulations concerning dimensional setbacks and the bulk and height of structures and may be subject to restrictions and prohibitions on short term rental as defined in section 1 of chapter 64G. ***The use of land or structures for an accessory dwelling unit under this paragraph shall not require owner occupancy of either the accessory dwelling unit or the principal dwelling;*** provided further, that not more than 1 additional parking space shall be required for an accessory dwelling unit; and provided further, that no additional parking space shall be required for an accessory dwelling located not more than 0.5 miles from a commuter rail station, subway station, ferry terminal or bus station. The executive office of housing and livable communities may issue guidelines or promulgate regulations to carry out the purposes of this paragraph.

Massachusetts' New Title 5 Septic System and Watershed Permit Regulations



How Do They Effect Brewster?

Summary

Massachusetts recently adopted 2 new regulations that require property owners in the affected areas to upgrade their septic system to provide nitrogen treatment UNLESS the Town obtains a watershed permit that provides a long-term plan to restore the estuary. Brewster is actively working on four watershed permits that will suspend the need for immediate septic system upgrades in these newly regulated areas.

What Are The New Regulations?

- **Title 5 Updates (310 CMR 15.00)** - The State's septic system regulations require property owners to upgrade their septic system within the next five years (by July 2028) if they are in one of the watersheds affected by the new regulations. These upgrades must incorporate nitrogen treatment using one of the Best Available Nitrogen Reducing Technologies approved by the state. Advanced treatment systems are also required for new construction after July 6, 2024.
- **Watershed Permit Regulations (314 CMR 21.00)** - When a town applies for a watershed permit, the new septic system regulations no longer apply, provided they meet the nitrogen reduction targets in their permits. A Town can also request a watershed permit exemption if they can document that their nitrogen contribution to a coastal embayment is less than 3% of the total nitrogen load.

Where in Brewster Do These Regulations Apply?

These new regulations apply to the Pleasant Bay, Herring River, Swan Pond River, and Bass River estuaries in the southern portion of Brewster (see map below). To learn if your property is within the watershed of one of these embayments, follow these instructions:

Go to: www.brewster-ma.gov
Click on GIS Maps.
Click on the Find tab, enter street name and number to locate property.
Click on the Layers tab and select Nitrogen Impaired Embayments.

What Is Brewster's Plan For Watershed Permits?

Brewster is implementing the following watershed permits to suspend the need for residents to comply with the new Title 5 regulations.

- **Pleasant Bay** - The town agreed to the Pleasant Bay watershed permit in 2018 and has removed over 50% of the nitrogen needed to meet the permit requirements from changes in fertilizer management at the Captains Golf Course.
- **Bass River and Swan Pond River Watersheds** - Brewster has filed de minimis watershed permit exemption applications to DEP which suspends the need for septic system upgrades under the new Title 5 regulations.
- **Herring River Watershed** - Brewster has filed a Notice of Intent to develop and submit a watershed permit application to DEP. Work to develop the permit application will begin in 2024, and the Town has seven years to establish the permit.

Will I Need to Upgrade My Septic System Under the New Regulations?

- Brewster residents will not be required to upgrade their septic systems by the July 2028 deadline under the new Title 5 regulations.
- The Town's Water Quality Review Bylaw and other local regulations may require septic system upgrades to protect the Town's drinking water and to restore freshwater ponds.
- Septic system upgrades could also be used to meet the permit requirements for Pleasant Bay and/or the Herring River watersheds.



Questions?

Please contact the Brewster Health Department
(508) 896-3701 ext. 1120
health@brewster-ma.gov

Town of
BREWSTER
MASSACHUSETTS

Published on *Town of Brewster* (<https://www.brewster-ma.gov>)

[Home](#) > Information for Brewster Residents about New State Septic and Watershed Regulations

Information for Brewster Residents about New State Septic and Watershed Regulations



In July 2023, the Massachusetts Department of Environmental Protection issued changes to Title V regulations and developed new watershed regulations for nitrogen sensitive areas on Cape Cod. Over the past several months, Brewster has taken proactive measures to respond to these new state regulations. Please [click here](#) for information about what the Town has done and how Brewster residents are impacted. The state has also developed detailed FAQs about these recent changes, which can be found [here](#). Information about Brewster's longstanding efforts to preserve and protect our water quality can be found [here](#).

Please contact the Health Department at 508-896-3701 x. 1120 with any questions.

Source URL:<https://www.brewster-ma.gov/home/news/information-brewster-residents-about-new-state-septic-and-watershed-regulations>

Consent Agenda Cover Page

February 12, 2024

a. Recycling Commission Appointment: Dru Lindgren

Dru Lindgren submitted her application and followed the Select Board appointment policy for the vacant member position on the Recycling Commission. The Select Board liaison and Chair of the commission have interviewed the applicant and recommend her appointment. This is for a 3-year term that will end on June 30, 2026.

Administrative Recommendation:

We recommend the Select Board approve the appointment to the Recycling Commission.

b. Facility Use Applications: Drummer Boy Park (Friends of Brewster Dog Park, plus fee waiver request) and Linnell Beach (Wedding Ceremony)

The Friends of Brewster Dog Park Inc. is requesting the use of Drummer Boy Park on Tuesdays from June 18, 2024, through August 27, 2024, to hold a flea market to benefit Brewster Dog Park. The flea market will be held from 6am until 5pm each Tuesday, this is the same request that they had last year. The event is expected to attract 100 people per day with around 25 guests at one time. Friends of Brewster Dog Park Inc. is also requesting a waiver of fees for the use of Drummer Boy Park in the amount of \$3,300. The Select Board Fee Waiver Policy sets a standard \$2,000 annual limit on fee waivers for organizations, but the Board can opt to waive more than that amount in certain extenuating circumstances. In this case, revenues from the FBDP flea markets will be reinvested into the dog park.

Local residents Frank and Kathleen Esposito are requesting use of Linnell Beach to hold a wedding ceremony on Saturday September 14, 2024, between 1pm and 4pm. They expect a total of 40 guests.

Department heads have reviewed both applications and provided comments that are included in the cover memo of the packet. All feedback and comments will be shared with the host of these events.

Administrative Recommendation:

We recommend the Select Board approve the facility use applications.

c. Request to Declare Items as Surplus: Fire Department and Department of Public Works

Fire Chief Moran is requesting permission to declare a 2013 Fire Department vehicle as surplus equipment for sale on GovDeals.

The DPW is requesting permission to declare an old message board as surplus for auction.

If approved both departments will follow the process to place the surplus items for sale/auction.

Administrative Recommendation:

We recommend the Select Board approve the surplus request.

d. Updates to 2024 Non-Commercial Shellfish Rules & Regulations

Through further review of the 2024 Shellfish rules and regulations, additional updates have been made. These updates have been recommended and reviewed by both the Department of Natural Resources and Town Administration.

Administrative Recommendation:

We recommend the Select Board approve the updates to the rules and regulations as outlined.

e. Sign the March 5, 2024, Presidential Primary Warrant

Select Board signatures are required on the Warrant for the upcoming Presidential Primary, being held March 5th, 2024. The Constable will be posting the warrant at the required locations around Brewster, in accordance with the Town Charter, on February 14th, 2024.

Administrative Recommendation:

We recommend the Select Board sign the Presidential Primary Warrant.

f. Letter of Support for Community Preservation Act Application for 3571 Main Street Conservation Restriction

The Select Board voted in support of the Open Space Committee's request for \$225,000 in CPA funding to purchase a conservation restriction on 12.36 acres of the Washington Chase Bog property at 3571 Main Street.

Administrative Recommendation:

We recommend the Select Board Chair to sign the letter of support.

g. New Memorandum of Understanding with Cape Light Compact for Shared Energy Manager Position (Joint with Orleans, Chatham, and Eastham)

The Towns of Brewster, Chatham, Eastham, and Orleans are seeking to enter into a shared staffing arrangement for a full-time Cape Light Compact (CLC) staff member to support each town's energy and climate matters. This arrangement will fill Brewster's part-time Energy Manager position. The Town had previously had a similar MOU with CLC but neighboring towns are now looking to join.

Administrative Recommendation:

We recommend the Select Board approve and sign the Memorandum of Understanding.

Appendix C

SELECT BOARD COMMITTEE APPLICATION SCREENING FORM

Applicant Name

Requested Committee

1. TOWN CLERK REVIEW

- a. Applicant is a registered Brewster voter: Yes No
b. Date confirmed

2. SELECT BOARD LIAISON RECOMMENDATION TO SELECT BOARD

a. Select Board Liaison Applicant Interview:

- i. Interviewer name (Select Board Liaison):
ii. Interview date:

b. Select Board Liaison Consultation with Committee Chair:

- iii. Committee Chair name:
iv. Consultation date:
v. Did Committee Chair also interview applicant? Yes No

- c. **Was at least 1 Brewster reference contacted:** Yes No N/A

d. Select Board Liaison Recommendation:

- i. Recommend appointment.
ii. Recommend appointment to other committee that is a better fit for applicant qualifications.
iii. Recommend holding application for future opening.
iv. Not recommended.

3. SELECT BOARD ACTION

- a. At a Select Board meeting held _____, the Applicant was appointed to for a term ending _____ year term.

4. NOTIFICATION OF APPOINTEE AND TOWN CLERK

- a. Date notification of appointment sent to appointee and Town Clerk:

Appendix B

Town of Brewster
SELECT BOARD COMMITTEE APPOINTMENT APPLICATION

APPLICANT DIRECTIONS:

- Thank you for your interest in serving Brewster. The Town aims to match applicants with committee service best aligned to your skills and interests as well as the committee's needs.
- The Town may consider the information in this application, any supplemental information, and any other publicly available information. An appointment to any committee, board or commission is at the discretion of the Select Board.
- Please complete this form online, or on paper, and submit a résumé if desired to Erika Mawn, Town Administrator's Executive Assistant:
 - Email: EMawn@Brewster-MA.gov
 - Mail: Erika Mawn, 2198 Main St., Brewster, MA 02631, or
 - In person: Town Administrator's Office or drop-box outside Town Hall.
- After your application materials are received, you'll be contacted regarding next steps. Vacancies will be filled by applicants deemed best qualified to serve in a particular capacity, which discretion lies solely with the appointing authority. Submitting this form does not guarantee appointment.

1. Applicant name: *Dru Lindgren*

2. Address: [REDACTED] *Brewster, MA 02631*

3. Phone Numbers: Home: *N/A*

Cell: [REDACTED]

4. Email: [REDACTED]

5. This is an application for: Full member status Alternate status

6. Are you a full-time Brewster resident? Yes No

7. Years you've lived in Brewster: *2*

8. Are you registered to vote in Brewster? Yes No

9. Committees you are interested in serving on in order of preference:

- a. *Reading Committee*
- b.
- c.

NOTE: You may attach a résumé or CV instead of completing items 10-14.

10. EDUCATION. List schools attended, degrees/diplomas/certificates received, and date of completion.

University of Massachusetts B.A. 1984

11. OCCUPATION: Active Retired Not currently working

12. EMPLOYMENT EXPERIENCE. List employers, job titles and dates of employment for at least previous 3 years.

Director of Community Engagement For Find the Cause Breast Cancer Foundation 1/2016 - present

13. GOVERNMENT POSITIONS. List any Town of Brewster or other government volunteer, elected, or appointed positions you now hold or have held.

None

14. COMMUNITY ACTIVITIES. List all civic, non-profit, or other organizations that you belong to or have belonged to in the previous 5 years:

a. Organizations and dates: Find The Cause

15. GOALS: Please explain why you'd like to serve on a particular committee.

Im interesting in supporting the efforts of a group thats passionate about protecting our environment.

16. EXPERIENCE & SKILLS: Please list any experience, achievements, skills, or interests you have that would assist you to serve effectively on the committee you wish to serve on.

Expertise in the impact of dangerous pollutants in our environment

17. TOWN EMPLOYMENT: Are you or any member of your immediate family employed by or receiving financial consideration from the Town of Brewster?

No

18. CONFLICTS OF INTEREST. Do any of your activities or relationships present the possibility or probability of a conflict of interest if you are appointed?(Does not automatically disqualify but may need to be disclosed)

No

19. LOCAL REFERENCES: Please provide the names and contact information for references (Brewster residents preferred):

a. Name: Joe Masse
Address: [redacted] Brewster
Phone: [redacted]
Email: [redacted]
Relationship to you: Friend/neighbor

b. Name: Peter Johnson
Address: [redacted] Brewster
Phone: [redacted]
Email: [redacted]
Relationship to you: Friend

20. ADDITIONAL INFORMATION. Please add any additional information you'd like.

21. SIGNATURE. By signing below, you state that you understand and agree.

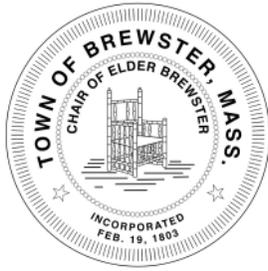
- My completion of this form does not guarantee my appointment and my application will be kept on file for two (2) years.
- If appointed to a position, I will be considered a Municipal Employee under MGL Ch. 268A and will be subject to:
 - Massachusetts Conflict of Interest Law, MGL Ch. 268A;
 - Massachusetts Financial Disclosure Law, MGL Ch. 268B;
 - Massachusetts Open Meeting Law, MGL Ch. 30A, Sections 18-25, and the implementing regulations, 940 CMR 29.00;
 - Massachusetts Public Records Law, MGL Ch. 66, and the implementing regulations, 950 CMR 32.00;
 - Massachusetts Campaign Finance Law, MGL Ch. 55; and
 - Brewster Charter, when in force, and Town bylaws, and all other applicable federal, state, and local laws or regulations.
- If appointed, I must be sworn in by the Town Clerk before serving, and I will complete State Conflict of Interest training after appointment, as well as any other certifications required by law.
- When submitted, I understand that this form becomes a public document.

Signature:

Du Lindgren

Date:

1/17/24



Town of Brewster

2198 Main Street
Brewster, MA 02631-1898
Phone: (508) 896-3701
www.brewster-ma.gov

Office of:
Select Board
Town Manager

Memo

To: Brewster Select Board
From: Erika Mawn, Executive Assistant
Date: February 7, 2024
RE: Facility Use Applications

There are two facility use applications for review that request the use of Drummer Boy Park and Linnell Beach, the full applications are available in the Select Board packet. The applications received are:

1. Friends of Brewster Dog Park Inc. to host flea markets to benefit Brewster Dog Park on Tuesdays starting June 18, 2024, through August 27, 2024, from 6am until 5pm.
2. Frank and Kathleen Esposito, Brewster residents, would like to hold a small wedding ceremony on Saturday September 14, 2024, at Linnell Beach between 1pm – 4pm for 40 guests.

As part of the review process, the following department heads had the opportunity to review and provide comments for these events. All comments will be shared with the applicants.

Building Department:

- For events at Drummer Boy Park, any single tent exceeding 400 SF requires a tent permit application. This includes smaller tents conjoined to create a larger unit exceeding 400 SF.

Planning Department, Natural Resources Department and Department of Public Works:

- No comments/concerns with either application.

Town Administration:

- Consult with the police department for determination if a police detail is required.
- Events that exceed (4) hours or 75 people require their own port-a-johns.
- Friends of Brewster Dog Park Inc. should ask their vendors to be responsible for their own trash removal.
- Any serving of food/food vendors need to be permitted through the Board of Health.
- No vehicles are to transverse across the paved walking paths at Drummer Boy Park.
- Friends of Brewster Dog Park Inc. will need to work with DPW ahead of the events to put up traffic measures near the walking paths.
- Friends of Brewster Dog Park Inc. need to work with facilities regarding water and electric usage if needed.
- The sale of single use plastic bottled water is prohibited on town property.
- If additional cleanings are required of the port-a-johns, this will be the responsibility of the event organizer.

- Permanent signs are not allowed at Drummer Boy Park. As with all the other park rentals, a temporary sign is allowed on the site the day of the event with approval from the Building Department and the Old King's Highway District Committee.
- The request for the waiver of fees exceeds the \$2,000 annually allowed per non-profits per the Select Board fee waiver policy, but can opt to waive more in certain extenuating circumstances.

Fire Department:

Drummer Boy Park:

- All tents shall have a permanently affixed label indicating appropriate fire-retardant ratings.
- Multiple tents placed side by side shall have a 12 ft. fire break clearance on all sides for every 700 square feet of tent (Ex. When seven 10' x 10' (or greater) tents are placed side by side there shall be a 12' break every 700' or less dependent on size of tent.
- Parked vehicles or internal combustion engines such as generators shall not be located closer than 20 feet to any tent or membrane structure 400 sq ft or more and/or multiple tents placed side by side with an aggregate area of 700 sq ft. For determining the required distance, support ropes and guy wires shall be considered as part of the temporary membrane structure or tents.
- Access to field vendors by fire department vehicles shall not be blocked. All lanes in between tents shall be no less than 12' in width.
- No parking on interior roads shall be permitted.

Linnell Landing:

- Parking at Linnell Beach must be in designated spaces only, emergency vehicles must always have access.

Police Department:

- If there are impacts to traffic flow on Route 6A, due to the events at Drummer Boy Park, a police detail may be required.
- Reminder that the beach and parking lot at Linnell Landing will remain open to the public.

Health Department:

- If food vendors will be participating in the event, they will need to follow up with the Health Department for proper permitting.

APPLICATION FOR FACILITY USE

BREWSTER BOARD OF SELECTMEN

2198 MAIN STREET, BREWSTER, MA 02631

All requests must be made **at least two (2) weeks in advance of the desired use date.** For more information please call the Selectmen's Office at 896-3701. Completed forms may be dropped-off or mailed to the address above, or **faxed back to 508-896-8089.**

ORGANIZATION OR GROUP: Friends of Brewster Dog Park Inc

LOCAL SPONSORING ORGANIZATION: _____

AREA OR FACILITIES NEEDED: Drummer Boy Park

DATE OR DATES REQUESTED: Eleven Tuesdays beginning 6/18/2024

TIME IN: 6 AM TIME OUT: 5 PM (INCLUDING PREPARATION & DISMANTLING)

PURPOSE OF FACILITY USE: Flea Market to benefit Brewster Dog Park

NATURE OF ACTIVITY TO TAKE PLACE: Flea Market

WILL ADMISSION FEE BE CHARGED? YES _____ NO AMOUNT _____

NON-PROFIT ORGANIZATION: YES NO _____

IRS # 84-3701193 TOTAL NUMBER OF PERSONS EXPECTED 100

MAXIMUM PEOPLE EXPECTED AT ONE TIME: 25

ANY SPECIAL EQUIPMENT NEEDED?: No

PERSON RESPONSIBLE FOR THE OBLIGATIONS OF THE GROUP WHO WILL PAY THE BILL - NAME:

Carmen S Scherzo, DVM and Coryn South - Flea market manager for Friends of Brewster

MAILING ADDRESS: P.O. Box 2186, Brewster 02631 Dog Park

TELEPHONE NUMBER: _____

I have read the regulations and understand them with the acknowledgement that any additional expenses incurred will be paid by my organization and that any violation may jeopardize continue use of the building.

Signature: [Handwritten Signature]

Telephone: _____

APPLICATION FOR FACILITY USE

BREWSTER BOARD OF SELECTMEN

2198 MAIN STREET, BREWSTER, MA 02631

All requests must be made **at least two (2) weeks in advance of the desired use date.** For more information please call the Selectmen's Office at 896-3701. Completed forms may be dropped-off or mailed to the address above, or **faxed back to 508-896-8089.**

ORGANIZATION OR GROUP: Frank + Kathleen Esposito residents

LOCAL SPONSORING ORGANIZATION: _____

AREA OR FACILITIES NEEDED: Linell Beach

DATE OR DATES REQUESTED: 9/14/2024

TIME IN: 1:00pm TIME OUT: 4:00pm (INCLUDING PREPARATION & DISMANTLING)

PURPOSE OF FACILITY USE: wedding ceremony

NATURE OF ACTIVITY TO TAKE PLACE: ceremony only

WILL ADMISSION FEE BE CHARGED? YES _____ NO X AMOUNT _____

NON-PROFIT ORGANIZATION: YES _____ NO X

IRS # _____ TOTAL NUMBER OF PERSONS EXPECTED 40

MAXIMUM PEOPLE EXPECTED AT ONE TIME: 40

ANY SPECIAL EQUIPMENT NEEDED?: _____

PERSON RESPONSIBLE FOR THE OBLIGATIONS OF THE GROUP WHO WILL PAY THE BILL - NAME: Frank + Kathleen Esposito

MAILING ADDRESS: [Redacted] Brewster

TELEPHONE NUMBER: [Redacted]

I have read the regulations and understand them with the acknowledgement that any additional expenses incurred will be paid by my organization and that any violation may jeopardize continue use of the building.

Signature: Kathleen Esposito

Telephone: [Redacted]



Brewster Fire Department

1671 Main Street
Brewster, MA 02631
Phone 508-896-7018 Fax 508-896-4245



TO: Select Board
FROM: Fire Chief Moran
CC: Assistant Town Manager Donna Kalinick
Deputy Chief Kevin Varley
Executive Assistant Erika Mawn
DATE: 1/25/24
RE: Surplus Vehicle

The Fire Department is seeking permission to declare a 2013 Chevrolet Tahoe as surplus equipment due to age and the receipt of a replacement vehicle. Upon approval, the vehicle will be placed on GOVDeals for potential sale.





Massachusetts
FIRE B214
OFFICIAL



EMPLOYEE
PARKING
ONLY

EMPLOYEE
PARKING
ONLY

Massachusetts
FIRE B214
OFFICIAL



BREWSTER FIRE
DEPUTY CHIEF





Department of Public Works

201 Run Hill Road
Brewster, Massachusetts 02631-1898
Tel (508) 896-3212

Griffin Ryder, Superintendent

James Jones, Foreman

Memo

To: Brewster Select Board

From: Department of Public Works

Date: February 5, 2024

RE: Surplus Item

The Department of Public Works is requesting permission from the Select Board to declare the old 2010 Bain-Cor Electronic Message Board sign as surplus for auction. At the November 23, 2023, Town Meeting this item was approved for replacement.

Once approved the DPW will follow the process to place the item up for auction.

TOWN OF BREWSTER

2024 Non-Commercial Shellfish Rules and Regulations

1. No person shall take from the flats or waters of the Town of Brewster sea clams, soft shell clams, mussels, quahogs, razor clams, oysters, scallops, sea worms or eels without first obtaining from the Select Board a permit or license to do so.

2. Permit Definitions

- 2.1 Family Shellfish Permit

Persons entitled to a resident family shellfish permit shall be a real estate taxpayer and/or legally domiciled person of the Town of Brewster and shall include the immediate member of their family only. (Immediate in this content means a family member living with and/or supported by the taxpayer on a year-round basis). Each family permit may name up to four people on the permit that meet the qualifications defined above. The named permit holders must be actively engaged in shellfish harvest activities and present at the location of the harvest activities. In addition, only one limit of shellfish per week is allowed to be harvested. If additional names need to be added, proof of legal domiciled residence in the Town of Brewster is required. Only one Family Shellfish Permit may be issued per residential address. Permits are not transferrable and are subject to revocation by the Board of Selectman if misused.

- 2.2 Senior Shellfish Permit

Persons entitled to a resident senior shellfish permit must be over the age of 70, a real estate taxpayer and/or a legally domiciled person of the Town of Brewster. This permit is for the sole use of the qualified person named on the permit. This permit cannot be used by spouses, children, or grandchildren even if domiciled in the same residence. However, senior shellfish permit holders may have family members or friends assist with their catch limit. The permit holder must be actively engaged in shellfish harvest activities and present at the location of the harvest activities. Only one Senior Shellfish Permit may be issued per residential address. Any person holding a Senior Shellfish Permit prior to January 1, 2023, must renew annually for no fee.

- 2.3 Household Permit

In the case where multiple generations occupy the same residential address, there may be one Senior Shellfish Permit and one Family Shellfish Permit issued to the same residential address. In the case where one spouse qualifies for a senior shellfish permit and one does not, the second spouse may purchase a family or assist the senior permit holder in fishing.

3. The Select Board shall from time to time appoint Shellfish Constable(s) and assistants who shall be empowered to enforce these regulations and all applicable sections of Chapters 130 and 21 of the Massachusetts General Laws and 322 CMR of the Massachusetts Division of Marine Fisheries pertaining to shellfish in the Town of Brewster. Shellfish Constable(s) and assistants may from time-to-time close certain areas or otherwise temporarily modify catch limits as appropriate to protect health or shellfish stocks.
4. All persons taking, carrying away and/or having in their possession shellfish of any kind, in a container, in a boat, or on their person, shall exhibit their permit to take shellfish and allow inspection of all harvested shellfish when requested by a Shellfish Constable or Assistant, a Brewster Natural Resources Offices, or any appointed law enforcement official.
5. Fees for 2024 permits shall be as follows:

Resident over 70 years of age (Purchased prior to January 1, 2023, must renew annually for no fee)

Resident over 70 years of age (Purchased after January 1, 2023) \$15.00

Brave Act Veteran over 70 years of age (Lifetime License) \$15.00

Resident Annual Shellfish Permit \$40.00

Brace Act Veteran Annual Shellfish Permit \$40.00

Non-Resident Annual license \$140.00

Residents over 70 years of age (Senior Shellfish Permits) may be purchased at the Brewster Council on Aging from 8:30- 4:00 M-F (1673 Main Street).

6. Family Shellfish permits can be purchased online at [Town of Brewster Online Transactions \(townhall247.com\)](https://townhall247.com) year-round. Shellfish licenses can be purchased at the Town Hall from September 15th- April 1st. During permit season (April 1st - September 15th) licenses can be purchased through the mail in program or online.
7. Permits shall be worn in carrying case in a visible location on his/her person while engaged in shellfishing at all times.
8. The maximum amount of shellfish (in any combination) taken in one week shall not exceed 10 quarts. This 10-quart weekly limit does not include sea clams or scallops.

Sea clams: ½ bushel per week including shells or 1 ½ quarts of shucked meats. Sea clams must be 5 inches or more in length.

Soft-shell Clams (steamers): 5 quarts per week. Season is open October 1 to May 1.

Mussels: 5 quarts per week. Mussels must be a minimum 2" long.

Quahogs: 10 quarts per week, including shells. Quahogs must be 1" in thickness.

Razor Clams: 10 quarts per week.

Oysters: 5 quarts per week. Season runs October 1 to March 3. Oysters must be 3" or more in length.

Scallops: 1 bushel per week during season (October 1 to March 3). All scallops must have a well-defined, raised growth ring or they will be deemed to be seed scallops and must be returned to the water.

Sea worms: 3 dozen per day.

Sand Eels: 3 dozen per day.

American Eels: 3 dozen per day; 4 trap limit.

A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

9. All shellfish shall immediately be culled when harvested and all seed shellfish immediately returned to that area where harvested.
10. All holes dug in the process of digging shellfish and/or worms shall be filled into ground level, as they constitute a hazard to other shellfishermen and walkers.
11. The taking of shellfish from the water and flats within the Town of Brewster by implements other than those known as long rake, scratcher, tong, quahog rake, clam rake or clam hoe, is PROHIBITED. Shovels, pitchforks, garden rakes, garden shovels, plunger, etc., are not allowed.
12. Specified areas that are closed to the taking of shellfish shall be posted in the Town Hall and the Police Station.
13. During the months of July and August, the taking of shellfish will be allowed only on Sunday and Thursday.
14. From June 1 through September 30, all beaches east of a point 100 yards to the west of Ellis Landing to the Town line (Namskaket Creek) will be closed to the taking of shellfish (Ellis Landing, Bonnie Doonie Road, Anson Way, Linnell Landing, Crosby Landing and Namskaket Creek). The taking of shellfish from the rockpiles (seedbeds) directly off of Ellis Landing and Ocean Edge is prohibited throughout the year.
15. During the months of July and August, all shellfish harvested in the Saints Landing stocked area must be landed and checked out by the Shellfish Constable(s) or Assistants at Saints Landing. Appropriate social distancing and/or face covering requirements must be adhered to by all shellfishermen.

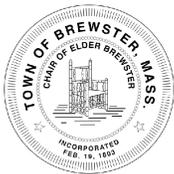
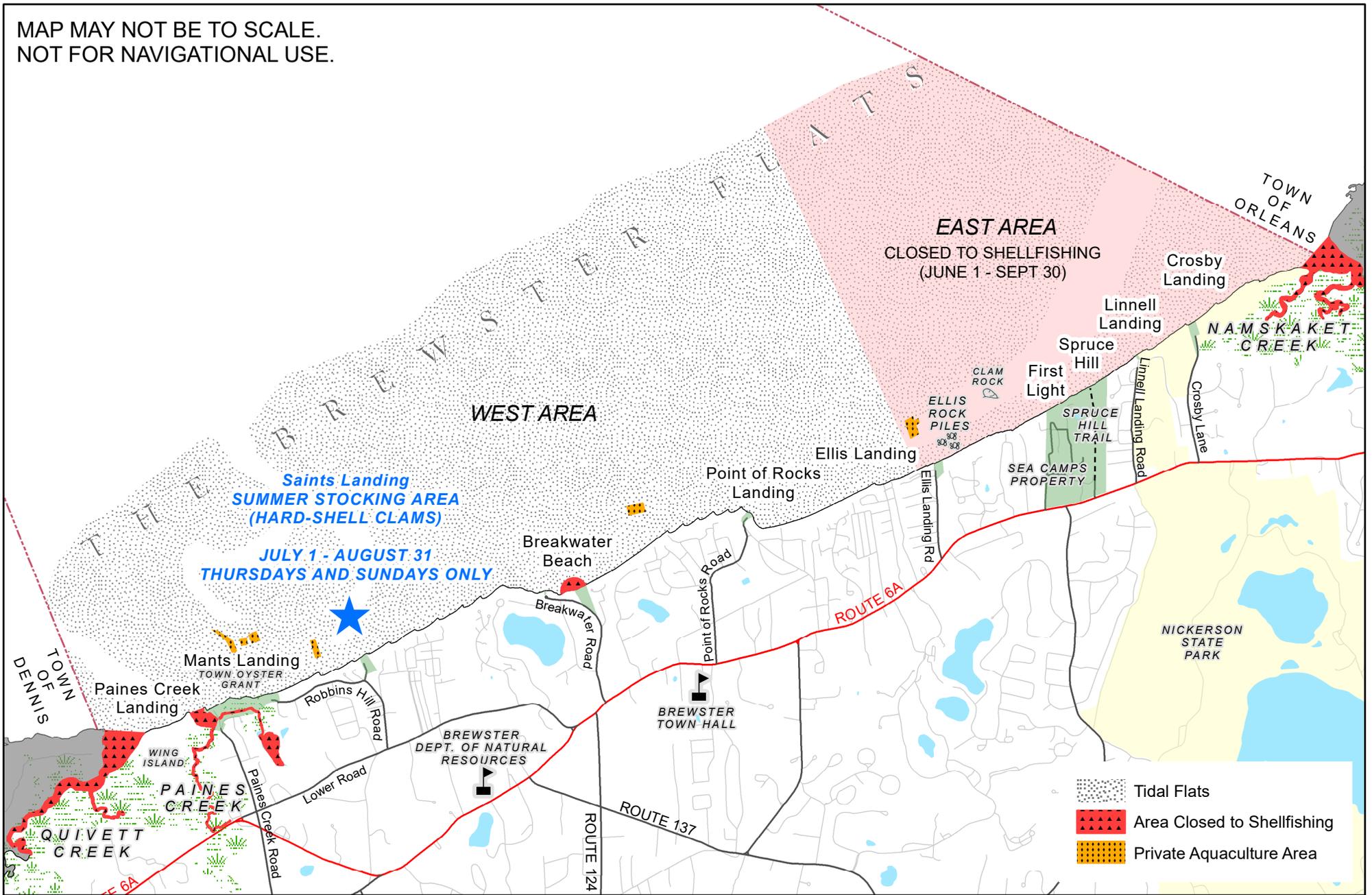
16. The immediate areas of Paine's Creek, Quivett Creek, and Namskaket Creek are closed to the taking of shellfish due to contamination BY ORDER OF THE BOARD OF HEALTH AND THE COMMONWEALTH OF MASSACHUSETTS, UNTIL FURTHER NOTICE.
17. No person shall dig, take or carry away any shellfish or shells between sunset and sunrise by any method whatsoever from any water, flat or creek in the Town of Brewster.
18. No starfish, conches, or periwinkles shall be returned to the waters but shall be placed on shore above the high-water mark.
19. No shellfishing will be allowed when the air temperature is 30° F or -1°C or below.
20. Digging in grass areas, including grass roots, is prohibited.
21. Violations of the aforementioned regulations are subject to written citation, court appearance and fine. The Board of Selectmen reserves the right to suspend the permit of any person violating the Town regulations on shellfishing for a period of 30 days. Whoever violates any rules or regulations made under the authority of Chapters 130 and 21 of the Massachusetts General Laws and/or 322 CMR of the Massachusetts Division of Marine Fisheries, unless otherwise provided, shall be punished by a fine of not less than \$15.00 but not more than \$1,000.00

Limit on Shellfish and Other Species Regulated by Shellfish Permit

SPECIES	QUANTITY	HARVEST SIZE	SEASON
Soft Shell clam (steamers)	5 quarts per week	Minimum of 2" in length	October 1 to May 1, inclusive
Quahog	10 quarts per week including shells	Minimum of 1" in thickness.	Open
Mussel	10 quarts per week including shells	Minimum of 2" in length	Open
Sea clam	½ bushel per week in shell, or 1 ½ quarts per week of shucked meats.	Minimum of 5" in length	Open
Oyster	5 quarts per week	Minimum of 3" in length	October 1 to March 1, inclusive
Razor Clam	10 quarts per week	No minimum size	Open
Scallop	1 bushel per week including shells	Must have a raised, well defined annual growth ring.	October 1 to March 1, inclusive
Sea worm	3 dozen per day	No minimum size	Open
Sand eel	3 dozen per day	No minimum size	Open
American eel	3 dozen per day	Taking of elvers (juvenile eels) is prohibited. Limit of four traps for adult ell harvesting.	Open

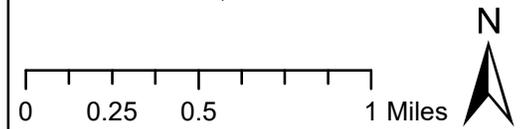
A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

MAP MAY NOT BE TO SCALE.
NOT FOR NAVIGATIONAL USE.



TOWN OF BREWSTER RECREATIONAL SHELLFISHING MAP

CREATED BY: DAVID A. JOHNSON
DATE: JANUARY 16, 2024



TOWN OF BREWSTER

2024 Non-Commercial Shellfish Rules and Regulations

1. No person shall take from the flats or waters of the Town of Brewster sea clams, soft shell clams, mussels, quahogs, razor clams, oysters, scallops, sea worms or eels without first obtaining from the Select Board a permit or license to do so.

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Persons entitled to a resident senior shellfish permit must be over the age of 70, a real estate taxpayer and ~~and~~ or a legally domiciled person of the Town of Brewster. This permit is for the sole use of the qualified person named on the permit ~~and if their spouse is also over the age of 70~~—This permit cannot be used by ~~anyone else spouses, children, or grandchildren~~ even if domiciled in the same residence. Only two names per household. However, senior shellfish permit holders may have family members or friends assist with their catch limit. The permit holder must be actively engaged in shellfish harvest activities and present at the location of the harvest activities. Only one Senior Shellfish Permit may be issued per residential address. Any person holding a Senior Shellfish Permit prior to January 1, 2023, must renew annually for no fee.

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5. Fees for 2024 permits shall be as follows:

Resident over 70 years of age (Purchased prior to January 1, 2023, must renew annually for no fee)

Resident over 70 years of age (Purchased after January 1, 2023) \$15.00

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Residents over 70 years of age (~~Senior Shellfish Permits~~) may ~~be~~ purchased their Senior Shellfish Permit at the Brewster Council on Aging from 8:00- 4:00 M-F (1673 Main Street).

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7. Permits shall be worn in carrying case in a visible location on his/her person while engaged in shellfishing at all times.
8. The maximum amount of shellfish (in any combination) taken in one week shall not exceed 10 quarts. This 10-quart weekly limit does not include sea clams or scallops.

Sea clams: ½ bushel per week including shells or 1 ½ quarts of shucked meats. Sea clams must be 5 inches or more in length.

Soft-shell Clams (steamers): 5 quarts per week. Season is open October 1 to May 1.

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Sea worms: 3 dozen per day.

Sand Eels: 3 dozen per day.

American Eels: 3 dozen per day; 4 trap limit.

A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

9. All shellfish shall immediately be culled when harvested and all seed shellfish immediately returned to that area where harvested.
10. All holes dug in the process of digging shellfish and/or worms shall be filled in to ground level, as they constitute a hazard to other shellfishermen and walkers.
11. The taking of shellfish from the water and flats within the Town of Brewster by implements other than those known as long rake, scratcher, tong, quahog rake, clam rake or clam hoe, is PROHIBITED. Shovels, pitchforks, garden rakes, garden shovels, plunger, etc., are not allowed.
12. Specified areas that are closed to the taking of shellfish shall be posted in the [lobby of the Natural Resources Department](#), Town Hall and [on the Town website under the Natural Resources and Shellfish Department page](#)~~the Police Station~~.
13. During the months of July and August, the taking of shellfish will be allowed only on Sunday and Thursday.
14. From June 1 through September 30, all beaches east of a point 100 yards to the west of Ellis Landing to the Town line (Namskaket Creek) will be closed to the taking of shellfish (Ellis Landing, Bonnie Doonie Road, ~~Anson Way~~[First Light](#), Linnell Landing, Crosby Landing and Namskaket Creek). The taking of shellfish from the rockpiles (seedbeds) directly off of Ellis Landing and Ocean Edge is prohibited throughout the year.
15. During the months of July and August, all shellfish harvested in the Saints Landing stocked area must be landed and checked out by the Shellfish Constable(s) or Assistants

at Saints Landing. ~~Appropriate social distancing and/or face covering requirements must be adhered to by all shellfishermen.~~

16. The immediate areas of Paine's Creek, Quivett Creek, Freemans Pond, and Namskaket Creek are closed to the taking of shellfish due to contamination BY ORDER OF THE BOARD OF HEALTH AND THE COMMONWEALTH OF MASSACHUSETTS, UNTIL FURTHER NOTICE.

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18. No starfish, conches, or periwinkles shall be returned to the waters but shall be placed on shore above the high-water mark.

19. No shellfishing will be allowed when the air temperature is 30° F or -1°C or below.

20. Digging in grass areas, including grass roots, is prohibited.

21. Violations of the aforementioned regulations are subject to written citation, court appearance and fine. The ~~Board of Selectmen~~Select Board reserves the right to suspend the permit of any person violating the Town regulations on shellfishing for a period of 30 days. Whoever violates any rules or regulations made under the authority of Chapters 130 and 21 of the Massachusetts General Laws and/or 322 CMR of the Massachusetts Division of Marine Fisheries, unless otherwise provided, shall be punished by a fine of not less than \$15.00 but not more than \$1,000.00.

~~21-~~ List of noncriminal fines can be found in the Town of Brewster's bylaws, Chapter 8-3, subsection B.

Revised 12/18/23

Limit on Shellfish and Other Species Regulated by Shellfish Permit

SPECIES	QUANTITY	HARVEST SIZE	SEASON
Soft Shell clam (steamers)	5 quarts per week	Minimum of 2" in length	October 1 to May 1, inclusive
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Mussel	10 5 quarts per week including shells	Minimum of 2" in length	Open
Sea clam	½ bushel per week in shell, or 1 ½ quarts per week of shucked meats.	Minimum of 5" in length	Open
Oyster	5 quarts per week	Minimum of 3" in length	October 1 to March 1, inclusive
Razor Clam	10 quarts per week	No minimum size	Open
Scallop	1 bushel per week including shells	Must have a raised, well defined annual growth ring.	October 1 to March 1, inclusive
Sea worm	3 dozen per day	No minimum size	Open
Sand eel	3 dozen per day	No minimum size	Open
American eel	3 dozen per day	Taking of elvers (juvenile eels) is prohibited. Limit of four traps for adult eel harvesting.	Open

A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

TOWN OF BREWSTER

2024 Non-Commercial Shellfish Rules and Regulations

1. No person shall take from the flats or waters of the Town of Brewster sea clams, soft shell clams, mussels, quahogs, razor clams, oysters, scallops, sea worms or eels without first obtaining from the Select Board a permit or license to do so.

2. Permit Definitions

- 2.1 Family Shellfish Permit

Persons entitled to a resident family shellfish permit shall be a real estate taxpayer and/or legally domiciled person of the Town of Brewster and shall include the immediate member of their family only. (Immediate in this content means a family member living with and/or supported by the taxpayer on a year-round basis). The named permit holders must be actively engaged in shellfish harvest activities and present at the location of the harvest activities. In addition, only one limit of shellfish per week is allowed to be harvested. Only one Family Shellfish Permit may be issued per residential address. Permits are not transferrable and are subject to revocation by the Select Board if misused.

- 2.2 Senior Shellfish Permit

Persons entitled to a resident senior shellfish permit must be over the age of 70, a real estate taxpayer and/or a legally domiciled person of the Town of Brewster. This permit is for the sole use of the qualified person named on the permit and if their spouse is also over the age of 70 This permit cannot be used by anyone else even if domiciled in the same residence. Only two names per household. However, senior shellfish permit holders may have family members or friends assist with their catch limit. The permit holder must be actively engaged in shellfish harvest activities and present at the location of the harvest activities. Only one Senior Shellfish Permit may be issued per residential address. Any person holding a Senior Shellfish Permit prior to January 1, 2023, must renew annually for no fee.

- 2.3 Household Permit

In the case where multiple generations occupy the same residential address, there may be one Senior Shellfish Permit and one Family Shellfish Permit issued to the same residential address. In the case where one spouse qualifies for a senior shellfish permit and one does not, the second spouse may purchase a family or assist the senior permit holder in fishing.

3. The Select Board shall from time to time appoint Shellfish Constable(s) and assistants who shall be empowered to enforce these regulations and all applicable sections of Chapters 130 and 21 of the Massachusetts General Laws and 322 CMR of the Massachusetts Division of Marine Fisheries pertaining to shellfish in the Town of Brewster. Shellfish Constable(s) and assistants may from time-to-time close certain areas or otherwise temporarily modify catch limits as appropriate to protect health or shellfish stocks.
4. All persons taking, carrying away and/or having in their possession shellfish of any kind, in a container, in a boat, or on their person, shall exhibit their permit to take shellfish and allow inspection of all harvested shellfish when requested by a Shellfish Constable or Assistant, a Brewster Natural Resources Officer, or any appointed law enforcement official.
5. Fees for 2024 permits shall be as follows:

Resident over 70 years of age (Purchased prior to January 1, 2023, must renew annually for no fee)

Resident over 70 years of age (Purchased after January 1, 2023) \$15.00

Brave Act Veteran over 70 years of age (Annual License) \$15.00

Resident Annual Shellfish Permit \$40.00

Brace Act Veteran Annual Shellfish Permit \$40.00

Non-Resident Annual license \$140.00

Residents over 70 years of age may purchase their Senior Shellfish Permit at the Brewster Council on Aging from 8:00- 4:00 M-F (1673 Main Street).

6. Family Shellfish permits can be purchased online at [Town of Brewster Online Transactions \(townhall247.com\)](https://townhall247.com) year-round. Shellfish licenses can be purchased at the Town Hall from September 15th- April 1st. During permit season (April 1st - September 15th) licenses can be purchased through the mail in program or online.
7. Permits shall be worn in carrying case in a visible location on his/her person while engaged in shellfishing at all times.
8. The maximum amount of shellfish (in any combination) taken in one week shall not exceed 10 quarts. This 10-quart weekly limit does not include sea clams or scallops.

Sea clams: ½ bushel per week including shells or 1 ½ quarts of shucked meats. Sea clams must be 5 inches or more in length.

Soft-shell Clams (steamers): 5 quarts per week. Season is open October 1 to May 1.

Mussels: 5 quarts per week. Mussels must be a minimum 2" long.

Quahogs: 10 quarts per week, including shells. Quahogs must be 1" in thickness.

Razor Clams: 10 quarts per week.

Oysters: 5 quarts per week. Season runs October 1 to March 3. Oysters must be 3" or more in length.

Scallops: 1 bushel per week during season (October 1 to March 3). All scallops must have a well-defined, raised growth ring or they will be deemed to be seed scallops and must be returned to the water.

Sea worms: 3 dozen per day.

Sand Eels: 3 dozen per day.

American Eels: 3 dozen per day; 4 trap limit.

A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

9. All shellfish shall immediately be culled when harvested and all seed shellfish immediately returned to that area where harvested.
10. All holes dug in the process of digging shellfish and/or worms shall be filled in to ground level, as they constitute a hazard to other shellfishermen and walkers.
11. The taking of shellfish from the water and flats within the Town of Brewster by implements other than those known as long rake, scratcher, tong, quahog rake, clam rake or clam hoe, is PROHIBITED. Shovels, pitchforks, garden rakes, garden shovels, plunger, etc., are not allowed.
12. Specified areas that are closed to the taking of shellfish shall be posted in the lobby of the Natural Resources Department, Town Hall and on the Town website under the Natural Resources and Shellfish Department page.
13. During the months of July and August, the taking of shellfish will be allowed only on Sunday and Thursday.
14. From June 1 through September 30, all beaches east of a point 100 yards to the west of Ellis Landing to the Town line (Namskaket Creek) will be closed to the taking of shellfish (Ellis Landing, Bonnie Doonie Road, First Light, Linnell Landing, Crosby Landing and Namskaket Creek). The taking of shellfish from the rockpiles (seedbeds) directly off of Ellis Landing and Ocean Edge is prohibited throughout the year.
15. During the months of July and August, all shellfish harvested in the Saints Landing stocked area must be landed and checked out by the Shellfish Constable(s) or Assistants at Saints Landing.

16. The immediate areas of Paine's Creek, Quivett Creek, Freemans Pond, and Namskaket Creek are closed to the taking of shellfish due to contamination BY ORDER OF THE BOARD OF HEALTH AND THE COMMONWEALTH OF MASSACHUSETTS, UNTIL FURTHER NOTICE.
17. No person shall dig, take, or carry away any shellfish or shells between sunset and sunrise by any method whatsoever from any water, flat or creek in the Town of Brewster.
18. No starfish, conches, or periwinkles shall be returned to the waters but shall be placed on shore above the high-water mark.
19. No shellfishing will be allowed when the air temperature is 30° F or -1°C or below.
20. Digging in grass areas, including grass roots, is prohibited.
21. Violations of the aforementioned regulations are subject to written citation, court appearance and fine. The Select Board reserves the right to suspend the permit of any person violating the Town regulations on shellfishing for a period of 30 days. Whoever violates any rules or regulations made under the authority of Chapters 130 and 21 of the Massachusetts General Laws and/or 322 CMR of the Massachusetts Division of Marine Fisheries, unless otherwise provided, shall be punished by a fine of not less than \$15.00 but not more than \$1,000.00.

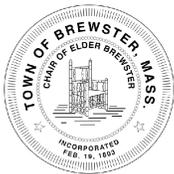
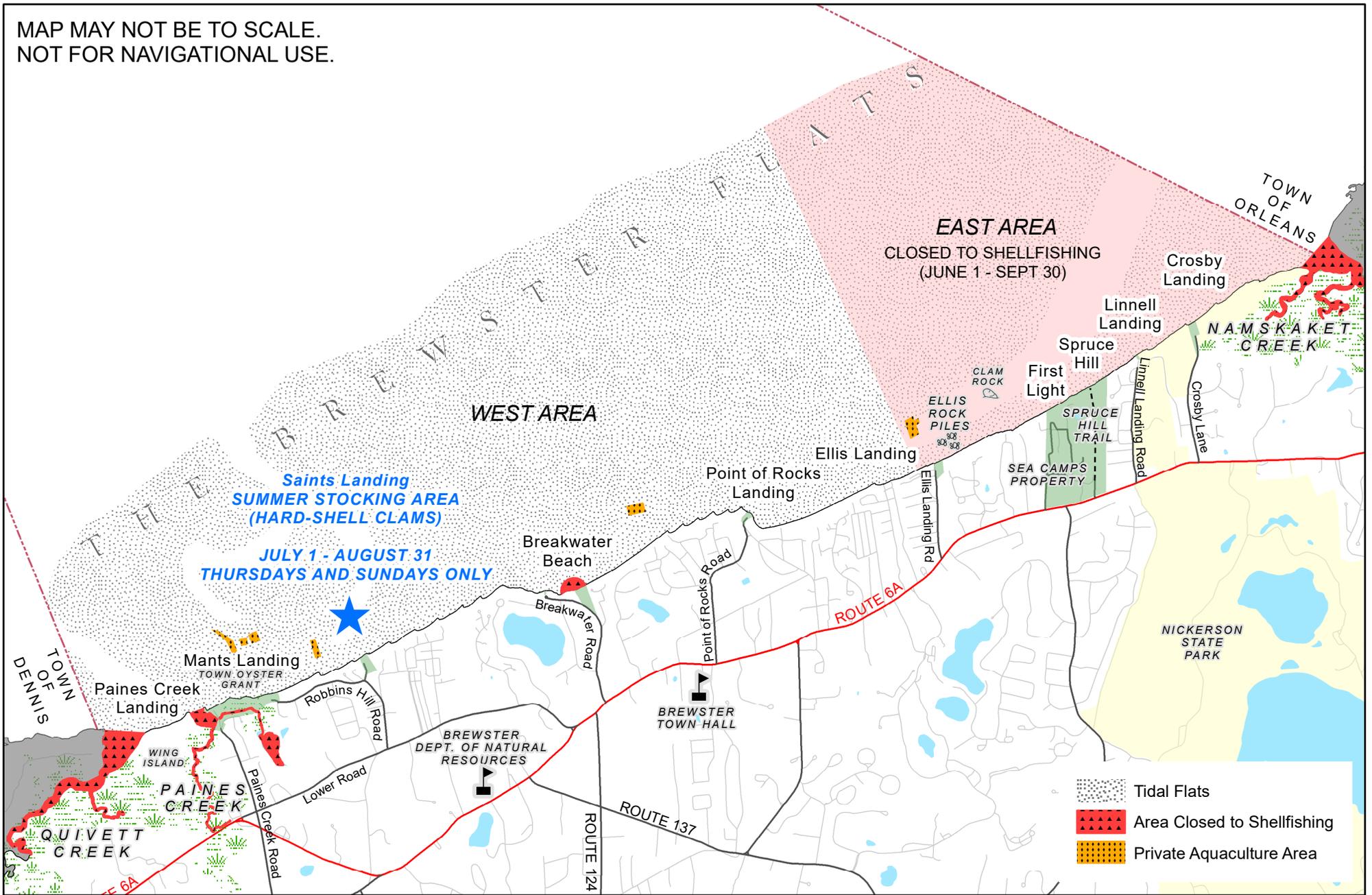
List of noncriminal fines can be found in the Town of Brewster's bylaws, Chapter 8-3, subsection B.

Limit on Shellfish and Other Species Regulated by Shellfish Permit

SPECIES	QUANTITY	HARVEST SIZE	SEASON
Soft Shell clam (steamers)	5 quarts per week	Minimum of 2" in length	October 1 to May 1, inclusive
Quahog	10 quarts per week including shells	Minimum of 1" in thickness.	Open
Mussel	5 quarts per week including shells	Minimum of 2" in length	Open
Sea clam	½ bushel per week in shell, or 1 ½ quarts per week of shucked meats.	Minimum of 5" in length	Open
Oyster	5 quarts per week	Minimum of 3" in length	October 1 to March 1, inclusive
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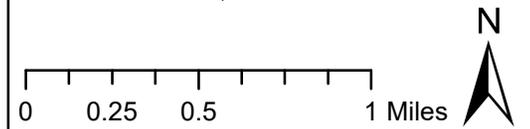
A week is classified as a seven-day period from sunrise on Sunday through sunset on Saturday.

MAP MAY NOT BE TO SCALE.
NOT FOR NAVIGATIONAL USE.



TOWN OF BREWSTER RECREATIONAL SHELLFISHING MAP

CREATED BY: DAVID A. JOHNSON
DATE: JANUARY 16, 2024



**COMMONWEALTH OF MASSACHUSETTS
WILLIAM FRANCIS GALVIN
SECRETARY OF THE COMMONWEALTH**

PRESIDENTIAL PRIMARY WARRANT

Barnstable SS.

To: Roland W. Bassett, Jr.
Brewster Town Constable

GREETINGS:

In the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of said town who are qualified to vote in Primaries to vote at

Precinct's One, Two and Three

**Brewster Baptist Church
1848 Main Street**

on **TUESDAY, THE FIFTH DAY OF MARCH, 2024**, from 7:00 A.M. to 8:00 P.M. for the following purpose:

To cast their votes in the Presidential Primaries for the candidates of political parties for the following offices:

PRESIDENTIAL PREFERENCE FOR THIS COMMONWEALTH
STATE COMMITTEE MAN CAPE & ISLANDS SENATORIAL DISTRICT
STATE COMMITTEE WOMAN CAPE & ISLANDS SENATORIAL DISTRICT
TOWN COMMITTEE BREWSTER

Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

Given under our hands this **12TH** day of **February, 2024**.

Edward B. Chatelain, Chair

Mary W. Chaffee, Vice-Chair

Kari Sue Hoffmann, Clerk

Cynthia A. Bingham

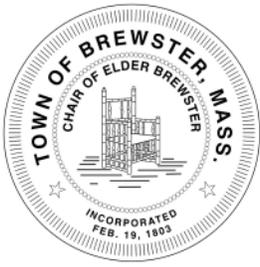
David C. Whitney

Town of Brewster Select Board

I, Roland W. Bassett, Jr., duly qualified Constable of the Town of Brewster, do hereby certify that I served the Warrant for the Presidential Primary of March 5th, 2024, by posting attested copies thereof, in the following locations in the Town on the **14th**, day of **February, 2024**.

- Brewster Town Offices
- Brewster Ladies Library
- Brewster Pizza House
- The Brewster Store
- Millstone Liquors
- U.S. Post Office
- Café Alfresco

Roland W. Bassett, Jr.
Constable



Town of Brewster
2198 Main Street
Brewster, MA 02631
(508) 896-3701
www.brewster-ma.gov

Office of the:
Select Board
Town Manager

February 12, 2024

To the Brewster Community Preservation Committee:

Re: Washington Chase Bog Property

On February 7, 2024, the Brewster Select Board unanimously voted to support the Open Space Committee's request for \$225,000 in Community Preservation Act (CPA) funding to purchase a conservation restriction on 12.36 acres of the Washington Chase Bog property at 3571 Main Street.

The Brewster Conservation Trust's acquisition of this parcel, in conjunction with their plan to establish 3 deed-restricted affordable homes in partnership with Habitat for Humanity houses on the remaining 1.58 acres, will achieve two of the Select Board's priority goals - adding housing and conserving open space. The Select Board applauds Brewster Conservation Trust's plan to conserve and restore this former cranberry bog and preserve an area of open space that can be enjoyed by the public.

Community Preservation Act (CPA) funding helps our community plan a sustainable future. Your efforts to date have shaped Brewster in many important ways, and we believe this request is worthy of your support.

Respectfully,

Ned Chatelain
Chair, Brewster Select Board

TOWN OF BREWSTER

SPRING 2024

COMMUNITY PRESERVATION COMMITTEE

APPLICATION: 0 MAIN STREET/WASHINGTON CHASE BOG



Old Washington Chase Cranberry Bog



APPLICATION FOR COMMUNITY PRESERVATION

Date: February 9, 2024

Name of Applicant: Brewster Open Space Committee
Contact Individual: Elizabeth Taylor, Chair
Mailing Address: Town Hall 2198 Main Street Brewster, MA 02631
Daytime Phone: 774-216-1659 **e-mail:** "etaylor@brewster-ma.gov"

Name of Proposal: Washington Chase Bog

Address of Proposal (or assessor's parcel ID: 0 Main Street and a portion of 3571 Main Street, (126-4; 126-5; 126-9 and a portion of 114-60)

PROJECT SYNOPSIS:

The Town of Brewster is working with the Brewster Conservation Trust (BCT) to protect a 12.36-acre parcel known as the Washington Chase Bog, comprised of 7.33 acres of upland and 5.04 acres of wetland. The property is located on the north side of Main Street in East Brewster. BCT is purchasing the property and asking the Town to share the cost, by purchasing the Conservation Restriction. Previously having been run as a campground and a working cranberry bog, it remains a typical pine-oak woodland with existing paths and vehicle tracks running through the property. The wetland areas are now overgrown with trees and vegetation, which BCT would like to restore to a natural wetland (fresh marsh) habitat. The bog drains under the rail trail into Namskaket Marsh. This has the potential to be the most visible bog to marsh ecorestoration project on Cape Cod, along the historic Old Kings Highway. **Att. 3.A & 3.B.**

Restoration/protection of this parcel would contribute to the scenic and natural character of Brewster and will enhance the open-space value of these and nearby lands. The parcel is proximate to land already conserved, including 1700+ acres of contiguous open space owned and operated by the Massachusetts Department of Conservation and Recreation (DCR)-Nickerson State Park. It also abuts the DCR Cape Cod Rail Trail on its northern property boundary, which in turn abuts land owned and conserved by the Brewster Conservation Trust and connecting through to the 120+ acre Namskaket Marsh Town Conservation Area. **Att. 3.K.**

The Town Select Board, Town Manager, Natural Resources Department, Conservation Commission, and Open Space Committee support the purchase of a Conservation Restriction (CR), as does the Brewster Conservation Trust (BCT). **Att. 2.**

Category (circle all that apply): OPEN SPACE ~~Historic Preservation~~ RECREATION ~~Community Housing~~

CPA funding requested \$225,000. Plus extra? Total Cost of Proposed Project \$506,660 includes \$xxx to cover associated expenses, such as surveys, legal work, etc. more or less \$??

1. PROJECT DESCRIPTION:

The Town of Brewster is working with the Brewster Conservation Trust (BCT) to protect a 12.36-acre parcel known as the Washington Chase Bog, comprised of 7.33 acres of upland and 5.04 acres of wetland. The property is located on the north side of Main Street in East Brewster. Previously having been run as a campground and a working cranberry bog, it remains a typical pine-oak woodland with existing paths and vehicle tracks running through the property. It is generally level, although the southeast border, near Main Street, slopes up steeply. Due to the steepness of this slope, there are guard rails along Main Street in this area. The wetland/bog areas are now overgrown with trees and vegetation, which BCT would like to restore to a natural wetland (fresh marsh) habitat. The bog drains under the rail trail into Namskaket Marsh. **Att. 3.C. & 3.I.**

Restoration/protection of this parcel would contribute to the scenic and natural character of Brewster and will enhance the open-space value of these and nearby lands. The parcel is proximate to land already conserved, including 1700+ acres of contiguous open space owned and operated by the Massachusetts Department of Conservation and Recreation (DCR)- Nickerson State Park. It also abuts the DCR Cape Cod Rail Trail on its northern property boundary, which in turn abuts land owned and conserved by the Brewster Conservation Trust and connecting through to the 120+ acre Namskaket Marsh Town Conservation Area. **Att. 3.B.**

This East Brewster property had been on BCT's radar for strategic acquisition for the past 40 years, since they received a donation of 21 acres on Mitchell Lane to the north. The late Ms. Marian Dalgarn inherited the property from her father Washington Chase (1913-2008) who lived to be 95 years old. He ran a campground and cranberry bog on the property after World War II for most of his remaining years. BCT intends to purchase and protect in perpetuity, this highly visible, strategically located upland and wetland property with the potential to be the most visible bog to marsh ecorestoration project on Cape Cod, along the historic Old Kings Highway. **Att. 3.G. & 3.H.**

2. CPA GOALS/CRITERIA:

The goals of this project encompass a number of the Community Preservation general criteria areas for community preservation and enhancement serving the purposes of Open Space and Recreation; saving resources that would otherwise be threatened; leveraging public funds and enhancing existing Town resources; all contributing to the preservation of Brewster's unique character.

Preservation of these 12.36 acres will provide:

Open Space Protection by:

Permanently protecting important wildlife habitat, including areas of significance for biodiversity, diversity of geological features and types of vegetation, containing a habitat type that is in danger of vanishing from Brewster or preserving habitat of threatened or endangered species of plants or animals

Biodiversity.

The parcel lies in close proximity (200 to 300 feet) to areas designated as BioMap Rare Species Core Habitat and BioMap Critical Natural Landscape Aquatic Core Buffer, as defined by the Massachusetts Natural Heritage and Endangered Species Program. BioMap, published in 2010 and updated in 2022, was designed to guide strategic biodiversity conservation in Massachusetts over the next decade by focusing land protection and stewardship on the areas that are most critical for ensuring the long-term persistence of rare and other native species and their habitats, exemplary natural communities, and a diversity of ecosystems. BioMap is also designed to include the habitats and species of conservation concern identified in the State Wildlife Action Plan. This parcel connects hydrogeologically to land conserved by the Brewster Conservation Trust and Town of Brewster at Namskaket Marsh, part of an Area of Critical Environmental Concern. **Att. 3.E.**

The parcel is also home to rare Eastern Box turtles (*Terrapene carolina carolina*, a species of Special Concern), Fishers, coyote dens, and waterfowl, all documented by retired biology professor, current landowner David Dalgarn Att. 3.L2.

Water Quality And Wetlands

Protection of vegetated upland buffers can help maintain water quality within wetlands and connected groundwater. In turn, protected wetlands can improve water quality by removing pollutants from surface water runoff from surrounding property. The wet meadow wetlands on the parcel provide valuable habitat for a diverse array of wildlife species as well as provide the many other public benefits of wetlands protection recognized by the Commonwealth of Massachusetts (Section 40 of Chapter 131 of the Massachusetts General Laws).

Habitat Restoration

Protecting the parcel from development supports the Town's goals for maintaining water quality, open space, preserving the rural and scenic character of the area, and protecting habitat diversity. BCT would like to explore the restoration of the bog, back to its natural wetland (fresh marsh) habitat.

Unique soils

The parcel specifically encompasses 5 acres± of Farmland of Unique Importance and 4.7 acres± of Prime Forest Land as identified by the USDA Natural Resources Conservation Service. The protection of the property will promote healthy soils and healthy soils practices as such terms are defined in Chapter 358 of the Acts of 2020, which added definitions of these terms to Section 7A of Chapter 128 of the Massachusetts General Laws. Att. 3.D. & 3.F.

Enhancing or protecting wildlife corridors, promoting connectivity of habitat and prevent fragmentation of habitats.

As indicated above, this parcel is proximate to land already conserved, including 1700+ acres of contiguous open space owned and operated by the Massachusetts Department of Conservation and Recreation (DCR)- Nickerson State Park. It also abuts the DCR Cape Cod Rail Trail on its northern property boundary, which in turn abuts land owned and conserved by the Brewster Conservation Trust and connecting through to the 120+ acre Namskaket Marsh Town Conservation Area. The Chase Bog knits these lands together allowing wildlife corridors to connect from NSP thru to the saltmarshes. Att. 3.K.

Preservation of these 12.36 acres will also provide:

Recreational Benefits by:

- Providing opportunities for passive recreation and environmental education available to all ages of Brewster residents and visitors.**
- Providing connections with existing trails or potential trail linkages connects to conservation areas**
- Preserving scenic views or bordering a scenic road.**

When the Town of Brewster updated its Open Space and Recreation Plan (OSRP) in 2021, additional goals were added including preservation of a variety of rural recreational activities and high-quality natural environments in close proximity to all residential areas. It stresses that recreation opportunities are incredibly important for a healthy and vibrant community. Recreation provides a common ground focused on inclusivity while fostering a culture of health and well-being in our community. Residents are looking for more recreational opportunities for all ages. Respondents to the OSRP survey highlighted the need for future open

space and recreational planning to focus on walking and hiking trails, specifically those that are accessible. The Brewster Vision Plan also highlights the need for more walking trails.

Public Access

The Massachusetts Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a planning document that discusses the available recreational resources in the Commonwealth, along with the needs of its residents, and identifies the gap between them. This land acquisition will support the SCORP trail initiative by providing an easily available new trail that connects to a number of existing trail systems. The state has indicated that Brewster needs to provide more accessible trails and this parcel lends itself to an interior ADA-feasible trail leading from the Cape Cod Rail Trail to see the bog. Public access to the parcel will be allowed for passive outdoor recreation, education, and nature study. **Att. 4.A-4.D.**

The property abuts 1,100 feet of the DCR Cape Cod Rail Trail, preserving scenic vistas for users of the rail trail and providing the opportunity to expand walking rail connections between Nickerson State Park, the Rail Trail and Cape Cod Bay beaches

- Is across Main Street from 1700+ acres of contiguous open space owned and operated by the State Division of Conservation & Recreation (DCR) as Nickerson State Park, the most popular campground in the DCR system;
- Abuts the DCR Cape Cod Rail Trail, the most popular DCR facility on Cape Cod;
- Fronts on Mass. Route 6A for 600 feet, protecting a rural scenic view enjoyed by 12,000 motorists (average) each day, in the Old Kings Highway Regional Historic District, the largest historic district in the US;
- Fronts Route 6A, named one of ten Most Outstanding Scenic Byways in America in 1993 **Att. 3.J.**

3. COMMUNITY BENEFITS:

This acquisition will provide multiple benefits to numerous populations. The current population of Brewster (9,765 - Town Clerk, Jan 2024) will benefit, as will Brewster's 35,000+ annual visitors, many of whom will be able to enjoy this area.

Brewster voters have been approving land acquisition for over 60 years, accumulating over 1,200 acres to protect their drinking water and surface waters, wildlife corridors, rare and endangered species habitats, seacoast and massive recreation areas. This parcel has been identified as important for habitat and wildlife corridor protection, as well as providing excellent recreational trail connections. It has been endorsed by the Select Board, Town Manager, Natural Resources Department, Conservation Commission, and Open Space Committee.

Recent Town of Brewster surveys found that residents value the preservation of public lands for accessible peaceful recreation. In 2018, the Town completed the Vision Plan, the result of a significant public participation process which included three series of workshops and a public survey to gauge the importance of actions to achieve the vision. The Vision Plan is built on eight "building blocks", one being Open Space. These building blocks received the highest rankings of importance in the public survey. Throughout the planning process, citizens noted the contribution of open space to Brewster's character, the protection of water resources and natural habitat, and passive recreation.

In 2021 The Town updated its Open Space and Recreation Plan in 202, including a survey of Brewster residents to obtain their views on the Town's open space and recreation priorities. Pertinent goals and objectives from the updated OSRP include:

For Open Space:

- Provide more walking trails and expand ADA access to recreational areas.
- Provide open space and recreation opportunities that maintain Brewster's rural character
- Acquire and protect upland wooded, open field, coastal, and wetland parcels that preserve and enhance community character.
- Protect open space for the purpose of preserving Brewster's unique and fragile ecological habitats and augment the Town's network of wildlife corridors.

Brewster Conservation Restriction Program

Brewster has adopted a Conservation Restriction Program consisting of policies and guidelines approved by the Board of Selectmen, Assessors and Conservation Commission in 1989, to encourage the use of conservation restrictions as a means of "preserving open space, forest lands, and natural habitat of fish, wildlife or plants and providing scenic enjoyment, outdoor recreation and education of the public" in perpetuity. The Program further specified that purposes of a conservation restriction could include the following:

- o prevent the cutting of trees;
- o preserve a scenic view;
- o prevent disturbance of wetlands;
- o preserve important natural habitats; and,
- o limit or prevent construction on land of natural resource value.

Granting this Conservation Restriction, for the reasons outlined above, aligns with the goals of the Town of Brewster's Conservation Restriction Program. The Wildlife and Plant Habitat Goal will be advanced because the property contains important pine-oak woodland upland and wetland habitat and is in close proximity to Natural Heritage and endangered species Program (NHESP) Priority Habitat of Rare Species, and BioMap Core Habitat and Critical Natural Landscape. This Conservation Restriction will ensure that these important habitats remain undisturbed in perpetuity. The Open Space Goal will be served in preventing development on the Premises. The Town of Brewster values land conservation and the preservation of open space to maintain the Town's rural, small town character. The Town also values increasing the quantity and quality of its open space -- looking at high priority ecological contributions of properties.

Consistency with Clearly Delineated State Conservation Policy

The protection of the parcel supports the Massachusetts Statewide Comprehensive Outdoor Recreation Plan (SCORP) 2017 goal to support the Statewide Trails Initiative, specifically, to support the acquisition of land and development of new open spaces that can provide or connect with a trail network. This objective is supported by providing the opportunity to expand walking rail connections between Nickerson State Park, the Cape Cod Rail Trail and Cape Cod Bay beaches.

Climate Change Resiliency

The majority of this parcel (two thirds) is identified as an area of average to slightly above average Terrestrial Resilience according to The Nature Conservancy's (TNC) Resilient Land Mapping Tool, including slightly above average Landscape Diversity and average Local Connectedness. TNC's Resilient Land Mapping Tool was developed in order to map 'climate-resilient' sites that are 'more likely to sustain native plants, animals, and natural processes into the future.' The protection of these climate resilient sites is an important step in both reducing human and ecosystem vulnerability to climate change and adapting to changing conditions. Preventing clearing of the forested areas also helps to moderate temperatures, an important factor in mitigating climate change. Climate resilience will be enhanced by preserving this wetland and restoring the old bog back to a more natural wetland with freshwater marsh and shrubs. Some of these wetlands have reverted to their

natural vegetative state and now provide important wildlife habitat, flood control and storm damage prevention, and work to greatly improve water quality. **Att. L1.**

For Recreation:

- Provide a variety of recreation and open space opportunities to promote healthy and active lifestyles for Brewster residents, ensuring equitable access for all users and abilities.
- Acquire and protect lands of recreational value.
- Enhance walking and biking opportunities that connect residential areas with open space and recreational resources.

This property meets these goals in providing connections to Town, BCT and state open space, preserving rare and native species, allowing for both open space and recreational opportunities, and offering members of the community options for local walking and birding activities. Connecting resources with walking and biking networks allows residents to access areas without using their vehicles, which helps reduce air pollution and promotes healthier choices. The state has indicated that Brewster needs to provide more accessible trails and this parcel lends itself to an interior ADA-feasible trail leading from the Cape Cod Rail Trail to see the bog. This acquisition fits squarely within these goals and purposes, clearly reflecting the priorities and vision of Brewster's residents.

Massachusetts Statewide Comprehensive Outdoor Recreation Plan SCORP 2017

The most recent SCORP identified several priority goals, including the goal of providing open space access to underserved areas. Brewster is an Environmental Justice community and has protected open space acres per capita that is about average in the county.

The SCORP supports an increase in trails statewide, increase in water-based activities, and conservation of properties that allow community members and individuals within the neighborhood to experience outdoor recreation close to home. Specifically, the Washington Chase Bog purchase will conform with the Plan's Goal of "Supporting the Statewide Trails Initiative" with Objectives: 1) Support the acquisition of land and development of new open spaces that can provide a trail network and 2) Fill in the gaps of existing trail networks. In addition, the extensive residential areas of East Brewster will benefit from this new open space closer to their homes.

Protecting a State Priority Preservation Area/Support of Cape Cod Commission's Regional Policy Plan

The Cape Cod Commission's 2018 Regional Policy Plan (RPP) guides development and land use in the county. Protection of this property supports the RPP's goals: 1) (wildlife and plant habitat) to protect, preserve or restore wildlife and plant habitat to maintain the region's natural diversity, 2) (open space) to maintain or increase the connectivity of open space, and 3) (open space) to conserve, preserve or enhance a network of open space that contributes to the region's natural and community resources and systems."

Massachusetts Heritage Landscape Inventory Program Further, this purchase will protect the road frontage along Main Street, a Town Scenic Road identified in the 2007 Massachusetts Heritage Landscape Inventory Program for Brewster as a Transportation feature worthy of protection in the plan.

Working with Native American Tribes

The Brewster Conservation Trust has been in negotiation with the Native Land Conservancy, Inc. on a Cultural Agreement to work together on reviewing properties of mutual interest for their cultural significance and to develop educational programs together to inform the public about the cultural significance of these BCT

properties, and the importance of the history of Native peoples on these lands. BCT also helped to financially sponsor the NLC in its founding year of 2012, incorporating properties such as the Washington Chase Bog. Working with BCT to further inform residents and visitors about the cultural significance of Brewster properties would serve to support and enhance Brewster’s inclusion and diversity goals.

4. COMMUNITY SUPPORT:

The Brewster Conservation Trust (BCT) has a full-time land Stewardship Coordinator, assisted by an AmeriCorps member and an active covey of volunteers/trail crew. A volunteer Land Monitor walks their trails at least monthly and reports on any management issues.

BCT will own the parcel, while Brewster will purchase a perpetual Conservation Restriction. The Town Select Board, Town Manager, Natural Resources Department, Conservation Commission, and Open Space Committee support this purchase of a Conservation Restriction.

Letter of Support is **Att. 6**.

5. CREDENTIALS:

The Brewster Conservation Trust will have custody and control of this conservation area. The Town of Brewster will hold the Conservation Restriction, which will enable it to also participate in maintenance and management of this conservation area.

6. TIMELINE:

May 2023	Offer accepted by Dalgarn
July 2023	State Conservation Partnership Grant submitted. By BCT
October 2023	Purchase and Sale signed between BCT and property owner
November 2023	State grant awards announced
Dec 2023	State contract signed
February 2024	CPC application for Funding for CR
May 2024	Town Meeting approval
June 2024	CR approved for local signatures
June 2024	Brewster Conservation Trust purchases property; CR conveyed to Town of Brewster
July-2024	Dedication/celebration

Deed of Record **Att. 7.**

An Appraisal of the property's value by a licensed appraiser using customary appraising techniques is **Att. 8**

Appraisal Summary: CATHERINE HAMMOND
APPRAISAL COMPANY OF CAPE COD, INC.
170 ROUTE 6A, PO BOX 1655
ORLEANS, MASSACHUSETTS
PHONE (508) 255-8822
Opinion of Market Value: \$800,000 **June 19,2023**

The Brewster Open Space Committee
February 9, 2024

LIST OF ATTACHMENTS

1. Town Meeting Article (draft) authorizing CR purchase (to be voted May 2024)

2. Town Authorization

3. Resource Maps

A. USGS Topographic Locus Map: USGS 1974 Harwich MA Quadrangle USGS

B. Assessor's 2023 Locus and Road Map

C. 2014 Aerial Photo

D. USGS Surficial Geology Map, 1962

E. 2022 Assessing Map showing BioMap Core Habitat and BioMap Critical Natural Landscapes

F. Primal Forest Soils

G. Survey Plan of Record, 1989

H. Survey Sketch Locus 2023

I. Freshwater Wetlands indicating 50' and 100' Buffer Zones

J. Old Kings Highway Regional Historic District

K. Protected Open Space

L.1. Climate Resilience -The Nature Conservancy

L.2. Mesa -Listed Rare Species Documentation – Eastern Box Turtle – *Terrapene carolina carolina*

4. Site Photographs, 2023

A. Boundary Abutting Cape Cod Rail Trail – Washington Chase Bog

B. Overgrown Wetland – Washington Chase Bog

C. Interior Vehicle Tracks – Washington Chase Bog

D. Trail Visitor – Washington Chase Bog

5. Conservation Restriction Forms

Draft Conservation Restriction –Brewster Conservation Trust to Town Conservation Commission (first page only)

6. Letters of Support

Brewster Conservation Commission: Michael Tobin, Chair

7. Site Background: Deed of Record

8. Appraisal Report:

CATHERINE HAMMOND Appraisal Company of Cape Cod, Inc. – June 2023 (excerpt)Value of land

ARTICLE NO. XX:**CONSERVATION RESTRICTION ACQUISITION: 0 MAIN STREET**

To see if the Town will vote to authorize the Select Board to acquire a perpetual conservation restriction under MGL Ch. 184, Secs. 31 through 33, on a parcel of land designated on Brewster Assessors' Map 126 as Parcel 4, 5 and 9 located at 0 Main Street, and a portion of the parcel currently designated on the Brewster Assessors' Map 114, Parcel 60 located at the rear of 3571 Main Street in Brewster, Barnstable County, Massachusetts, consisting of 12.36 acres as shown on a plan of land entitled, "Survey and Plan of Land in Brewster, Mass. as claimed by Washington E. & Mary F Chase, Scale 1 in = 60 ft. March 10, 1989, East Cape Engineering, Orleans MA." and recorded in the Barnstable County Registry of Deeds as Plan Book 459, Page 75, and as more particularly shown as Lot 2 and Lot 3 on a plan of land entitled, " Lot Study Sketch for Property at 3571 Main St, Brewster, MA 02631 Prepared for Brewster Conservation Trust, Scale 1 in. = 80 ft, July 3, 2023, Soule Land Surveying." a copy of which is on file with the Brewster Town Clerk; to acquire interests in said parcel by gift, purchase and/or eminent domain taking under MGL Ch. 79, or any other enabling authority; to acquire said conservation restriction for conservation and passive recreation purposes for the general public, consistent with the provisions of MGL Ch. 40 Sec. 8C and Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, and in compliance with MGL Ch. 44B, Sec. 12(a), protecting the property for the purposes for which it is acquired; to transfer from available funds, including, without limitation, the Community Preservation Fund, the sum of Two Hundred Twenty-Five Thousand and 00/100 Dollars (\$225,000.00) to pay costs of this acquisition, and all other costs incidental and related thereto; further, to authorize the Conservation Commission to assume the monitoring and enforcement authority of the conservation restriction on the property; and to authorize the Select Board and Conservation Commission to enter into all agreements and execute any and all instruments as may be necessary on behalf of the municipality to effect this purchase and obtain reimbursement funding;

Or to take any other action relative thereto.

(Community Preservation Committee)

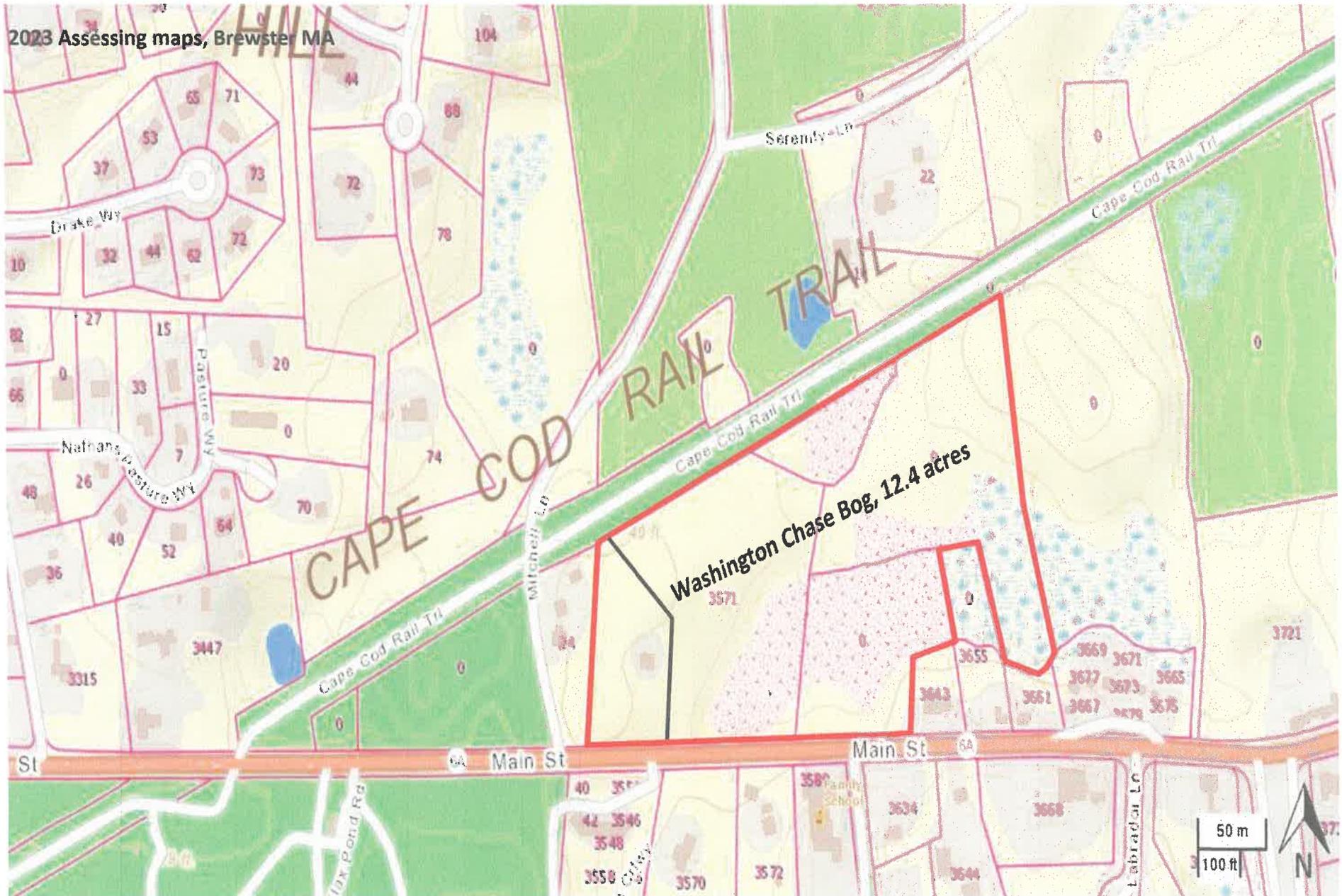
(Majority Vote Required)

Attachment 1. Town Meeting Article (draft) authorizing CR purchase (to be voted May 2024):

Attachment 2. Town Authorization:

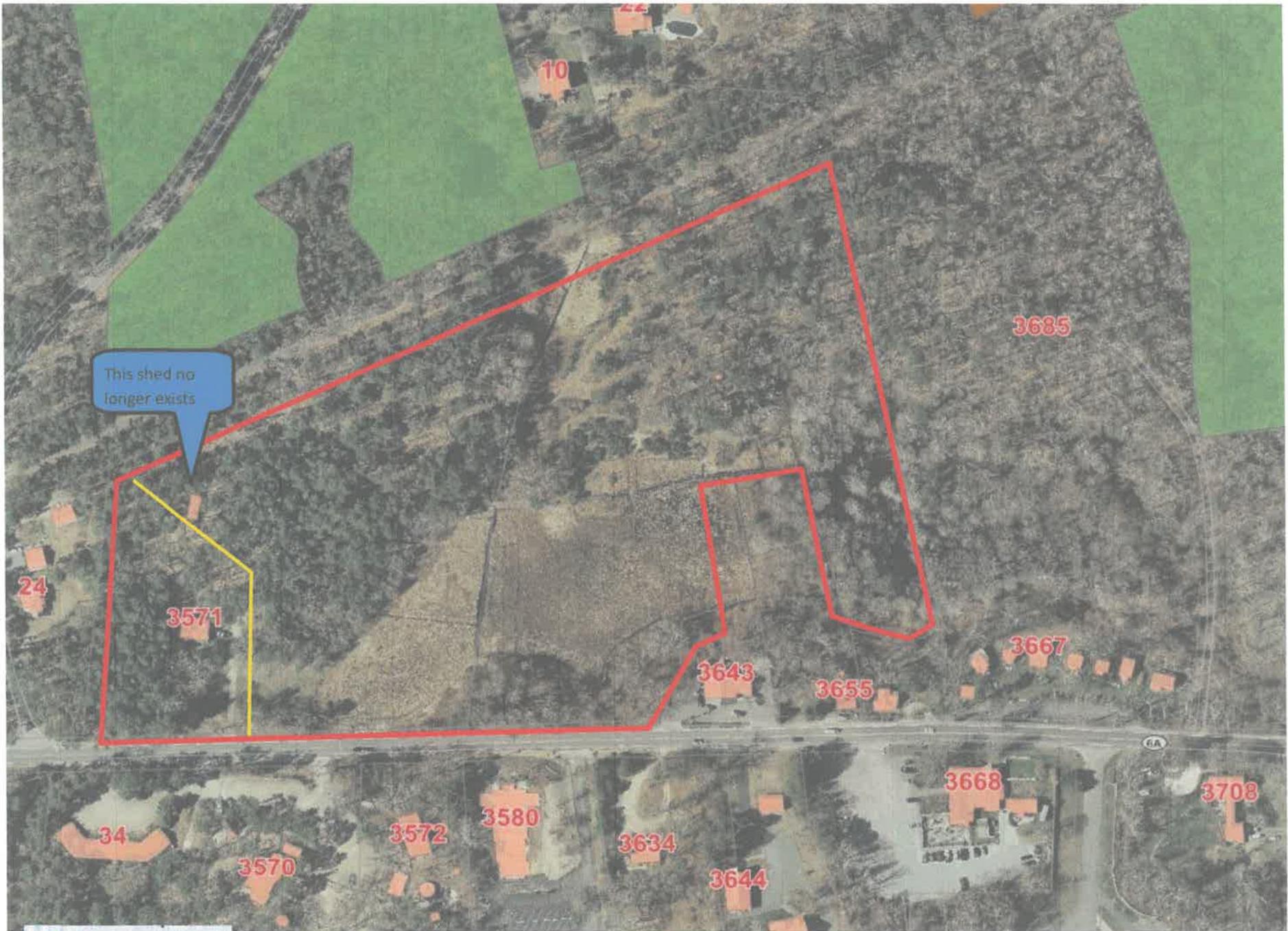


ATTACHMENT 3 A: USGS Topographic Locus Map: USGS 1974 Harwich MA Quadrangle USGS – Washington Chase Bog



NOTE: BCT will purchase all 14 acres, but this grant application is only for the 12.4 acres

ATTACHMENT 3 B: Assessor's 2023 Locus and Road Map – Washington Chase Bog



2014_ortho_imagery

ATTACHMENT 3 C: 2014 Aerial Photo - Washington Chase Bog

ATTACHMENT 3 D: USGS Surficial Geology Map, 1962 – Washington Chase Bog

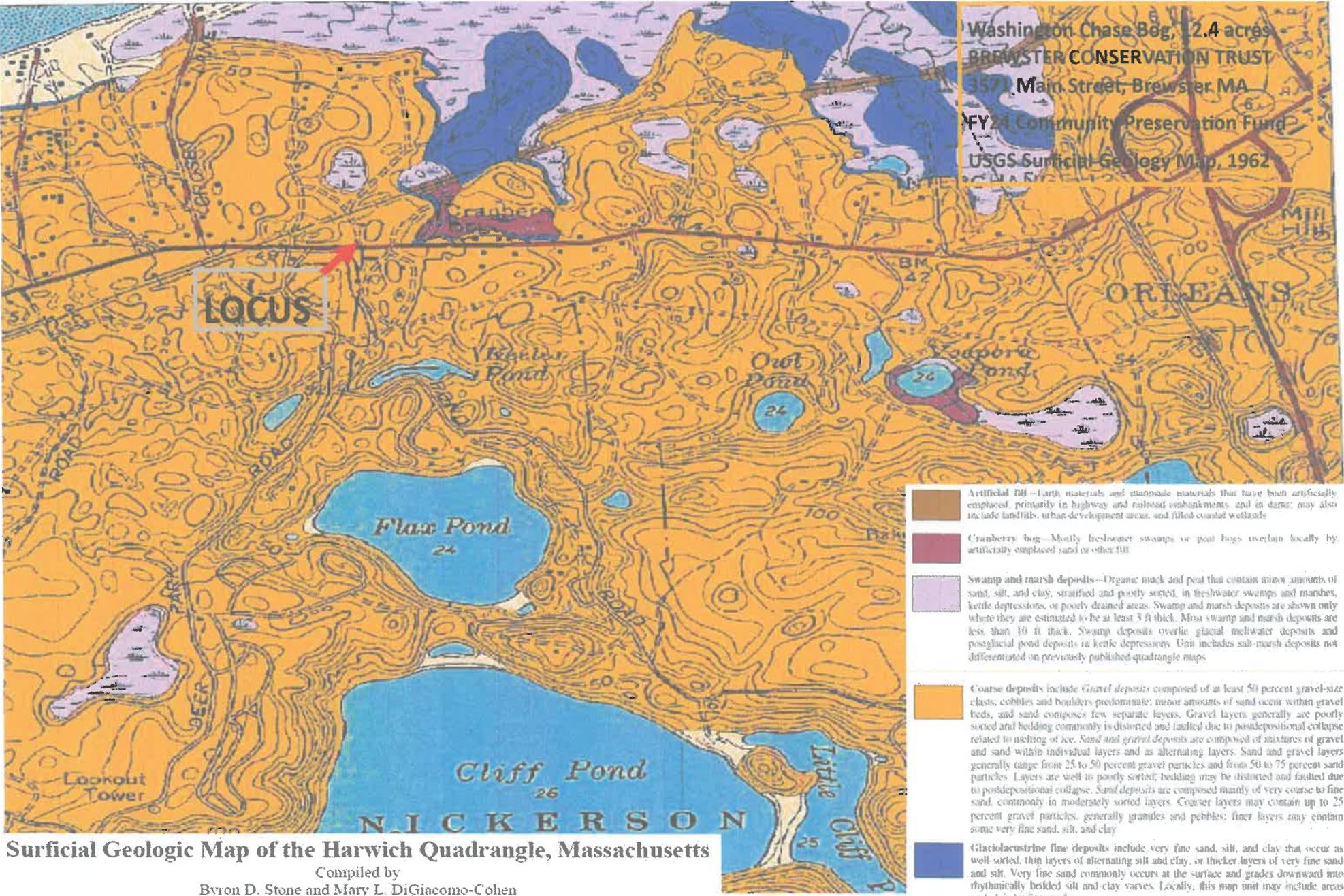
Washington Chase Bog, 12.4 acres
 BREWSTER CONSERVATION TRUST
 3571 Main Street, Brewster MA
 FY24 Community Preservation Fund
 USGS Surficial Geology Map, 1962

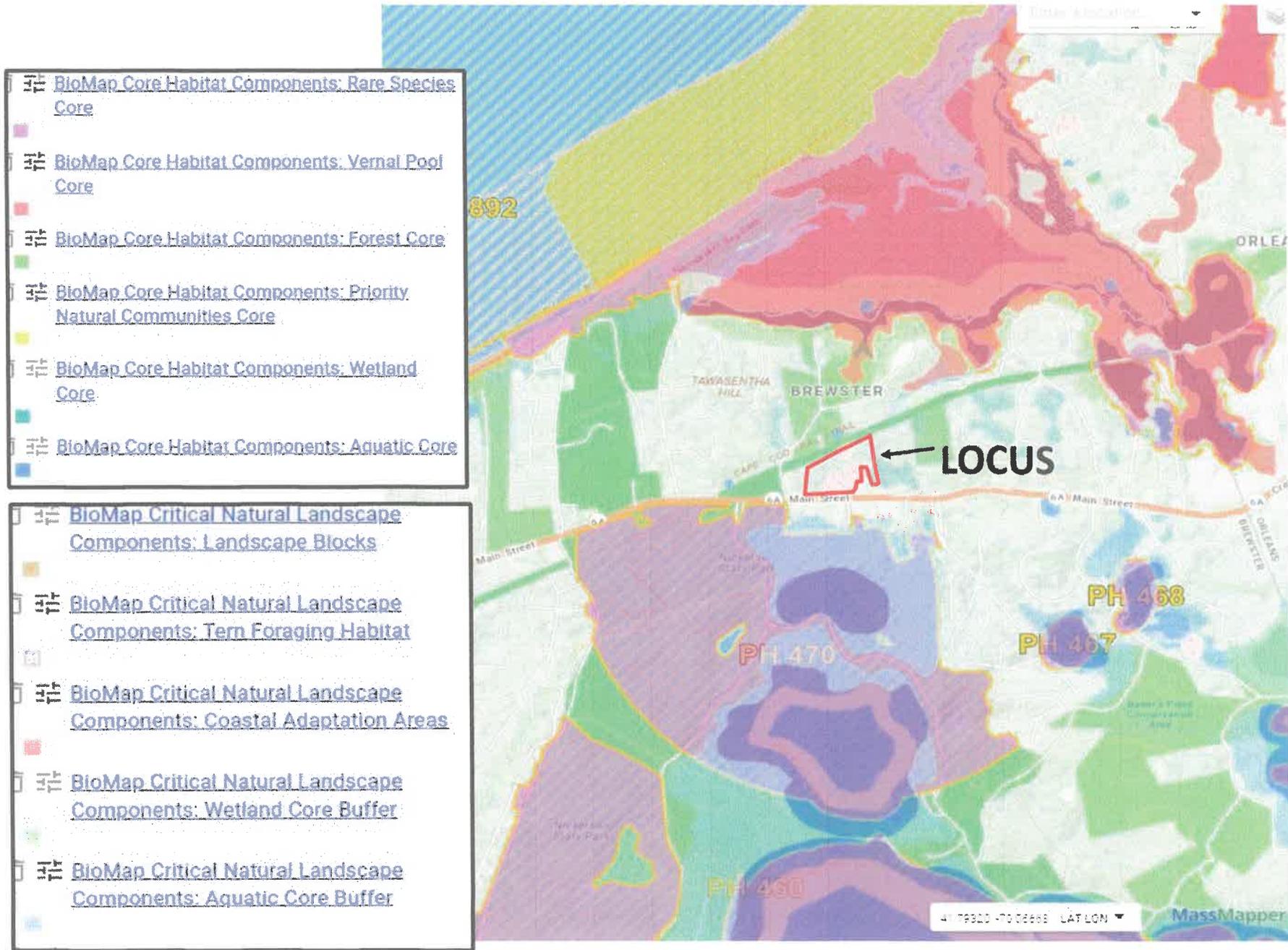
LOCUS

-  Artificial fill—Earth materials and manmade materials that have been artificially emplaced, primarily in highway and railroad embankments, and in dams; may also include landfills, urban development areas, and filled coastal wetlands
-  Cranberry bog—Mostly freshwater swamps or peat bogs overlain locally by artificially emplaced sand or other fill
-  Swamp and marsh deposits—Organic muck and peat that contain minor amounts of sand, silt, and clay, stratified and poorly sorted, in freshwater swamps and marshes, kettle depressions, or poorly drained areas. Swamp and marsh deposits are shown only where they are estimated to be at least 3 ft thick. Most swamp and marsh deposits are less than 10 ft thick. Swamp deposits overlie glacial meltwater deposits and postglacial pond deposits in kettle depressions. Unit includes salt-marsh deposits not differentiated on previously published quadrangle maps
-  Coarse deposits include Gravel deposits composed of at least 50 percent gravel-size clasts; cobbles and boulders predominate; minor amounts of sand occur within gravel beds, and sand composes few separate layers. Gravel layers generally are poorly sorted and bedding commonly is distorted and faulted due to postdepositional collapse related to melting of ice. Sand and gravel deposits are composed of mixtures of gravel and sand within individual layers and as alternating layers. Sand and gravel layers generally range from 25 to 50 percent gravel particles and from 50 to 75 percent sand particles. Layers are well to poorly sorted; bedding may be distorted and faulted due to postdepositional collapse. Sand deposits are composed mainly of very coarse to fine sand, commonly in moderately sorted layers. Coarser layers may contain up to 25 percent gravel particles, generally granules and pebbles; finer layers may contain some very fine sand, silt, and clay
-  Glaciolacustrine fine deposits include very fine sand, silt, and clay that occur as well-sorted, thin layers of alternating silt and clay, or thicker layers of very fine sand and silt. Very fine sand commonly occurs at the surface and grades downward into rhythmically bedded silt and clay varves. Locally, this map unit may include areas underlain by fine sand

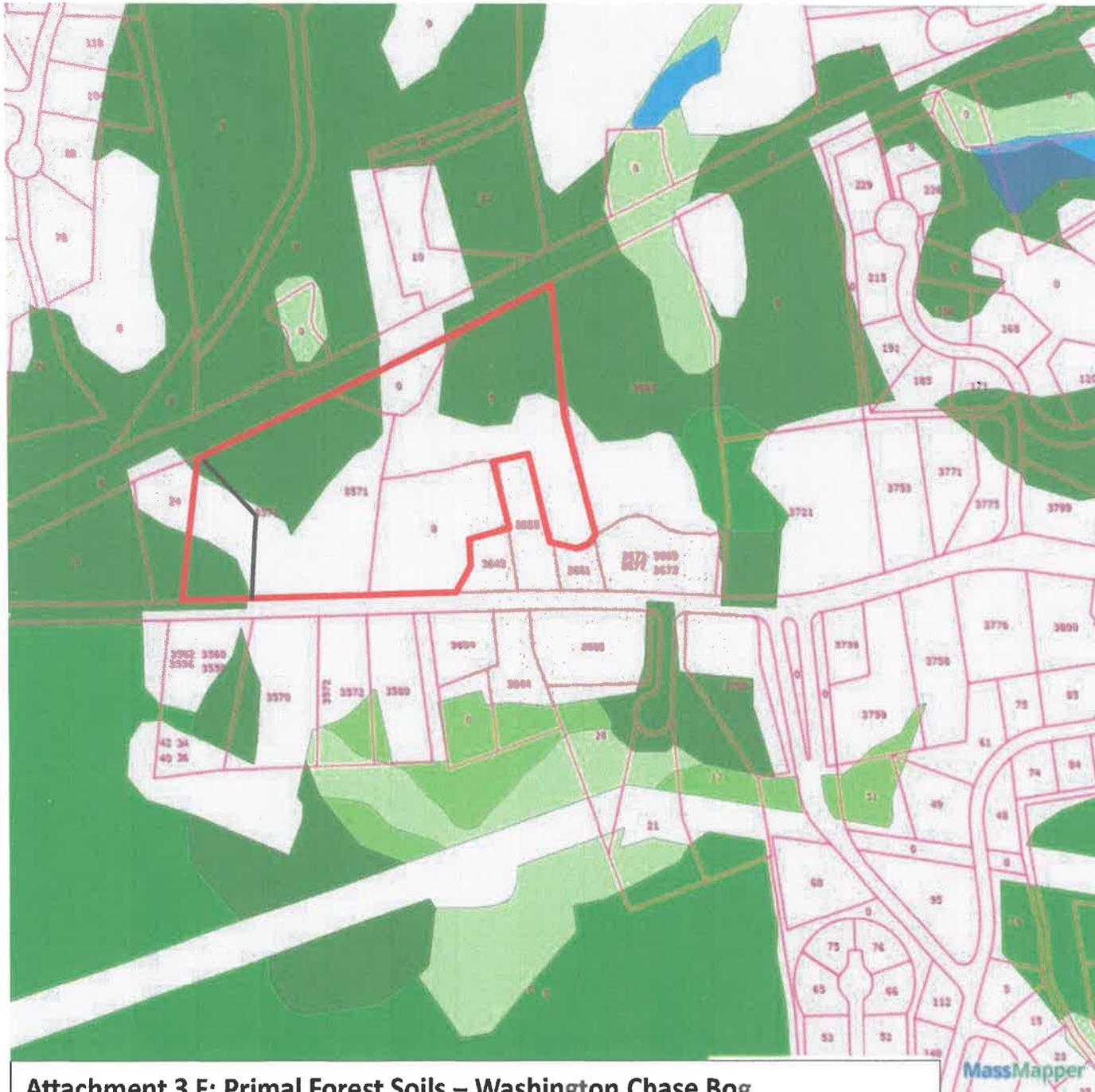
Surficial Geologic Map of the Harwich Quadrangle, Massachusetts

Compiled by
 Byron D. Stone and Mary L. DiGiacomo-Cohen
 2009





ATTACHMENT 3 E: 2022 Assessing Map Showing BioMap Core Habitat and BioMap Critical Natural Landscapes – Washington Chase Bog



NOTE: The northern half of the locus 12.36 acres includes Prime 1 forest soils.

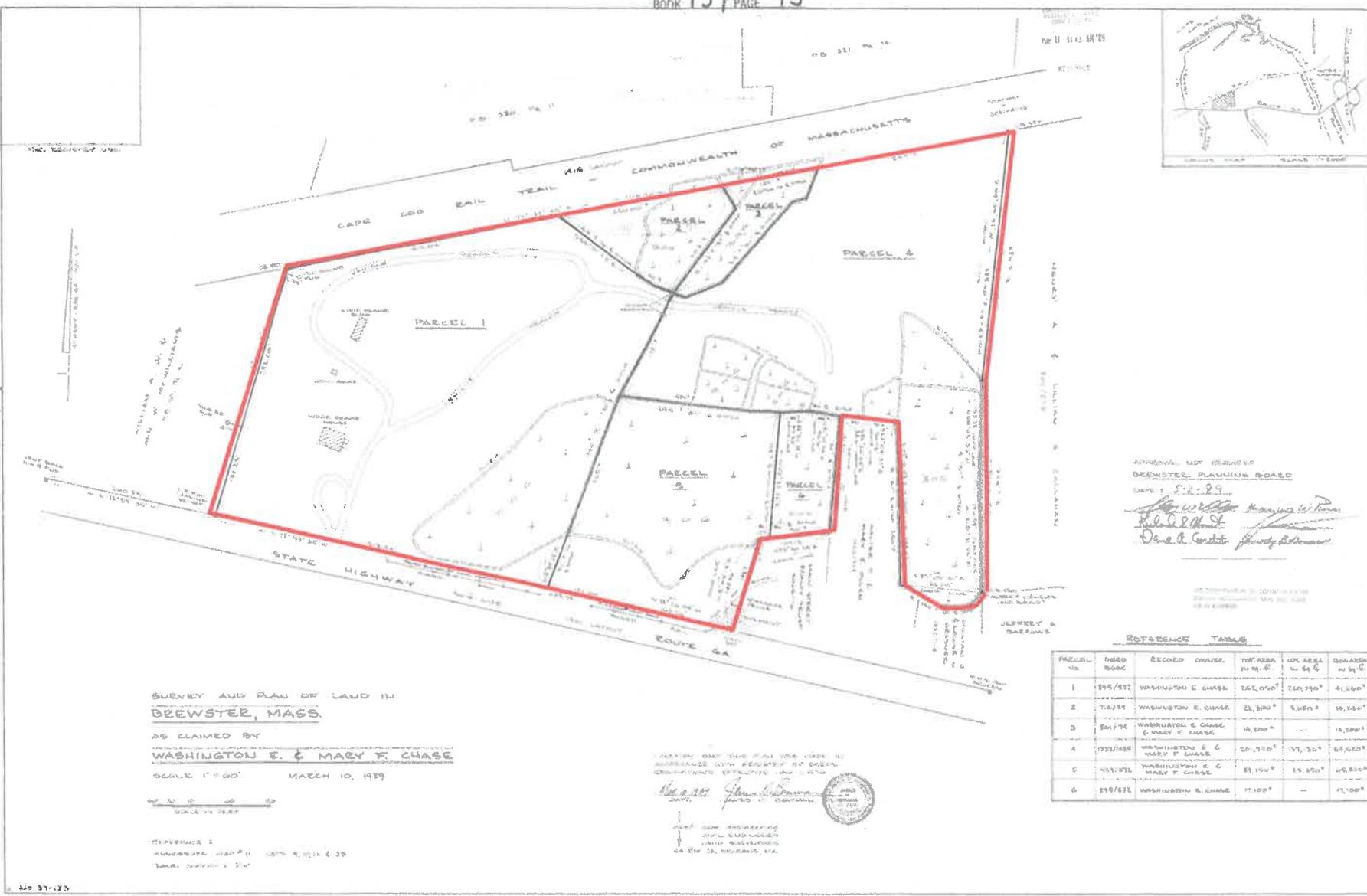
■ Prime 1

Prime Forest Land

- Prime 1
- Prime 2
- Prime 3
- Statewide Importance
- Local Importance
- Prime 3 Wet
- Statewide Importance Wet
- Local Importance Wet
- Unique Wet
- Non-Forested Land

Attachment 3 F: Primal Forest Soils – Washington Chase Bog

459-75



Attachment 3 G: Survey Plan of Record, 1989

RT. 6A 1901 L.O.



BCT will also purchase this cottage and 1.6 acres for its mission, but is not part of the grant application

**LOCUS PARCEL IS 12.36 ACRES TOTAL
(5.04 ACRES FRESHWATER WETLAND
AND 7.36 ACRES UPLAND)**

NOTES

1. LOCUS REF. D.B. 25885/151, P.B. 454775, 563/17
2. ASSESSOR'S MAP: 114/80, 126/4, 2, 9
3. ZONE: RM

LOT STUDY SKETCH

FOR PROPERTY AT
3521 MAIN ST
BREWSTER, MA 02631

PREPARED FOR

BREWSTER CONSERVATION TRUST

SCALE: 1" = 40' FT. JULY 3, 2023

SCOLE LAND SURVEYING
103 VESPER POND DRIVE
BREWSTER, MA 02631
(508)257-0853



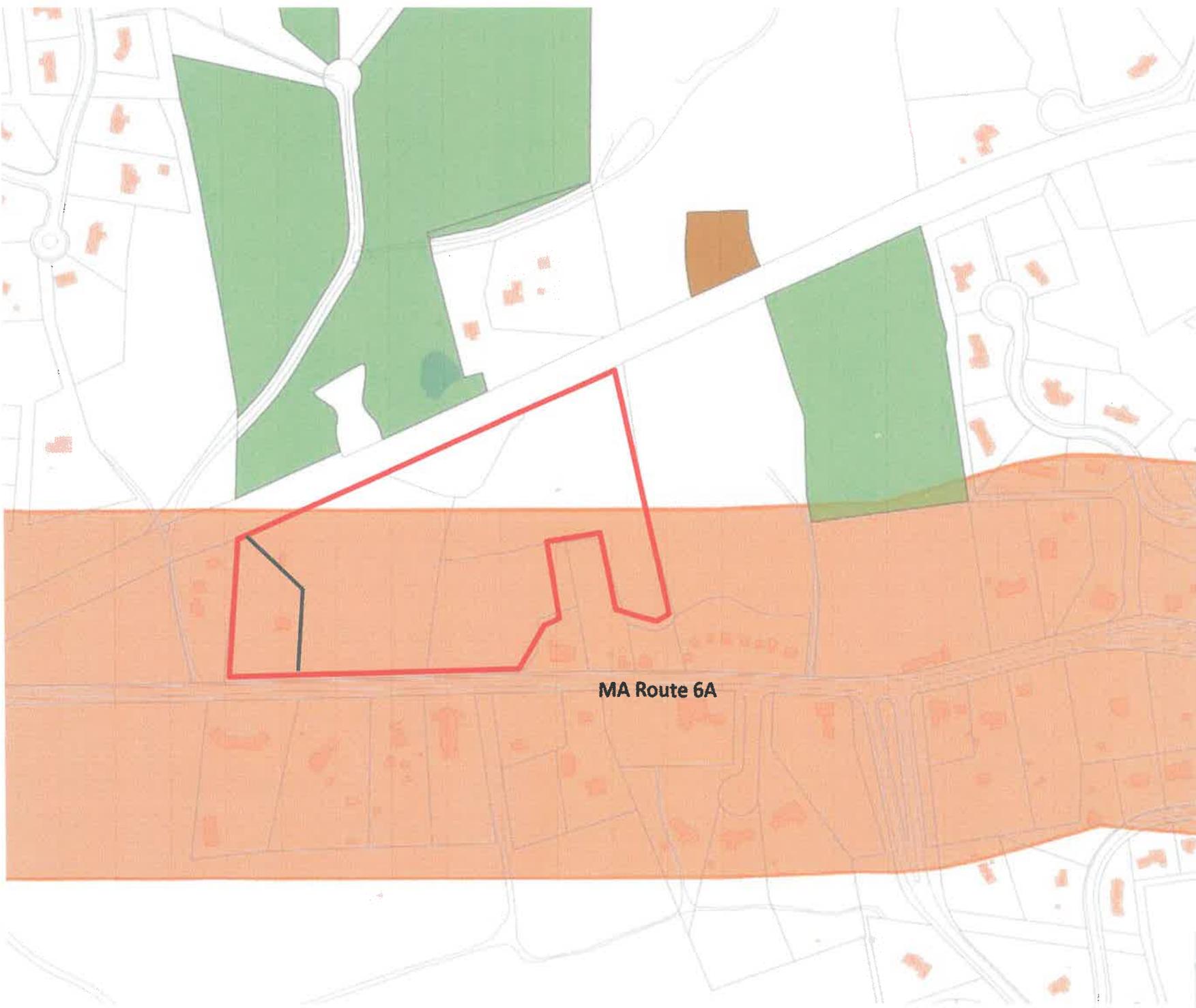
PROFESSIONAL LAND SURVEYOR

Cape Cod Bay



NOTE: The Chase Bog drains west and north under the CC Rail Trail to empty into Namskaket salt marsh on Cape Cod Bay.

- DEP Wetlands
 - Wetland
 - Cranberry Bog
- Wetlands 50' Buffer
- Wetlands 100' Buffer

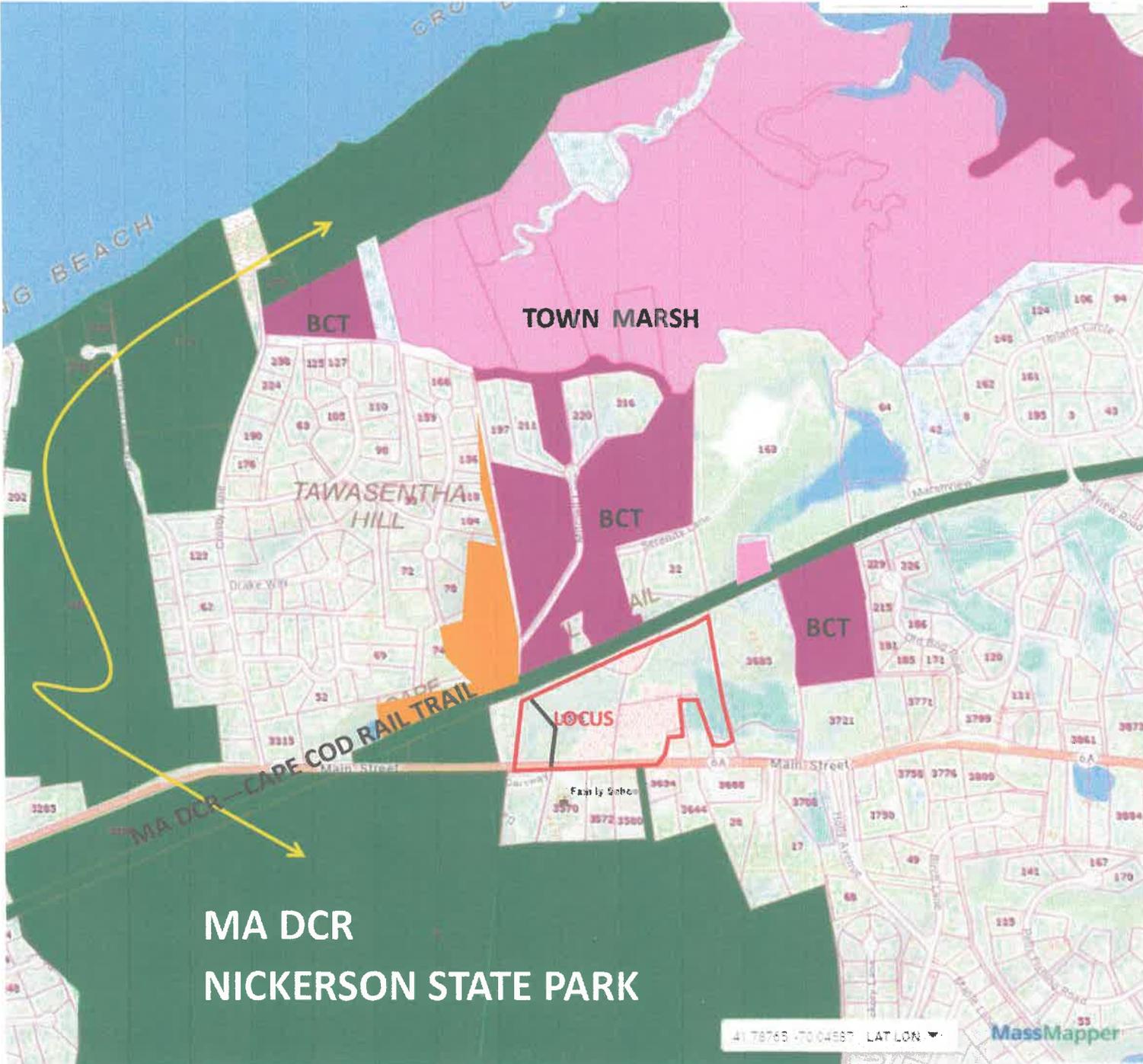


MA Route 6A

Historic District

A legend box with a light blue background. It contains two entries: a green square followed by the text 'Historic District', and an orange square below it.

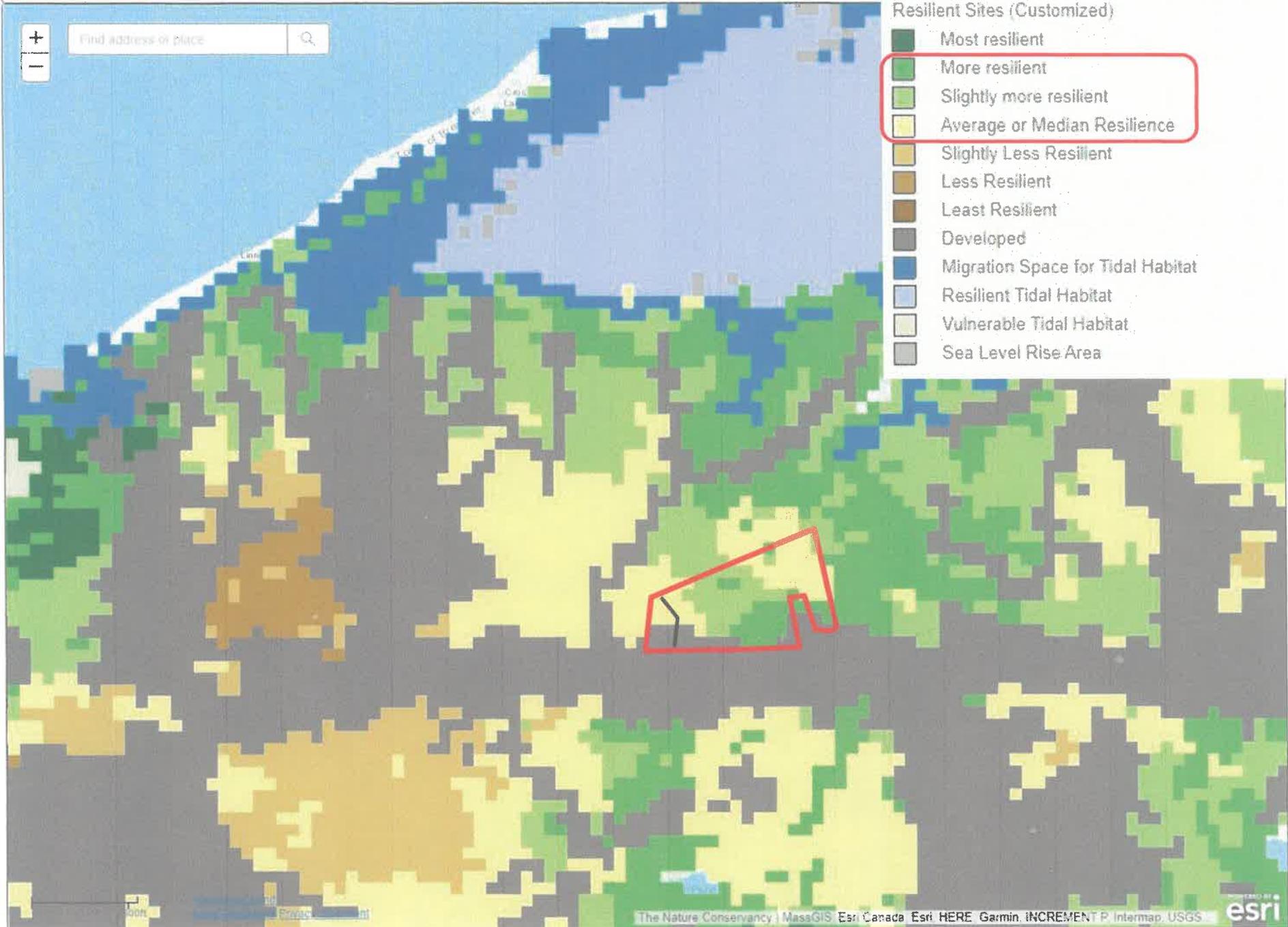
Attachment 3 J: Old King's Highway Regional Historic District – Washington Chase Bog



Openspace by Ownership Solic

- Federal
- DCR-State Parks_Recreation
- DCRS/DFG
- Department of Fish_Game
- DCR-Urban Parks_Recreation
- DCR-Water Supply Protection
- Department of Agricultural Resources
- Commonwealth of Massachusetts
- County
- Municipal
- Public Non-Profit
- Land Trust
- Conservation Organization
- Non-Profit
- Private

**MA DCR
NICKERSON STATE PARK**



Attachment 3 L1: Climate Resilience – The Nature Conservancy – Washington Chase Bog

September 10, 2015

Hello Mark,

Thanks for stopping by today. Attached are two box turtle photos. Turtle 1's shell was approximately 5-6 inches long on the long axis while turtle 2's shell was only 2.5 inches long on the long axis. Turtle 1's photos was taken on July 28 along the road behind our house while turtle 2's photo was taken just three hours ago in our front yard (approximately 20 feet from where you were sitting). The white stuff on turtle 1's face was mushroom residue (looks like it has fangs).

David S. Dalgarn, Ph. D

ASSOCIATE PROFESSOR OF BIOLOGY (retired)

SAGINAW VALLEY STATE COLLEGE, UNIVERSITY CENTER MI



Attachment 3 L2: Mesa Listed Rare Species
Documentation – Eastern Box Turtle -
(*Terrapene carolina carolina*) - Washington
Chase Bog



4A. Boundary abutting Cape Cod Rail Trail – Washington Chase Bog



4B. Overgrown Wetland – Washington Chase Bog



4C. Interior Vehicle Tracks – Washington Chase Bog



4D. Trail Visitor – Washington Chase Bog

Washington Chase Bog Conservation Restriction Brewster, Mass.

GRANTOR: Trustees of the Brewster Conservation Trust

GRANTEE: Town of Brewster, Conservation Commission

ADDRESS OF PREMISES: Lot 2 and Lot 3, 3571 Main Street (MA Route 6A), Brewster, MA

FOR GRANTOR'S TITLE SEE: Barnstable County Registry of Deeds at Book _____, Page _____.

FOR GRANTOR'S PLAN SEE: Barnstable County Registry of Deeds at Book _____, Page _____.

GRANT OF CONSERVATION RESTRICTION

I. STATEMENT OF GRANT

JOSEPH BIERNAT, BETH FINCH, DEBRA JOHNSON, PETER JOHNSON, MARTIN KAMARCK, DONALD KEERAN, JOHN LAMB, STEPHEN McKENNA, HAL MINIS, BONNIE NEWMAN, ROGER V. O'DAY, PETER W. SOULE, CHARLES L. SUMNER, SEAMUS WOODS, MICHAEL T. LINDGREN, and ROSEMARY VAN ANTWERP, as

Trustees of the BREWSTER CONSERVATION TRUST, under a Declaration of Trust dated June 22, 1983 and recorded with the Barnstable County Registry of Deeds in Book 3791, Page 25, as amended, with a mailing address of 36 Red Top Road, Brewster, MA, 02631, being the sole owner of the Premises as defined herein, for my successors and assigns ("Grantor"), acting pursuant to Sections 31, 32, and 33 of Chapter 184 of the Massachusetts General Laws, grant, with

QUITCLAIM COVENANTS, to **THE TOWN OF BREWSTER**, a Massachusetts municipal corporation with an address of 2198 Main Street, Brewster, Massachusetts, 02631, acting by and through its Select Board by authority of the vote taken under Article _ of the _____ Town Meeting of the Town of Brewster, an attested copy of which is attached hereto as Exhibit C and, acting by and through its Conservation Commission by authority of Section 8C of Chapter 40 of the Massachusetts General Laws, their permitted successors and assigns

("Grantee"), for consideration of TWO HUNDRED AND NINETY FIVE THOUSAND and 00/100 DOLLARS (\$295,000.00), IN PERPETUITY AND EXCLUSIVELY FOR

CONSERVATION PURPOSES, the following Conservation Restriction on land located in the Town of Brewster, County of Barnstable, Commonwealth of Massachusetts, containing the entirety of a 12.4-acre parcel of land ("Premises"), which Premises is more particularly described in Exhibit A and shown in the attached reduced copy of a survey plan in Exhibit B, both of which are incorporated herein and attached hereto.

The Conservation Restriction was acquired utilizing, in part, Community Preservation Act funds pursuant to Chapter 44B of the Massachusetts General Laws, which funds were authorized for such purposes by a vote of the Town of Brewster Town Meeting held on _____, an attested copy of which vote is attached hereto as Exhibit C (the "CPA Vote"). Pursuant to Section 12(b) of Chapter 44B of the Massachusetts General Laws, and pursuant to the CPA Vote, the fee interest in the Premises, and therefore the management of the Premises, is under the care, custody, and control of the Conservation Commission of the Town of Brewster.

Attachment 5. Draft Conservation Restriction - Brewster Conservation Trust to Town Conservation Commission to (first page only)

Attachment 6. Letter of Support:

Open Space Committee - Community Preservation Committee Application: 0 Main Street/Washington Chase (Dalgarn property)
February 9, 2024

627

Bk 23085 P=155 #41764

08-05-2008 @ 12:56p

QUITCLAIM DEED

MARIAN DALGARN, 1693 Lathrup Avenue, Saginaw, MI 49638, as individual and as Executrix of the Estate of Washington E. Chase, Barnstable Probate No. 08P0174EP1, in consideration of ONE DOLLAR (\$1.00), paid, grants to MARIAN DALGARN and DAVID S. DALGARN, husband and wife as tenants by the entirety, of 1693 Lathrup Avenue, Saginaw, MI 49638, WITH QUITCLAIM COVENANTS, the land, together with the buildings thereon, in Brewster, Barnstable County, Massachusetts, bounded and described as follows:

Parcels 1 through 6 shown on "Survey & Plan of Land in Brewster, Mass. As Claimed By Washington E. & Mary F. Chase Scale 1" = 60" March 10, 1999 East Cape Engineering CE & LS", recorded with Barnstable County Registry of Deeds in Plan Book 459, Page 75.

Excepting therefrom Lot A, shown on "Plan of Land in Brewster, MA "as claimed by" Richard B. Winslow at April 28th, 2004", recorded in said Registry, Plan Book 593, Page 17, which was previously conveyed to Richard and Theresa Winslow. For title, see deeds recorded in Barnstable Registry of Deeds Book 7199, Page 166, Book 861, Page 75, Book 959, Page 472, death of Mary F. Chase, see Barnstable Probate Court No. 92P0727VE1, and estate of Washington E. Chase, Barnstable Probate No. 08P0174EP1.

Property address: 3571 Main Street, Brewster, MA 02631.

WITNESS my hand and seal this sixteenth day of July, 2008.

Marian Dalgarn
Marian Dalgarn

RICHARD D. PERRY, LAWYER
P.O. BOX 940, 1172 MAIN ST.
BREWSTER, MA 02631
PHONE: 978-797-1111
FAX: (978) 798-7301

2

Attachment 7. Site Background: Deed of Record

Bk 23085 Pg 156 #41764

COMMONWEALTH OF MASSACHUSETTS

BARNSTABLE COUNTY, SS.

On this sixteenth day of July, 2008, before me, the undersigned notary public, personally appeared Marian Dalgarn, proved to me through satisfactory evidence of identification, which was State of Michigan Driver's License, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

[Handwritten Signature]

Notary Public

My commission expires 12/19/2014



BARNSTABLE REGISTRY OF DEEDS

REAL ESTATE APPRAISAL REPORT

LOCATED AT

3571 MAIN STREET & 0 MAIN STREET
BREWSTER, MASSACHUSETTS

FOR

THE BREWSTER CONSERVATION TRUST

BY

CATHERINE HAMMOND
APPRAISAL COMPANY OF CAPE COD, INC.
170 ROUTE 6A, PO BOX 1655
ORLEANS, MASSACHUSETTS PHONE (508) 255-8822



DATE OF VALUE: JUNE 19, 2023 DATE OF REPORT: JULY 12, 2023

Appraisal Company of Cape Cod, Inc.
REAL ESTATE APPRAISAL AND CONSULTING

Residential
Commercial
Vacant Land
Expert Witness

BOX 1655, 170 ROUTE 6A
ORLEANS, MASSACHUSETTS 02653
(508) 255-8822 FAX (508) 255-9257
TOLL FREE (877) 760-8900
www.capecodappraiser.com

Michael Sutton
Certified General Real Estate
Appraiser – MA Lic. #786
Mikesutton@capecodappraiser.com

Attachment 8: Appraisal (in part)

LETTER OF TRANSMITTAL

The Brewster Conservation Trust c/o Amy Henderson, Director
 36 Red Top Road
 Brewster, MA 02631

RE: 3571 Main Street and 0 Main Street, Brewster, MA

Dear Ms. Henderson:

Per your request, attached is an appraisal report of two building sites containing 12.36 acres located at 3571 Main Street and 0 Main Street, Brewster, MA. It is the portion of the properties and is shown as Lots #2 and #3 on the attached "Lot Study Sketch" (herein after referred to as "Sketch"). It is this Sketch that has been relied in this report for the property descriptions. Lots #2 and #3 are hereinafter referred to as the "subject property". The subject may also be identified as part of Parcels 114-60-0, 126-4-0, 1265-0 and 126-9-0 on the Town of Brewster Assessor's records. The subject property is also a portion of the lots shown as Lots #1 - #6 on a plan of land entitled "Survey and Plan of Land in Brewster, Mass. (hereinafter called "Plan") as claimed by Washington E. and Mary F. Chase. Scale 1 in. = 60 ft. October 1967" prepared by James Bowman, East Cape Engineering, Orleans, Mass. recorded at the Barnstable County Registry of Deeds (BCRD) in Plan Book 459 Page 75. This plan is hereinafter referred to as the "Plan" a copy of which is attached to this report. The owner of record is David S. Dalgarn, by virtue of a deed dated August 5, 2008, and recorded at the BCRD in Book 23085 Page 155 and the death certificate of Marian C. Dalgarn, recorded on December 8, 2022. A copy of the deed is attached to this report. The appraiser has been informed that the Brewster Conservation Trust intends to apply to the Commonwealth of Massachusetts LAND grant program to aid in the financing of the property.

I personally inspected the subject property on June 19, 2023, and I have gathered all the data I consider necessary to arrive at the value conclusions. There is a Hypothetical Condition to this report that Lots #2 and #3 can be subdivided from the 13.92-acre parcel to create a three-lot subdivision and that both sites can support a septic system for at least a five-bedroom home and that the subject site can connect to town water and the existing utilities on Main Street. There are no Extraordinary Assumptions to this report.

As a result of my investigation and my analysis of the information gathered, I estimate the market value of the subject property, as of the date of inspection, to be:

EIGHT HUNDRED THOUSAND DOLLARS
 (\$800,000)

July 12, 2023

Date Catherine Hammond - Certified Residential
 Real Estate Appraiser; MA License #1481

Memorandum of Understanding

Between

Cape Light Compact JPE

and

Town of _____

This Memorandum of Understanding (MOU) sets for the terms and understanding between the Cape Light Compact JPE (Compact) and the Town of Brewster (Town) to provide a part-time Compact staff member to fill the Town's Energy Manager position.

Background

The Towns of Brewster, Chatham, Eastham, and Orleans expressed an interest in engaging the Cape Light Compact to provide staff support for the Town's energy and climate matters. This shared staff arrangement grew out of a similar shared staffing arrangement with the Town of Brewster. This position works for one full day (7.5 hours) in each of the participating Towns. The Towns have expressed a desire to have the shared staff person be located on-site in a designated Town building; however, remote work may be available upon mutually agreement.

Purpose

This MOU establishes the responsibilities of each party.

The following is a list of current tasks that will be undertaken by the Energy Manager. This list is not exhaustive, but it represents current and anticipated opportunities.

0 General

- Secure and maintain associated energy grants.
- Provide monthly reporting/updates to appropriate parties (ie. Town Administration).
- Provide staff support to Energy and Climate Action Committee, including attending monthly meetings.
- Investigate other opportunities for both energy savings and revenue (ie. Clean Peak standards).
- Coordinate with Town Manager, or designee, on communicating energy initiatives to residents (content development and schedule for release).
- Support Town efforts to address climate mitigation and adaptation goals identified in the Municipal Vulnerability Preparedness Plan, Local Comprehensive Plan, Department of Energy Resources Climate Leader Communities Plan, Select Board Strategic Plan, and/or other relevant strategic initiatives Assist in developing and implementing a net zero energy roadmap for the Town.

1a. Solar and/or Storage Projects

- Assist with proposal review, continued review of Schedule Z, installation schedule coordination, and maintenance of solar systems.
- Work with vendors, Eversource and CVEC (where appropriate) to obtain local approval and program launch.
- Track project implementation, work with department heads/ staff on review, installation, training and final inspection/sign-off.
- Coordinate with CVEC, if applicable, on review on the accounts, usage, and production.
- Primary role in regular reconciliation of usage and credits in coordination with finance office (who serves as a check).
- Work with CVEC and/or third-party consultant on maintenance of the systems (ie. overgrown around solar arrays) as well as data acquisition system review (i.e. production reports that shows lower than expected usage) and issue resolution.
- Work with Planning Department on solar siting (and potential by-law change) to assure that sites are appropriate and in-line with community standards.

1b. Green Communities

- Track project implementation, work with department heads/ staff on review, installation, training and final inspection/sign-off.
- Prioritize projects for the next phase of competitive grants.
- Utilize Mass Energy Insight (MEI) to track energy usage, create reports, and add new accounts.
- Work with Compact staff (when there is a Regional Planning Assistance Grant) to produce quarterly and annual reports for the DOER with project updates.
- Coordinate with the Compact, National Grid, state agencies, and vendors as necessary to prioritize projects and track implementation.
- Explore adding new facilities to the baseline year in MEI.

2. Electric Vehicle (EV) Charging Infrastructure

- Assist with review of potential locations for EV charging infrastructure.
- Work with Eversource (as applicable), DOER, DEP, Cape Cod or Martha's Vineyard Commission on other associated infrastructure and equipment grants and funding.
- Coordinate onsite review and analysis of various systems.
- Work with the Town and/or vendor on potential charging mechanisms and ongoing maintenance costs (ie. network charges).
- Work with Town staff to coordinate maintenance contracts for existing and new EV Charging Stations.

Assumptions

- The Compact staff member will work both on-site and remotely as approved.
- Town will:
 - o Identify Town's primary area of focus relative to energy projects
 - o Sign off on necessary documents
 - o Provide access to financial proof of payment, invoices, etc. that are necessary for grant applications, documentation, and/or reporting

- Coordinate access to buildings and sites (where necessary)
 - Respond to inquiries from Compact as needed
 - Identify a primary point of contact
 - Provide regular feedback on priorities
 - Provide suitable office space, when necessary, as well as access to email, shared files and other pertinent information.
- Cape Light Compact will:
- Provide necessary equipment such as a computer, mobile phone, office space, and general training
 - Employ and supervise a full-time staff person and assign staff to serve as the part-time Town Energy Manager position.

Funding and Invoicing

The Town shall reimburse the Compact at **(\$427.00- \$576.29)/**weekly for 7.5 hours of work. Any cost of living or step increase that occurs during the term of this MOU will adjust the weekly reimbursement amount accordingly. In addition, the Town will reimburse the Compact for mileage (at the IRS rate) from the Compact's office to the requested destination as well as any general reimbursable expenses. These will be billed monthly to the Town, and payment should be remitted within 45 days.

Duration

This MOU may be modified by mutual consent of authorized officials from Cape Light Compact JPE and the Town of Brewster. This MOU shall become effective upon signature by the authorized officials and will remain in effect through December 31, 2024 or until modified or terminated by any one of the partners by mutual consent. The Compact and the Town may extend this MOU on an annual basis for up to one (1) calendar year upon their mutual agreement. In the absence of mutual agreement by the authorized officials from Cape Light Compact JPE and the Town of Brewster, this MOU shall end on December 31, 2024.

Contact Information

Cape Light Compact JPE
Margaret T. Downey
Administrator
261 Whites Path, Unit 4, South Yarmouth, MA 02664
508-375-6636
mdowney@capelightcompact.org

Town of Brewster
Peter Lombardi
Town Manager
2198 Main Street, Brewster, MA 02631
508-896-3701
plombardi@brewster-ma.gov

_____ Date:
(Signature)
(Margaret T. Downey, Cape Light Compact JPE, Administrator)

_____ Date:
(Signature)
(Peter Lombardi, Town of Brewster, Town Manager)

Memorandum of Understanding
Between
Cape Light Compact JPE
and
Town of Brewster

This Memorandum of Understanding (MOU) sets for the terms and understanding between the Cape Light Compact JPE (Compact) and the Town of Brewster (Town) to provide a part-time Compact staff member to fill the Town of Brewster's Energy Manager position.

Background

In 2020, the Town of Brewster approached the Cape Light Compact to staff the Town of Brewster's Energy Manager position with funds from the Green Communities Designation Grant to focus on the Town's energy matters. Given the success of this pilot program, both parties are interested in continuing this shared staffing arrangement. This position works for two half-days per week for the Town (for a maximum of 7.5 hours per week). The proposed two half-days are Thursdays from 12:45pm – 4:30pm and Fridays from 8:00am – 11:45am; however, the schedule may vary as mutually agreed upon.

Purpose

This MOU establishes the responsibilities of each party. The following is a list of current tasks that will be undertaken by the Energy Manager. This list is not exhaustive, but it represents current opportunities.

0 General

- Secure and maintain associated energy grants
- Provide monthly reporting/updates to appropriate parties (ie. Town Administration)
- Provide staff support to Energy Committee, including attending monthly meetings
- Investigate other opportunities for both energy savings and revenue (ie. Clean Peak standards)
- Communicate and conduct educational outreach on all energy initiatives to residents (content development and schedule for release)
- Support Town efforts to address climate mitigation and adaptation goals identified in the Municipal Vulnerability Preparedness Plan, Local Comprehensive Plan, Select Board Strategic Plan, and/or other relevant strategic initiatives Assist in developing and implementing a net zero energy roadmap for the Town

1a. Solar and/or Storage Projects

- Assist with proposal review, continued review of Schedule Z, installation schedule coordination, and maintenance of solar systems
- Work with vendors and CVEC to obtain local approval and program launch
- Track project implementation, work with department heads/ staff on review, installation, training and final inspection/sign-off
- Coordinate with CVEC, if applicable, on review on the accounts, usage, and production
- Primary role in regular reconciliation of usage and credits in coordination with finance office (who serves as a check)

- Work with CVEC and/or third-party consultant on maintenance of the systems (ie. overgrown around solar arrays) as well as data acquisition system review (i.e. production reports that shows lower than expected usage) and issue resolution
- Work with planning department on solar siting (and potential by-law change) to assure that sites are appropriate and in-line with community standards

1b. Green Communities

- Track project implementation, work with department heads/ staff on review, installation, training and final inspection/sign-off
- Prioritize projects for the next phase of competitive grants
- Utilize Mass Energy Insight (MEI) to track energy usage, create reports, and add new accounts
- Produce quarterly and annual reports for the DOER with project updates
- Coordinate with the Compact, National Grid, state agencies, and vendors as necessary to prioritize projects and track implementation
- Explore adding new facilities to the baseline year in MEI

2. Electric Vehicle (EV) Charging Infrastructure

- Assist with review of potential locations for EV charging infrastructure.
- Work with Eversource (as applicable), DOER, DEP or other associated infrastructure and equipment grants and funding.
- Coordinate onsite review and analysis of various systems
- Work with the Town and/or vendor on potential charging mechanisms and ongoing maintenance costs (ie. network charges)

Assumptions

- The Compact staff member will work both on-site and remotely.
- Town will:
 - o Identify Brewster's primary area of focus relative to energy projects
 - o Sign off on necessary documents
 - o Provide access to financial proof of payment, invoices, etc. that are necessary for grant applications, documentation, and/or reporting
 - o Coordinate access to buildings and sites (where necessary)
 - o Respond to inquiries from Compact as needed
 - o Identify a primary point of contact
 - o Provide feedback on priorities
 - o Provide suitable office space, when necessary, as well as access to email, shared files and other pertinent information.
- Cape Light Compact will:
 - o Provide necessary equipment such as a computer, mobile phone, office space, and general training
 - o Employ and supervise a full-time staff person and assign staff to serve as the part-time Brewster Energy Manager position.

Funding and Invoicing

Once the Green Communities Designation Grant funds have been fully spent, the Energy Manager position will be funded through solar lease payments for the carport photovoltaic installation at the Captains Golf Course. This funding will be used to reimburse the Cape Light Compact for \$409.81/week for 7.5 hours of work. Any cost of living or step increase that occurs during the term of this MOU will adjust the weekly reimbursement amount accordingly. In addition, the Town will reimburse the Compact for mileage (at the IRS rate) from the Compact’s office to the requested destination as well as any general reimbursable expenses. These will be billed monthly to the Town, and payment should be remitted within 45 days.

Duration

This MOU may be modified by mutual consent of authorized officials from Cape Light Compact JPE and the Town of Brewster. This MOU shall become effective upon signature by the authorized officials and will remain in effect through December 31, 2023 or until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from Cape Light Compact JPE and the Town of Brewster this MOU shall end on December 31, 2023.

Contact Information

Cape Light Compact JPE
Margaret T. Downey
Administrator
261 Whites Path, Unit 4, South Yarmouth, MA 02664
508-375-6636
mdowney@capelightcompact.org

Town of Brewster
Peter Lombardi
Town Administrator
2198 Main Street, Brewster, MA 02631
508-896-3701
plombardi@brewster-ma.gov


Date: 12/6/2022
(Signature)
(Margaret T. Downey, Cape Light Compact JPE, Administrator)


Date: 12/7/22
(Signature)
(Peter Lombardi, Town of Brewster, Town Administrator)



TOWN OF BREWSTER
2198 MAIN STREET
BREWSTER, MA 02631
PHONE: (508) 896-4546
FAX: (508) 896-8089
SHELLFISH@TOWN.BREWSTER.MA.US

DEPT. OF NATURAL RESOURCES
SHELLFISH

January 10, 2024
Brewster Selectboard
2198 Main Street
Brewster, MA 02631

Subject: Renewal of Brian Daley's shellfish culture license for ten years and adding his wife's name to the license.

Background: The Brewster Selectboard, under the authority of section 75 of chapter 130 of the Massachusetts General Laws, granted Brain Daley a lease of .73 acres to cultivate shellfish off Ellis Landing in Cape Cod Bay

Mr. Daley would like to renew his lease of .73 acres for another ten years. Mr. Daley's current lease is due to expire on June 30, 2024. Mr. Daley would also like to add his wife's name, Marybeth Daley to the shellfish culture license.

Under the authority of Chapter 130, Section 58 of Massachusetts General Laws, the Selectboard may renew Shellfish Culture Licenses for terms not exceeding fifteen years.

Recommendation: The Natural Resource Department recommends a ten-year shellfish culture license renewal to Mr. Daley at the approved site (EL-2) for cultivating shellfish in accordance with his MA DMF issued propagation permit. The DNR also recommends adding Marybeth Daley to the shellfish culture license.

Respectfully Submitted,
Ryan Burch
Senior Shellfish & Natural Resource Officer



TOWN OF BREWSTER
DEPARTMENT OF NATURAL RESOURCES

1657 MAIN STREET
BREWSTER, MA 02631
PHONE: (508) 896-4546
SHELLFISH@BREWSTER-MA.GOV

January 10, 2024
Brewster Select Board
2198 Main Street
Brewster, MA 02631

Subject: Renewal of Emily Sumner and Tyler Daley's shellfish culture license.

Background: The Brewster Select Board, under the authority of section 57 of chapter 130 of the Massachusetts General Laws, granted Ms. Sumner and Mr. Daley a license to lease one acre off Mants Landing in Cape Cod Bay to cultivate shellfish.

On October 31, 2023, this lease period ended. Ms. Sumner and Mr. Daley are requesting to renew this license for a period of ten years.

Ms. Sumner and Mr. Daley have maintained an active shellfish grant, complied with State and local regulations and maintained all shellfish gear.

Under the authority of Chapter 130, Section 58 of Massachusetts General Laws, the Select Board may renew Shellfish Culture Licenses for a term not exceeding fifteen years.

Recommendation: The Natural Resource Department recommends a ten-year license extension to lease one acre off Mants Landing to cultivate shellfish as outlined in the propagation permit issued by MA DMF.

Respectfully submitted,

Ryan Burch
Senior Shellfish & Natural Resource Officer



TOWN OF BREWSTER

2198 MAIN STREET

BREWSTER, MA 02631

PHONE: (508) 896-4546

FAX: (508) 896-8089

SHELLFISH@TOWN.BREWSTER.MA.US

DEPT. OF NATURAL RESOURCES
SHELLFISH

January 10, 2024
Brewster Selectboard
2198 Main Street
Brewster, MA 02631

Subject: Renewal of Stanley P. and Joseph Werzanski's shellfish culture license for ten years and adding his wife's name to the license.

Background: The Brewster Selectboard, under the authority of section 75 of chapter 130 of the Massachusetts General Laws, granted Stanley P Werzanski a lease of 2 acres to cultivate shellfish approximately 1000ft from mean high water off Mant's Landing in Cape Cod Bay. Mr. Werzanski, along with his son Joseph have actively used this area since 2008.

Mr. Werzanski would like to address two requests at the same meeting. First, Mr. Werzanski's would like to renew his shellfish culture license for another ten-year period. The current lease is due to expire on July 12, 2025. Second, Mr. Werzanski and would like to add his wife's name, Mary Werzanski to the shellfish culture license.

Under the authority of Chapter 130, Section 58 of Massachusetts General Laws, the Selectboard may renew Shellfish Culture Licenses for terms not exceeding fifteen years.

Recommendation: The Natural Resource Department recommends a ten-year shellfish culture license renewal to Mr. Werzanski at the approved site (ML-2) for cultivating shellfish in accordance with his MA DMF issued propagation permit. The DNR also recommends adding Mary Werzanski to the shellfish culture license.

Respectfully Submitted,

Ryan Burch
Senior Shellfish & Natural Resource Officer

**BREWSTER
SHELLFISH CULTURE LICENSE
REGULATIONS**

A. STATUTORY COMPLIANCE REQUIRED

All shellfish culture licenses (those involving shellfish seeding or shellfish growing in specific areas) in the Town of Brewster and all shellfish activity related to the licenses shall comply with Massachusetts General Laws (MGL) and all local bylaws and regulations. Licenseholders shall obtain and provide copies to the Department of Natural Resources of all required permits before commencing any activities on the licensed area.

B. ELIGIBILITY

Except for those persons who receive the benefit of a Shellfish Culture License after the death of the licenseholder, every such licenseholder must be eighteen (18) years of age or older and must be the holder of a general commercial shellfishing license issued by the Town of Brewster.

C. APPLICATION AND MANAGEMENT PLAN

At the time of application, the applicant for a licensed shellfish area must file a management/development plan on the approved form with the Department of Natural Resources and Selectmen. Such plan will be evaluated by all reviewing parties in consideration of licensing said area. Any subsequent changes must be submitted for review prior to said change. Existing shellfish cultural licenseholders must file a management plan within sixty (60) days of the adoption of these regulations.

An application for a Shellfish Culture License or the renewal of such a license will not be considered unless it is accompanied by a plan sufficient to locate the license area accurately and to describe the area metes and bounds.

F. SUSPENSION/REVOCATION

Shellfish Culture Licenses may be suspended or revoked by the Board of Selectmen for failure to comply with Massachusetts General Law, Division of Marine Fisheries Regulations, Town of Brewster Bylaws and Regulations, any terms or conditions set forth by the Board of Selectmen, the license holder's own management plan or lack of substantial use of the licensed area.

When a private shellfish license is discontinued and/or terminated for any reason, the license holder shall be required to remove all rafts, racks, floats, boxes, pens, boundary markers and all other equipment from the waters and substratum within sixty days from the private shellfish license expiration date. Any and all equipment not removed within the aforementioned sixty days may be recovered by the Town at the expense of the license holder.

Licenses will be reviewed annually.

G. STATEMENT OF CLARIFICATION

The Board of Selectmen shall have the right to include in every shellfish license the following, clarifying statement: "This license does not grant any property rights. It does not authorize any injury to private property or any invasion of private rights. Any use of this license upon privately owned property must proceed with the assent of the property owner. The issuance of this license is not a determination of title or ownership, and it is the responsibility of the grant holder to obtain any required assents from the property owner before exercising the rights conferred by this license."

BREWSTER BOARD OF SELECTMEN

Account Number:	669892
Customer Name:	Brewster Board Of Selectmen/Legals
Customer Address:	Brewster Board Of Selectmen/Legals 2198 Main ST Town of Brewster Brewster MA 02631-1852
Contact Name:	Andreana Sideris
Contact Phone:	
Contact Email:	
PO Number:	

Date:	01/22/2024
Order Number:	9764661
Prepayment Amount:	\$ 0.00

Column Count:	1.0000
Line Count:	68.0000
Height in Inches:	0.0000

Print

Product	#Insertions	Start - End	Category
NEO CAP Cape Codder	2	02/02/2024 - 02/09/2024	Govt Public Notices
NEO wickedlocal.com	2	02/02/2024 - 02/09/2024	Govt Public Notices

As an incentive for customers, we provide a discount off the total order cost equal to the 3.99% service fee if you pay with Cash/Check/ACH. Pay by Cash/Check/ACH and save!

Total Cash Order Confirmation Amount Due	\$35.36
Service Fee 3.99%	\$1.41
Cash/Check/ACH Discount	-\$1.41
Payment Amount by Cash/Check/ACH	\$35.36
Payment Amount by Credit Card	\$36.77

Order Confirmation Amount	\$35.36
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Ad Preview

SHELLFISH GRANT
PUBLIC HEARING 2/12/24
LEGAL NOTICE
Town of Brewster
Shellfish Grant
Public Hearing

In accordance with MGL Chapter 130, Section 60 the Brewster Select Board will hold a public hearing on Monday February 12, 2024, at 6:10pm to review the following shellfish grant applications:

Brian Daley of 351 Millstone Road, to renew his shellfish culture license for an additional ten years, located off Ellis Landing, Brewster. Mr. Daley is also requesting to add his wife, Marybeth Daley of 351 Millstone Road, Brewster to the license.

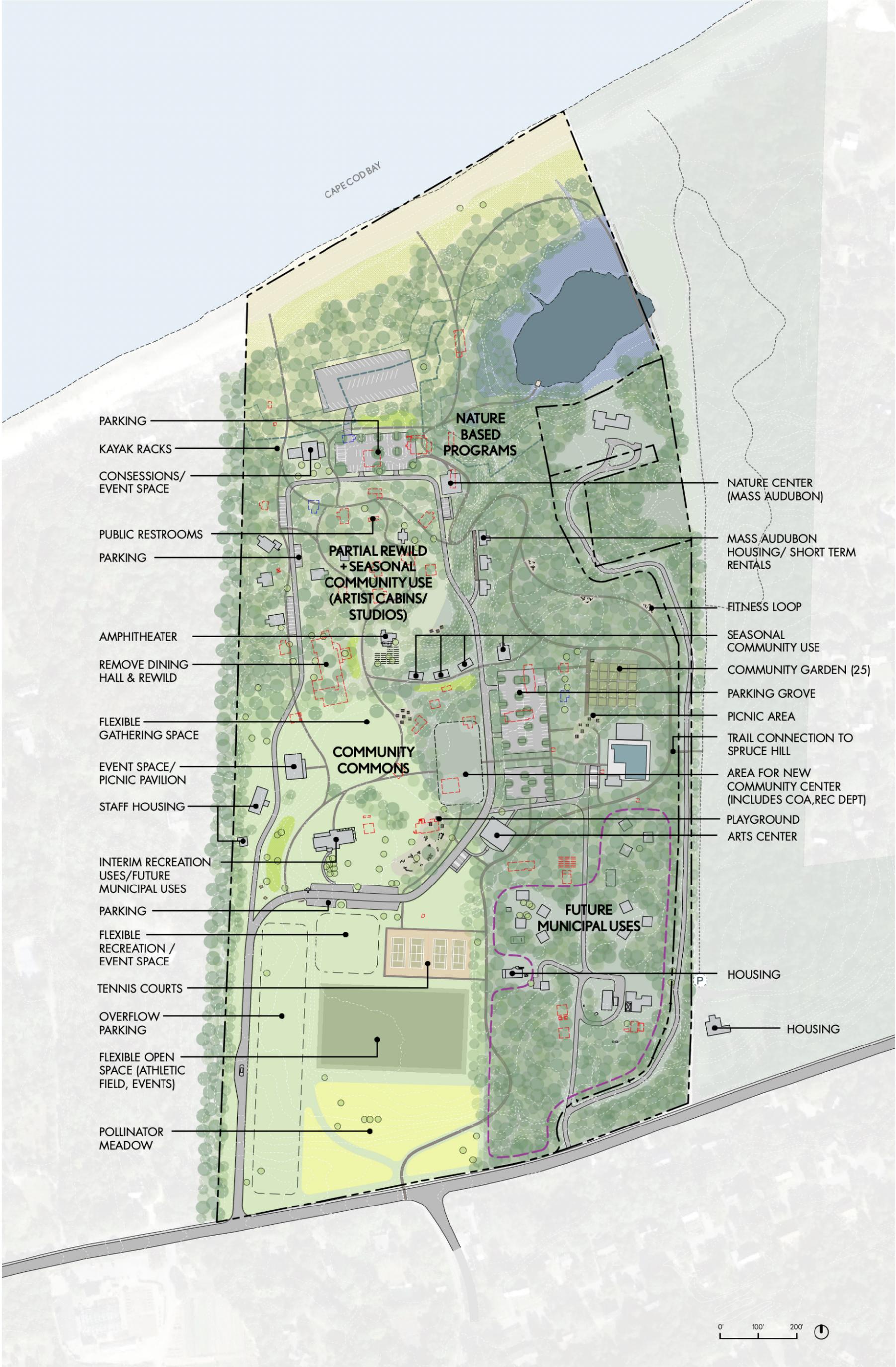
Stanley P. Werzanski of 454 Main Street, Brewster to renew his shellfish culture license for an additional ten years, located off Mants Landing, Brewster. Mr. Werzanski is also requesting to add his wife, Mary Werzanski of 454 Main Street, Brewster to the license.

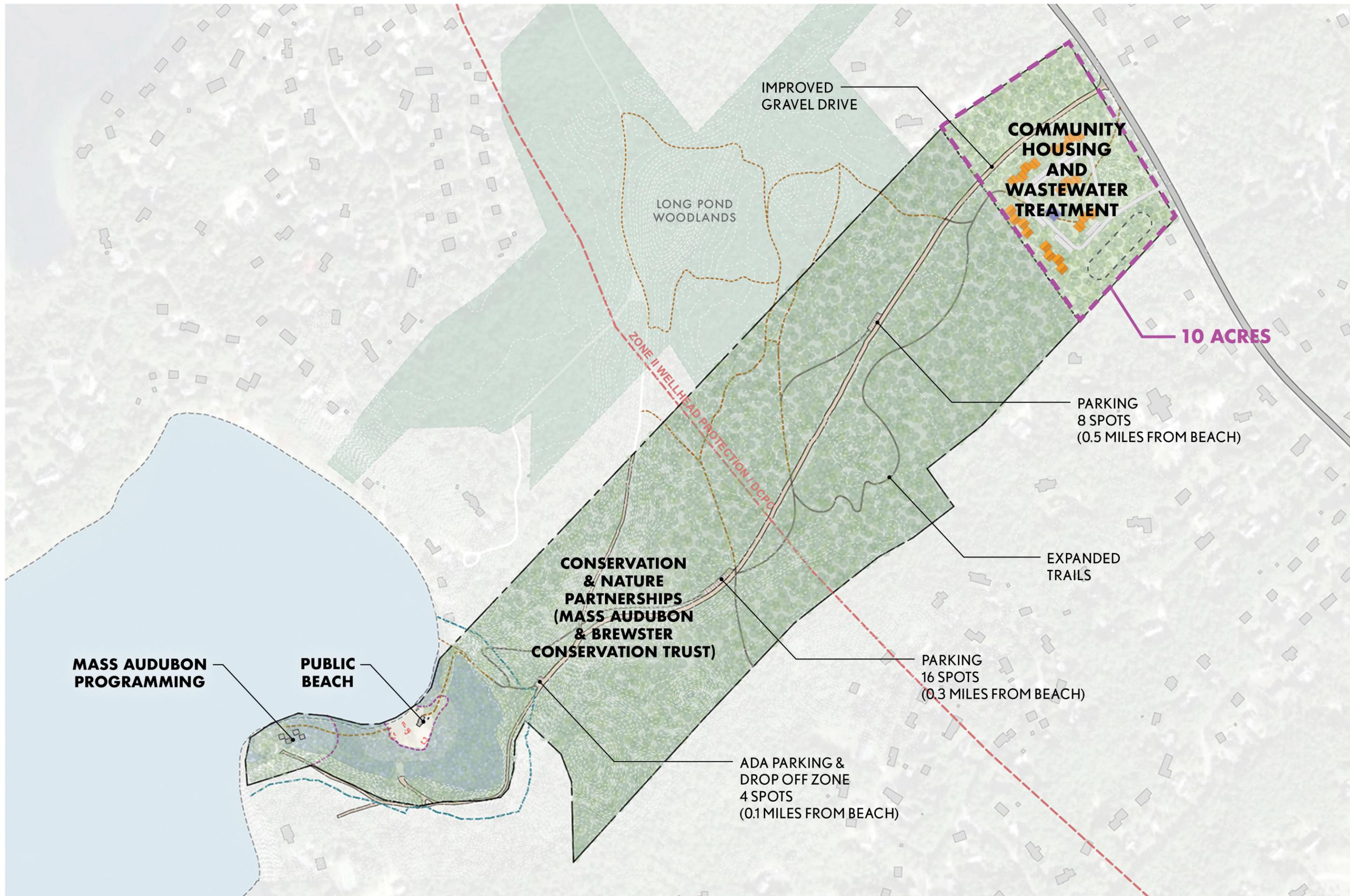
Emily Sumner of 92 Harwich Road, Brewster and Tyler Daley of 563 Long Pond Road, Brewster to renew their shellfish culture license for an additional ten years, located off Mants Landing, Brewster.

This hearing will be conducted in person at 2198 Main Street, Room A and by remote participation. To participate in this meeting by phone, call 312-626-6799 or 301-715-8592. Webinar ID: 890 9291 0526 Passcode: 509224. To participate by Zoom, please use this link, <https://us02web.zoom.us/j/89092910526?pwd=WHM2V3hrVklhSTloWWhVU09kanUzQT09>, Passcode: 509224

All interested parties are invited to attend.

#9764661
Cape Codder 2/2, 2/9/24





IMPROVED GRAVEL DRIVE

LONG POND WOODLANDS

COMMUNITY HOUSING AND WASTEWATER TREATMENT

10 ACRES

PARKING 8 SPOTS (0.5 MILES FROM BEACH)

EXPANDED TRAILS

CONSERVATION & NATURE PARTNERSHIPS (MASS AUDUBON & BREWSTER CONSERVATION TRUST)

PARKING 16 SPOTS (0.3 MILES FROM BEACH)

MASS AUDUBON PROGRAMMING

PUBLIC BEACH

ADA PARKING & DROP OFF ZONE 4 SPOTS (0.1 MILES FROM BEACH)

NAUSET PUBLIC SCHOOLS
FY 2025 STONY BROOK BUDGET WORKSHEET
 February 8, 2024

Stony Brook Elementary

			Dollar Increase	% Increase			
Budget January 18, 2024 version 1			\$ 5,244,140	\$ 582,040	12.48%		
Salaries - Teachers	5010	\$ (12,478)					
Salaries Instructional Coordinators	5012	(3,225)					
Substitutes	5013	(6,000)					
Textbooks/Software/Media	5021	(35,500)					
Supplies Instructional Technology	5027	(1,500)					
Supplies Custodial	5045	(6,500)					
Contracted Services Building*	5048	(14,000)					
Contracted Services Equipment	5049	(7,000)					
Replacement of Equipment	5109	(8,000)					
Contracted Services Legal	5107	(1,000)					
*Custodial Salaries (Adding 19-hr. position)	5041	14,000					
					% Increase	% Increase	
					General Education	Special Education	
					4.34%	Increase	
Total Updated Budget February 8, 2024 Version 2			\$ 5,162,937	\$ 500,837	10.74%	27.19%	

NAUSET PUBLIC SCHOOLS
FY 2025 EDDY BUDGET WORKSHEET
 February 8, 2024

Eddy Elementary

			Dollar Increase	% Increase		
Budget January 18, 2024 version 1		\$ 4,611,211	\$ 481,501	11.66%		
Regular Day Transportation	7088	\$ 25,118				
Textbooks/Software/Media	7021	\$ (25,000)				
Salaries Teachers	7010	(70,347)				
Other Student Activity Expense	7040	(2,000)				
					% Increase	% Increase
Total Updated Budget February 8, 2024 Version 2		\$ 4,538,982	\$ 409,272	9.91%	General Education 4.39%	Special Education 24.25%

NAUSET PUBLIC SCHOOLS											1/18/2024
FY 2025 BUDGET WORKSHEET											ver 1
<u>Stony Brook Elementary</u>											
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Salaries Principals	5001	\$98,981	\$98,409	\$125,377	\$138,876	\$126,011	\$142,348	\$145,907	\$150,284	\$4,377	3.00%
Salaries Secretary	5002	\$115,357	\$113,786	\$117,094	\$132,086	\$123,551	\$130,395	\$123,566	\$125,121	\$1,555	1.26%
Substitutes Secretary	5003	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svcs Office Equipment	5004	\$2,500	\$2,467	\$2,500	\$2,566	\$2,500	\$10,597	\$2,600	\$10,600	\$8,000	307.69%
Supplies General Office	5074	\$1,000	\$2,054	\$1,000	\$245	\$1,000	\$1,070	\$250	\$500	\$250	100.00%
Other Principal Expense	5006	\$1,200	\$0	\$1,200	\$3,781	\$1,000	\$1,467	\$0	\$500	\$500	100.00%
Contracted Svcs Non-Instr Technology	5007	\$26,667	\$17,040	\$26,808	\$21,444	\$26,103	\$19,130	\$33,780	\$30,461	-\$3,319	-9.83%
Supplies Non-Instr Technology	5008	\$200	\$0	\$250	\$0	\$250	\$119	\$0	\$100	\$100	100.00%
Hardware Non-Instr Technology	5009	\$0	\$0	\$0	\$628	\$0	\$1,027	\$15,195	\$0	-\$15,195	-100.00%
		\$245,905	\$233,756	\$274,229	\$299,626	\$280,415	\$306,153	\$321,298	\$317,566	-\$3,732	-1.16%
Salaries Teachers	5010	\$1,501,271	\$1,462,470	\$1,549,733	\$1,559,804	\$1,654,058	\$1,607,434	\$1,753,613	\$1,737,836	-\$15,777	-0.90%
Salaries Library/Tech	5104	\$11,335	\$0	\$11,615	\$409	\$0	\$0	\$0	\$0	\$0	0.00%
Stipends Mentor	5011	\$1,500	\$3,133	\$1,800	\$1,472	\$1,800	\$1,803	\$1,800	\$1,800	\$0	0.00%
Tutor Salaries	5080	\$0	\$8,973	\$0	\$0	\$0	\$614	\$0	\$0	\$0	0.00%
Salaries Instruct Coordinators	5012	\$12,776	\$11,623	\$12,776	\$5,942	\$13,095	\$12,136	\$12,396	\$12,900	\$504	4.07%
Substitutes	5013	\$22,000	\$10,506	\$22,000	\$22,381	\$20,000	\$25,800	\$20,000	\$26,000	\$6,000	30.00%
Substitutes Long Term	5014	\$30,000	\$69,322	\$45,000	\$38,841	\$45,000	\$36,486	\$40,000	\$40,000	\$0	0.00%
Salaries Ed Assistants	5015	\$220,826	\$215,567	\$238,713	\$310,661	\$255,613	\$203,554	\$167,585	\$180,479	\$12,894	7.69%
Substitutes Ed Assistants	5016	\$4,500	\$4,759	\$4,500	\$3,544	\$4,500	\$1,694	\$3,500	\$3,000	-\$500	-14.29%
Contracted Svcs Instruction	5017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Teacher Stipends	5075	\$1,000	\$389	\$1,000	\$1,391	\$1,000	\$94	\$0	\$0	\$0	0.00%
Substitutes Professional Development	5018	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svcs Prof Development	5019	\$2,000	\$0	\$2,000	\$0	\$2,000	\$2,000	\$0	\$2,000	\$2,000	100.00%
Other Professional Development	5020	\$1,500	\$1,553	\$15,000	\$6,083	\$15,000	\$4,304	\$5,000	\$4,000	-\$1,000	-20.00%
Contracted Services ELL Teacher	5081	\$0	\$0	\$0	\$34	\$0	\$0	\$0	\$0	\$0	0.00%
ELL Travel	5103	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svs Tech Maint & Support	5106	\$0	\$0	\$0	\$0	\$0	\$0	\$13,253	\$13,710	\$457	3.45%
Contracted Svs Elementary Curr. Dir.	5111	\$0	\$0	\$0	\$0	\$0	\$0	\$7,872	\$8,344	\$472	6.00%
		\$1,808,708	\$1,788,295	\$1,904,137	\$1,950,562	\$2,012,066	\$1,895,919	\$2,025,019	\$2,030,069	\$5,050	0.25%
Textbooks/Software/Media	5021	\$16,269	\$17,137	\$17,500	\$3,374	\$17,500	\$674	\$20,000	\$54,500	\$34,500	172.50%
Other Instructional Material	5022	\$15,000	\$23,043	\$25,000	\$42,460	\$25,000	\$20,352	\$25,000	\$15,000	-\$10,000	-40.00%
Instructional Equipment	5023	\$6,000	\$6,062	\$6,000	\$54,630	\$6,000	\$532	\$6,000	\$3,000	-\$3,000	-50.00%
Supplies General	5024	\$15,000	\$18,699	\$15,000	\$28,922	\$15,000	\$9,599	\$15,000	\$12,000	-\$3,000	-20.00%
Contracted Svcs Other Instructional	5025	\$0	\$519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svcs Instr Technology	5026	\$12,716	\$14,444	\$19,313	\$29,213	\$23,755	\$28,825	\$26,358	\$15,860	-\$10,498	-39.83%
Supplies Instrctnl Technology	5027	\$1,500	\$8,689	\$1,500	\$8,436	\$1,500	\$1,500	\$2,500	\$2,500	\$0	0.00%
Instructional Hardware	5028	\$0	\$40,704	\$0	\$2,139	\$14,707	\$0	\$41,798	\$18,969	-\$22,829	-54.62%
Library/Media Instrctnl Hardware	5029	\$0	\$0	\$0	\$0	\$0	\$266	\$0	\$0	\$0	0.00%
Instructional Software	5030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Stipend Technology	5106	\$720	\$0	\$720	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$67,205	\$129,297	\$85,033	\$169,174	\$103,462	\$61,748	\$136,656	\$121,829	-\$14,827	-10.85%

<u>Stony Brook Elementary</u>		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Salaries Guidance & Counseling	5031	\$68,829	\$71,671	\$71,367	\$41,304	\$41,408	\$66,819	\$98,940	\$79,152	-\$19,788	-20.00%
Contracted Svcs Testing	5032	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,410	\$5,410	100.00%
Testing Materials	5033	\$750	\$566	\$750	\$0	\$750	\$669	\$300	\$750	\$450	150.00%
		\$69,579	\$72,237	\$72,117	\$41,304	\$42,158	\$67,488	\$99,240	\$85,312	-\$13,928	-14.03%
Salaries Nurse	5034	\$78,234	\$78,370	\$82,991	\$65,705	\$62,081	\$88,362	\$90,240	\$90,240	\$0	0.00%
Substitute Nurse	5035	\$750	\$1,104	\$750	\$1,875	\$750	\$0	\$750	\$750	\$0	0.00%
Contracted Svcs School Physician	5036	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Supplies Medical	5037	\$600	\$650	\$600	\$2,001	\$600	\$73	\$600	\$600	\$0	0.00%
Other Medical Expenses	5038	\$200	\$0	\$200	\$100	\$200	\$79	\$200	\$200	\$0	0.00%
		\$79,784	\$80,124	\$84,541	\$69,681	\$63,631	\$88,514	\$91,790	\$91,790	\$0	0.00%
Regular Day Transportation	5088	\$117,261	\$108,722	\$117,587	\$103,899	\$122,231	\$130,536	\$139,319	\$145,837	\$6,518	4.68%
Transportation Fuel Escalation Charges	5096	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$117,261	\$108,722	\$117,587	\$103,899	\$122,231	\$130,536	\$139,319	\$145,837	\$6,518	4.68%
Salaries Cafeteria	5077	\$5,000	\$14,653	\$5,000	\$74,000	\$14,653	\$0	\$0	\$0	\$0	0.00%
Cafeteria Other Expense	5098	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$5,000	\$14,653	\$5,000	\$74,000	\$14,653	\$0	\$0	\$0	\$0	0.00%
Other Student Activity Expense	5040	\$0	\$0	\$0	\$0	\$0	\$525	\$0	\$0	\$0	0.00%
		\$0	\$0	\$0	\$0	\$0	\$525	\$0	\$0	\$0	0.00%
Salaries Custodial	5041	\$127,807	\$128,257	\$132,765	\$123,987	\$121,786	\$124,475	\$128,255	\$129,461	\$1,206	0.94%
Substitute Custodial	5042	\$600	\$1,643	\$600	\$90	\$600	\$474	\$600	\$500	-\$100	-16.67%
Overtime Custodial	5043	\$750	\$11,926	\$1,000	\$1,941	\$1,000	\$902	\$1,000	\$500	-\$500	-50.00%
Contracted Svcs Custodial	5044	\$6,000	\$6,176	\$6,000	\$7,407	\$6,000	\$12,843	\$6,000	\$6,000	\$0	0.00%
Supplies Custodial	5045	\$14,150	\$10,326	\$14,500	\$13,667	\$14,799	\$13,125	\$7,000	\$13,500	\$6,500	92.86%
Other Custodial Expense	5046	\$300	\$625	\$900	\$0	\$975	\$434	\$650	\$650	\$0	0.00%
Fuel Oil	5053	\$97,765	\$30,964	\$97,765	\$52,347	\$97,765	\$68,808	\$97,765	\$97,765	\$0	0.00%
Electricity	5054	\$57,000	\$35,955	\$57,000	\$42,347	\$57,000	\$44,099	\$63,521	\$63,521	\$0	0.00%
Telephone	5055	\$2,582	\$1,713	\$2,582	\$1,652	\$2,582	\$3,726	\$8,800	\$8,800	\$0	0.00%
		\$306,954	\$227,585	\$313,112	\$243,438	\$302,507	\$268,886	\$313,591	\$320,697	\$7,106	2.27%
Contracted Svcs Grounds	5047	\$2,000	\$0	\$2,000	\$0	\$2,000	\$1,063	\$2,000	\$1,300	-\$700	-35.00%
Contracted Svcs Building	5048	\$12,000	\$28,355	\$15,000	\$15,651	\$17,500	\$30,223	\$16,000	\$30,000	\$14,000	87.50%
Contracted Svcs Equipment	5049	\$13,000	\$1,575	\$10,000	\$1,138	\$12,000	\$16,557	\$10,000	\$17,000	\$7,000	70.00%
Contracted Svcs Security	5050	\$3,500	\$738	\$3,500	\$1,510	\$3,500	\$1,326	\$2,500	\$1,500	-\$1,000	-40.00%
		\$30,500	\$30,668	\$30,500	\$18,299	\$35,000	\$49,169	\$30,500	\$49,800	\$19,300	63.28%

<u>Stony Brook Elementary</u>		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Contracted Svcs Extraordinary Mncte	5051	\$750	\$2,652	\$2,500	\$2,664	\$2,500	\$9,127	\$2,500	\$2,500	\$0	0.00%
		\$750	\$2,652	\$2,500	\$2,664	\$2,500	\$9,127	\$2,500	\$2,500	\$0	0.00%
Replacement of Equipment	5109	\$0	\$0	\$0	\$0	\$0	\$10,629	\$0	\$8,000	\$8,000	100.00%
		\$0	\$0	\$0	\$0	\$0	\$10,629	\$0	\$8,000	\$8,000	100.00%
SE Teachers Salaries	5056	\$272,345	\$273,360	\$280,620	\$251,279	\$290,295	\$260,900	\$279,623	\$363,193	\$83,570	29.89%
SE Tutors Salaries	5078	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Salaries Speech Therapeutic	5057	\$31,803	\$40,964	\$33,932	\$47,054	\$51,637	\$38,937	\$56,503	\$86,555	\$30,052	53.19%
SE Contracted Svcs OT/PT	5079	\$55,475	\$55,475	\$50,102	\$47,270	\$47,136	\$69,968	\$54,096	\$64,196	\$10,100	18.67%
SE Substitute Teachers	5058	\$2,200	\$0	\$2,000	\$731	\$2,000	\$128	\$1,000	\$750	-\$250	-25.00%
SE Substitutes Long Term	5059	\$0	\$5,675	\$0	\$8,215	\$0	\$33,379	\$0	\$0	\$0	0.00%
SE Salaries Ed Assistants	5060	\$258,531	\$287,678	\$280,974	\$294,701	\$382,423	\$425,684	\$381,250	\$386,488	\$5,238	1.37%
SE Substitutes Ed Assistants	5061	\$4,200	\$873	\$3,500	\$5,971	\$3,500	\$1,775	\$3,500	\$2,500	-\$1,000	-28.57%
SE Contracted Svcs Prof Development	5062	\$500	\$0	\$738	\$0	\$740	\$0	\$0	\$750	\$750	100.00%
		\$625,054	\$664,025	\$651,866	\$655,221	\$777,731	\$830,771	\$775,972	\$904,432	\$128,460	16.55%
SE Textbooks/Software/Media	5063	\$350	\$495	\$500	\$0	\$500	\$359	\$2,500	\$2,500	\$0	0.00%
SE Other Instructional Material	5064	\$1,000	\$3,430	\$1,600	\$3,490	\$3,430	\$2,980	\$2,500	\$2,980	\$480	19.20%
SE Supplies General	5065	\$250	\$643	\$400	\$823	\$400	\$48	\$400	\$400	\$0	0.00%
SE Other Instructional Services	5066	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Contracted Svcs Inst Technology	5067	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Supplies Instr Technology	5068	\$250	\$0	\$250	\$0	\$250	\$25	\$250	\$250	\$0	0.00%
SE Instructional Hardware	5069	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Instructional Software	5070	\$0	\$0	\$0	\$0	\$0	\$0	\$940	\$940	\$0	0.00%
		\$1,850	\$4,568	\$2,750	\$4,313	\$4,580	\$3,412	\$6,590	\$7,070	\$480	7.28%
SE Salaries Guidance	5071	\$60,594	\$59,116	\$61,806	\$61,957	\$52,728	\$104,614	\$106,838	\$107,697	\$859	0.80%
SE Guidance Travel	5073	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Testing Materials	5072	\$1,750	\$2,013	\$1,500	\$1,306	\$500	\$693	\$500	\$693	\$193	38.60%
SE Contracted Services Testing	5084	\$0	\$348	\$0	\$80	\$0	\$1,350	\$0	\$1,350	\$1,350	100.00%
		\$62,444	\$61,477	\$63,306	\$63,343	\$53,228	\$106,657	\$107,338	\$109,740	\$2,402	2.24%
SE Contracted Svcs Psychological	5105	\$10,000	\$15,688	\$12,500	\$4,902	\$12,500	\$2,344	\$5,000	\$5,000	\$0	0.00%
		\$10,000	\$15,688	\$12,500	\$4,902	\$12,500	\$2,344	\$5,000	\$5,000	\$0	0.00%
SE Summer School Transportation	5090	\$0	\$0	\$0	\$0	\$0	\$0	\$4,915	\$4,915	\$0	0.00%
SE Transportation	5091	\$65,235	\$60,100	\$64,511	\$60,215	\$80,491	\$82,258	\$84,856	\$89,287	\$4,431	5.22%
SE Out of District Transportation	5092	\$0	\$0	\$0	\$0	\$0	\$0	\$30,576	\$36,786	\$6,210	20.31%
		\$65,235	\$60,100	\$64,511	\$60,215	\$80,491	\$82,258	\$120,347	\$130,988	\$10,641	8.84%

<u>Stony Brook Elementary</u>		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Transportation--McKinney Vento	5102	\$1,500	\$16,188	\$0	\$6,025	\$0	\$39,650	\$0	\$0	\$0	0.00%
		\$1,500	\$16,188	\$0	\$6,025	\$0	\$39,650	\$0	\$0	\$0	0.00%
SE PreSchool Tuition	5087	\$437,454	\$361,704	\$355,631	\$264,942	\$367,845	\$0	\$371,906	\$458,635	\$86,729	23.32%
SE Out of District Tuition	5097	\$0	\$0	\$0	\$12,000	\$0	\$14,375	\$56,160	\$95,200	\$39,040	69.52%
SE Extended School Year Tuition	5093	\$8,500	\$8,779	\$9,100	\$9,100	\$14,574	\$14,574	\$2,880	\$14,574	\$11,694	406.04%
SE Tuition Other Districts	5110	\$0	\$0	\$0	\$0	\$67,512	\$25,444	\$0	\$0	\$0	0.00%
		\$445,954	\$370,483	\$364,731	\$286,042	\$449,931	\$54,393	\$430,946	\$568,409	\$137,463	31.90%
SE Collaborative Assessment	5094	\$224	\$218	\$213	\$222	\$225	\$225	\$225	\$225	\$0	0.00%
SE Tuition Collaborative	5095	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$224	\$218	\$213	\$222	\$225	\$225	\$225	\$225	\$0	0.00%
Salary Committee Secretary	5082	\$490	\$425	\$491	\$857	\$500	\$775	\$805	\$853	\$48	5.96%
Contracted Services Legal	5107	\$5,000	\$880	\$5,000	\$336	\$5,000	\$84	\$1,000	\$1,000	\$0	0.00%
Contracted Services Professional	5108	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Other School Committee Expense	5083	\$400	\$116	\$800	\$830	\$800	\$1,735	\$800	\$1,735	\$935	116.88%
		\$5,890	\$1,421	\$6,291	\$2,023	\$6,300	\$2,594	\$2,605	\$3,588	\$983	37.74%
Salary Technology Support	5114	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$0	\$0	0.00%							
Salaries Central Office	5086	\$156,905	\$157,140	\$152,208	\$152,837	\$164,277	\$162,743	\$163,072	\$179,379	\$16,307	10.00%
Other Central Office Expense	5085	\$15,572	\$15,185	\$15,449	\$14,668	\$17,454	\$16,648	\$29,983	\$32,981	\$2,998	10.00%
		\$172,477	\$172,325	\$167,657	\$167,505	\$181,731	\$179,391	\$193,055	\$212,360	\$19,305	10.00%
CIRCUIT BREAKER FY17	5087	\$0	\$0	\$0	\$0	\$0	\$116,692	\$0	\$0		
CIRCUIT BREAKER FY18	5097	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
CIRCUIT BREAKER FY20	5087	-\$67,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
CIRCUIT BREAKER FY22	5087					-\$150,500	\$0	\$0	\$0		
CIRCUIT BREAKER FY23	5087					\$0	\$0	-\$42,460	\$0		
CIRCUIT BREAKER FY24	5087							\$0	-\$16,683		
RESERVED FOR NEGOTIATION		\$0	\$0	\$0	\$0	\$0	\$0	\$2,803	\$195,845		
PRE PAYMENT FY23 PRE K	5087							-\$50,000	\$0		
TUITION REVOLVING	5097							-\$50,234	-\$50,234		
GRAND TOTAL		\$4,054,524	\$4,054,482	\$4,222,581	\$4,222,458	\$4,394,840	\$4,307,081	\$4,662,100	\$5,244,140	\$582,040	12.48%
Regular Day		\$2,904,123	\$2,860,314	\$3,056,413	\$3,140,152	\$3,160,354	\$3,068,085	\$3,355,771	\$3,581,605	\$225,834	6.73%
SPED		\$1,150,401	\$1,194,168	\$1,166,168	\$1,082,306	\$1,234,486	\$1,238,996	\$1,306,329	\$1,662,535	\$356,206	27.27%

STONY BROOK ELEMENTARY SCHOOL

FY '25 BUDGET

LINE ITEM DESCRIPTIONS & JUSTIFICATIONS

Ver. 1 1-18-24

Acct #	Description	
#5001	<u>Salaries Principal</u>	\$150,284
	Compensation for principal position per current contract.	
#5002	<u>Salaries Secretary</u>	\$125,121
	Compensation for full-time Office/Data Administrative Assistant in the office and the Administrative Assistant to the Principal	
#5004	<u>Contracted Services Office Equipment</u>	\$10,600
	Lease, maintenance, and toner costs for office copier along with the postage meter. Reflects actual account from which copy machine lease expense is taken.	
#5074	<u>Supplies General Office</u>	\$500
	Office supplies such as postage, printer cartridges, and general supplies	
#5006	<u>Other Principal Expenses</u>	\$500
	Expenses include ASCD membership and student incentives (Sea Stars/Birthdays)	
#5007	<u>Contracted Services Non/Instructional Technology</u>	\$30,461

Adobe Sign/Cloud Suite	\$550
Aspen	\$1,950
Atlas	\$840
CrisisGo	\$430
Entrusted Email	\$150
Filewave	\$2,500
Entrusted Email	\$150
Gaggle Archiving	\$660
Google Education Plus	\$870
Incident IQ	\$850
Kajeet Hotspots	\$100
Open Architects	\$2,787
Open Cape - Internet	\$5,235
Open Cape - TLS	\$3,219
Panorama	\$2,400
Parentsquare	\$1,080
PDQ	\$165
Raptor	\$605
Securly Web Filtering	\$1,150
SNAP	\$900
Sophos Anti Virus (computers/servers)	\$1,800
Teachpoint	\$940
TEC Student Data Privacy Alliance	\$225
Unified Talent SmartFind Express	\$400
Veeam Backup Cloud Licenses	\$260
Wasabi Cloud Backup Storage	\$245
Total	\$30,461

Acct #	Description	
#5008	<u>Supplies Non-Instructional Technology</u>	\$100
	Reflects cost for laser cartridges for office printer.	
#5010	<u>Salaries Teachers</u>	\$1,737,836
	This salary account funds teachers' contract salaries including step increases and longevity. Budgeted amount includes 12 classroom teachers, (4 kindergarten; 4 grade one; and 4 grade two), all or a portion of specialist teachers, 1 EL teacher, 0.5 music teacher, 0.5 art teacher, 1 FTE technology/library teacher, 1 FTE physical education teacher, and a portion of reading specialist and intervention teachers.	
#5011	<u>Stipends Mentor</u>	\$1,800
	Anticipated need for the equivalent of three mentors and partial mentors for year 2/3 staff.	
#5012	<u>Salaries Instructional Coordinators</u>	\$12,900
	Teacher stipends for (1) ELA Subject Coordinator, (1) Math Subject Coordinator, (1) Data Coordinator/NTSS position, and (1) Technology Subject Coordinator.	
#5013	<u>Substitutes</u>	\$26,000
	This account funds substitutes for teachers/staff listed in #5010.	
#5014	<u>Substitutes Long Term</u>	\$40,000
	Based upon actuals from prior years and with a possible maternity leave(s).	
#5015	<u>Salaries Educational Assistants</u>	\$180,479
	This account reflects salaries for kindergarten EA support and coverage of all duties.	
#5016	<u>Substitutes Educational Assistants</u>	\$3,000
	Substitute compensation for educational assistants.	
#5019	<u>Contracted Services - Professional Development</u>	\$2,000
	Funding to provide opportunities for teachers/staff to attend workshops directly related to their areas of instruction. Funding for outside consultants and agencies.	
#5020	<u>Other Professional Development</u>	\$4,000
	Funding to provide opportunities for teachers/staff to attend workshops directly related to their areas of instruction. Continued work in Deep Learning and Creative Learning.	
#5106	<u>Contracted Services Technology Maintenance and Support</u>	\$13,710
	Funds Stony Brook's portion of the Region's elementary schools' technology and maintenance support personnel to address contracted services provided by our IT team for technology. Line item is based on the October 1 st enrollment for the elementary schools.	
#5111	<u>Contracted Services – Elementary Curriculum Director</u>	\$8,344
	Funding for the Elementary Curriculum Coordinator position that was created several years ago. This represents Stony Brook's portion of the cost. Line item is based on the October 1 st enrollment for the elementary schools.	

Acct #	Description	
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#5021	<u>Textbooks/Software/Media</u>	\$54,500
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Includes funding for a new K-2 reading/language program (additional funding possible through a grant). Funding also includes any other textbooks/software for core content areas; Mystery Science and Elipsis (DLCS software).

#5022	<u>Other Instructional Material</u>	\$15,000
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Consumable instructional materials including materials to support MA Curriculum Frameworks. This account also funds materials requisitioned by each of the specialists and for new books in the Stony Brook library. Based upon prior actuals.

#5023	<u>Instructional Equipment</u>	\$3,000
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Other equipment needed for general education classrooms.

#5024	<u>General Supplies</u>	\$12,000
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This account is used to purchase supplies used for teachers and staff to function on a day-to-day basis. Based upon actual expenditures from prior years.

#5025	<u>Contracted Services Other Instructional</u>	\$0
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Costs of any programs/field trips that cannot be afforded by students will be paid by PTO.

#5026	<u>Contracted Services Instructional Technology</u>	\$15,860
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Includes all software licenses outlined below.

Book Creator	\$300
Destiny Follett	\$1,400
Learning A-Z	\$2,100
Learning Ally	\$1,300
Lexia	\$4,400
Quizlet Plus	\$40
Read Naturally	\$190
Read & Write (Text Help)	\$480
Seesaw	\$1,480
SLP Now	\$260
Smart Learning Suite	\$600
Starfall	\$370
Typetastic	\$390
Zearn	\$2,550
Total Instructional Software	\$15,860

Acct #	Description	
#5027	<u>Supplies Instructional Technology</u>	\$2,500
	Operating, repair, and replacement supplies for technology (e.g., iPad repairs, cartridges for laser printers, light bulbs for Smart Boards, USB Cable wires, and replacement of iPad cases).	
#5028	<u>Instructional Hardware</u>	\$18,969
	All schools are beginning the process of a device replacement cycle. Stony Brook will replace some iPads and several SmartBoards and Hovercams. Capital Plan funding will be necessary for the costs beyond this dollar amount and will be used to replace computers in our lab.	
#5031	<u>Salaries Guidance & Counseling</u>	\$79,152
	Salary of 80% adjustment counselor.	
#5032	<u>Contracted Services Testing</u>	\$5,410
	Funding to pay for assessment platforms such as i-Ready, DESSA, and DIBELS.	
#5033	<u>Testing Materials</u>	\$750
	Diagnostic forms and rating scales related to assessing non-special education students.	
#5034	<u>Salaries Nurse</u>	\$90,240
	Salary for a full-time nurse. Includes three days compensation for summer hours for the purpose of preparing student files, and connecting with teachers who have students with significant medical needs.	
#5035	<u>Substitute Nurse</u>	\$750
	Substitutes to cover any absences of the nurse.	
#5037	<u>Supplies Medical</u>	\$600
	Medical supplies for the health office.	
#5038	<u>Other Medical Expenses</u>	\$200
	Job related expenses and related opportunities for professional development.	
#5088	<u>Regular Day Transportation</u>	\$145,837
	Amount represents increase from the CCC over anticipated costs this year.	
#5077	<u>Salaries Cafeteria</u>	\$0
	This line item covered any potential deficits in the Cafeteria Revolving Account. In FY25, the Revolving Account will be able to cover the cost of cafeteria salaries with current revenues and reserve funding.	
#5098	<u>Cafeteria – Other Expense</u>	\$0
	Additional cost of clothing allowance per contract. Funded in the Cafeteria Revolving Account in FY25.	

Acct #	Description	
5041	<u>Salaries Custodial</u>	\$129,461
	Salaries for 2 FTE custodian and 50% of Facilities Director's salary. Clothing allowance per contract is included in this line item.	
#5042	<u>Substitute Custodial</u>	\$500
	Compensation for custodial substitutes.	
#5043	<u>Overtime Custodial</u>	\$500
	Funds overtime when needed. Reduction due to YMCA schedule.	
#5044	<u>Contracted Services - Custodial</u>	\$6,000
	Cost for trash removal, recycling, and recycling of hazardous materials--Nauset Disposal. Addition of contract for single stream recycling.	
#5045	<u>Supplies Custodial</u>	\$13,500
	Cost of paper goods, cleaning supplies, vacuum supplies, plastic liners, ice melt, tools, lightbulbs, ballasts, and wax/wax remover. Increase reflects prior year actuals.	
#5046	<u>Other Custodial Expenses</u>	\$650
	Contractual stipend for day custodian when head custodian is absent.	
#5053	<u>Fuel Oil</u>	\$97,765
	Estimated fuel cost for FY25 projection. Line item is level funded.	
#5054	<u>Electricity</u>	\$63,521
	Electrical cost for FY25 projection. Line item is level funded.	
#5055	<u>Telephone</u>	\$8,800
	Amount reflects the change in the telephone services to a voice over IP system.	
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#5047	<u>Contracted Services Grounds</u>	\$1,300
	Includes expenses for grounds maintenance and repairs (\$475), the sprinkler system; annual playground inspection (\$500); insect treatment; mulch, and general landscaping. Building Rental Revolving Account helps to offset some of these costs.	
#5048	<u>Contracted Services Building</u>	\$30,000
	Preventative maintenance of entire pneumatic system, air handler units, exhaust fans, unit ventilators, and air conditioners. Includes air quality testing, technical maintenance expenses, plumbing, electrical and HVAC. Additional costs to be funded from the Building Rental Revolving Account and/or the Capital Plan. Reflects actuals from prior years.	

Acct #	Description	
#5049	<u>Contracted Services Equipment</u>	\$17,000
	This account funds: inspection of kitchen hood, suppression system, fire extinguisher re-tag, pumping of septic tank & grease trap, fire panel repair, locksmith repairs, State-required yearly boiler & pressure vessel inspection, State-required yearly lift inspection. Additional costs to be funded from the Building Rental Revolving Account and/or the Capital Plan.	
#5050	<u>Contracted Services Security</u>	\$1,500
	This account funds: annual fire alarm testing, yearly monitoring of panic device, daily monitoring and test of fire alarm, daily monitoring and test of security system, and contracted services for security system. Reflects actuals from prior years.	
#5051	<u>Contracted Services Extraordinary Maintenance</u>	\$2,500
	This account funds addition unexpected costs with equipment/building maintenance.	
#5109	<u>Replacement of Equipment</u>	\$8,000
	Funding for additional custodial equipment [vacuum, buffer, floor scrubber, etc.]	
#5056	<u>SE Teachers Salaries</u>	\$363,193
	Three (4.0 FTE) special education teachers' salaries including step increases and longevity. The fourth teacher was added in FY24 due to increase student needs and additional low-incidence disabilities that require specialized instruction and programming.	
#5057	<u>Salaries Medical Therapeutic</u>	\$86,555
	Speech and Language Pathologist salary. Full-time salary.	
#5079	<u>SE Contracted Services Medical/Therapeutic</u>	\$64,196
	Occupational Therapist and Physical Therapist costs. Shared across the district.	
#5058	<u>SE Substitute Teachers</u>	\$750
	Substitute compensation for special needs teachers.	
#5060	<u>SE Salaries Educational Assistants</u>	\$386,488
	This account reflects salaries and longevity for 10.89 FTE special needs educational assistants including 1:1 educational assistants and inclusion educational assistants.	
#5061	<u>SE Substitutes Educational Assistants</u>	\$2,500
	Substitute coverage for special needs educational assistants.	
#5062	<u>SE Contracted Services Professional Development</u>	\$750
	Any additional professional development specific to special education staff.	

Acct #	Description	
#5063	<u>SE Textbooks/Software/Media</u>	\$2,500
	Purchase of textbooks, workbooks, instructional materials, and software for SE students.	
#5064	<u>SE Other Instructional Materials</u>	\$2,980
	SE Instructional Materials. Based upon prior year actuals student need.	
#5065	<u>SE Supplies General</u>	\$400
	General supplies for special education teachers, educational assistants, and SLP.	
#5068	<u>SE Supplies - Instructional Technology</u>	\$250
	SE Instructional Technology general supplies to meet the needs of students and staff.	
#5070	<u>Contracted Service- SE Instructional Technology</u>	\$940
	Cost for special education software/app licenses – keyboarding, Boardmaker, and News2You applications to meet IEP goals and objectives.	
#5071	<u>SE Salaries Guidance</u>	\$107,697
	Salary of 1.0 FTE School Psychologist/Team Chair.	
#5073	<u>SE Guidance Travel</u>	\$0
	Eliminated from the budget for this year based upon prior year actuals.	
#5072	<u>SE Testing Materials</u>	\$693
	Testing materials used in the evaluation process. Update and replace current materials	
#5084	<u>SE Contracted Svcs - Testing</u>	\$1,350
	Contracted services for special education students that need outside evaluations.	
#5105	<u>SE Contracted Svcs Psychological</u>	\$5,000
	Contracted services for special education students that need outside psychological evaluations. Based upon prior year actuals.	
#5090	<u>Special Education – Summer School Transportation</u>	\$4,915
	This account funds summer transportation for Brewster residents with significant special needs.	
#5091	<u>Special Education Transportation</u>	\$89,287
	This account funds transportation for Brewster residents with significant special needs.	
#5092	<u>SE Out of District Transportation</u>	\$36,786
	This account funds out of district students’ transportation. Represents cost for a student who is being educated in a program off-Cape.	

Acct #	Description	
#5102	<u>Transportation-McKinney-Vento</u>	\$0
	This line item funds the cost to transport students who are homeless. No funding requested in FY25.	
#5087	<u>SE Preschool Tuition</u>	\$458,635
	This account pays for Brewster students attending the Nauset Integrated Preschool Program located in Stony Brook Elementary School. Slight increase of costs with the full day program and with three PK classrooms in Brewster.	
#5097	<u>SE Out of District Tuition</u>	\$95,200
	This line item funds the tuition cost for a student in a program off-Cape.	
#5093	<u>SE - Extended School Year</u>	\$14,574
	Costs for extended school year for SE students. Pays for a portion of summer tutoring costs.	
#5094	<u>SE Collaborative Assessment</u>	\$225
	Fee to be a member of the Cape Cod Collaborative based on student enrollment.	
#5095	<u>SE Tuition Collaborative</u>	\$0
	No students currently projected attending the Cape Cod Collaborative in FY25.	
#5082	<u>Salary Committee Secretary</u>	\$853
	This account funds the School Committee secretary.	
#5107	<u>Contracted Services – Legal</u>	\$1,000
	Ongoing legal costs for consultation on legal issues.	
#5083	<u>Other School Committee Expense</u>	\$1,735
	Provides two registrations for the annual MASC conference.	
#5086	<u>Salaries Central Office</u>	\$179,379
	Stony Brook’s portion of overhead costs for CO salaries. Line item is estimated at this time pending the approval of the Central Office Budget. See separate section of the budget for details.	
#5085	<u>Other Central Office Expense</u>	\$32,981
	Stony Brook’s portion of overhead costs for CO expenses. Line item is estimated at this time pending the approval of the Central Office Budget. See separate section of the budget for details.	

NAUSET PUBLIC SCHOOLS											1/18/2024
FY 2025 BUDGET WORKSHEET											ver 1
<u>Eddy Elementary</u>											
		Budget	Actual	Budget	Actual	Budget	Actual	Proposed	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Salaries Principals	7001	\$129,273	\$130,904	\$133,522	\$134,232	\$126,011	\$133,000	\$136,325	\$140,415	\$4,090	3.00%
Salaries Secretary	7002	\$97,295	\$97,056	\$103,577	\$119,520	\$110,662	\$104,340	\$108,238	\$111,715	\$3,477	3.21%
Substitutes Secretary	7003	\$300	\$228	\$300	\$0	\$0	\$128	\$300	\$500	\$200	66.67%
Contracted Svcs Office Equipment	7004	\$1,500	\$528	\$1,800	\$3,639	\$1,800	\$3,549	\$1,800	\$2,000	\$200	11.11%
Supplies General Office	7074	\$1,000	\$632	\$800	\$683	\$800	\$4,930	\$800	\$2,000	\$1,200	150.00%
Other Principal Expense	7006	\$1,500	\$658	\$1,500	\$1,330	\$1,000	\$4,589	\$1,000	\$1,500	\$500	50.00%
Contracted Svcs Non-Instr Technology	7007	\$26,800	\$18,466	\$26,843	\$19,681	\$26,013	\$18,908	\$17,201	\$30,461	\$13,260	77.09%
Supplies Non-Instr Technology	7008	\$0	\$0	\$0	\$2,380	\$0	\$0	\$0	\$0	\$0	0.00%
Hardware Non-Instr Technology	7009	\$0	\$0	\$0	\$0	\$0	\$1,027	\$15,000	\$0	-\$15,000	-100.00%
		\$257,668	\$248,472	\$268,342	\$281,465	\$266,286	\$270,471	\$280,664	\$288,591	\$7,927	2.82%
Salaries Teachers	7010	\$1,396,566	\$1,404,326	\$1,460,737	\$1,439,633	\$1,603,677	\$1,635,694	\$1,701,474	\$1,710,189	\$8,715	0.51%
Salaries Librarian	7104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Stipends Mentor	7011	\$1,100	\$1,073	\$1,100	\$2,037	\$1,100	\$1,188	\$1,100	\$1,100	\$0	0.00%
Tutor Salaries	7079	\$8,746	\$303	\$3,500	\$0	\$0	\$0	\$0	\$1,500	\$1,500	100.00%
Salaries Instruct Coordinators	7012	\$11,340	\$11,624	\$11,340	\$8,913	\$11,500	\$12,136	\$11,500	\$11,500	\$0	0.00%
Substitutes	7013	\$11,500	\$13,051	\$11,500	\$15,213	\$13,000	\$24,642	\$15,000	\$17,000	\$2,000	13.33%
Substitutes Long Term	7014	\$0	\$28,918	\$10,000	\$52,241	\$10,000	\$17,078	\$10,000	\$10,000	\$0	0.00%
Salaries Ed Assistants	7015	\$70,759	\$45,697	\$67,411	\$72,797	\$75,538	\$70,465	\$63,855	\$0	-\$63,855	-100.00%
Substitutes Ed Assistants	7016	\$1,000	\$346	\$1,000	\$810	\$1,000	\$10,054	\$1,000	\$0	-\$1,000	-100.00%
Contracted Svcs Instruction	7017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Substitutes Professional Development	7018	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	-\$2,000	-100.00%
Contracted Svcs Prof Development	7019	\$1,000	\$0	\$1,000	\$3,880	\$1,000	\$1,385	\$1,000	\$1,000	\$0	0.00%
Other Professional Development	7020	\$0	\$167	\$0	\$310	\$0	\$0	\$6,000	\$8,000	\$2,000	33.33%
Stipends Teachers	7075	\$735	\$0	\$0	\$339	\$0	\$0	\$0	\$0	\$0	0.00%
ELL Travel	7103	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svcs Tech Maint & Support	7110	\$0	\$0	\$0	\$0	\$0	\$0	\$13,253	\$13,710	\$457	3.45%
Contracted Svcs Elementary Curr. Dir.	7111	\$0	\$0	\$0	\$0	\$0	\$0	\$7,872	\$8,344	\$472	6.00%
		\$1,504,746	\$1,505,505	\$1,569,588	\$1,596,173	\$1,718,815	\$1,772,642	\$1,834,054	\$1,782,343	-\$51,711	-2.82%
Textbooks/Software/Media	7021	\$15,000	\$7,688	\$16,000	\$13,139	\$16,000	\$5,242	\$5,133	\$34,950	\$29,817	580.89%
Other Instructional Material	7022	\$11,500	\$3,479	\$10,000	\$9,859	\$10,000	\$9,262	\$15,000	\$13,000	-\$2,000	-13.33%
Instructional Equipment	7023	\$18,000	\$9,718	\$18,500	\$27,250	\$8,000	\$6,457	\$9,000	\$9,500	\$500	5.56%
Supplies General	7024	\$9,500	\$3,107	\$9,500	\$7,113	\$15,000	\$3,613	\$14,000	\$12,000	-\$2,000	-14.29%
Contracted Svcs Other Instructional	7025	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Svcs Instr Technology	7026	\$13,879	\$12,099	\$14,129	\$30,741	\$20,589	\$26,403	\$0	\$19,280	\$19,280	100.00%
Supplies Instrctnl Technology	7027	\$6,000	\$3,697	\$6,000	\$6,076	\$3,000	\$1,875	\$3,000	\$3,000	\$0	0.00%
Instructional Hardware	7028	\$0	\$42,566	\$0	\$29,904	\$14,000	\$0	\$0	\$0	\$0	0.00%
Library/Media Instrctnl Hardware	7029	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Instructional Software	7030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$73,879	\$82,354	\$74,129	\$124,082	\$86,589	\$52,852	\$46,133	\$91,730	\$45,597	98.84%

Eddy Elementary											
		Budget	Actual	Budget	Actual	Budget	Actual	Proposed	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Salaries Guidance & Counseling	7031	\$60,001	\$59,775	\$91,544	\$71,912	\$93,934	\$93,934	\$96,120	\$96,120	\$0	0.00%
Contracted Svcs Testing	7032	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,160	\$12,160	100.00%
Testing Materials	7033	\$300	\$0	\$300	\$0	\$300	\$0	\$300	\$300	\$0	0.00%
		\$60,301	\$59,775	\$91,844	\$71,912	\$94,234	\$93,934	\$96,420	\$108,580	\$12,160	12.61%
Salaries Nurse	7034	\$69,554	\$69,148	\$80,892	\$81,147	\$84,754	\$86,128	\$91,477	\$95,134	\$3,657	4.00%
Substitute Nurse	7035	\$1,500	\$2,596	\$1,500	\$525	\$1,050	\$1,793	\$1,500	\$1,500	\$0	0.00%
Contracted Svcs School Physician	7036	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Supplies Medical	7037	\$650	\$560	\$650	\$498	\$650	\$598	\$650	\$949	\$299	45.95%
Other Medical Expenses	7038	\$600	\$479	\$650	\$155	\$900	\$255	\$900	\$900	\$0	0.00%
		\$72,304	\$72,783	\$83,692	\$82,325	\$87,354	\$88,774	\$94,527	\$98,483	\$3,956	4.18%
Regular Day Transportation	7088	\$117,261	\$108,722	\$117,587	\$103,899	\$122,231	\$130,265	\$139,319	\$120,720	-\$18,599	-13.35%
Transportation Fuel Escalation Charges	7096	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$117,261	\$108,722	\$117,587	\$103,899	\$122,231	\$130,265	\$139,319	\$120,720	-\$18,599	-13.35%
Salaries Cafeteria	7076	\$0	\$4,888	\$5,000	\$0	\$5,000	\$0	\$0	\$0	\$0	0.00%
Cafeteria Other Expense	7098	\$700	\$31	\$700	\$0	\$700	\$0	\$0	\$0	\$0	0.00%
		\$700	\$4,919	\$5,700	\$0	\$5,700	\$0	\$0	\$0	\$0	0.00%
Other Student Activity Expense	7040	\$1,000	\$99	\$1,000	\$249	\$0	\$52	\$0	\$4,000	\$4,000	100.00%
		\$1,000	\$99	\$1,000	\$249	\$0	\$52	\$0	\$4,000	\$4,000	100.00%
Custodial Salaries	7041	\$162,001	\$162,230	\$165,176	\$132,635	\$123,889	\$104,772	\$109,228	\$119,223	\$9,995	9.15%
Substitute Custodial	7042	\$1,000	\$0	\$1,000	\$291	\$1,000	\$4,579	\$1,000	\$1,000	\$0	0.00%
Overtime Custodial	7043	\$200	\$318	\$500	\$1,304	\$500	\$1,053	\$500	\$500	\$0	0.00%
Contracted Svcs Custodial	7044	\$4,800	\$5,509	\$5,100	\$9,089	\$5,100	\$7,034	\$7,000	\$8,000	\$1,000	14.29%
Supplies Custodial	7045	\$10,500	\$10,154	\$10,000	\$10,182	\$10,000	\$5,027	\$10,000	\$10,000	\$0	0.00%
Other Custodial Expense	7046	\$300	\$0	\$300	\$0	\$650	\$314	\$350	\$500	\$150	42.86%
Natural Gas	7053	\$39,107	\$29,601	\$39,107	\$26,043	\$39,107	\$33,607	\$58,661	\$58,661	\$0	0.00%
Electricity	7054	\$57,000	\$38,533	\$57,000	\$40,661	\$57,000	\$47,000	\$60,992	\$60,992	\$0	0.00%
Telephone	7055	\$3,466	\$1,376	\$3,466	\$1,310	\$3,466	\$3,480	\$7,500	\$7,500	\$0	0.00%
		\$278,374	\$247,721	\$281,649	\$221,515	\$240,712	\$206,866	\$255,231	\$266,376	\$11,145	4.37%

<i>Eddy Elementary</i>		Budget	Actual	Budget	Actual	Budget	Actual	Proposed	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Contracted Svcs Grounds	7047	\$2,000	\$2,517	\$2,000	\$526	\$2,000	\$0	\$2,000	\$1,000	-\$1,000	-50.00%
Contracted Svcs Building	7048	\$13,000	\$13,064	\$15,000	\$14,388	\$17,500	\$36,798	\$19,500	\$19,000	-\$500	-2.56%
Contracted Svcs Equipment	7049	\$14,000	\$4,842	\$14,000	\$15,318	\$14,000	\$13,117	\$14,500	\$15,000	\$500	3.45%
Contracted Svcs Security	7050	\$3,000	\$1,852	\$2,700	\$3,418	\$2,700	\$790	\$3,500	\$3,500	\$0	0.00%
		\$32,000	\$22,275	\$33,700	\$33,650	\$36,200	\$50,705	\$39,500	\$38,500	-\$1,000	-2.53%
Contracted Svcs Extraordinary Mncte	7051	\$0	\$19,712	\$0	\$8,910	\$0	\$1,609	\$0	\$0	\$0	0.00%
		\$0	\$19,712	\$0	\$8,910	\$0	\$1,609	\$0	\$0	\$0	0.00%
Replacement of Equipment	7109	\$0	\$0	\$0	\$0	\$0	\$7,221	\$0	\$0	\$0	0.00%
		\$0	\$0	\$0	\$0	\$0	\$7,221	\$0	\$0	\$0	0.00%
SE Teachers Salaries	7056	\$344,979	\$345,787	\$357,272	\$344,877	\$330,605	\$322,383	\$342,937	\$355,287	\$12,350	3.60%
SE Tutors Salaries	7080	\$1,000	\$76	\$500	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Contracted Services Tutors	7077	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$0	0.00%
SE Salaries Speech Therapeutic	7057	\$98,500	\$98,500	\$102,866	\$100,683	\$102,791	\$102,791	\$104,943	\$172,360	\$67,417	64.24%
SE Contracted Svcs OT/PT	7078	\$49,743	\$49,743	\$64,503	\$54,254	\$66,048	\$63,847	\$66,840	\$114,840	\$48,000	71.81%
SE Substitute Teachers	7058	\$2,500	\$410	\$2,500	\$1,163	\$2,500	\$1,525	\$3,000	\$6,000	\$3,000	100.00%
SE Substitutes Long Term	7059	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Salaries Ed Assistants	7060	\$338,500	\$345,199	\$339,134	\$352,822	\$330,786	\$355,085	\$448,600	\$485,309	\$36,709	8.18%
SE Substitutes Ed Assistants	7061	\$6,000	\$5,420	\$6,000	\$12,465	\$6,000	\$3,429	\$6,000	\$8,000	\$2,000	33.33%
SE Contracted Svcs Prof Development	7062	\$500	\$0	\$800	\$658	\$800	\$0	\$800	\$3,000	\$2,200	275.00%
		\$841,722	\$845,135	\$873,575	\$866,922	\$839,530	\$849,060	\$975,120	\$1,146,797	\$171,677	17.61%
SE Textbooks/Media/Software	7063	\$1,550	\$999	\$2,000	\$4,447	\$2,000	\$1,766	\$2,000	\$2,000	\$0	0.00%
SE Other Instructional Material	7064	\$1,800	\$367	\$1,800	\$1,825	\$1,200	\$3,822	\$1,200	\$6,043	\$4,843	403.56%
SE Supplies General	7065	\$500	\$166	\$500	\$22	\$500	\$1,012	\$500	\$1,012	\$512	102.40%
SE Other Instructional Services	7066	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Contracted Svcs Inst Technology	7067	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Supplies Instr Technology	7068	\$750	\$299	\$500	\$458	\$500	\$29	\$500	\$500	\$0	0.00%
SE Instructional Hardware	7069	\$800	\$2,415	\$500	\$0	\$500	\$281	\$500	\$500	\$0	0.00%
SE Instructional Software	7070	\$0	\$0	\$0	\$0	\$0	\$0	\$940	\$940	\$0	0.00%
		\$5,400	\$4,246	\$5,300	\$6,752	\$4,700	\$6,910	\$5,640	\$10,995	\$5,355	94.94%
SE Salaries Guidance	7071	\$98,573	\$98,594	\$100,544	\$33,239	\$52,728	\$104,614	\$106,838	\$109,828	\$2,990	2.80%
SE Guidance Travel	7073	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SE Testing Materials	7072	\$2,000	\$0	\$500	\$2,259	\$500	\$1,315	\$1,000	\$4,148	\$3,148	314.80%
SE Contracted Services Testing	7084	\$0	\$2,734	\$0	\$1,839	\$0	\$1,900	\$2,000	\$2,000	\$0	0.00%
		\$100,573	\$101,328	\$101,044	\$37,337	\$53,228	\$107,829	\$109,838	\$115,976	\$6,138	5.59%
SE Contracted Svcs Psychological	7087	\$3,000	\$5,846	\$3,000	\$20,071	\$3,000	\$1,406	\$3,500	\$2,500	-\$1,000	-28.57%
		\$3,000	\$5,846	\$3,000	\$20,071	\$3,000	\$1,406	\$3,500	\$2,500	-\$1,000	-28.57%

<i>Eddy Elementary</i>		Budget	Actual	Budget	Actual	Budget	Actual	Proposed	Proposed	Dollar	%
		2020-2021	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	2024-2025	Increase	Increase
Special Needs Transportation	7089	\$25,902	\$0	\$25,614	\$27,971	\$31,959	\$32,706	\$33,692	\$35,451	\$1,759	5.22%
SE Summer School Transportation	7090	\$5,600	\$5,600	\$7,900	\$0	\$5,600	\$0	\$3,535	\$3,535	\$0	0.00%
SE Out of District Transportation	7092	\$0	\$30,995	\$22,000	\$17,549	\$22,000	\$22,003	\$0	\$50,000	\$50,000	100.00%
		\$31,502	\$36,595	\$55,514	\$45,520	\$59,559	\$54,709	\$37,227	\$88,986	\$51,759	139.04%
Transportation--McKinney Vento	7102	\$0	\$18,563	\$0	\$1,875	\$0	\$0	\$11,340	\$0	-\$11,340	-100.00%
		\$0	\$18,563	\$0	\$1,875	\$0	\$0	\$11,340	\$0	-\$11,340	-100.00%
SE Extended School Year Tuition (ESY)	7093	\$17,300	\$17,869	\$23,674	\$0	\$26,619	\$26,619	\$4,506	\$26,619	\$22,113	490.75%
SE Collaborative Assessment	7094	\$247	\$215	\$212	\$212	\$214	\$214	\$214	\$214	\$0	0.00%
SE Tuition Collaborative	7095	\$0	\$81,721	\$51,312	\$57,000	\$57,000	\$0	\$0	\$0	\$0	0.00%
SE Out of District Tuition (ESY)	7097	\$383,043	\$260,240	\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000	100.00%
SE Tuition Public Schools	7106	\$0	\$0	\$0	\$0	\$0	\$0	\$25,444	\$0	-\$25,444	-100.00%
		\$400,590	\$360,045	\$75,198	\$57,212	\$83,833	\$26,833	\$30,164	\$106,833	\$76,669	254.17%
Salary Committee Secretary	7082	\$490	\$172	\$490	\$674	\$593	\$785	\$805	\$875	\$70	8.70%
Contracted Services Legal	7107	\$0	\$200	\$0	\$0	\$0	\$2,079	\$0	\$2,079	\$2,079	100.00%
Other School Committee Expense	7083	\$500	\$0	\$500	\$0	\$850	\$0	\$0	\$0	\$0	0.00%
		\$990	\$372	\$990	\$674	\$1,443	\$2,864	\$805	\$2,954	\$2,149	266.96%
Salaries Central Office	7086	\$156,905	\$157,140	\$152,208	\$152,837	\$164,277	\$162,743	\$163,072	\$179,379	\$16,307	10.00%
Other Central Office Expense	7085	\$15,572	\$15,185	\$15,449	\$14,668	\$17,454	\$16,648	\$29,983	\$32,981	\$2,998	10.00%
		\$172,477	\$172,325	\$167,657	\$167,505	\$181,731	\$179,391	\$193,055	\$212,360	\$19,305	10.00%
Advertising	7105	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		\$0	\$0	0.00%							
RESERVED FOR NEGOTIATION	7041	\$0	\$0	\$0	\$0	\$0	\$0	\$2,290	\$197,606		
FY20 CIRCUIT BREAKER FUNDS	7097	-\$37,471	\$0								
FY21 CIRCUIT BREAKER FUNDS	7090/7092/ 7093/7095			-\$80,602	\$0	\$0	\$0	\$0	\$0		
FY22 CIRCUIT BREAKER FUNDS	7090/7092/ 7093/7095			\$0	\$0	-\$63,500	\$0	\$0	\$0		
FY24 CIRCUIT BREAKER FUNDS	7097								-\$48,000		
TUITION REVOLVING	7106/7088							-\$25,117	-\$25,117		
GRAND TOTAL		\$3,917,016	\$3,916,792	\$3,728,907	\$3,728,048	\$3,821,645	\$3,904,393	\$4,129,710	\$4,611,211	\$481,501	11.66%
	Regular Day	\$2,570,710	\$2,544,662	\$2,694,888	\$2,691,685	\$2,839,852	\$2,854,782	\$2,981,193	\$3,184,171	\$202,979	6.81%
	SPED	\$1,346,306	\$1,372,130	\$1,034,019	\$1,036,363	\$981,793	\$1,049,611	\$1,148,517	\$1,427,040	\$278,523	24.25%

EDDY ELEMENTARY SCHOOL
FY25 BUDGET
LINE ITEM DESCRIPTIONS & JUSTIFICATIONS

Acct #	Description	Amount
7001	Salaries Principal Compensation for principal position per current contract.	\$140,415
7002	Salaries Secretary Compensation for Administrative Assistant to the Principal and Office/Data Administrative Assistant.	\$111,715
7003	Substitutes Secretary Substitute stipend for secretarial absences.	\$500
7004	Contracted Services Office Equipment Repairs/maintenance costs and toner for office copier. Lease cost is included in instructional equipment.	\$2,000
7074	Supplies General Office Office supplies such as postage, printer cartridges, and general supplies.	\$2,000
7006	Other Office/Principal Expenses School-wide incentives/awards, PBIS and school culture materials, professional development books/workshops, MSSA Membership and Conference, ASCD membership, MassCUE Conference.	\$1,500
7007	Contracted Services – Non-Instructional Technology Technology subscriptions which are not directly linked to student instructional use, but are essential to supporting teaching, learning, and the efficiency of the building and organizational management of the school. <u>Note:</u> FY24 cost was offset by applying \$16,290.99 from ESSER III funds.	\$30,461
7009	Hardware – Non-Instructional Technology Server upgrade, plus desktop and laptop replacements that have not been addressed for multiple years. Funding is requested to be placed on the Town Capital Plan.	\$0
7010	Salaries Teachers This salary account funds teachers’ contract salaries including step increases and longevity. The budgeted amount includes 12 grade level teachers: four in Grade 3, four in Grade 4, four in Grade 5; Specialist Teachers: 1.0 PE, 0.5 General Music and Chorus, 0.8 Band and General Music, 0.5 Art, 1.0 Technology, 1.0 EL Teacher, 1.0 Reading Specialist, 1.0 Math Interventionist/Enrichment Teacher, 0.2 Science Teacher.	\$1,710,189

7011	Stipends Mentor Budget includes anticipated stipends to cover mentors assigned to new teaching staff.	\$1,100
7079	Tutor Salaries Tutoring for after school and summer intervention programs for general education students who need additional support and instruction. <u>Note:</u> the entire FY24 cost of \$7,995 was funded by ESSER III funds.	\$1,500
7012	Salaries – Instructional Coordinators Includes four stipends for Subject Coordinators in ELA, Math, Science, and Technology.	\$11,500
7013	Teacher Substitutes Substitute compensation for classroom grade level and specialist teacher absences due to professional development, illnesses, and personal days. The increase is due to a district-wide increase in substitute pay and to reflect the actual cost from FY24.	\$17,000
7014	Substitutes Long-Term Amount covers possible leaves of absences.	\$10,000
7015	Salaries Ed Assistants This line previously had two general education educational assistant positions. One is currently unfilled and will be eliminated from the budget, and the second position was reassigned to line #7060 SE Salaries Educational Assistants to correctly reflect the use of the staff member as a special education educational assistant.	\$0
7019	Contracted Services – Professional Development Cost of professional development opportunities for staff that are provided by outside sources.	\$1,000
7020	Other Professional Development Cost of staff attending high-quality professional development opportunities that are tied to the Nauset strategic plan and/or the Eddy Elementary School Improvement Plan.	\$8,000
7110	Contracted Svs Tech Maint & Support Contracted cost of technology maintenance and support for safety and security of devices and network.	\$13,710
7111	Contracted Services Elementary Curriculum Director Cost for Eddy Elementary’s share of Mr. Gauley’s role as Nauset Elementary Curriculum Director.	\$8,344
7021	Textbooks/Software/Media This budget line includes funding for a new Nauset ELA program for students in grades 3-5, as well as additional curricular software costs. <u>Note:</u>	\$34,950

	FY24 actual cost was \$70,133, which was offset by \$65,000 from ESSER III funds.	
7022	Other Instructional Materials This account includes consumable instructional materials that cannot be classified as textbooks, software, or media. This includes science lab replacement materials and curriculum consumables for grade level and specialist classrooms.	\$13,000
7023	Instructional Equipment This budget line includes an increase in the contracted costs for leasing three copier machines, as well as replacement of furniture that is no longer functional, such as broken tables, desks, stools, and chairs.	\$9,500
7024	General Supplies General supplies for all classrooms including paper, pencils, gridbooks, pens, writing journals, file folders, chart paper, post-it notes, etc.	\$12,000
7025	Contracted Services Other Instructional The estimated cost for field trips in grades 3-5 is \$27,000. This includes trips across Cape Cod to the Cape Cod Symphony, Audubon Society properties, Brewster Conservation properties, National Seashore, Plimoth-Patuxet and Wampanoag trips/visits, and a fifth grade trip to Boston. These field trips are academic and based in grade-level curriculum and standards to enhance student understanding and experiences. The budgeted amount is \$0, and we will work closely with the Brewster PTO and other organizations to fund as many field trips as we can.	\$0
7026	Contracted Services Instructional Technology This budget line contains all instructional software that is used in classrooms with students with the purpose of instruction, intervention, and student learning. <u>Note:</u> FY24 actual cost was \$29,797, funded by ESSER III funds.	\$19,280
7027	Supplies Instructional Technology Operating, repair, and replacement supplies for technology (light bulbs for Smart Boards, USB cable wires, replacement parts, monitors, iPad apps, iPad Repairs, replacement cases, replacement cables/blocks, etc.).	\$3,000
7028	Instructional Hardware This budget line consists of essential classroom technology for students and staff that are instrumental to daily instruction. We are working to create an evergreen replacement cycle, where this budget line is consistently funded, so the school can consistently replace a portion of all hardware on a cyclical and predictable schedule. This consists of replacing 30 iPads and cases and new Smartboards. We are proposing this to be included in the Capital Plan.	\$0
7031	Salaries – Guidance & Counseling Salary for the Eddy 1.0 School Adjustment Counselor.	\$96,120

7032	Contracted Services Testing Testing materials that are essential for progress monitoring to support student learning, intervention, and the NTSS process. This was previously grant-funded.	\$12,160
7033	Testing Materials Diagnostic forms and rating scales related to assessing non-special education students.	\$300
7034	Salaries Nurse Salary for one full-time nurse; includes 3.0 additional days for summer work as stated in contract.	\$95,134
7035	Substitute Nurse Substitute compensation during nurse's absence.	\$1,500
7037	Supplies Medical Medical supplies for the health office.	\$949
7038	Other Medical Expenses Malpractice insurance, professional subscription, nurse's conference fees, audiometer for use with students.	\$900
7088	Regular Day Transportation Costs to provide transportation with 9 buses by Cape Cod Collaborative. These buses are shared with Stony Brook Elementary School.	\$120,720
7040	Other Student Activity Expense This has been zero for the past several years due to the pandemic. These expenses are to cover student activities, celebrations, expenses to build culture in the building.	\$4,000
7041	Salaries Custodial Represents salaries for two full-time custodians, plus 50% of Facilities Director's salary.	\$119,223
7042	Substitutes Custodial Substitutes for custodians as needed.	\$1,000
7043	Overtime Custodial Allowance for custodial overtime due to emergencies and/or school events not covered by reimbursement by outside organizations.	\$500
7044	Contracted Custodial Services Pickup of trash, composting, cardboard, recycling of hazardous materials, and water testing costs.	\$8,000
7045	Supplies Custodial	\$10,000

	Materials needed to accomplish the daily cleaning and operation of the building. Costs include paper products, trash bags, cleaning products, ice melt, tools, light bulbs, ballasts, floor wax and wax remover, etc. This includes the purchase of a new floor buffer, so floors can be polished throughout the school year to keep the school environment looking its best.	
7046	Other Custodial Expense Contractual stipend for day custodian when head custodian is absent. This line also includes the contractual allowance for clothing per the Brewster Custodial Contract.	\$500
7053	Gas/Fuel Oil Estimated Gas/Fuel costs for FY25. Line item is level funded.	\$58,661
7054	Electricity Estimated costs for FY25. Line item is level funded.	\$60,992
7055	Telephone Cost of annual phone service for FY25. Line item is level funded.	\$7,500
7047	Contracted Services Grounds Costs associated with grounds upkeep and repairs; playground inspection, poison ivy removal, sprinkler maintenance, landscaping around the entrances to building and flagpole.	\$1,000
7048	Contracted Services Building Preventive maintenance plan and technical maintenance expenses including pneumatic system, air handler units, exhaust fans, unit ventilators, air conditioner, air quality testing, and maintenance of plumbing, electrical, and HVAC. This includes fence and playground repairs, heating repairs, as well as additional hydration stations installed and old water fountains removed.	\$19,000
7049	Contracted Services Equipment Includes repairs to other equipment used in the operation of the building that are non-instructional: Cleaning of boiler, inspection and retagging fire extinguishers, septic system, retagging the range hood, inspections, locksmith repairs, annual vessel inspection, and boiler maintenance.	\$15,000
7050	Contracted Services Security This line includes contracted services for fire alarm testing, monitoring panic alarm system, fire alarm/burglar system, annual maintenance of Galaxy security system, and Cape Cod Alarm maintenance of security system.	\$3,500
7056	Special Education Teachers' Salaries Salaries to cover 4.0 FTE special education teacher salaries, including step increases and longevity.	\$355,287
7077	Special Education Contracted Services Tutors	\$2,000

	Tutoring costs for students who are absent for an extended period of time due to medical needs.	
7057	Special Education Salaries Medical/Therapeutic Salary for a 1.0 FTE Speech/Language Pathologist to cover needs of special education students. Also included in this line item is the salary for 1.0 occupational therapist who services inclusion students, sub-separate program students, and adaptive specialist classes. These are required IEP grid services.	\$172,360
7078	Special Education Contracted Services – Medical/Therapeutic OT/PT services for special education students. These services are required IEP grid services. Also included are Speech services for special education students in sub-separate programs with significant and intensive needs. These are required IEP grip services. Note the increase is due to an increased need in our student population and required IEP grid services.	\$114,840
7058	Special Education Substitute Teachers Substitute compensation for special education teachers.	\$6,000
7060	Special Education Salaries Educational Assistants Salaries for 13.0 FTE special needs educational assistants for specific students and/or inclusion services under the direction of special needs teachers to support student’s IEP requirements. The increase is due to a staff member’s position being reassigned from general education (7015) to special education, to correctly reflect the assignment of the staff member.	\$485,309
7061	Special Education Substitutes - Educational Assistants Substitute coverage for special education educational assistants. The increase is due to a district-wide increase in substitute pay and to reflect the actual cost from FY24.	\$8,000
7062	Special Education Contracted Services – Professional Development Includes Crisis Prevention Training, language-based classroom training, and ASD/RBT professional development for special education staff.	\$3,000
7063	Special Education Textbooks/Software/Media Purchase of textbooks, workbooks, instructional materials, and software for special education students.	\$2,000
7064	Special Education Other Instructional Materials Additional instructional materials for special education students to meet their needs and fulfill IEP grids and required services.	\$6,043
7065	Special Education Supplies General General supplies for all special needs teachers, educational assistants and speech/language for instructional purposes.	\$1,012
7068	Special Education Supplies Instructional Technology	\$500

	Printer cartridges for inkjet and laser printers in the SE classrooms; iPad apps for SE students are included in this line.	
7069	Special Education Instructional Hardware Purchase of any additional hardware needs for students with special needs (iPad, keyboard).	\$500
7070	Special Education Instructional Software Purchase of software needs for students with special needs to meet IEP goals and objectives.	\$940
7071	Special Education Salaries Guidance Salary of 1.0 School Psychologist and Team Chair.	\$109,828
7072	Special Education Testing Materials This account funds testing materials used in the evaluation process. Purchases would be used to update and replace current testing materials or to purchase testing materials as needs arise. This account has been underfunded for the past few years.	\$4,148
7084	Special Education Contracted Services-Testing Testing materials used in the evaluation process.	\$2,000
7087	Special Education Contracted Services Psychological Contracted services for special education students.	\$2,500
7089	Special Education Transportation This account funds transportation for Brewster students with significant special needs who are unable to ride a typical school bus.	\$35,451
7090	Special Education Summer School Transportation This account funds transportation for Brewster students for Summer Programming.	\$3,535
7092	Special Education Out of District Transportation Funding for special education students who attend out-of-district programming.	\$50,000
7102	Transportation - McKinney Vento Cost of transportation for students who are considered homeless and attend school at Eddy.	\$0
7093	Special Education Extended School Year Tuition Cost of tutoring services provided to all Eddy special education students eligible for ESY services.	\$26,619
7094	Special Education Collaborative Assessment Cost of tutoring services provided to all Eddy special education students eligible for ESY services.	\$214

7097	Special Education Out of District Tuition Cost of one out of district tuition for a student who needs specialized programming whose needs cannot be met at Eddy.	\$80,000
7082	Salary School Committee Secretary Funds to compensate the secretary for attending meetings and preparing minutes.	\$875
7107	Contracted Services Legal Cost for Eddy's share of contracted legal services.	\$2,079
7086	Salaries Central Office Eddy School's share of Central Office Administration costs. Line item is estimated at this time pending the approval of the Central Office Budget.	\$179,379
7085	Other Central Office Expense Eddy School's share of other Central Office Administration costs. Line item is an estimate at this time pending the approval of the Central Office Budget.	\$32,981

Archived: Friday, February 9, 2024 3:54:44 PM

From:

Sent: Thursday, December 14, 2023 1:15:49 PM

To: [Brooke Clenchy](#) [Giovanna Venditti](#) [James Nowack](#) [Keith Gauley](#) [Steven Guditus](#)

Cc: [Chris Easley- NRSC](#) [Katie Jacobus](#) [Arlynn L. Consiglio](#) [Donna Kalinick](#) [Mimi Bernardo](#) [Ned Chatelain](#) [Pete Dahl](#)

Subject: Brewster FY25 Budget Documents & Guidance

Importance: Normal

Sensitivity: None

Attachments:

[Dept Head Memo - FY25 Budget Guidelines 12.23.pdf](#) [FY25+ Forecast PP 12.04.23 FINAL.pdf](#) [FY25 Budget Calendar draft 12.08.23.pdf](#) [Brewster Select Board FY24-25 Strategic Plan FINAL 08.23.pdf](#)

Good afternoon Nauset School Officials,

Regarding Brewster's FY25 operating budget, please find attached the following documents:

- * Cover memo to Town Dept Heads outlining budget guidelines and deadlines
- * FY25-29 Financial Forecast Presentation
- * FY25 Town Budget Calendar
- * FY24-25 Select Board Strategic Plan

Based on Brewster's projected levy capacity, in developing your FY25 operating budgets, we ask that total increases for our district assessment (exclusive of debt) and Brewster elementary schools not exceed 3.0% from FY24 totals. Similar to last year, school budget recommendations that exceed this percentage increase will likely require an operating override, which would be brought before Brewster voters next spring as needed. As you can see from our forecast, going forward, we are unable to sustain school operating expense increases above this 3% benchmark without seeking voter approvals to increase our levy capacity. This is consistent with our last year's modeling as well.

Once again, we understand that you will not be meeting with Town officials regarding your proposed FY25 budgets until after the school committees have completed their development, review, public hearing, and certification process. In order to set our meeting calendar for next spring, please let us know when in March you will be available to meet to present your budgets to the Select Board and Finance Committee. As a reminder, these presentations will be separate (not joint) meetings in Brewster – same as last year.

Finally, the Brewster Select Board's updated Strategic Plan once again includes a goal (G-1) aimed at managing school budget increases, recognizing the significant tax burden they present to our residents. Thank you in advance for your continued efforts to provide exceptional services to our community in a manner that is financially prudent and sustainable for our residents. We look forward to receiving your preliminary FY25 budget recommendations and finalized student enrollment data early next month.

As always, please contact me at any time with questions.

Thank you,
Peter

Peter Lombardi
Town Manager
Town of Brewster
508-896-3701 x. 1128

Brewster Town Offices are open to the public Monday through Thursday from 8:30am to 4:00pm, and by appointment on Fridays.

ASSIGNMENT AND ASSUMPTION

JAMES F. TRAINOR (hereinafter the "Trainor"), with a mailing address of P.O. Box 1848, Orleans, Massachusetts, 02653 (hereinafter "Two Family Trust"), the TOWN OF BREWSTER, a municipal corporation existing within the Commonwealth of Massachusetts, having offices at 2198 Main Street, Brewster, Massachusetts (hereinafter "Brewster"), and SBS Properties LLC, a Massachusetts Limited Liability Company (hereinafter the "SBS"), with a mailing address of 59 Commerce Park Rd., Brewster, MA 02631, in consideration of the covenants and agreements set forth herein agree as follows:

1. Trainor hereby transfers and assigns to SBS all of its rights and obligations under an Indenture of Lease (hereinafter the "Lease") from Brewster to E & J dated September 24, 1985 for certain premises described as Lot No. 3, Freeman's Way Industrial Park, Brewster, Massachusetts; which Lease is recorded in the Barnstable Registry of Deeds Book 4736, Page 137. A copy of the Lease and its extension is attached hereto as an Exhibit A.
2. The SBS hereby agrees to be bound by all the terms, conditions and obligations of the Lease and to pay all rent due thereunder.
3. Brewster hereby consents to the Assignment of the Lease from Trainor to SBS and hereby recognizes the SBS as the Lessee. Brewster shall continue to be bound by all of the terms, conditions and obligations of the Lease as set forth therein with the sole exception that the Lessee shall be SBS rather than E & J or Trainor.
4. SBS covenants and agrees that the leased premises and all buildings and appurtenances constructed thereon shall be used and occupied only as and for the storage of furniture and lumber and the wholesale sale of lumber. The premises shall be used for no other purpose without the express written consent of Brewster, which consent shall not be unreasonably withheld. Articles V and VII of the Lease are hereby modified consistent with the terms of this Paragraph.
5. Article XVI of the Lease shall list 59 Commerce Park Rd., Brewster, MA 02631 as the designated address for the SBS.
6. Except as herein modified, the Lease is hereby ratified and confirmed.

EXECUTED as a sealed instrument this 7th day of ~~November~~ ^{December}, 2023.

SBS Properties LLC

By: [Signature]
Witness

By: [Signature]
Christopher Dias, Manager 12/7/2023

By: [Signature]
Witness

By: [Signature]
James F. Trainor, Individually 1/29/2024

Brewster Industrial Development Authority

By: _____
Witness

By: _____
Ned Chatelain, Chairman Brewster Select Board

Brewster Industrial Development Authority

By: _____
Ned Chatelain, Chairman Brewster Select Board

COMMONWEALTH OF MASSACHUSETTS

Barnstable County, ss.

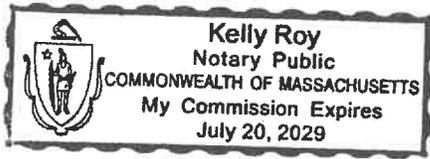
On this _____ day of ~~November, 2023~~ ²⁰²⁴, before me, the undersigned notary public, personally appeared Ned Chatelain, proved to me through satisfactory evidence of identification, which was _____, to be the person whose name is signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose under the pains and penalties of perjury.

Notary Public
My Commission Expires: _____

COMMONWEALTH OF MASSACHUSETTS

Barnstable County, ss.

On this 7 day of ~~November~~ December, 2023, before me, the undersigned notary public, personally appeared Christopher Dias, Manager as aforesaid, proved to me through satisfactory evidence of identification, which was MA drivers license, to be the person whose name is signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose under the pains and penalties of perjury.



Kelly Roy
Notary Public
My Commission Expires: July 20, 2029

COMMONWEALTH OF MASSACHUSETTS

Barnstable County, ss.

On this 29th day of ~~November~~ January, 2024, 2023, before me, the undersigned notary public, personally appeared James F. Trainor, proved to me through satisfactory evidence of identification, which was Drivers License, to be the person whose name is signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose under the pains and penalties of perjury.

[Signature]
Notary Public
My Commission Expires: 10/12/2029



ASSIGNMENT AND ASSUMPTION

TWO FAMILY TRUST u/d/t dated August 4, 1983 and recorded with the Barnstable Registry of Deeds Book 7885, Page 332, P.O. Box 1848, Orleans, Massachusetts 02653 (hereinafter "Two Family Trust"), the TOWN OF BREWSTER, a municipal corporation existing within the Commonwealth of Massachusetts, having offices at 2198 Main Street, Brewster, Massachusetts (hereinafter "Brewster"), and JAMES F. TRAINOR (hereinafter the "Trainor"), with a mailing address of P.O. Box 1848, Orleans, Massachusetts, 02653 in consideration of the covenants and agreements set forth herein agree as follows:

1. Two Family Trust hereby transfers and assigns to Trainor all of its rights and obligations under an Indenture of Lease (hereinafter the "Lease") from Brewster to E & J dated September 24, 1985 for certain premises described as Lot No. 3, Freeman's Way Industrial Park, Brewster, Massachusetts; which Lease is recorded in the Barnstable Registry of Deeds Book 4736, Page 137.
2. The Trainor hereby agree to be bound by all the terms, conditions and obligations of the Lease and to pay all rent due thereunder.
3. Brewster hereby consents to the Assignment of the Lease from Two Family Trust to the Trainor and hereby recognizes the Trainor as the Lessee. Brewster shall continue to be bound by all of the terms, conditions and obligations of the Lease as set forth therein with the sole exception that the Lessee shall be the Trainor rather than E & J.
4. The Trainor covenant and agree that the leased premises and all buildings and appurtenances constructed thereon shall be used and occupied only as and for the storage of furniture and lumber and the wholesale sale of lumber. The premises shall be used for no other purpose without the express written consent of Brewster, which consent shall not be unreasonably withheld. Articles V and VII of the Lease are hereby modified consistent with the terms of this Paragraph.
5. Article XVI of the Lease shall list P.O. Box 1848, Orleans, Massachusetts 02653 as the designated address for the Trainor.
6. Except as herein modified, the Lease is hereby ratified and confirmed.

NOT AN OFFICIAL COPY EXECUTED as a sealed instrument this 23rd day of January, 2023. NOT AN OFFICIAL COPY

Two Family Trust:

By: [Signature] NOT AN OFFICIAL COPY Witness

By: [Signature] NOT AN OFFICIAL COPY James F. Trainor Trustee

By: [Signature] Witness as to James Trainor

By: [Signature] James F. Trainor, Individually

Brewster Industrial Development Authority

By: [Signature] Witness 1/19/23

By: [Signature] David Whitney, Chairman Brewster Select Board

COMMONWEALTH OF MASSACHUSETTS

Barnstable County, ss.

On this 23rd day of January, 2023, before me, the undersigned notary public, personally appeared James F. Trainor, proved to me through satisfactory evidence of identification, which was a driver's license, to be the person whose name is signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose under the pains and penalties of perjury.



[Signature] Notary Public My Commission Expires: 10/12/29

N O T
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C O P Y

N O T
A N
Brewster Industrial Development Authority
C O P Y

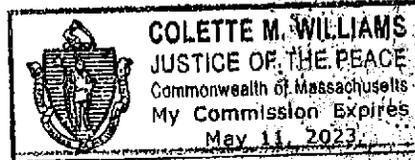
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COMMONWEALTH OF MASSACHUSETTS

By: [Signature]
David Whitney, Chairman Brewster Select Board
N O T
A N
O F F I C I A L
C O P Y
COMMONWEALTH OF MASSACHUSETTS

Barnstable County, ss.

On this 27th day of January, 2023, before me, the undersigned notary public, personally appeared David Whitney, proved to me through satisfactory evidence of identification, which was Personal knowledge, to be the person whose name is signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose under the pains and penalties of perjury.

Colette Williams
Notary Public
My Commission Expires: May 11 2023



MEMORANDUM OF LEASE EXTENSION

This Memorandum is entered into on this 23rd day of January, 2023, by and between the **Town of Brewster** (“Lessor”), having an address of Brewster Town Hall, 2198 Main Street, Brewster, MA 02631, and **James F. Trainor** (“Lessee”), having an address of PO Box 1848, Orleans MA 02653-1848.

Recitals

Whereas, the Brewster Industrial Development Finance Agency, Lessor’s predecessor in interest, and Lessee, entered into an Indenture of Lease dated September 24, 1985 (the “Lease”), pursuant to which Lessor leased to Lessee Lot 3, Freeman’s Way Industrial Park, Brewster, MA, the leased premises, for a thirty (30) year term, as evidenced by a Notice of Lease recorded with said Deeds in Book 7520, Page 281;

Whereas, the Lease granted Lessee the option to extend the term of the Lease for a twenty (20)-year period;

Whereas, Lessee timely extended the term of the Lease, and the parties wish to enter into this Memorandum to memorialize the extension of said Lease.

Now, Therefore, for good and valuation consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

Agreement

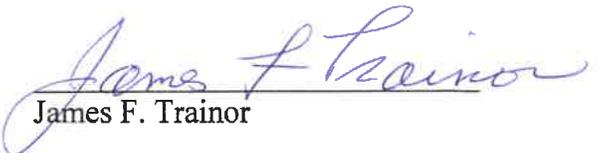
1. The parties agree that the term of the Lease has been extended from September 24, 2015 to September 23, 2035, on the same terms set forth in the Lease, and that no further extension rights exist.
2. The Lease is hereby ratified and continues in full force and effect
3. The recitals hereto are incorporated herein by reference.

Signed under seal as of this 23rd day of January, 2023.

LESSOR: Town of Brewster
By its Town Administrator


Peter Lombardi, Duly Authorized

LESSEE:


James F. Trainor

09

**ASSIGNMENT OF
LEASE AGREEMENT**

E & J Realty Trust u/d/t dated September 24, 1985 and recorded with the Barnstable Registry of Deeds Book 4731, Page 303, of 94 Pontiac Street, Hyannis, Massachusetts (hereinafter "E & J"), **the Town of Brewster**, a municipal corporation existing within the Commonwealth of Massachusetts, having offices at 2198 Main Street, Brewster, Massachusetts (hereinafter "Brewster"), and **Two Family Trust** u/d/t dated August 4, 1983 and recorded with the Barnstable Registry of Deeds Book 7885, Page 332, P.O. Box 1848, Orleans, Massachusetts 02653 in consideration of the covenants and agreements set forth herein agree as follows:

1. E & J hereby transfers and assigns to Two Family Trust all of its rights and obligations under an Indenture of Lease (hereinafter the "Lease") from Brewster to E & J dated September 24, 1985 for certain premises described as Lot No. 3, Freeman's Way Industrial Park, Brewster, Massachusetts; which Lease is recorded in the Barnstable Registry of Deeds Book 4736, Page 137. A copy of the Lease is attached hereto as an Exhibit.
2. Two Family Trust hereby agrees to be bound by all the terms, conditions and obligations of the Lease and to pay all rent due thereunder.
3. Brewster hereby consents to the Assignment of the Lease from E & J to Two Family Trust and hereby recognizes Two Family Trust as the Lessee. Brewster shall continue to be bound by all of the terms, conditions and obligations of the Lease as set forth therein with the sole exception that the Lessee shall be Two Family Trust rather than E & J.
4. Two Family Trust covenants and agrees that the leased premises and all buildings and appurtenances constructed thereon shall be used and occupied only as and for the storage of furniture and lumber and the wholesale sale of lumber. The premises shall be used for no other purpose without the express written consent of Brewster, which consent shall not be unreasonably withheld. Articles V and VII of the Lease are hereby modified consistent with the terms of this Paragraph.
5. Article XVI of the Lease shall list P.O. Box 1848, Orleans, Massachusetts 02653 as the designated address for Two Family Trust.
6. Except as herein modified, the Lease is hereby ratified and confirmed.

EXECUTED as a sealed instrument this 22 day of October, 2003

Sealed and delivered in the presence of:

E & J Realty Trust

Randy J. [Signature]

By: Edward H. Bill
Edward H. Bill, Trustee

Two Family Trust

Sarah M. Onnenbo

By: James F. Trainor
James F. Trainor

**Brewster Industrial Development
Financing Authority** Town of Brewster
Board of Selectmen

By: John C. Mitchell
John C. Mitchell, Chairman
Board of Selectmen
Town of Brewster

INDENTURE OF LEASE

THIS INDENTURE OF LEASE is made as of the 24 day of September, 1985, by and between BREWSTER INDUSTRIAL DEVELOPMENT FINANCING AUTHORITY of the Town of Brewster, Barnstable County, Commonwealth of Massachusetts, (hereinafter "Lessor") and E & J Realty Trust u/d/t dated (hereinafter "Lessee"). September , 1985 and recorded with the Barnstable Registry of Deeds of 94 Pontiac Street, Hyannis, MA

ARTICLE I
Premises

1. The Lessor hereby leases to the Lessee and the Lessee hereby leases from the Lessor upon and subject to the terms and provisions of this Lease, a certain parcel of land situated in the Town of Brewster, Barnstable County, Commonwealth of Massachusetts, described as Lot No. 3 , as shown on the Master Plan of Freeman's Way Industrial Park on file in the Town Hall, Brewster, Massachusetts, a copy of which attached hereto and made a part hereof.
2. The Lessor represents that it has the full right, power and authority to enter into this Lease for the term herein granted and that the leased property may be used by the Lessee during that entire term for the purposes herein set forth.
3. The Lessor hereby covenants and agrees that the Lessee has access to the leased premises over the untitled way running through the Freeman's Way Industrial Park as shown on the Master Plan of Freeman's Way Industrial Park on file at the Town Hall, Brewster, Massachusetts.

ARTICLE II
Term of Lease

4. The term of this Lease shall be thirty (30) years commencing on September 24 , 1985 and ending on September 23 , 2015, both dates inclusive unless sooner terminated as herein provided. A Notice of Lease shall be recorded at the Barnstable County Registry of Deeds pursuant to Mass. G.L. c. 183, Section 4.

ARTICLE III
Minimum Rent

5. The Lessee covenants and agrees to pay the Lessor, at Lessor's Office in Brewster, Massachusetts, or at such place as Lessor shall from time to time designate in writing minimum rent for the leased premises of Five Hundred and 00/100 (\$500.00) Dollars per acre, per year, payable in advance, the first date of payment to be made on the date that this Lease is signed and executed by both parties, and then payable every six (6) month

thereafter.

6. At the election of the Lessor, the minimum rent to be paid by the Lessee shall be increased in three (3) year increments, the first such increase to be made on September 24 1988. Said increase shall be determined by Lessor in his sole discretion but after consultation with Lessee, and shall be based on the costs and expenses incurred by the Lessor in operating and maintaining Freeman's Way Industrial Park. Said increase shall not exceed \$100 per acre per year.

7. It is the intention of the parties that the rent payable hereunder shall be net to the Lessor, so that this Lease shall yield to Lessor the net annual rent specified herein, without offset or deduction, during the term of this Lease, and that all costs, expenses and obligations of every kind and nature whatsoever relating to the leased premises shall be paid by the Lessee.

ARTICLE IV
Option to Renew

8. The Lessee may extend the term of this Lease for a further term of twenty (20) years, upon the same terms and conditions as herein set forth except that the rent shall be increased pursuant to Article III, Paragraph 6, of this Lease. The Lessee shall notify the Lessor in writing prior to a date ninety (90) days before the effective date of termination as to whether it intends to exercise this option to extend Lease.

ARTICLE V
Construction and Maintenance of Building

9. Lessee shall have the right, at its own costs and expense, to construct on any part or all of the leased premises, at any time and from time to time, such buildings, parking areas, driveways, walks, and other similar improvements as the Lessee shall from time to time determine, provided that the same shall be in compliance with all the then applicable building codes and ordinances of the Town of Brewster, and Commonwealth of Massachusetts. Lessee shall at all times during the term of this Lease, and at its costs and expense, keep and maintain or cause to be kept and maintained in repair and good condition, ordinary wear and tear excepted, all buildings and improvements at any time erected on the leasehold premises, and shall use all reasonable precaution to prevent waste, damage or injury.

10. At the time of the commencement of the term of this Lease, the Lessee shall submit to the Lessor for its approval, which approval shall not be unreasonably delayed or withheld, plans and specifications for the proposed construction on the leased property for a building or buildings, other appurtenant

improvement to be used for the following purpose:

Manufacture of ^{wooden} bookshelves and store fixtures with space for a tenant, see Addendum to Indenture of Lease. The premises shall be used for no other purpose without the express written consent of Lessor, which consent shall not be unreasonably withheld.

Promptly after approval by the Lessor of the proposed building plans and specifications, the Lessee agrees that he shall at his own costs and expense, construct said building and appurtenant improvements on the leased property. Any request by the Lessee for a building permit from the Inspector of Buildings from the Town of Brewster must be accompanied by a site plan and building plan upon which is affixed the signature of the Lessor, signifying its approval of the same. The building or buildings and improvements constructed by the Lessee shall remain the personal property of the Lessee, provided that Lessee shall remove said buildings and improvements within ninety (90) days following the expiration of this lease, or any option extending this lease. Lessee agrees to remove said buildings and improvements within that ninety-day period, and to return the leased premises to its original condition (excepting trees or other growth removed for construction). If the buildings and improvements are not removed within the ninety-day period, said buildings and all improvements shall become the property of the Lessor at no cost to the Lessor.

10. All septic systems constructed in connection with said building shall conform to all requirements of the State Environmental Code relative to subsurface disposal of sanitary sewage, and plans for said septic systems shall be approved by the Board of Health of the Town of Brewster,

11. Water shall be supplied to the leased premises and buildings and appurtenances constructed thereon by means of a well, which well should be constructed and maintained by Lessee at his sole expense.

12. Except as specifically here and otherwise provided, Lessee agrees that from and after the date of possession of the ~~buildings and appurtenances constructed on the leased premises,~~ he shall keep the same neat and clean and will maintain same in good order, condition and repair, including, without limitation, the exterior portions of all doors, windows, plumbing and sewage facilities, if any, within and serving the building and appurtenances constructed on the leased premises, fixtures and exterior walls, roofs, signs (including exterior signs where permitted). The Lessee further agrees that the building and appurtenances constructed on the leased premises shall be kept in a clean, sanitary and safe condition in accordance with the laws of the Commonwealth of Massachusetts and ordinances of the Town of Brewster, and in accordance with all directions, rules and regulations of the Health Officer, Fire Marshall, Building Inspector, and other proper officers of the governmental agencies

having jurisdiction thereover. Lessee further agrees that he shall not permit or commit any waste on the leased premises and the building and appurtenances constructed thereon.

13. Lessee agrees and covenants that he shall not make any exterior alterations, improvements and/or additions to the buildings and appurtenances constructed on the leased premises without first obtaining, in each instance, the written consent of the Lessor, which consent shall not be unreasonably withheld.

ARTICLE VI
Utilities

14. The Lessee covenants and agrees to pay for all charges for gas, electricity, light, heat, power and telephone or other communication services used, rendered or supplied upon or in connection with the lease premises and the building constructed thereon, and shall indemnify the Lessor against any liability or damages on such counts.

ARTICLE VII
Maintenance and Use of Leased Premises

15. The Lessee covenants and agrees that the leased premises and all buildings and appurtenances constructed thereon shall be used and occupied only as and for the following purpose:

Manufacture of ^{wooden} bookshelves and store fixtures with space for a tenant, see Addendum to Indenture of Lease. The premises shall be used for no other purpose without the express written consent of Lessor, which consent shall not be unreasonably withheld.

Any changes alterations, or other deviations from the aforementioned use of the premises by the Lessee, shall be prohibited unless first approved in writing by the Lessor. If in the opinion of the Lessor, the premises or any part thereof are not being used in the usual and legitimate manner in the conduct of such business, the Lessor may give the Lessee written notice requiring the Lessee to terminate such improper use within thirty (30) days thereafter. Failure to comply with such request shall constitute a breach of this Lease, which will entitle the Lessor to immediate possession of the premises hereby leased (in addition to all other remedies given to the Lessor in case of the breach of any of the conditions or covenants of this Lease).

16. The Lessee further covenants and agrees to conform to the following provisions during the entire term of this Lease:

- a. Lessee shall maintain a "greenbelt"

extending thirty (30) feet from the two side-yard lines and the rear-yard line of the leased premises, and shall remove no trees or other vegetation growing within this greenbelt. Lessee shall not be required to maintain a greenbelt along the southerly lot line where the leased premises abuts the existing greenbelt.

b. Lessee shall landscape the leased premises and maintain the exterior of all buildings and appurtenances constructed thereon in a manner acceptable to the Lessor.

c. Lessee shall store any and all goods, materials or other bulk substances which are visible from the way running from Freeman's Way Industrial Park so as to screen said stored goods from public view.

d. Lessee shall not use salt or any other chemical solvents or chemical materials on the walkways, driveways and parking areas within the leased premises.

e. Lessee shall keep all garbage or other refuse in containers approved by the Lessor.

f. Lessee shall be responsible for the removal of all garbage and/or refuse from the leased premises and the buildings and appurtenances thereon.

17. All signs erected on the leased premises or any buildings or appurtenances thereon shall comply with the provisions of the Brewster By-Laws pertaining to signs.

18. The Lessor shall be responsible for maintenance and snow removal of the untitled way running through Freeman's Way Industrial Park as shown on the Master Plan for Freeman's Way Industrial Park on file at the Town Hall, Brewster, Massachusetts, and Lessee shall be responsible for maintenance and snow removal of the private driveway connecting said untitled way with the leased premises and buildings and appurtenances constructed thereon.

19. All on-street parking by Lessee or Lessee's agents, servants, employees, customers, or other persons on the leased premises, shall be prohibited. Parking facilities for Lessee or Lessee's agents, servants, employees, customers, or other persons on the leased premises, shall be provided by the Lessee, said parking facilities to adjoin the building and appurtenances constructed on the leased premises pursuant to Paragraph 8 of this Lease.

ARTICLE VIII
Covenant Against Liens

20. If, because of any act or omission of the Lessee, any Mechanics Lien or any other Lien, charge or order, for the payment of money should be filed against the Lessor or any portion of the leased premises, the Lessee shall at his own cost and expense, cause the same to be discharged of record or bonded within ninety (90) days after written notice from the Lessor to the Lessee of the filing thereof; and the Lessee shall indemnify and save harmless the Lessor against and from all costs, liabilities, suits, penalties, claims and demands, including reasonable counsel fees resulting therefrom.

ARTICLE IX
Indemnity and Public Liability Insurance

21. Lessee agrees to indemnify and save harmless Lessor from and against any and all claims of whatever nature arising from any act, omission or negligence of Lessee, or Lessee's contracts, licensees, agents, servants or employees, or arising from any accident, injury or damage whatsoever caused to any person, or to the property of any person occurring during the term hereof in or about the leased property or the building constructed thereon. This indemnity and hold harmless agreement shall include indemnity against all costs, expenses and liabilities incurred in or in connection with any such claim or proceeding brought thereon, and the defense thereof.

22. Lessee covenants and agrees to maintain in full force and during the term hereof a policy of public liability and property damage insurance under which the Lessee and the Lessor are named as insureds and under which the insurer agrees to indemnify and hold the Lessor and those in privity of estate with Lessor harmless from and against all costs, expense and liability arising out of or based upon any and all claims, accidents, injuries and damages mentioned in Paragraph 20 of this Article IX. Each such policy shall be non-cancellable with respect to Lessor and Lessor's said designees without ten (10) days prior written notice to Lessor, and a duplicate policy original or certificate thereof shall be delivered to Lessor. The minimum limits of liability of such insurance shall be Five Hundred Thousand and 00/100 (\$500,000.00) Dollars for injury (or death) per person, Five Hundred Thousand and 00/100 (\$500,000.00) Dollars with respect to property and One Million and 00/100 (\$1,000,000.00) Dollars aggregate of all claims per occurrence.

23. The Lessee shall indemnify the Lessor against all liabilities, expenses and losses incurred by the Lessor as a result of (a) failure by the Lessee to perform any covenant required to be performed by the Lessee hereunder; (b) any

accident, injury or damage which shall happen in or about the leased property or appurtenances, or on or under the adjoining streets, sidewalks, curbs or vaults (resulting from any activities occurring on the Lessee's premises or from or related to any of Lessee's activities); (c) failure to comply with any requirements of any governmental authority; and (d) any mechanic's lien or security agreement filed against the leased property, any equipment therein, or any materials used in the construction or alteration of any building or improvement thereon.

ARTICLE X
Assignment and Subletting

24. Without the consent of the Lessor, which consent shall not be reasonably withheld, the Lessee shall not;

- a. assign this Lease or any interest therein, by operation of law or otherwise;
- b. sublet the premises or any part thereof, or any right or privilege appurtenant thereto; or
- c. permit any other person (the agents, servants, employees and customers of the Lessee excepted) to occupy or use the premises, or any portion thereof.

25. The Lessor's consent to any such assignment, subletting or occupancy shall not relieve the Lessee from any obligation under this Lease.

ARTICLE XI
Subordination

26. Lessor hereby covenants and agrees that during the term of this Lease and in any extensions thereof, the Lessor shall not have the right or power to mortgage or otherwise create any security or other liens or encumbrances upon or affecting the fee interest in the leased premises or buildings, improvements, fixtures, equipment or other property thereon, or any part thereof, at any time and from time to time, and the Lessor shall not have the right or power to mortgage or modify, extend, renew, replace, refinance or otherwise change or effect any mortgage at any time or from time to time created by the Lessee pursuant to this Lease.

27. The Lessee shall have the right, at any time and from time to time, during the term of this Lease, as the same may be renewed and extended to subject the fee interest of the Lessor in the leased premises or any part or parts thereof, including all rights and easements appurtenant to and all buildings and other

improvements thereon, at any time and from time to time, to any one or more "Permitted Mortgages". If the Lessee shall desire and obtain a commitment for such a Permitted Mortgage or Refinancing, lessee shall give Lessor written notice thereof and of the closing date therefor, at least fifteen (15) days prior thereto. Lessor agrees that it shall, at or prior to the closing of such Permitted Mortgage or Refinancing, execute, acknowledge and deliver such instruments and documents as shall be required or desired by, and in form satisfactory to, the Lending Institution in order to effect such Permitted Mortgage or Refinancing and hereby irrevocably appoints Lessee its attorney-in-fact to execute, acknowledge and deliver any of the foregoing in the name and stead of Lessor. Lessee (subject to the exculpation provisions of this lease and of each Mortgage) covenants and agrees to make all payments of interest and amortization under any such Permitted Mortgage and to pay all of the costs and expenses incurred in connection therewith, all of which shall be paid by Lessee directly to the aforesaid Lending Institution as and when the same shall be due and payable. Lessor covenants and agrees that Lessee alone shall be entitled to all of the proceeds from any such Permitted Mortgage at any time and from time to time effected pursuant to this lease, and Lessor shall not be entitled to, and shall not receive, and shall have no interest in, such proceeds or any part thereof, and hereby directs the aforesaid Lending Institution granting such Permitted Mortgage to pay the aforesaid proceeds directly to Lessee and hereby covenants to execute any further documents which may be required by the aforesaid Lending Institution for such purpose. If, nevertheless, the aforesaid Lending Institution shall refuse to pay the proceeds of such Permitted Mortgage to a party other than Lessor, or Lessor and Lessee jointly, then Lessor agrees to hold all checks (or other orders for the payment of money) or cash proceeds received by it from the said Lending Institution, in trust, and to forthwith endorse (if necessary) and turn same over to Lessee.

28. Lessor and Lessee agree that this Lease and the fee interest of Lessor in the Leased Premises shall be, and hereby are made, subject and subordinate at all times to the lien of each and every Mortgage (herein called "Permitted Mortgage") which may at any time, and from time to time, hereinafter affect all or any part of the fee of the Leased Premises, including all rights and easements appurtenant thereto and the buildings and improvements thereon, at any time and from time to time, and to any and all Refinancing thereof, obtained from a Lending Institution (as hereinafter defined). For the purposes of this Lease the term "Lending Institution" shall mean any insurance company, bank or trust company; college, university, charitable institution or union; pension, profit or retirement fund or trust; governmental agency or fund; or other financial or lending institution whose loans on real estate or with respect thereto are regulated by state or federal law.

29. Each Permitted Mortgage shall contain the following

provisions, among others, in form satisfactory to the Lending Institution:

(1) A provision, unless waived by Lessee, obligating the Lending Institution to release insurance and condemnation proceeds to Lessee or any sublessee authorized by Lessee (in a manner satisfactory to the Lending Institution) for repairs, rebuilding, replacements and/or restoration, or permit the Mortgage to be prepaid without prepayment penalty of any kind if it elects not to release the same.

(2) A provision exculpating Lessor from liability for any default under the Mortgage, beyond the leasehold and fee interests in the Leased Premises and all buildings and other improvements on the Leased Premises or any part thereof, and that the Lending Institution shall look solely to such interests for the satisfaction of any and all remedies it may have upon any default under the Mortgage and shall not seek or enforce any deficiency or other personal judgment against Lessor.

(3) A provision in form satisfactory to the Lending Institution, that both Lessor and Lessee shall receive all notices required or desired to be given by the Lending Institution and that, if any default is not cured by Lessee within the period of time permitted under the Permitted Mortgage, the Lending Institution shall accept performance of the covenant in default by Lessor, if the same is performed within a reasonable specified time thereafter.

30. Any Permitted Mortgage may also contain, at Lessee's option, so-called open-end provisions for further advances thereunder. All the provisions of this Section shall apply to such subsequent advances as fully and with the same force and effect as with respect to the original advance and loan. The term "Mortgage," whenever used herein shall include whatever security instruments are used in the locale of the Leased Premises, such as, without limitation, deeds of trust, security deeds and conditional deeds, as well as financing statements security agreements and other documentation required pursuant to the Uniform Commercial Code. The term "Mortgage" whenever used herein, shall also include any instruments required in connection with a sale-leaseback transaction with a Lending Institution.

ARTICLE XII
Compliance with Regulations

31. The Lessee shall throughout the term of this Lease, at its sole expense, promptly comply with all laws and regulations of all federal, state and municipal governments and appropriate departments, commissions, boards and officers thereof, and the orders and regulations of the National Board of Fire Underwriters, or any other body now or hereafter exercising similar functions, which may be applicable to the leased property and the fixtures and equipment thereon.

32. The Lessee covenants and agrees with the Lessor to obey and comply with the Rules and Regulations attached hereto as Exhibit "A", which Rules and Regulations may be amended, modified or deleted by Lessor.

ARTICLE XIII
Lessor's Access to Premises

33. If repairs to the exterior of the building and all appurtenances constructed on the property are required to be made pursuant to the terms hereof, Lessor may demand that Lessee make the same forthwith, and if Lessee refuses or neglects to commence such repairs and complete the same with reasonable dispatch, after such demand, Lessor may (but shall not be required to do so) make or cause such repairs to be made and shall not be responsible to Lessee for any loss or damage that may accrue to his stock or business by reason thereof. If Lessor makes or causes such repairs to be made, Lessee agrees that he will forthwith, on demand, pay to Lessor the cost thereof, and if he shall default in such payment, Lessor shall have the remedies provided in Article XIII hereof.

ARTICLE XIV
Lessor's Remedies

34. Any one of the following shall be deemed to be an "Event of Default":

a. Failure on the part of Lessee to make ~~payment of rent or any other monetary amount~~ due under this Lease within thirty (30) days after Lessor has sent to Lessee notice of such default. However, if (i) Lessor shall have sent to Lessee a notice of such default, even though the same shall have been cured and this Lease is not terminated; and (ii) during the same calendar year in which said notice of default has been sent by Lessor to Lessee, Lessee thereafter shall default in any monetary payment, the same shall be deemed to be an Event of Default upon Lessor giving Lessee written notice thereof without the thirty (30) day grace period set forth above.

b. With respect to a non-monetary default under this Lease, failure of Lessee to cure the same within thirty (30) days after Lessor has sent Lessee notice of such default or such additional time as might be reasonably required to cure the default. Lessee shall be obligated to commence forthwith and to complete as soon as possible the curing of such default; and if Lessee fails to do so, the same shall be deemed an Event of Default. However, if (i) Lessor shall have sent to Lessee a notice of such default, even though the same shall have been cured and this Lease not terminated; and (ii) during the same calendar year in which said notice of default has been sent by Lessor to Lessee, Lessee thereafter shall be deemed to be an Event of Default upon Lessor giving Lessee written notice thereof, and Lessee shall have no grace period within which to cure the same.

35. Should any event of default occur, Lessor may, in addition to any and all remedies otherwise available to Lessor under Massachusetts law, send written notice to Lessee terminating the term of this Lease, and upon the thirtieth (30th) day following the mailing of such notice of termination, the term of this Lease shall terminate.

36. Lessee covenants and agrees, notwithstanding any termination of this Lease as aforesaid or any entry or re-entry by Lessor, whether by summary proceedings, termination or otherwise, to pay and be liable for on the days originally fixed herein for the payment thereof, amount equal to the several installments of rent and other charges reserved as they would, under the terms of this Lease, become due if this Lease had not been terminated or if Lessor had not entered or re-entered, as aforesaid, and whether the demised premises be relet or remain vacant, in whole or in part, or for a period less than the remainder of the term, and for the whole thereof; but in the event the demised premises be relet by Lessor, Lessee shall be entitled to a credit in the amount of rent received by Lessor in reletting, after deduction of all expenses incurred in reletting the demised premises (including, without limitation, remodelling costs, brokerage fees, and the like), and in collecting the rent in connection therewith. As an alternative, at the election of Lessor, Lessee will upon such termination pay to Lessor, as damages, such a sum as at the time of such termination represents the amount of the excess, if any, of the then value of the total rent and other benefits which would have accrued to Lessor under this Lease for the remainder of the Lease term if the Lease terms had been fully complied with by Lessee over and above the then case rental value (in advance) of the premises for the balance of the term.

37. If this Lease shall be guaranteed on behalf of Lessee, all

of the foregoing provisions of this Article with respect to bankruptcy of Lessee, etc., shall be deemed to read "Lessee or the guarantor hereof".

38. Lessor shall in no event be in default in the performance of any of Lessor's obligations hereunder unless and until the Lessor shall have failed to perform such obligations within thirty (30) days or such additional time as is reasonably required to correct any such default after such notice by Lessee to Lessor properly specifying wherein Lessor has failed to perform any such obligation.

ARTICLE XV
Surrender

39. The Lessee will, during the term of this Lease and all continuations thereof, keep, and at the expiration thereof, peaceably surrender possession of the leased premises, in good order and condition, reasonable wear and tear excepted, and free from all ashes, dirt and refuse matter, and will at the expiration of said term or any continuance thereof, allow Lessor to take possession of the leased premises.

ARTICLE XVI
Notice

40. Any notice under this Lease must be in writing and must be sent by registered or certified mail to the last address of the party to whom the notice is to be given, as designated by such party in writing. The Lessor hereby designates its address as Town Hall, Brewster, Massachusetts 02631. The Lessee hereby designates its address as 94 Pontiac Street, Hyannis, MA 02601.

ARTICLE XVII
Waiver

41. Failure on the part of either party to complain of any action or non-action on the part of the other, no matter how long the same may continue, shall never be deemed to be a waiver by such party of any of its rights hereunder. Further, it is covenanted and agreed that no waiver at any time of any of the provisions hereof by either party shall be construed as a waiver of any of the other provisions hereof, and that a waiver at any time of any of the provisions hereof shall not be construed as a waiver at any subsequent time of the same provisions. The consent or approval to or of any action by either party requiring such consent or approval shall not be deemed to waive or render unnecessary such consent or approval to or of any subsequent similar act by such party.

42. No payment by Lessee, or acceptance by Lessor, of a lesser amount than shall be due from Lessee to Lessor shall be treated otherwise than a payment on account. The acceptance by Lessor of a check for a lesser amount with an endorsement or statement thereon, or upon any letter accompanying such check, that such lesser amount is payment in full, shall be given no effect, and Lessor may accept such check without prejudice to any other rights or remedies which Lessor may have against Lessee.

43. Unless prohibited by applicable law, Lessee agrees to pay to Lessor the amount of all legal fees and expenses incurred by Lessor arising out of or resulting from any act or omission by Lessee with respect to this Lease or the leased premises and all buildings and appurtenances constructed thereon, including without limitation, any breach by Lessee of its obligations hereunder.

ARTICLE XVIII
Miscellaneous

44. This Lease shall be governed by, construed, and enforced in accordance with the laws of the Commonwealth of Massachusetts.

45. This Lease contains the entire agreement between the parties and shall not be modified in any manner except by an instrument in writing executed by the parties.

46. If any term or provision of this Lease or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Lease, or the application of such term or provision to persons or circumstances other than those as to which it is held valid or unenforceable, shall not be affected thereby and each term and provision of this Lease shall be valid and be enforced to the fullest extent permitted by law.

47. Except as herein expressly provided, the terms of this Lease shall be binding upon and shall enure to the benefit of the heirs, successors and assigns, respectively of Lessee and Lessor. ~~Each term and each provision of this Lease to be performed by~~ Lessee shall be construed to be both a covenant and a condition. The reference contained to successive heirs, successors and assigns of the Lessee does not attempt to constitute a consent to assignment by Lessor, but has reference only to those instances in which Lessor may later give written consent to a particular assignment as required by the provisions of Article X .

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals the day and year aforesaid.

Sealed and delivered in the presence of:

BREWSTER INDUSTRIAL DEVELOPMENT
FINANCING AUTHORITY

Its LESSOR

BY: Milton B Shaw
MILTON SHAW, Chairman

Edward H. Bill Trustee
LESSEE - EDWARD H. BILL, Trustee
of E & J Realty Trust

EXHIBIT "A"
Rules and Regulations

The Lessee covenants and agrees with the Lessor to obey the following Rules and Regulations:

1. All loading and unloading of goods shall be done only in the areas and through entrances as designated on the site plan approved by the Lessor pursuant to Paragraph 8 of the Lease.
2. All garbage and refuse shall be kept in containers approved by Lessor, placed in a location within the leased premises approved by Lessor and prepared for collection in a manner and at a time approved by Lessor. If the Lessor shall provide or designate a service for picking up refuse and garbage, the Lessee shall use the same at its cost; the Lessee shall pay the cost of removal of any of its rubbish or refuse.
3. No loudspeakers, televisions, phonographs, radios, or other devices shall be used in a manner so as to be heard or seen outside of the leased property.
4. The leased premises shall be landscaped and kept clean from dirt and rubbish by the Lessee in a manner acceptable to Lessor.
5. The Lessee and the Lessee's employees shall park their cars only in those parking areas designated on the site plan approved by the Lessor pursuant to Paragraph 8 of the Lease.
6. The Lessee shall keep the leased premises reasonably free from pests, rodents, or other vermin, and shall, if directed by the Lessor, use a pest extermination service.
7. The Lessee shall not burn any trash or garbage of any kind in or about the leased premises.

ADDENDUM TO INDENTURE OF LEASE

This addendum to indenture of lease is made as of day of September, 1985, by and between Brewster Industrial Development Financing Authority of the Town of Brewster, Barnstable County, Commonwealth of Massachusetts, (hereinafter "lessor") and E. & J. Realty Trust (hereinafter "lessee").

The lessor hereby acknowledges and agrees that the proposed commercial structure on Lot No. 3, as shown on the master plan of Freeman's Way Industrial Park provides space for a tenant. Said tenancy is subject to the prior approval of the lessor and the Water Quality Review Committee of the Town of Brewster.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals the day and year aforesaid.

Sealed and delivered in the presence of:

BREWSTER INDUSTRIAL DEVELOPMENT
FINANCING AUTHORITY

BY: Milton Shaw
MILTON SHAW, Chairman

Its LESSOR

Edward H. Bill, Trustee
LESSEE-EDWARD H. BILL, Trustee
of E & J Realty Trust

Brewster's Juneteenth Celebration
Wednesday, June 19, 2024
10 am - 2 pm

All are welcome to join the Town of Brewster for music, food, and activities at Drummer Boy Park for a celebration of Juneteenth. Enjoy a fun day of talented performers, interesting activities, educational entertainment, and more, all in honor of Juneteenth. Stay for the whole event or stop by for a quick visit!

Juneteenth commemorates the end of slavery in America and occurs on the anniversary of the final enforcement of the Emancipation Proclamation in Texas on June 19, 1865, more than 2 years after the signing of the proclamation.

Kick off the festival at the Drummer Boy Park gazebo for a reading of the Emancipation Proclamation by Representative Chris Flannagan. Afterwards, you may choose to remain at the gazebo for a series of musical performers or you can explore the park and take part in some of the other activities happening throughout the event. You can also visit the Windmill to learn more about the Harris-Black house and enslaved people in Brewster with the Brewster Historical Society, get information and participate in games and face painting at one of the many activity and information tables, or grab a bite to eat from a local food truck.

The timeline of main events is as follows:

- 10 AM: Open with Reading of the Emancipation Proclamation by Rep Chris Flannagan
- 10:30 AM: Fred Clayton (Blues musician) at Gazebo
- 11:45 AM: Ron Williams (Jazz guitarist)
- 1 PM: Ammaya Dance & Drum

This event is free and open to the public.



Town of Brewster

2198 Main Street
Brewster, MA 02631-1898
Phone: (508) 896-3701
Fax: (508) 896-8089

Office of:
Select Board
Town Administrator

MEMORANDUM

TO: Select Board
FROM: Peter Lombardi, Town Manager
RE: List of Current Warrant Articles for Spring 2024 Town Meeting
DATE: February 8, 2024

Here is a summary of the articles currently anticipated for inclusion on the Spring 2024 Town Meeting warrants:

1. Outstanding Obligations
2. Budgetary Transfers
3. FY25 Cape Cod Regional Technical High School Operating Budget
4. FY25 Brewster Elementary School Operating Budget
5. FY25 Brewster Elementary School Operating Override
6. Assessment Formula for Nauset Regional Schools
7. FY25 Nauset Regional Schools Operating Budget
8. FY25 Nauset Regional Schools Operating Override
9. FY25 Town Operating Budget (General Fund)
10. FY25 Water Enterprise Fund Budget
11. FY25 Golf Enterprise Fund Budget
12. Community Preservation Act Funding (including standard reserve amounts)
13. CPA Land Acquisition: 3571 Main Street (Washington Chase Bog)
14. Capital and Special Project Expenditures
15. Special Revenue Fund: Cable Franchise Fee
16. Recreation Revolving Fund
17. Sea Camps Comprehensive Plan Article(s)
18. Private Road Betterment: Vesper Pond
19. Millstone Road Improvement Project: Temporary Easements
20. Drummer Boy Park Advisory Committee Report
21. Potential Citizens Petition: Resolution on Medicare for All Legislation**
22. Potential Citizens Petition: Home Rule Petition for Pesticide Reduction**
23. Potential Citizens Petition: Short Term Registration**
24. Potential Citizens Petition: Short Term Regulations**

** not yet filed

TOWN OF BREWSTER
BUDGET & TOWN MEETING CALENDAR
FISCAL YEAR 2025
01.26.24 DRAFT

1. **December 4, 2023:**
FY25-29 General Fund budget forecast presentation to Select Board and Finance Committee, including recommended FY25 budget development guidelines.
2. **December 12, 2023:**
FY25-29 Golf Enterprise Fund Financial Forecast presentation to Golf Commission.
3. **December 14, 2023:**
FY25 budget development guidelines distributed to Department Heads & Schools.
4. **January 5, 2024:**
FY25 budget requests & supplemental FY24 Capital Requests due to Town Administration and Finance Director.
5. **Weeks of January 10 & 17, 2024:**
Preliminary operating budget requests reviewed by the Town Administration and Finance Director with Department Heads.
6. **January 31, 2024:**
Finance Team presentation to Select Board and Finance Committee on FY24-28 Capital Improvement Plan, including supplemental FY24 Capital requests.
7. **February 5, 2024:**
FY25 Town Operating Budget Overview delivered to the Select Board and Finance Committee.
8. **February 7 & 9, 2024:**
Department Head FY25 budget presentations to Select Board and Finance Committee.
9. **February 15, 2024:**
4th and Final Sea Camps Public Forum.
10. **February 26, 2024:**
Priority Deadline for submittal of warrant articles for inclusion on the 2024 Annual Town Meeting warrant.
11. **March 2024:**
FY25-29 Water Department Enterprise Fund Financial Forecast presented to Water Commissioners.
12. **March 27, 2024:**
Deadline for proxy votes for private road betterments.

13. **March XX, 2024**
Nauset Schools budget presentation to Select Board.
14. **March XX, 2024:**
Nauset Schools budget presentation to Finance Committee.
15. **April 1, 2024:**
Administrative deadline to finalize warrant articles for the May 2024 Special and Annual Town Meetings.
16. **April 6 & 10, 2024:**
Sea Camps Pond Property Open House.
17. **April 10, 2024:**
Deadline for Select Board's and Finance Committee's recommendations on the May 2024 Special and Annual Town Meeting warrant articles.
18. **April 16, 2024:**
Deadline to send May 2024 Special & Annual Town Meeting warrants to the printer.
19. **April 20, 2024:**
Deadline to post warrants.
20. **April 23, 2024:**
Deadline for Select Board to place a ballot question on the Annual Town Election.
21. **April 26, 2024:**
FY25 Budget and Town Meeting warrant book posted on the website for the general public and distributed at town buildings and other locations.
22. **Week of April 29, 2024:**
Town Meeting public information session.
23. **May 11, 2024:**
2024 Special and Annual Town Meeting held at Stony Brook Elementary School.
24. **May 28, 2024:**
2024 Annual Town Election.



Town of Brewster

2198 Main Street
Brewster, MA 02631-1898
Phone: (508) 896-3701
Fax: (508) 896-8089

Office of:
Select Board
Town Manager

MEMORANDUM

TO: Select Board
FROM: Peter Lombardi, Town Manager
RE: Updated American Rescue Plan Act Funds Spending Plan
DATE: February 12, 2024

The Select Board has approved an expenditure plan for Brewster's direct allocation of \$1.023M in American Rescue Plan Act funds and for the \$496k in ARPA funds from Barnstable County. The current plan, last approved in May 2023, is as follows:

- \$273k for one-time premium pay for eligible public sector employees
- \$75k for public health expenditures related to the pandemic
- \$275k for resident beach access at the Sea Camps Bay property
- \$425k for site remediation at the Sea Camps, including testing, design, project oversight, and reporting
- \$300k for Long Pond boat ramp
- \$35k for Crosby Property Revolving Fund revenue loss
- \$25k for partial funding of new seasonal Natural Resource positions
- \$5k for FY22 single audit
- \$1500 for Building & Health Dept OT
- \$10k for Wing Island consulting services
- \$35k for supplemental Sea Camps planning support

At the time, this plan left a balance of about \$60k in unallocated funds. When it was approved, we had not gone out to bid for either the Cape Cod Sea Camps Shooting Range Remediation or the Long Pond Boat Ramp. We also need additional funding for staff at the CCSC Bay Property, as hours of operation have been extended to an hour earlier for this coming season. The staff for the CCSC gatehouse will be funded from a combination of the Community Pool Revolving Fund and the General Fund budget in FY26. We were able to use an alternate funding source to fund the Wing Island consulting services. We recently received reconciliation from FEMA regarding our pandemic expense reimbursement and there is a gap in what FEMA ultimately determined as eligible costs. We are proposing to fund the difference with available ARPA funds.

The Finance Team has been monitoring all of these expenses and now recommends the following updated expenditure plan (changes in **bold**):

- \$273k for one-time premium pay for eligible public sector employees
- \$75k for public health expenditures related to the pandemic
- **\$315k** for resident beach access at the Sea Camps Bay property (\$40k increase)
- \$425k for site remediation at the Sea Camps, including testing, design, project oversight, and reporting
- **\$286k** for Long Pond boat ramp (\$14k decrease)
- \$35k for Crosby Property Revolving Fund revenue loss
- \$25k for partial funding of new seasonal Natural Resource positions
- \$5k for FY22 single audit
- **\$1600** for Building & Health Dept OT (\$100 increase)
- **\$50k** for Sea Camps planning support (\$15k increase)
- **\$28k** for FEMA Pandemic Expenditures deficit (new item)

These proposed expenditures total \$1.5+M and account for all ARPA funds. These funds are required to be allocated by December 2024.



Town of Brewster

2198 Main Street
Brewster, MA 02631-1898
Phone: (508) 896-3701
Fax: (508) 896-8089

Office of:
Select Board
Town Administrator

MEMORANDUM

TO: Select Board
FROM: Peter Lombardi, Town Administrator
RE: Updated American Rescue Plan Act Funds Spending Plan
DATE: May 19, 2023

Last spring, the Select Board approved an expenditure plan for Brewster's direct allocation of \$1.023M in American Rescue Plan Act funds that included:

- \$275k for one-time premium pay for eligible public sector front-line employees (see details in accompanying memo)
- \$150k for public health expenditures related to the pandemic, including partial funding for new part-time public health nurse (FY23-24)
- \$150k for resident beach access at the Sea Camps Bay property (design, permitting, construction, and operations)
- \$250k for site remediation at the Sea Camps based on Phase II report findings
- \$125k for Long Pond boat ramp
- \$25k for Crosby Property Revolving Fund revenue loss
- \$25k for partial funding of new seasonal Natural Resource positions (FY23-24)

These proposed expenditures totaled \$1M.

Last summer, the Board approved \$5k for supplemental audit services needed to comply with reporting requirements due to the Town's receipt of more than \$750k in federal funding in FY22. They also approved \$10k for Building & Health Department personnel expenses related to the launch of our new electronic permitting platform.

Last fall, the Board approved up to \$30k in ARPA funding for additional consulting services related to the Wing Island project and a proportionate decrease in funds allocated for site remediation on the Sea Camps property.

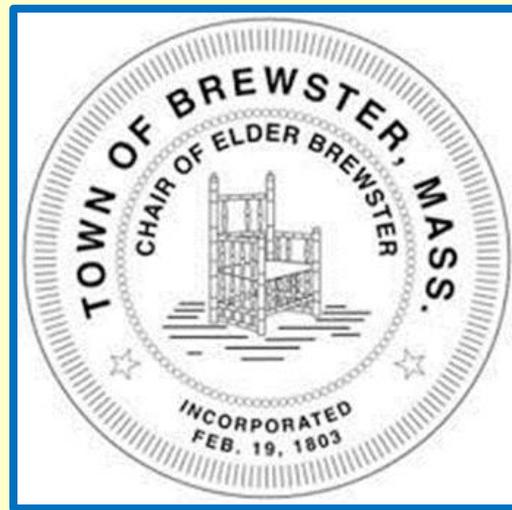
As part of the FY24 Town operating budget presentation, we highlighted plans to partner with Eastham in sharing an economic development position who would assist with Sea Camps planning/outreach and other priority initiatives. We projected using up to \$35k in ARPA funds for this purpose. While the details of this partnership have not yet been finalized, we remain interested in exploring the possibility of adding staff capacity in these areas.

At this point, we are proposing an updated spending plan that also accounts for the \$496k in ARPA funds that will be allocated to Brewster from Barnstable County. Based on amendments to County procedures approved last fall, these funds can be expended for any lawful public purpose, consistent with the US Treasury's Final Rule.

In summary, we recommend the following updated expenditure plan (see attached for details):

- \$273k for one-time premium pay for eligible public sector employees
- \$75k for public health expenditures related to the pandemic
- \$275k for resident beach access at the Sea Camps Bay property
- \$400k for site remediation at the Sea Camps, including testing, design, project oversight, and reporting
- \$300k for Long Pond boat ramp
- \$35k for Crosby Property Revolving Fund revenue loss
- \$25k for partial funding of new seasonal Natural Resource positions
- \$5k for FY22 single audit
- \$1500 for Building & Health Dept OT
- \$10k for Wing Island consulting services
- \$35k for supplemental Sea Camps planning support

These proposed expenditures total \$1.5+M, leaving approximately \$84k in ARPA funds not yet accounted for. The Long Pond boat ramp project is under contract and is expected to begin in September. The Sea Camps remediation work will go out to bid this summer and is also expected to be done this fall. Once those two projects are complete, we will provide an update to the Board on our plan for the remaining balance of available funds. We have until December 2024 to allocate these funds.



BREWSTER MASSACHUSETTS FIRE DEPARTMENT STAFFING ANALYSIS



MUNICIPAL RESOURCES, INC. (MRI)

Engaged to:

- Review the manner in which fire department and emergency medical services are provided and evaluate overall operations.
- Evaluate the fire department's organizational structure, administration, and management.
- Evaluate the department's staffing.
- Provide recommendations for improvement.





Our Goal:

To create a report that becomes a useful guide and a resource that shapes a vision for the success of the organization as it approaches the challenges and transitions of the future.



Dust Collector or Useful Tool? What are the Outcomes?

This analysis provides the organization and the community with 39 recommendations.

A plan to guide you moving forward.



In reality the outcome is up to you.

METHODOLOGY

- Interviews with numerous stakeholders.
- Review and analysis of data and documents.
- Review and evaluation of fire department operations and management.
- Evaluating on-site operations, facilities, and resources.
- 13 major project elements involved.



METHODOLOGY

- All recommendations for improvements are based on various administrative regulations promulgated at the federal and state levels, and nationally accepted consensus standards developed by:
 - ❖ ISO (Insurance Services Office)
 - ❖ NFPA (National Fire Protection Association)
 - ❖ CFAI (Commission on Fire Accreditation International)
 - ❖ CAAS (Commission on Accreditation of Ambulance Services)
 - ❖ Industry best practices and procedures

BREWSTER FIRE DEPARTMENT

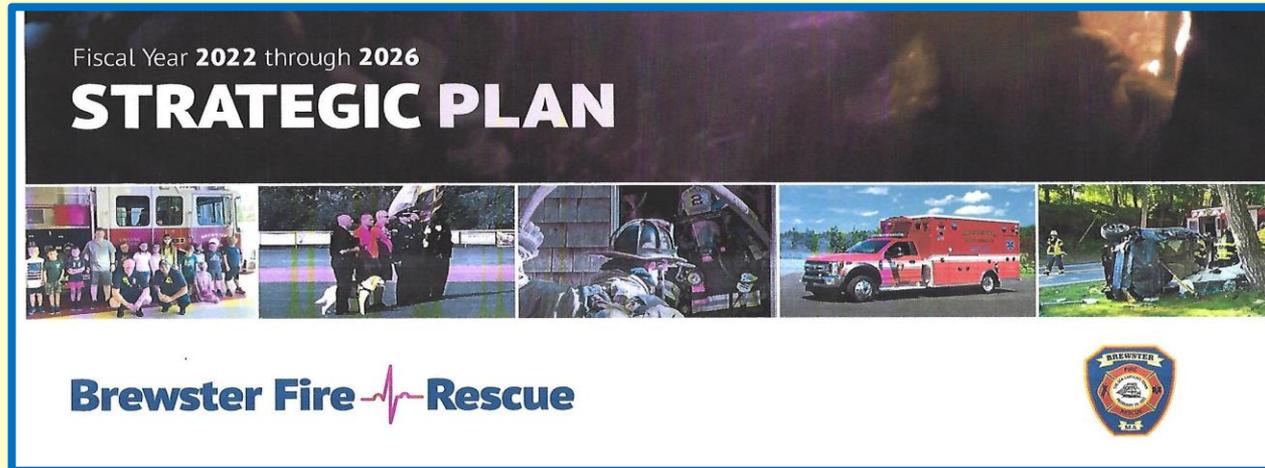
- Well equipped, with a beautiful state of the art fire station.
- High functioning leadership team.
- Dedicated core group of members who are trying to make their organization one that provides dependable, high quality, emergency services to the Town of Brewster.

BREWSTER FIRE DEPARTMENT

- Perform their duties competently, and, can be counted upon to complete assignments given to them.
- Appears to have a positive public image, and, is respected for its long-standing service to the community.



BREWSTER FIRE DEPARTMENT



- The strategy currently in place in the Brewster Fire Department is a progressive and forward thinking one. The Brewster Fire Department has an excellent five-year strategic plan that covers the period of 2022 through 2026.

MRI's Key Areas of Concern

- The potential for a diminished level of service based on a shortage of available resources, primarily from a career staffing perspective and the annual requests for service continue to increase.
 - ❖ The loss of the call component of the Department over the past 10 years. This results in the only emergency response personnel immediately available (not counting mutual aid) being the on-duty personnel. There are no longer call personnel who respond to provide coverage or assist with multiple incidents.



MRI's Key Areas of Concern

- **High turnover rate among career staff.**
 - ❖ **The department has struggled to retain personnel. Frequent vacancies and a constant staffing deployment model has resulted in a high level of mandatory holdover and order-in overtime which can have a significant impact on firefighter health and wellness, as well as morale within the Department.**

MRI's Key Areas of Concern

- Housing and rental costs in Brewster and surrounding communities, and to a larger extent Cape Cod in general, are extremely high and thus unaffordable for most public safety personnel especially those who are just starting out. This results in many firefighters living on the other side of the Sagamore Bridge, more than 30 minutes from town and of limited to no value in a call back situation.
- ❖ Challenges recruiting qualified personnel.



MRI's Key Areas of Concern

- A need to continue the widespread use of automatic aid at the time of dispatch to reported structure fires to attempt to assemble an effective response force within the benchmark time frames.
- Two simultaneous EMS calls can strip the Town of all fire and EMS protection.
- Potentially increasing response times based on a growing number of overlapping calls (approaching 20% of annual responses).



MRI's Key Areas of Concern

- An aging resident population (35.1% of population is age 65 or over) will most likely result in increased requests for services further straining the system.



Key Recommendations

Many risks are also opportunities. This report can be an idle source of conversation or a means to engage the organization to plan for a vibrant future.



REVISED EMS RESPONSE PROCEDURES

➤ When staffing is at five personnel:

- ❖ Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. The three personnel remaining are now available for fire duty, or can handle a second ambulance call, if necessary. If they require additional assistance, they can request the engine to respond.
- ❖ Two personnel respond on the ambulance and three personnel respond on the engine to Charlie, Delta, and Echo, or Priority 1 and 2 calls. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew.

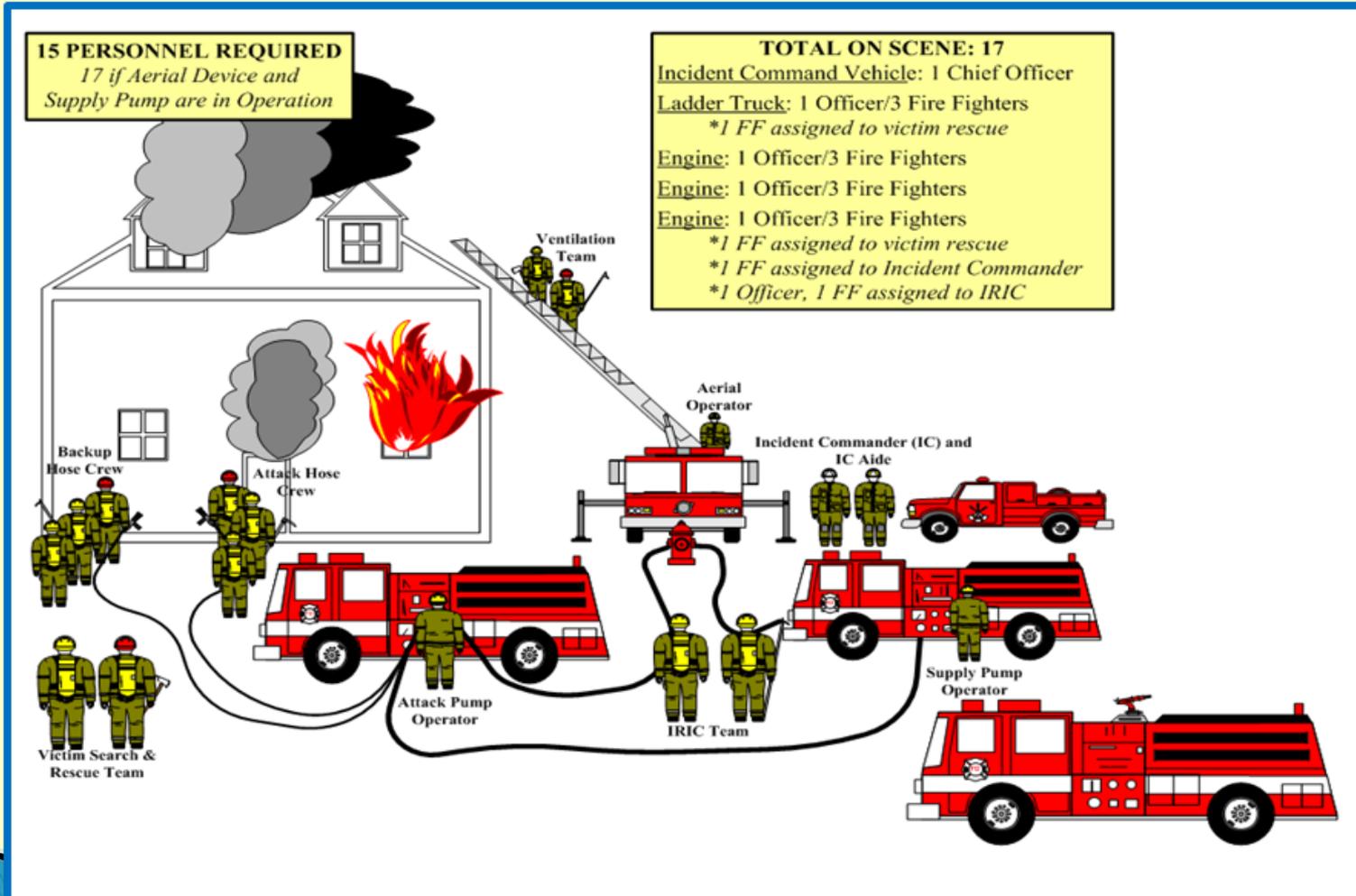


EFFECTIVE FIRE RESPONSE FORCE

- The Brewster Fire Department should strive to have a minimum of 16/17 firefighting personnel on the scene of every single-family residential structure fire within 8 minutes of the time that units are responding.
- For fires in multi-family residential buildings and commercial occupancies, a minimum of 27/28 personnel should be on scene within 8 minutes of the time that units are responding in order to be able to establish a full effective response force.



EFFECTIVE FIRE RESPONSE FORCE



STAFFING

DEPARTMENT	POPULATION	CY22 RUNS	*FULL TIME STAFF	# OF FIREFIGHTERS PER 1,000 RESIDENTS	# OF FIREFIGHTERS PER SHIFT	*ADDITIONAL DAYSHIFT PERSONNEL	DUTIES OF DAYTIME PERSONNEL
Brewster	10,318	3,236	23	2.23	5	1	Fire Prevention Officer
Chatham	6,600	3,240	32	4.85	7	2	Fire Prevention Officer EMS Coordinator
Orleans	6,307	2,683	36	3.8	8	2	Fire Prevention Officer EMS Coordinator
Eastham	5,752	2,236	24	4.17	5	2	2 Firefighters
Wellfleet	3,500	1,311	22	5.71	5	1	Captain – Fire Prevention
Harwich	13,441	4,850	40	2.68	9	2	Fire Prevention Officer EMS Coordinator



STAFFING

- The Town of Brewster and Brewster Fire Department should incrementally hire additional firefighters to enhance daily on duty staffing to an eventual level of seven (7) personnel assigned to each shift.
- The Town of Brewster should authorize the Brewster Fire Department to apply annually over the next several application periods for a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund the incremental hiring of a total of nine (9) additional personnel (two per shift plus a full-time EMS Officer) over the next several fiscal years.



STAFFING

- **FY 2025** – Hire four (4) additional personnel to increase shift staffing to six (6) personnel with a minimum of five (5) on duty (off season only).
- **FY 2026** – Hire one (1) additional person to allow for the creation of the full-time EMS officer position and the possible implementation of a MICU/CIP program. Promote four (4) firefighters to the rank of Lieutenant.
- **FY 2028** – Hire four (4) additional personnel to increase shift staffing to seven (7) personnel with a minimum of six (6) on duty (off season only).



STAFFING

- In FY 2026, the Town of Brewster should consider creation of the position of Lieutenant on each shift in the Brewster Fire Department to allow for a continued appropriate span of control as recommended under the Incident Management System (IMS).
- At all staffing levels, the Brewster Fire Department should continue to utilize part-time personnel to supplement staffing level and maintain maximum shift staffing during peak season between Memorial Day and the end of September.



STAFFING

FY 2025 Phase 1
Hire 4 additional
Firefighters, 1 per shift.
Shift Staffing = 6

FY 2027

FY 2026 - Phase 2
Hire 1 additional
Firefighter.
Promote 1 FT EMS Officer.
Promote 4 Lieutenants
Shift Staffing = 6

FY 2028 - Phase 3
Hire 4 additional
Firefighters, 1 per shift.
Shift Staffing = 7

FY 2029/2030 **
Evaluate impact of
increased staffing of
fire/EMS operations and
potential need for
addition staff.

STAFFING



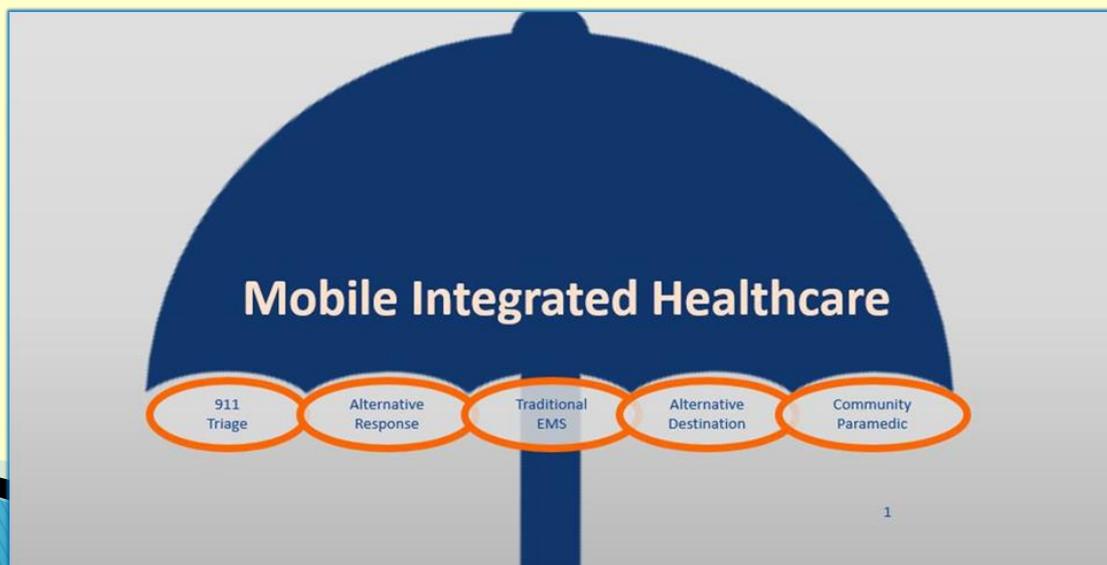
STAFFING

- Once a staffing level of seven (7) is achieved the Brewster Fire Department will be able to staff:
 - ❖ Two ambulances with two (2) personnel each.
 - ❖ If a third ambulance is needed during the day, it can be staffed with administrative personnel if they are available.
 - ❖ One engine with three personnel.



COMMUNITY PARAMEDICINE

- The Town of Brewster and Brewster Fire Department should actively explore the feasibility of implementing some type of community based mobile integrated health care (Community Paramedicine) in an attempt to provide better service to the community, and possibly increase their EMS revenue.



THE FUTURE

- **Planned growth of the Brewster Fire Department is essential to provide a consistent service level to the community, while keeping pace with increased demands for service.**
- **There is no “right” amount of fire protection or EMS delivery. It is a constantly changing level based upon the expressed needs of the community.**



THE CHALLENGE AHEAD

- **Defining the acceptable level of service.**
- **Long term development of the Brewster Fire Department, its officers and personnel.**
- **The goal of this study is to assist the Town of Brewster and the Brewster Fire Department in moving forward in a planned or intended strategic manner and to reinforce the existing strategic plan.**

FINAL THOUGHTS

- Each of the 39 recommendations should be given careful consideration.
- View each recommendation as a goal.
- Approach the recommendations strategically & systematically to develop short & long term goals.
- Follow the Strategic Plan.
- Recognize each accomplishment.



Thank You



Website:

www.mrigov.com

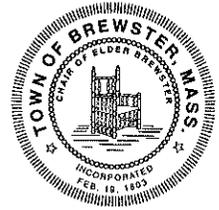




Brewster Fire Department

1671 Main Street
Brewster, MA 02631

Phone 508-896-7018 Fax 508-896-4245



TO: Select Board
FROM: Fire Chief Moran
CC: Town Manager Peter Lombardi
Finance Committee
Deputy Fire Chief Kevin Varley
DATE: 11/30/23
RE: Fire Department Staffing Analysis

In April 2022 members of Brewster Fire/Rescue launched the implementation of their 2022-2026 five-year strategic plan. One of the major proposals emerging from the plan included the hiring of a professional Public Safety group to conduct a Staffing and Operational analysis of the Brewster Fire Department. In March of 2023 Municipal Resources, Inc. was chosen as the vendor to review the current position of the department and make recommendations regarding future staffing needs and sustainable operational advances.

After leading the transformation of the department from a combination to full-time organization over the past thirteen years, my office is well versed and acquainted with the validated staffing and operational recommendations contained in the study and we are pleased to see a final document that mirrors the progressive philosophies of our department. Through proactive forecasting, partnership with the Town Managers office, and the continued application of our strategic plan we have previously embraced a number of these recommendations and initiated active processes that will lead to future implementation.

Some of these initiatives currently being worked on or completed include:

- Contractual agreements including wage increases comparable to contiguous communities and stipend programs designed to enhance recruitment and retention of personnel.
- Secured funding for the purchase of mobile computer hardware and software to improve data collection, meet proposed enhancements to Barnstable County Dispatch systems, enhance pre-incident planning capabilities, and enrich efforts to assess and reduce community risk.
- Completed AFG Grant funded Fire Instructor I and Fire Officer I programs. Excess funds are being used to schedule additional programs including Surface Water Rescue, Surface Ice Rescue, Rope Rescue, Fire Officer Strategy and Tactics, Vehicle Extrication, Control of Gas Emergencies, and Decision Making for the Initial Company Officer. These programs will assist efforts to maintain our current ISO rating during the next review cycle.
- Secured funding for policy and procedure software titled Lexipol. Currently working with Lexipol representatives and internal review group to advance the approval and adoption of multiple administrative and operational policies into one cohesive and consistent document.
- Received approximately \$270,000 in Federal and State Grant programs for fire safety education, equipment, and training.
- Revised automatic aid response policies to increase the number of initial arriving personnel.
- Maintained consistent and direct annual budget requests for additional full-time staff.
- Continued best practice use of seasonal employees to supplement full-time staff.

The recommendations identified in the study come as no surprise to my office. Most are based on State and National Laws, Standards, Regulations, and best practices that we have been working to initiate for several years. We welcome the conclusions and look forward to developing a priority list of short, medium, and long-term goals that will allow us to continue to meet the proposals including the major challenge of increasing staff to a level justifiable to the sustained safety, health, and wellness of staff and the continued delivery of exceptional life safety services to the community.

**TOWN OF BREWSTER, MASSACHUSETTS
FIRE DEPARTMENT STAFFING ANALYSIS**

NOVEMBER 2023

Prepared by:



**Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, New Hampshire 03264
mrigov.com
Phone 603-279-0352**

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REPORT



CHAPTER I

PROJECT OVERVIEW, SCOPE, AND METHODOLOGY



Municipal Resources, Inc. (MRI) was engaged by the Town of Brewster, Massachusetts, to undertake an organizational and operational assessment including an analysis of the effectiveness, and overall efficiency study of the Town’s fire, rescue, and emergency medical services (EMS) delivery systems, to identify any gaps or deficiencies, and to make recommendations for improvement. Projected growth in area services due to increases in population and increased service levels were also included to provide recommendations on the Department’s long-range planning needs. The primary intent and goal of this project was to determine whether the existing organizational structure and operations of the Brewster Fire Department including levels of staffing, facilities, equipment, funding, management practices, and deployment of resources are adequate to provide a level of service within Brewster, that is in line with generally accepted standards and benchmarks utilized by comparable fire departments in similar communities; and based on standards and best practices for modern-day fire services currently in practice in Massachusetts and the United States.

To these ends, MRI looked to provide information relative to:

1. Short-term opportunities for improvement of the Department’s service delivery capabilities.
2. Present short and long-term organizational and operational adjustments that seek to improve service delivery to the Town.

These activities are part of the Town of Brewster’s ongoing fire and emergency services oversight and planning responsibilities. They are focused on identifying the risks that residents, visitors, and firefighters are currently exposed to, as well as the potential future risks, and the development of an appropriate set of responses to those threats in a fiducially responsible manner. Through the strategic planning aspect, the project team makes recommendations for long-term success, viability, and stability, together with improved efficiency, operations, and safety for firefighters and citizens today, as well as projecting future needs for the provision of fire and emergency medical services throughout the community. The MRI project team has attempted to produce a report containing recommendations, focused primarily on long-range strategic planning, that will assist the Brewster Fire Department, and the Town of Brewster, to set a clear course of action for future service improvements and delivery.



ABOUT MRI

MRI was founded in 1989 by six former municipal and state government managers, with both public and private, professional experience. MRI provides professional, technical, and management support services to municipalities, schools, and non-profit organizations throughout the Northeast. MRI provides technical knowledge and practical experience that others cannot offer because it hires the best in the municipal consulting industry. This is evidenced by a high level of implementation of MRI's recommendations by its clients. MRI's clients have come to expect the organization to provide whatever they need, and it fulfills their expectations.

MRI's dynamic management staff adapts services to specific client needs. Clients realize that MRI has been in their shoes and has the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meets their needs. The depth of MRI's experience is reflected not only in the experiences of its associates, but in the scope of services it provides its clients, from professional recruitment to organizational and operational assessments of individual municipal departments and school districts; or ongoing contracted services for various municipal government and school business support activities. Municipal Resources has a particularly strong public safety group with nationally recognized expertise in fire and emergency medical services.

MRI's professional staff is always focused on helping its clients solve problems and provide solutions for their future success. We simply work to gain an understanding of past events to build a framework for future success. We do not put forth idealistic, unachievable, or narrowly focused solutions.

MRI'S PHILOSOPHY

Municipal Resources, Inc. is committed to providing innovative and creative solutions to the problems and issues facing local governments and the agencies that serve them.

The purpose of MRI's approach is to supplement the efforts of municipal employees and other personnel and enable them to do their jobs well. MRI is committed to supporting and enhancing positive, sustainable communities through better organization, operations, and communication. This is achieved by:

- Supporting towns, cities, counties, school districts and other community service agencies with management and technical services to facilitate constructive change within client organizations.
- Conducting studies and analyses designed to assist clients in achieving organizational improvement.

- Advocating and advancing cooperation, coordination, and collaboration between government organizations and related community support agencies.
- Maintaining a staff of highly qualified professional, experienced and open-minded life-long learners to serve as consultants and advisors to clients.
- Maintaining awareness and understanding of advances in “best practices” for delivery of all levels of core community services and related professional management.
- Developing and refining techniques for effective community engagement, information dissemination, and constructive change.

OBJECTIVES

1. To help municipalities and agencies obtain maximum value for limited tax dollars.
2. To identify and help communities manage the risks associated with public safety functions.
3. To raise public awareness of the value and professionalism of their municipal resources.
4. To help local leaders develop and execute plans that best meet their community’s needs, given available resources.

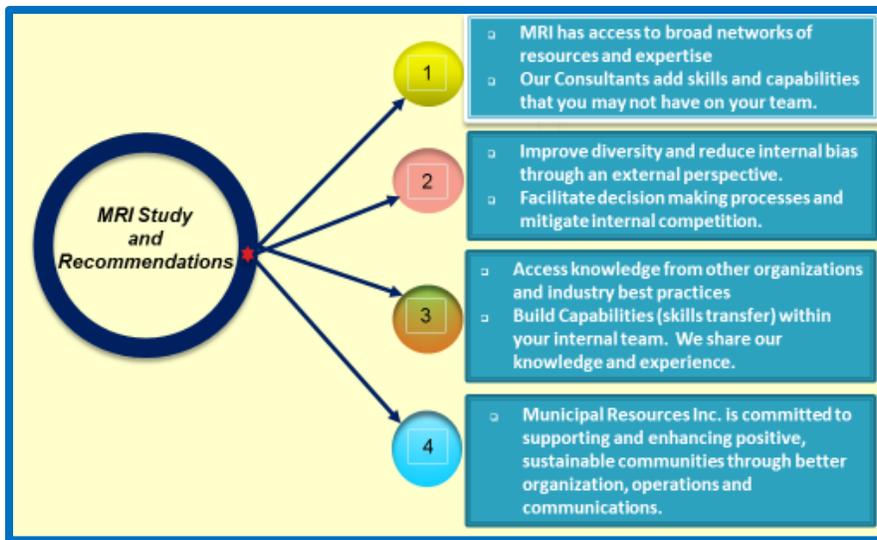


FIGURE I-1: MRI PROJECT IMPLEMENTATION PLAN

SCOPE OF WORK

To be effective, a project of this type requires a thorough assessment to determine a baseline of current operations. Projections for community population growth that can translate into increased requests for service, the need for expanded levels of service, and evolving community expectations were necessary to develop recommendations for the department's long-range plans. A thorough review of existing staffing, funding, management practices, and regulatory environment was undertaken to determine whether the department can provide a level of service that is in line with generally accepted standards and benchmarks for a community of like character. An evaluation of the following information and topics were all components of this review:

An evaluation of the following information and topics were all components of this review:

1. A review of background information that impacts the Brewster Fire Department including:
 - a. Fire service data and information provided by the fire department and the Town;
 - b. Community population and demographics;
 - c. Residential, commercial, industrial, and municipal features of the community including a community tour;
 - d. Review of incident response statistics volume and trends;
 - e. Review of response times;
 - f. Policies and agreements that may determine staffing levels and practices;
 - g. Evaluation of the provision and use of fiscal resources including the amount of overtime;
 - h. Assess and evaluate the department's current scheduling, staffing, organizational structure and delivery of services;
 - i. Assess service demand trends, including demographic and service demand increases; including those attributed to societal adjustment due to the Covid19 pandemic;
 - j. Municipal ordinances related to fire and EMS delivery;
 - k. Mutual aid agreements and resources;
 - l. Standard Operating Guidelines (SOGs) for the Fire Department;
 - m. Vehicles and staffing/run assignments;
 - n. Fire department operational plans;
 - o. Adequacy of the department's training and fire prevention functions;
 - p. Current deployment of resources along with a future needs assessment;
 - q. Identification of the level of service provided to, and expected by, the Town,
 - r. The Brewster Fire Department's current Strategic Plan 2022 – 2026, and;

- s. Developed a report that will address short- and long-term staffing needs, organizational structure, service and demand trends, over the next decade.

2. Input was solicited from a range of stakeholders through personal interviews, including:

- Chairman of the Select Board
- Town Manager
- Fire Chief
- Deputy Fire Chief
- Fire Department Career Captains
- Town Human Resources Director
- Town Finance Director
- Police Chief
- International Association of Fire Firefighters Local 3763 E-Board
- Mutual Aid Fire Chiefs
- Open Session for Fire Department Members

In performing this study MRI focused on the following aspects of the fire and emergency medical services and their operations:

- Organizational structure and governance;
- Organizational, managerial, and operational practices including policies, rules and regulations, and standard operating procedures/guidelines (SOPs/SOGs);
- Fire department staffing practices and personnel scheduling;
- Lack of viability of the department's call component;
- Community profile and characteristics, risks, vulnerabilities, and concerns;
- Fire and EMS operations, including response times, NFPA 1710 and OSHA Two-in/Two-out compliance, standards of cover, incident and response time analysis, designation of operational responsibilities, and deployment of resources;
- Training and professional development;
- Fire prevention and code enforcement;
- Budgeting;

- External stakeholders' perceptions concerning the fire department and relationships with various officials; and,
- Sense of common vision among internal stakeholders.

At the completion of each key component of the Department's operations, the project team has attempted to provide a status and/or "gap" statement which indicates the current status of that activity, any gaps between that activity and expected performance (as defined by regulations, standards, industry best practices, or organizational policy), and recommendations that should be implemented to close the "gaps" or correct the deficiency.

METHODOLOGY/PROJECT APPROACH

MRI's project methodology and approach was targeted to fulfill the scope of work in a thorough and comprehensive manner. MRI consultants performed several days of on-site work, interviews, and observations in Brewster. The assessment employed the following methodologies:

- On-site visit to Brewster that included in-person meetings, tour of fire department facilities, and tour of Brewster to observe target hazards, community risks, and building density and type,
- Review of the fire department's facilities, apparatus, and equipment,
- Analysis of fire department staffing, including current operations, scheduling, use of overtime, organizational structure and future needs based on risk, current operational experience, and projected community growth and development,
- Analysis of community demographics and projected growth and development,
- Interviews with fire chief and deputy fire chief,
- Interviews with the town manager,
- Interview with Chairman of the Select Board,
- Interviews with other key fire department personnel including members of the Brewster Fire Department command/supervisory staff, EMS coordinator, administrative assistant, union leadership and other department members having direct knowledge and understanding of the subject areas,

- Interviews with other key town officials including the finance director and human resources director,
- Interviews with fire chiefs of neighboring mutual aid fire departments,
- Review of mutual aid and regional operations,
- Review of existing department incident statistics, standard operating procedures/guidelines, budget, and other records,
- Review of the applicability of various national standards and best practices for municipal fire and EMS services, such as NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, NFPA 1500, Standard on Fire Department Occupational Safety, Health, and Wellness Program, and NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Plan Development.

These discussions focused on the current fire and EMS delivery system and structure to identify any concerns or areas requiring special focus, and to gather thoughts and ideas about areas of potential improvement and long-range visions, needs, goals, and objectives. The team spent significant time with the fire chief and deputy fire chief to gain an understanding of the organizational, operational, and management systems and approaches currently in place, and then compared the current structures against contemporary practice and convention. There were also reviews of relevant statistics, and operational data that was furnished by the Department.

MRI's project team utilized a seven-phase process to conduct the assessment of the Brewster Fire Department and to develop the planning recommendations. The seven phases include:

1. Development of an action plan.
2. Orientation, stakeholder input, data gathering, and identification of significant issues facing the Town of Brewster and the Brewster Fire Department.
3. Information review, inventory, and assessment of the emergency risks and target hazards located within the Town, and effectiveness and current operational readiness of the Brewster Fire Department.
4. Development of an assessment and inventory of current fire department operations including the adequacy of current staffing/deployment models and organizational structure.

5. Evaluation of the overall effectiveness, efficiency, and quality of service of the fire protection and EMS delivery systems within the Town of Brewster.
6. Preparation of a final evaluation report including planning recommendations for the Town of Brewster and the Brewster Fire Department.
7. Presentation of a final project report to the Brewster Town Manager and other selected stakeholders.

During this study, the MRI team investigated areas such as the organizational and command structures of the fire department, chain of command, budgeting, staffing, service demands, deployment of personnel, standards of cover, perceptions within the community, working relationships with other persons and agencies, responsiveness, internal policies and procedures, and compliance with various state and federal regulations.

Following the on-site visits, the data and documentation collected, and observations made, were subjected to analysis by the project team, both individually and collectively. The information was then compared with contemporary fire service and public safety standards, recommendations, and best practices, to formulate the recommendations contained in this report, and utilized for the development of this document.

Using this review as a basis, the project team made recommendations for improvements that take into consideration the current and future financial ability of the Town, appropriate modifications to the delivery systems to provide optimum service to the entire community, efficient use of resources, and whether the current organizational structure is appropriate or should be modified.

We have produced a comprehensive report containing recommendations that will assist the Town of Brewster and its fire department, to set a clear course of action for future service improvements and delivery. All recommendations for improvement are based on various administrative regulations promulgated at the federal and state levels, nationally accepted consensus standards developed by the Insurance Services Office (ISO), National Fire Protection Association (NFPA), Commission on Fire Accreditation International (CFAI), Commission on Accreditation of Ambulance Services (CAAS), and industry best practices and procedures. However, since every community has unique characteristics, challenges, and resource limitations, our recommendations are specifically designed to address the immediate and long-term needs of the Town of Brewster.

When appropriate, MRI's evaluation and recommendations include multiple options, identify potential implications of options, and suggest what is believed to be the most appropriate option. The project team has attempted to provide a series of recommendations for an organizational



structure that can provide a high level of service today, and five to ten years into the future; constrained by anticipated fiscal and economic projections; expand and contract with future needs; and be able to navigate any fiscal constraints of reimbursements from public and private sources, particularly with the unknown long-term implications of the COVID-19 pandemic. To these ends, MRI looked to provide information relative to:

1. Short-term opportunities for improvement of the Department's service delivery capabilities.
2. Present short and long-term organizational and deployment adjustments that seek to improve service delivery to the Town.
3. Develop a report that will address operations, staffing, organizational structure, and service demand trends, needs over the next decade.

The resulting recommendations are also based upon an acknowledgement that fire departments are living and constantly evolving organizations. They must constantly change and adapt to current, and anticipated, conditions and realities. A municipal fire department, while steadfastly holding onto traditions, is an organization that must be progressive and proactive, and requires a perpetual commitment to improvement. The modern fire and emergency service is constantly besieged with ever increasing demands from the public and must readily adapt to changes in technology, constantly evolving risks and hazards, and new generations of men and women entering this highly rewarding and challenging public service avocation. The delivery of high-quality fire and emergency medical services requires energetic, enlightened, progressive, and proactive leadership at all levels of the fire and rescue services delivery system. Every day must include an effort to improve and move forward.

ACKNOWLEDGEMENTS

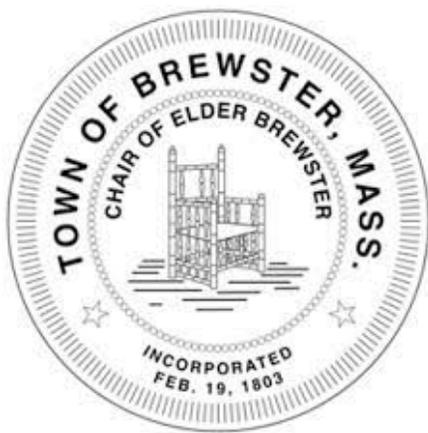
The MRI project team would like to thank Brewster Town Manager Peter Lombardi, Select Board Chair David Whitney, Fire Chief Robert Moran, Deputy Fire Chief Kevin Varley, Police Chief Heath Eldredge, Finance Director Mimi Bernardo, Human Resources Director Susan Broderick, the officers and firefighters of the Brewster Fire Department, and the Orleans and Harwich fire chiefs who took the time to speak with us, and for their cooperation and assistance in preparing this report. Brewster is a proud and vibrant community with high expectations for the performance and professionalism of its public servants. It is MRI's goal to provide the town and fire department with a road map and template for strengthening the level of fire and emergency medical services available to the community. As with any public safety organization, there is always room for improvement, but **the citizens of the Town of Brewster should be proud of the high quality and**

exemplary performance of the members of the Brewster Fire Department who provide round-the-clock fire protection and emergency medical care.



CHAPTER II COMMUNITY OVERVIEW

TOWN OF BREWSTER



The Town of Brewster is located in Brewster County, on Cape Cod (Figure II-1), approximately 85 miles southeast of Boston. It is located in what is referred to as the mid Cape area, just prior to the “elbow”. According to the United States Census Bureau, the Town had a 2020 population of 10,318, an increase of 5.1% from the 2010 United States Census Bureau population of 9,826¹. The town covers an area of 25.4 square miles, of which 22.9 square miles is land and 2.5 square miles, or 10.07%, is water. With a permanent population density of 450 people per square mile, the town is still classified as a rural community. In reality, with the seasonal influx of tourists,

longer tourist seasons, and people spending more time at what have traditionally been vacation homes on Cape Cod, the town is much more suburban in nature.

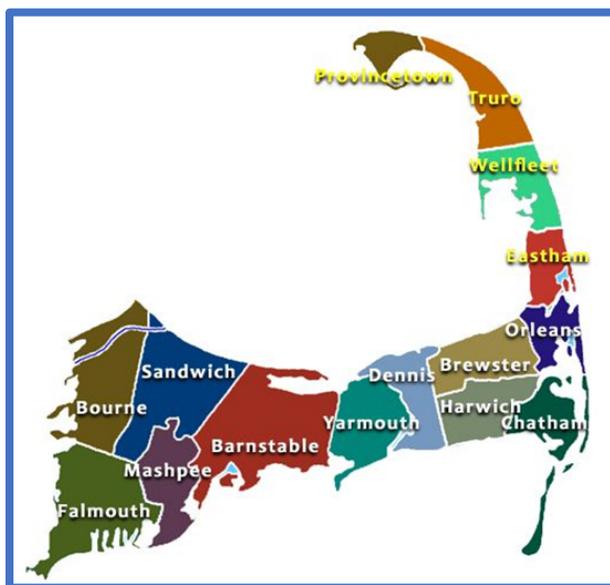


FIGURE II-1: LOCATION OF BREWSTER ON CAPE COD

Brewster is bordered on the north by Cape Cod Bay, on the west by Dennis, on the south by Harwich, and on the east by Orleans. The town is separated into two villages, West and East

¹ <https://www.census.gov/quickfacts/fact/table/brewstertownBrewstercountymassachusetts/BZA010221>

Brewster, both of which comprise the Brewster census-designated place. Brewster is 31 miles south of Provincetown, 14 miles east of Hyannis, and 31 miles east of the Sagamore Bridge.

U.S. Route 6 passes through the southeast corner of Brewster from southwest to northeast, as a two-lane expressway; however, there are no exits within the town borders. Massachusetts Route 6A passes through the town from east to west as Main Street through the town center. Routes 124 and 137 both have a northern terminus along Route 6A in town; short portions of Routes 28 and 39 also pass through the southeastern corner of town.

As with all communities on Cape Cod, Brewster's population increases significantly – estimated to approximately 30,000 - during the warm weather months when large numbers of people vacation in the area.

BREWSTER FIRE DEPARTMENT



The Brewster Fire Department is still technically a combination (career/call) department. In reality it has evolved into a fully career emergency services organization that delivers fire, rescue, and emergency medical services (EMS) to the Town of Brewster. The Department is currently authorized for a total of twenty-three full-time, career firefighters, who perform firefighting, rescue, and emergency medical care duties, and fire prevention functions. The uniformed personnel are assisted by one civilian support person.

The department operates out of a single, state of the art station located at 1671 Main Street, protecting a year-round population of 10,318 in an area of 25.4 square miles. With a population density of about 450 people per square mile the district would be considered rural in nature. However, as already noted, based upon the continued residential growth that is occurring in the town, along with the significant population increase during the warm weather months (population swelling to 30,000), the district's character is more suburban in nature. This dramatic seasonal increase in population significantly impacts the department as the number of fire and EMS runs also increase significantly during the months of June, July, and August.

The fire headquarters houses all the administrative offices, training areas, living quarters for the on-duty personnel assigned there, and all equipment and apparatus. The Brewster Fire Department operates three engines (one equipped as a rescue pumper and referred to as a Squad and one reserve), one - 109' aerial ladder, three Advanced Life Support (ALS) ambulances,

one brush/forestry truck, one UTV for off road use, two rescue boats, and several other command/staff/utility vehicles.

During the five-year period from March 27, 2018, through March 27, 2023, the Brewster Fire Department responded to a total of 15,250 calls for emergency service, an average of 3,050 per year, or 8.4 per day. In 2022, the department responded to 3,236 incidents, an average of 8.9 per day, which is about 6.1% higher than the five-year average. As with most departments that provide the primary EMS service for their community, the majority of these incidents (11,133/73%) are emergency medical related. This includes 280 mutual aid ambulance responses. The department's Fiscal Year 2023 annual operating budget is \$3,123,820.

The department provides EMS treatment and transport services to the community at the Advanced Life Support (ALS) level. All Brewster Fire Department personnel are required to possess a minimum of Emergency Medical Technician (EMT) training and certification. Eleven of the department's personnel are certified to provide ALS (paramedic) level care with one additional member in medic school.

The Brewster Fire Department is an all-hazards response agency that responds to a wide range of emergency incidents and requests for assistance each year from within its primary protection area. It also provides automatic and mutual aid to (and receives from) all surrounding municipalities. Department personnel are trained to operate at the hazardous materials operations level, and to mitigate a wide range of specialized types of technical emergencies including various water rescue incidents.

COMMUNITY GROWTH AND DEVELOPMENT

The Town of Brewster, like many on Cape Cod, remains a growing community which continues to experience growth, albeit slowly. It also remains a vacation destination during the warm weather months. However, like many other communities located on Cape Cod, it is experiencing an increase in formerly seasonal residents who are now making their vacation homes their primary domicile.

During the site visit to Brewster and tour of the fire department's response area, the MRI team was made aware of several large residential projects that have been completed or are still in development within the Brewster Fire Department's first due response area. These include several communities targeting the growing over 55 population along with multiple affordable housing developments that are projected to bring approximately 200 additional housing units to the Town. In addition, in late 2021, the citizens of Brewster gave permission to purchase the two Cape Cod Sea Camp properties which cumulatively total about 121 acres. Among multiple goals for the town was to protect the properties from commercial development. Subsequently, the Select Board created two new advisory committees to, among other charges, develop

comprehensive long-term plans for Town Meeting consideration. They also hired a landscape architect to provide expert support and design guidance to the committees as the Town plans future uses of the properties. It is unknown what impact this project will have on the fire department, but the department should remain engaged in the process as an important stakeholder.

CHAPTER III

BREWSTER COMMUNITY RISK AND HAZARD PROFILE

Fire and rescue services protecting all communities generally have a common overall mission, the protection of life and property; but different community profiles in which they operate. These dissimilarities create vastly different fire and rescue services operational needs based on a unique community risk profile, service demands, and stakeholder expectations.

A community risk assessment is a comprehensive process to identify the hazards, risks, fire, and life safety problems, and the demographic characteristics of those at risk in a community. In each community, there are numerous hazards and risks to consider. For each hazard, there are many possible scenarios and potential incidents that could be encountered depending on timing, magnitude, and location of the hazard or incident. A thorough risk analysis provides insight into the worst fire and life safety problems and the people who are affected. The analysis results create the foundation for developing risk-reduction and community education programs.

Conducting a community risk analysis is the first step toward deciding which potential fire or injury problem needs to be addressed. Risk analysis is a planned process that must be ongoing, as communities and people are constantly changing. Too often, an objective and systematic community risk analysis is a step that is overlooked in the community education process. Many emergency service organizations address risks based on a perceived need for service that is not there. This approach can be costly (i.e., misdirected resources, continued property loss, injuries, or deaths). In short, a good community risk assessment will produce a realistic picture of what the hazards and potentials for incidents are, identify who is at risk, and attempt to quantify the expected impacts (Figure III-1).

Understanding the definition of hazards and risks is critical to the risk assessment process. Hazards are physical sources of danger that can create emergency events. Hazards can be items such as buildings, roadways, weather events, fires. Risk relates to the probability of a loss due to exposure to a hazard. People and property can be at risk. Consequences for the community are also factors to consider. Each of these factors are assessed during the community risk process (Figure III-2).

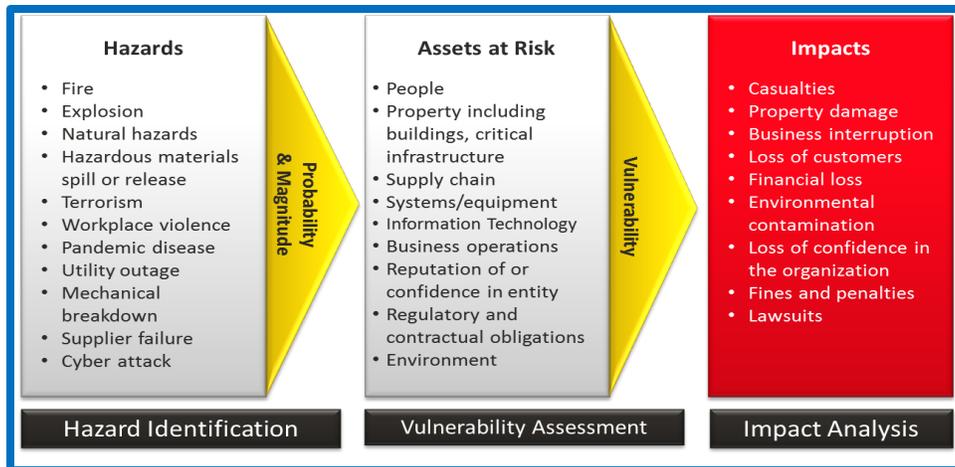


FIGURE III-1: RISK ASSESSMENT PROCESS

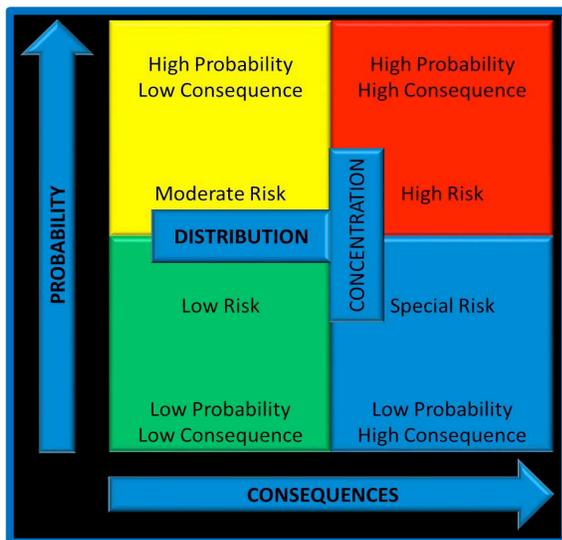


FIGURE III-2: FIRE PROBABILITY AND CONSEQUENCES MATRIX

Image credit: Commission on Fire Accreditation

In performing a risk assessment, a community determines which hazard may occur, how often it is likely to occur, and the potential impact of that hazard. Most municipalities’ hazard mitigation plans address numerous natural hazards, including but not limited to, floods, hurricanes, tornadoes, and winter storms. They also usually cover a wide variety of human-caused hazards such as fire, hazardous materials releases, and transportation incidents. Almost any of the comprehensive list of potential hazards identified in these plans will involve the community’s fire and EMS responders, at least during the initial stages.

A more focused community fire risk assessment is performed by assessing such factors as the needed fire flow, probability of an incident, consequences of an incident, and occupancy risk. The “score” established is then utilized to categorize the area, or even individual properties, as one of low, moderate, or high/maximum risk. This categorization can assist a fire department in establishing fire risk/demand areas or zones. Having this information readily available provides the community and the fire department with a better understanding of how fire stations, response run cards, and staffing patterns can be used to provide a higher concentration of resources for higher-risk scenarios or, conversely, fewer resources for lower levels of risk.² The community fire risk assessment may also include

² *Fire and Emergency Service Self-Assessment Manual*, Eighth Edition, (Commission on Fire Accreditation International, 2009)

determining and defining the differences in fire risk between a detached single-family dwelling, a multi-family dwelling, an industrial building, and a high-rise building by placing each in a separate category.

According to the NFPA *Fire Protection Handbook*, these hazards are defined as:

High-hazard occupancies: Schools, hospitals, nursing homes, high-rise buildings, and other high life-hazard or large fire-potential occupancies.

Medium-hazard occupancies: Apartments, offices, mercantile, and industrial occupancies not normally requiring extensive rescue by firefighting forces.

Low-hazard occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies³.

The NFPA also identifies a key element of assessing community vulnerability as fire department operational performance, which is comprised of three elements: resource availability/ reliability, department capability, and operational effectiveness⁴.

Resource availability/reliability: The degree to which the resources are ready and available to respond.

Department capability: The ability of the resources deployed to manage an incident.

Operational effectiveness: The product of availability and capability. It is the outcome achieved by the deployed resources or a measure of the ability to match resources deployed to the risk level to which they are responding.⁵

The Town of Brewster is a rural coastal community with a land area of 22.94 square miles. The town is known for its natural beauty, relaxed lifestyle, and outdoor recreational opportunities. Brewster is a community with a rich history and excellent community services and amenities that contribute to a high quality of life. The town is home to Nickerson State Park, which is the second largest State Park in Massachusetts, over 15 miles of the popular Cape Cod Bike Trail, eight miles of beaches facing Cape Cod Bay, and one of the top three rated vacation resorts in Massachusetts.

Brewster has a year-round permanent population of approximately 10,444 residents (2022 U.S. Census). It is estimated that the population almost triples to over 30,000 people between the

³ Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: National Fire Protection Association, 2008), p. 12.

⁴ <http://www.nfpa.org/assets/files/pdf/urbanfirevulnerability.pdf>

⁵ National Fire Service Data Summit Proceedings, U.S. Department of Commerce, NIST Tech Note 1698, May 2011.

months of May through September. More than one third (35.1%) of Brewster’s population is 65 years of age or older as compared to the statewide average of 18.1%.

The town has drafted a Local Comprehensive Plan (LCP) that establishes the community’s vision for future growth and development. The LCP focuses on the preservation of open space, the current and future impact of climate change, a desire to maintain the rural, small-town feel of Brewster, and a recognition that growth should be managed appropriately. The vision statement in the LCP states, in part, that:

Within our fiscal capabilities, we strive to provide the infrastructure necessary to ensure public health and safety and to support the ability of our entire community, from older people to families with children, to live, work, learn, recreate, and gather in the town.⁶

Provided that the town adheres to the vision, goals, and objectives laid out in the LCP, it is not anticipated that the town will experience major industrial and commercial growth or allow high-rise buildings or mega-warehouse type facilities in the foreseeable future. The most significant development project currently underway is the revitalization of the former Sea Camps property that was recently acquired by the town.

As with most communities, the greatest fire safety concern in Brewster is the potential life loss in fires that occur in non-sprinklered, single, and multi-family residential dwellings during sleeping hours, which is consistent with national trends. These fires are fueled by new “lightweight” construction and more flammable home contents. The time to escape a house fire has dwindled from about 17 minutes, 20 years ago, to three to five minutes today. This poses a severe risk not only to occupants but also to firefighters as they now have less time to do their job and save residents’ lives and property.

Automatic sprinklers are highly effective elements of total system designs for fire protection in buildings. They save lives and property, producing large reductions in the number of deaths per thousand fires, in average direct property damage per fire, and especially in the likelihood of a fire with a large loss of life or large property loss. They do so much quicker, often more effectively, and with less damage than firefighters do. No fire safety improvement strategy has as much documented life safety effectiveness as fire sprinklers because they extinguish the fire, or, at a minimum hold it in check and prevent flashover, until the arrival of the fire department.

Current Massachusetts codes prohibit municipalities from requiring residential sprinkler systems in all new occupancies. However, the fire department can approach the developer/builder/owner to discuss the pros and cons of residential sprinkler systems during the

⁶ 2022 Brewster Local Comprehensive Plan (draft), p.9

approval process for subdivisions and large single-family residences and encourage them to consider the installation of these life safety systems regardless of where they are located. There are several publications that the fire department can use as resources to market the benefits of residential fire suppression systems including NFPA, which has developed the standards for their design and installation.

Newer multi-family residential/apartment complexes are generally fully protected by fire suppression and detection systems. However, these systems have limitations as they may not protect all areas of the building or are not always properly maintained.

According to Data USA, the economy of Brewster employs 503 people. The largest industries are professional, scientific, and technical services (146 people); construction (125 people); and health and social assistance (81 people).

The Town's Hazard Mitigation Plan (HMP) identifies and ranks the natural hazards that pose a threat to the community (Figure III-3). The HMP provides and identifies the steps that the town can take to lessen the seriousness of these hazards before a disaster strikes. It also provides guidance to the town's public safety services as they identify their needs for staffing, equipment, training, and planning.

Natural Hazard	Frequency (i.e. Very Low, Low, Medium, High)	Location (i.e. small/local, medium/regional, large/multiple communities)	Severity (i.e. minor, serious, extensive, catastrophic)	Hazrd Index (i.e. ranked by combining frequency and severity; 10 - high, 1 - low)
Flood-Related Hazards				
- Riverine/Flash Flooding	High	Medium/Regional	Serious	6
- Inland/Urban Flooding/Heavy Rain	High	Medium/Regional	Serious	6
- Climate Change	Medium	Large/Multiple	Serious	6
- Dam Failures ¹	N/A	N/A	N/A	5
- Coastal Flooding	High	Medium/Regional	Extensive	7
- Sea Level Rise	High	Large/Multiple	Serious	6
- Storm Surge	High	Medium/Regional	Serious	6
- Coastal Erosion/Shoreline Change	High	Medium/Regional	Extensive	7
Winter-Related Hazards				
- Blizzards/Snow/Nor'easter	High	Large/Multiple	Serious	6
- Extreme Cold	Low	Small/Local	Minor	2
Wind-Related Hazards				
- Hurricanes	High	Large/Multiple	Extensive	8
- Tornadoes ² /High Winds	High	Medium/Regional	Extensive	7
- Lightning/Thunderstorms	High	Small/Local	Serious	6
- Hail	High	Small/Local	Serious	6
- Tropical Storm	High	Large/Multiple	Serious	7
Geologic-Related Hazards				
- Earthquakes	Very Low	Small/Local	Serious	3
- Landslides	Very Low	Small/Local	Minor	2
Drought				
- Drought	High	Medium/Regional	Minor	5
- Extreme Heat	High	Small/Local	Minor	5
Urban Fire/Wildfire				
- Urban Fire/Wildfire ³	N/A	N/A	N/A	7
Invasive Species				
- Multiple	Low	Small/Local	Minor	2

1: Hazard Index ranking taken from Massachusetts Hazard Index and Risk Assessment (Feb. 2019).

2: Tornadoes not a major issue for Brewster.

3: Hazard Index ranking taken from Barnstable County Wildfire Preparedness Plan.

FIGURE III-3: NATURAL HAZARDS RANKING MATRIX, TOWN OF BREWSTER HAZARD MITIGATION PLAN

Other hazards that the public safety services in Brewster are likely to encounter include the following:

- Structure fires
 - ✓ Single- and two-family homes
 - ✓ Multi-family occupancies (apartments, condominiums)
 - ✓ Health care (including senior living/assisted living)
 - ✓ Educational occupancies (public school, day care)
 - ✓ Commercial buildings
 - ✓ Storage, agricultural
- Vehicle fires (including the unique challenges of alternative fuel vehicle fires)
- Motor vehicle crashes



- Mass casualty incidents⁷
- Hazardous materials incidents (highway and fixed facility)
- Open water incidents (drownings, boat fires, petroleum spills)
- Ice rescue
- Technical rescue (high-angle, below grade, building collapse)
- Search and rescue
- Active shooter and hostile events

Although many of the hazards identified above occur infrequently in Brewster, there is still a need for the fire and EMS services to be equipped and trained to handle a wide variety of incidents. Fortunately, responsibility for unique events that require specialized training and equipment is shared with specialized regional teams as discussed in later sections of this report.

The following factors will impact the number and type of fire incidents in Brewster:

- *New commercial development.* New commercial buildings that are built to the latest fire and building codes and are equipped with fire detection or fire sprinkler systems, will have a lower risk for a catastrophic fire. However, unintentional, or false alarms involving the fire protection systems could increase the number of calls for fire department response. Manufacturing processes and hazardous materials transportation, use, and storage increase fire risk.
- *Lightweight construction.* While efficient and economical, modern lightweight construction methods pose serious risks to firefighters because of the probability of building collapse during the early stages of a fire.
- *Interior building contents.* Today's furnishings, mattresses, and other interior contents that are made of petroleum-based materials (plastics, foams, etc.) burn more quickly, with higher heat release and more toxic smoke than pre-1960s materials. Flashover⁸ can occur in a bedroom or living room before the arrival of the fire department or during

⁷ A mass casualty incident (MCI) is an event which generates more patients at one time than locally available resources can manage using routine procedures.

⁸ A flashover is the near-simultaneous ignition of most of the directly exposed combustible material in an enclosed area.

initial fire attack, thus creating an extremely lethal environment for building occupants and firefighters.

- *Aging building stock.* The fire risk in existing commercial and residential buildings increases unless heating systems and electrical systems are properly maintained and updated.
- *Aging population.* Older people are at a higher risk from fires due to mobility issues, cooking fires, smoking, and improper use of oxygen systems.
- *Increased traffic.* Increased traffic in the community can result in more frequent and more serious vehicle crashes and fires.
- *Alternative fuel vehicle fires.* Alternative fuel vehicles, such as electric, hydrogen, and compressed natural gas, present unique and dangerous firefighting challenges.

The following factors will impact the number and type of EMS incidents in Brewster:

- *Aging population.* Brewster's population is considerably older than the statewide average. As the population continues to age, there will be an increased demand on EMS.
- *Increased traffic.* Increased traffic in the community can result in more frequent and more serious vehicle crashes and fires.
- *Increased seasonal population.* Increases in the seasonal population will result in additional EMS calls due to increases in motor vehicle crashes and incidents involving outdoor recreation (hiking, boating, swimming), intoxication, overdoses, and health-related medical emergencies.

All communities on Cape Cod are faced with the geographic challenge of having a limited number of communities to share emergency services resources through automatic and mutual aid. In addition, fire and EMS services in Massachusetts and across the U.S. are facing serious difficulties in recruiting and retaining qualified personnel. The problem is particularly acute on Cape Cod due to housing costs and recruitment competition between municipalities. A recent article in the Boston Globe highlights the fact that many firefighters now live off-Cape, which reduces their availability for callbacks for station coverage during routine incidents or to respond to major fires.⁹

⁹ https://www.bostonglobe.com/2023/07/11/business/cape-cod-housing-costs/?p1=BGSearch_Advanced_Results

Looking ahead, the Town of Brewster will continue to experience some limited growth and development. While this development will have a definitive impact on the Brewster Fire Department, the exact amount is difficult to quantitatively and accurately predict. Increased development of any type will mean an increase in the number of people living, working, and traveling within the area. Each of these will reasonably be expected to result in an increased number of requests for services from the fire department. They can also impact response times through increased traffic and congestion.

It is likely the most significant increase in requests for emergency services will be EMS related. More people simply increase the number of medical emergencies that occur. It would not be unreasonable to expect that the increase in EMS incidents would be proportional to the increase in population; however, that is not always the case. Although a number of factors can ultimately impact the requests for service, such as ages or socio-economic status of new residents, or an aging population, it could reasonably be anticipated that an increase in population, along with potential increases in employment from any significant commercial development, would translate into an increase in emergency medical incidents.

Persons over the age of 65 are considered in a higher risk group both from the perspective of fire and medical emergencies. An aging population group, along with the potential for the number of senior citizens in the age 65 and over group to increase with new developments, or with people who turn what was a vacation home into their permanent retirement residence, also suggests that the number of responses will continue to increase.

The above information is intended to provide a community “snapshot” of the Town of Brewster. It is not intended to be all-inclusive or comprehensive. For the Town’s governing body and first responders it serves to put the community, and its associated hazards and risks, into some context as the Town and the fire department work to carry out the recommendations of this study and implement their long-range plans. Looking ahead, as it develops a more in-depth risk management plan, that assessment should include:

- clearly identify and classify the Town’s current risks,
- place the risks in context with the fire department’s current operational capabilities and procedures,
- reflect what the Select Board feels is an acceptable level of risk for the Town of Brewster,
- implement short- and long-range plans based upon a desire to reduce those risks and/or improve service delivery levels.

RECOMMENDATIONS

- III-1:** *The Brewster Fire Department should make it a priority to complete a comprehensive fire and rescue community risk assessment. This assessment should be done in conjunction with a fire and EMS calls for service demand analysis, including the development of a wide-ranging pre-incident planning program for target and high hazard locations in the Town, and take into consideration the fire department's operational capabilities and preparedness.*
- III-2:** *The Brewster Fire Department should develop a compelling public education program that includes discussing the benefits of installing residential fire sprinklers in new one- and two-family dwellings. Although Massachusetts's construction codes do not allow residential fire sprinkler systems to be mandated, there is no prohibition for property owners to install them if they determine that it is in their best interest.*

CHAPTER IV BREWSTER FIRE DEPARTMENT ORGANIZATION, MANAGEMENT, AND OPERATIONS

BREWSTER FIRE DEPARTMENT OVERVIEW



The organizational structure of any organization or entity, whether public or private, establishes and illustrates the important hierarchical relationships between various personnel, supervisors/subordinates, levels, divisions, and bureaus within the organization that allow it to function properly, and operate effectively and efficiently in its daily operations or the pursuit of its mission. It also helps to clearly define the organizational chain of command from top to bottom, an especially important consideration in a quasi-military public safety organization such as a fire department where everyone from the highest rank to the lowest is subject to receiving orders, and with the exception of the lowest rank, also issues them. Effective communications in any organization, but especially public safety agencies, are essential. A cohesive chain of command allows everyone to know exactly who they report to and/or who reports to them.

The Brewster Fire Department was established in 1928. The department remained staffed primarily by on-call firefighters until recent years. As recently as about 2011, the department was still primarily on-call with 37 call personnel supplemented by 12 career firefighters. The department continues to nominally function as a combination fire department utilizing a mix of both career and on-call firefighters; however, as of Spring 2023 when MRI was conducting this staffing analysis, the call force had declined to just two members. One of those two was most

likely going to be hired as the Department's Fire Prevention/Community Risk Reduction Officer, while the other no longer possessed the minimal requisite requirements to remain a member.

At the time of this assessment, the Brewster Fire Department is authorized a total staffing complement of twenty-three full-time, career personnel, plus one civilian administrative assistant.

These personnel include:

- One (1) Chief of Department
- One (1) Deputy Fire Chief
- Four (4) Captains are each assigned to supervise an on-duty group and serve in the dual role of engine company officer.
- One (1) Fire Prevention Officer
- Sixteen (16) Career Firefighters
- Two (2) Call Firefighters
- One (1) Administrative Assistant (civilian)

MRI was informed that unlike many departments on Cape Cod that the Brewster Fire Department does have two authorized part time seasonal positions for the summer vacation season. These personnel are normally utilized from Memorial Day to Columbus Day to supplement staffing during the busy vacation season. However, this year, due to multiple staffing challenges related to recruitment and filling vacant positions, in 2023 these personnel were not slated to start until around July 4th.

Being a tourist and vacation destination, the incident statistics illustrate the Brewster Fire Department's call volume increases between May and October each year, so the use of these seasonal personnel is an excellent way to increase staffing during the busiest months but do so in a more fiscally prudent manner. The Brewster Fire Department should be commended for this procedure which MRI considers to be **Best Practice**. Similar communities along the New Jersey shore such as Wildwood, North Wildwood, and Cape May have used a similar practice to bolster their seasonal on duty staffing with part time or per diem personnel. They often move into full-time positions when they become available.

The Fire Prevention Officer is also utilized to provide additional daytime staffing. It is supposed to be primarily for the second or third ambulance, however, staffing shortages had caused them to frequently be used to maintain minimum shift staffing. At the time of MRI's field visit to Brewster this position was vacant as the previous incumbent had resigned. We were informed that although the person in this position is compensated as a Captain, traditionally the position has been difficult to fill. The department was hoping that one of the two remaining on call firefighters was going to accept the position.

Figure IV-1 illustrates the Brewster Fire District’s organizational structure that was in effect in 2023.

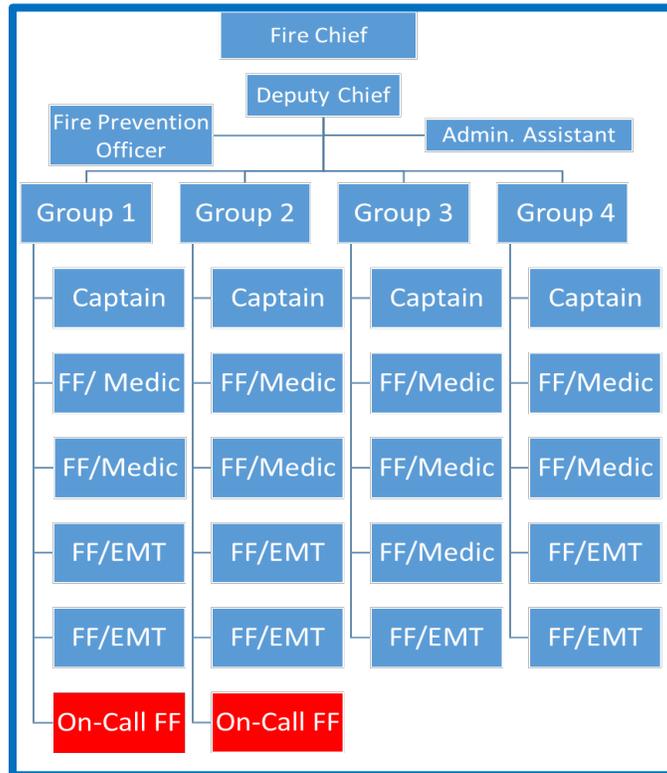


FIGURE IV-1: CURRENT BREWSTER FIRE DEPARTMENT ORGANIZATIONAL CHART

The department and its personnel are not a part of the Massachusetts civil service system. As such, the town must establish its own specific requirements for recruiting, hiring, promoting, disciplining, and terminating fire department employees. It should also be noted that at the time of this assessment, the Department was four personnel short. This caused the department to temporarily drop the minimum staffing at night to four personnel.

Fire Chief Robert Moran is the department’s highest-ranking officer and serves as the administrative and operational head of the department. Chief Moran possesses a basic Emergency Medical Technician (EMT) certification and also serves as the Town’s Director of Emergency Management as assigned by the Town Manager. The Fire Chief is appointed by, and reports to, the Town Manager under MGL Chapter 48, Section 42, also known as the “strong chief” law. Under this statute the chief “..shall have full and absolute authority in the administration of the department, shall make all rules and regulations for its operation, shall report to the Town Manager/Select Board from time to time as they may require, and shall annually report to the town the condition of the department with his recommendations

thereon...” The chief is a highly experienced and regarded chief officer who appears to be an effective advocate for the organization, who is trying to bring the department to a higher level of service and effectiveness. Chief Moran works a straight day work schedule, Monday through Friday.

The Deputy Fire Chief, who is a licensed advanced life support (ALS) provider (paramedic), also work straight daywork and serves as the second in command of the Department. This position was created as a full-time position in 2016. The Deputy Chief handles the department’s day-to-day emergency operations and assumes the chief’s duties in his/her absence.

Both the Chief and the Deputy Chief are considered to be management and are not a part of the collective bargaining unit. As a management team, they share responsibilities for confidential personnel matters, supervision, handling grievances or potential grievances, administering the collective bargaining agreement, overseeing budgetary expenditures, assisting with the development of policies and procedures, and the myriad of administrative and management tasks that are associated with running a significant sized, modern, full-service emergency services provider. They also appear to form a capable, well respected, and effective command team. They frequently respond to emergency incidents when appropriate, particularly when staffing is insufficient. Overall, the department appears to work diligently to meet the needs of the community. The chiefs are assisted by a civilian administrative assistant who provides a wide range of administrative and support functions.

The department is authorized to have a total of four (4) captains who are assigned as supervisors on each of the four (4) platoons/units, and function as the shift commanders. The captains serve as the department’s first line supervisors, providing critical direction and direct oversight to the firefighters assigned to that platoon while also providing initial incident command and management. They form an integral part of their company or unit, and it is often necessary for them to assume hands-on involvement in operations while simultaneously providing oversight and direction to their personnel. Captains must be able to focus on the completion of specific tasks that have been assigned to their respective companies, such as interior fire attack, rescue, ventilation and/or water supply. During structure fires and other dangerous technical operations, it is imperative that these officers accompany and operate with their crew to monitor conditions, provide situation reports, and assess progress toward incident mitigation. During structure fires they must be capable of operating inside of the fire building with their crews, the most dangerous place on the incident scene. Consequently, it is imperative that they are highly qualified and experienced and can command the confidence of their personnel.

Consistent with most modern fire departments, the Brewster Fire Department provides numerous services beyond traditional firefighting. The fire department operates the town’s transport ambulance service at the advanced life support (ALS) level. Therefore, officers and

firefighters are also certified to provide emergency medical care. The above-listed positions include eleven (11) paramedics (with one more in training), and eleven (11) basic emergency medical technicians (EMTs) ¹⁰. The department provides a wide range of services under the umbrella of “community risk reduction” including traditional fire prevention activities, community cardio-pulmonary resuscitation (CPR) training programs, management of facility Tier II reports for storage of hazardous materials pursuant to the federal Emergency Planning and Community Right-to-Know Act, and numerous public education programs.

The on-duty response staff is organized into four (4) shifts of five (5) members each. Each shift consists of one (1) captain (shift commander), and four (4) firefighter-paramedics, or EMTs. There must be a minimum of one paramedic on duty at all times.

Articles 34 and 44 of the current collective bargaining agreement stipulates the number of personnel who may be off on scheduled leave at any given time. The Brewster Fire Department utilizes a constant staffing model in which the number of personnel assigned to each shift is also the minimum staffing level. This requires that any time a member is off on any type of leave, scheduled or unscheduled, another member is called in to work to fill that vacancy and bring the on-duty staffing back to the minimum level.

Duty shifts are 24 hours in length. The shift schedule is 24 hours on duty, followed by 48 hours off duty, followed by 24 hours on duty which is then followed by 96 hours off. This 8-day rotation results in an average 42-hour work week. This type of schedule is highly typical for fire departments in the northeastern United States.

The one downside to the 24-hour schedule is that there can be a tendency for continuity and/or progress on projects to be slowed by the fact that the personnel assigned to or working on them, are only available every third or fifth day. Personnel working weekends and holidays, when the fire chief is not normally working is factored in; communications can be problematic, as the fire chief may go a week or longer without seeing certain personnel who he may need to get updates from and provide direction/instruction to. While there is a wide array of alternative communications mediums available today that can minimize these issues, there is still no form of communication that is as effective as face-to-face communications.

Because all uniformed personnel are cross trained with fire, rescue, and EMS skills, the department is well-positioned to respond effectively to the expected wide range of emergency events. A few participate in specialized regional teams and operations and perform various additional duties for the department. Some, but not all, of the department’s personnel have

¹⁰ Paramedics are trained and certified to provide advanced life support (ALS) care, which can include the administration of life-saving drugs, airway intubation, intravenous fluid therapy, and specialized cardiac and stroke care. Emergency Medical Technicians (EMTs) provide basic life support (BLS) care, including airway management, cardio-pulmonary resuscitation (CPR), automatic external defibrillation (AED), fracture stabilization, and wound care.



ancillary duties they have been assigned, that assist with coordinating or managing various aspects of the department's operations.

The fire department is unionized except for the fire chief, and deputy fire chief. Captains, the Fire Prevention Officer, and firefighters are represented by Local 3763 of the International Association of Fire Fighters (IAFF). There is a current collective bargaining agreement in place. New employees serve as probationary employees for one year. The promotional process is addressed in the collective bargaining agreement. The current representation arrangement where rank and file firefighters, and supervisors (captains) are all in the same union – while very common – does have the potential to create problems and conflicts of interest within the department, particularly when it comes to the administration of discipline.

Off-duty personnel are recalled when there are multiple calls or major emergencies such as structure fires. The typical recall may result in one or two off-duty personnel returning to the station although it is not uncommon for no one to return. Structure fire recalls may have a few more off-duty personnel returning to duty, but even then those numbers are limited. Recall response time is contingent on the availability of personnel and their location at the time of the incident. Because of the cost of housing not only in Brewster, but on Cape Cod in general, few of Brewster's personnel live in or near the town. In fact, about 40% of the department's current personnel live over the Sagamore Bridge, so more than 30 miles away. MRI was advised this situation is becoming more common on Cape Cod. While the need for personnel to be able to find affordable housing is very important, it limits the department's flexibility in having personnel available for off duty responses.

Many communities in the United States (but not necessarily Massachusetts) that are similar sized to Brewster are protected by combination fire departments comprised of both career and call/volunteer personnel, or, in some instances fully call/volunteer fire departments. The project team is often questioned by municipal leaders if maintaining a call contingent in their local fire department would be a viable option to supplement the career staffing levels. However, MRI rarely ever believes this would be a feasible option in the 21st century and Brewster provides no exception.

There are several factors that lead to this conclusion, chief among them the time commitment necessary to complete initial training (up to 550 hours to earn basic certifications for both firefighting and EMT); no long deep tradition of a call or division within the department that would attract and keep members; and a general steep decline in volunteerism throughout the country. Many chiefs who lead combination departments report that they invest considerable resources, both time and financial, in training people to be call firefighters only for them to use it as nothing more than a stepping-stone to a career job. These factors are particularly relevant

in Massachusetts where the majority of communities have career firefighters and there are a large number of opportunities for those who wish to pursue a career in the fire service.

As noted above, for most of its history, in past years, the fire department primarily utilized part-time “on-call” firefighters. However, as emergency calls and training requirements increased, particularly over the past decade, on-call firefighters retired, resigned, accepted career positions, and the town increased the number of full-time personnel. Like many other municipalities throughout the United States, Brewster has been unsuccessful at recruiting new call firefighters and has arrived at the realization that it is no longer feasible or practical to recruit and retain on-call firefighters and EMTs. Over the past decade, the town has been unsuccessful in recruiting call firefighters while nearly doubling the size of the career force. In the opinion of the MRI project team, the use of call firefighters is no longer part of recommended fire protection and EMS service delivery model for Brewster. Today’s training requirements for firefighting, EMS, rescue, and hazardous materials, and the frequency of emergency calls are just two of the barriers to maintaining an effective and reliable call firefighting force.

Overall, during the MRI study team’s fieldwork, the Brewster Fire Department appears to have a positive organizational culture. During the interviews with stakeholders, the MRI study team was informed that labor/management relations are generally good and positive. There was a positive attitude about the changes the department was making and in the past few years, the chief and deputy chief along with most of its members were trying to raise the department to an even higher level. The project team found members that appeared to be engaged in the department besides just being employees.

The above positive attributes notwithstanding, the Brewster Fire Department is not without challenges (other than staffing) that can have an impact on it as it tries to move forward. The MRI team was informed by multiple stakeholders that several very senior (and unfortunately supervisory) members of the department tend to immediately be negative about any change that is implemented and try to place obstacles in the way of implementation. Because of their seniority and supervisory status, they have the ability to influence other members of the department many of whom have only been on the job for a few years. This type of situation can often create a divided organization as various “adversaries” seek to increase the number of personnel they perceive as loyal to them and thus against “the enemy”. Changing this type of culture and minimizing the influence of these negative forces within the department will be critical if the Brewster Fire Department is to realize its full potential.

In addition, the Brewster Fire Department is one of the lower paid departments on Cape Cod. While the town has made a concerted effort to gradually increase the pay scale, it still lags behind most other departments in the area. That is a major reason that MRI was informed that more than 20 personnel have left the Brewster Fire Department over the previous five years, most of

them to employment with other fire departments on the Cape. During one stretch in 2021, four members left in a short period of time. This type of turnover is unhealthy to an organization. In addition, in early 2023 the department had four vacant (including one on long term military leave) positions it was struggling to fill.

With the constant staffing model described previously, this situation creates the need for a high amount of overtime. The amount of mandatory overtime has been cited by personnel who have recently left Brewster for other fire departments. High levels of overtime, particularly mandatory or forced overtime can have implications both fiscally, as well as for firefighter safety and patient care outcomes. For the former, in FY 2023, the Brewster Fire Department had \$424,700 budgeted for overtime. However, due to the need for constant overtime, as of 3/31/23, so with a full ¼ of the year remaining, there was only \$11,000 left in that account.

The firefighter safety issue is even more of a concern. The consequences of the COVID pandemic have created some unique staffing challenges for many fire departments, Brewster included. During the early days of the pandemic many days fire departments had multiple shifts filled by personnel working overtime just to fill vacancies created by personnel on both regularly scheduled, as well as unscheduled/sick leave. Today, many fire departments are having difficulty filling shifts and in some places are getting involved in bidding wars in efforts to attract the most qualified candidates. In addition to the financial implications to the municipality of the need for personnel to work numerous overtime shifts, there is growing evidence to suggest there are very real health and safety implications for firefighters as well, and which could end up having tragic consequences.

In a recent article titled "What Firefighters Really Want in 2023"¹¹ published in Fire Rescue 1 magazine, the results of a nationwide survey of firefighters indicated some concerning data that could have applicability in Brewster as much as any other fire department. This includes:

- 64% of respondents rate their job-related stress level at seven or above (on a scale of 1 to 10) with 41% rating an eight or above.
- 57% selected staffing challenges among their top three least-satisfying aspects of the job, with one-quarter selecting this issue as their top issue.
- 46% have considered leaving their current department; and 42% are considering leaving the fire service altogether.
- **32% state that stress is negatively impacting the quality of service they provide.**
- **54% of respondents reported that, due to staffing challenges, they believe their personal safety is at greater risk;** 50% described their stress level as negatively impacting their ability to engage in non-fire department activities such as hobbies, vacations and time with friends; 47% indicated that stress is negatively

¹¹ <https://www.firerescue1.com/what-firefighters-want/>

impacting relationships with their families; 67% say their stress level negatively impacts other aspects of their health, like ability to sleep and time to exercise.

In addition, other studies suggest:

- The PTSD rate for firefighters has been estimated anywhere from 7% to 37% compared to about 6.8% for the general population.¹²
- A recent survey found that 6.6% of first responders had attempted suicide at least once, 10 times the rate of the general population.¹³

Chief Don Abbott was a well-known fire service leader, author, and instructor who is regarded as a leading authority regarding MAYDAY¹⁴ facts in the fire service in North America. Chief Abbott's analysis of data submitted to him by career fire departments noted a 35 percent increase in MAYDAYS during a 13-week period from March through June of 2020. This was during the initial surge of the COVID-19 pandemic as well as during social issues, protests, and related civil emergencies. Based upon interviews conducted with 156 personnel (primarily those firefighters who transmitted the MAYDAY) Chief Abbot identified some trends, several of which could have applicability to Brewster:

- Lack of control over excessive overtime, relaxing the rules because of current civil, COVID, or related situations and conditions. There was one incident in which a firefighter had a MAYDAY during his 71st-straight hour of being on duty.
- There were several MAYDAYS (39%) where crews were working short-handed.
- 81% occurred between 9:00 p.m. and 6:00 a.m.
- **77% occurred during an overtime shift; 43% while working a 24 hour + hour shift.**
- Average runs prior to MAYDAY (during a 24-hour period) were 16 runs/or standby on protest rallies (low of 9 runs / high of 26 in 24 hours).

¹² <https://www.iems.com/administration-and-leadership/post-traumatic-stress-disorder-comparison/#:~:text=Introduction,U.S.%20is%20estimated%20at%206.8%25.&text=The%20rate%20for%20firefigh%20ters%20has,anywhere%20from%207%25%2D37%25.>

¹³ <https://www.defeatsuicide.com/suicide-first-responders/#:~:text=First%20responders%20are%20more%20likely,rate%20of%20the%20general%20population!>

¹⁴ A fire department **MAYDAY** is any situation where a firefighter or firefighters is/are unable to safely exit a hazard zone (including inside of any structure on fire) on their own, or an event that cannot be resolved by that/those individual(s) within 30 seconds and/or has the potential to result in serious injury or death.

- 37% of the MAYDAY victims reported working short a crew member.
- 15% reported they didn't remember the dispatch information (address, reason for the run).
- 37% reported using more air than normal.
- **THE NUMBER ONE cause of their MAYDAY was becoming lost or separated from a hose line.**
- 43% reported difficulty sleeping during their overtime shift.
- Overtime ranged from working 48 hours (36%), 60 hours (23%), and 72 hours (17%) straight.

The critical message here related to staffing practices, and personnel working large amounts of overtime to fill vacancies, is that while each community challenge is different, and Brewster is no exception, the fact is that firefighters require adequate rest (on AND off duty) to ensure they are physically and mentally prepared for duty. Thus, adequate staffing must be planned for in advance based upon the unique needs of the community.

With support from the Town of Brewster and its citizens, the BFD has gradually been able to increase its staffing levels over the past 12 years. This has been accomplished through internal budget transfers, budget overrides, receipt of a federal Staffing for Adequate Emergency Response (SAFER) grant¹⁵, and the use of ambulance billing revenues. The most recent increases occurred in 2019 when two additional firefighters were hired after receipt of a SAFER grant and a successful budget override; and in 2020 when two more personnel were hired utilizing ambulance revenues.

Generally, the MRI study team believes that the current Brewster Fire Department's overall organizational structure is appropriate for department's current needs and operations. However, the department is struggling with adequate staffing to continue to perform its mission in the community. In this section of the report we will make several recommendations relative to staffing and organizational structure, they primarily serve to enhance current, and mid term operations rather than indicate a need for major changes. As with any organization that continues to grow and evolve based upon the expanding needs of its customers, the Brewster Fire Department's organizational structure should continue to be evaluated in an ongoing manner to ensure it is still appropriate and meeting the department's needs. If, in the future, revisions are deemed appropriate, they can be considered at that time.

¹⁵ The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the NFPA 1710.



RESPONSE METRICS

A community's demand for fire and EMS services are based on that community's demographics, socio-economic factors, the percentage of commercial, industrial, and residential properties, as well as, the district's infrastructure. By reviewing the historical demand for fire and EMS services and the fire department's ability to respond to those needs within the expressed expectations of that community; a fire department can evaluate what types and levels of services that they will need to provide. Though fire and EMS standards are helpful for modeling those services, no two communities are exactly alike. Budgeting and resources often determine what level of service a community expects and can afford. Fire departments, in conjunction with their governing bodies and community political leaders, should work to establish plans that can deliver fire protection and emergency medical services at a point that meets the level of expectation that the community has established.

One of the best ways to get a broad overview picture of an emergency services organization is to look at, and analyze, their emergency response/incident statistics. Looking at statistical data that is compiled from incident reports that are generated for each and every emergency response, and /or request of assistance, will assist with determining the adequacy of current operations, as well as, to identify trends in responses (i.e., increasing vs. decreasing volume, changing types of incident requests, increasing or unacceptable response times, frequency of simultaneous incidents). Utilizing current trends to help predict future events, while not an exact science, can be helpful to communities and fire departments. This information can be utilized to plan for future operational needs, such as additional stations. However, as with any other type of statistical analysis, the information that is produced is only as good and/or reliable as the data that was originally entered and provided for evaluation.

The data that was analyzed for this report was provided to the MRI study team by the Brewster Fire Department. The reports developed were automatically compiled through the report generation features of the Image Trend Software fire records management system, and electronic patient care reporting for EMS, utilized by the Brewster Fire Department. Each emergency incident that the Brewster Fire Department responds to results in the generation of a National Fire Incident Reporting System (NFIRS) report. The project team believes that the data that it analyzed is, for the most part, relatively accurate; however, the chief reported that improving data entry has been an ongoing project for the department over several years.

During the five-year period from 2018 - 2022, the Brewster Fire Department responded to a total of 15,329 calls for emergency service, an average of 3,065.8 per year, or 8.4 per day (Figure IV-2). In 2022, the department responded to 3,235 incidents which is 169 (5.5%) higher than the five-year average. Overall, the Brewster Fire Department responds to about 74.7% medical related calls and 25.3% for fires and other emergencies (Figure IV-3). The yearly percentage of EMS calls compared to total call volume ranged from a low of 72.1% in 2018 to a high of 78% in

2022. The percentage of EMS related incidents is consistent with nationwide trends where EMS related calls often account for between 70% to 80% of responses. This indicates that the department needs to remain focused on not only the EMS aspect of its operations, but also its fire suppression mission.

The year-to-year incident statistics showed a fluctuation from year to year instead of a steady upward trajectory as is often observed. The number of incidents decreased by 13.7% from 2018 to 2019 then another 10.7% in 2020 before increasing by 15.5% in 2021 and another 5.9% in 2022. In 2020, many EMS providers experienced significant declines in the number of responses which is being attributed to the COVID pandemic. They are expected to continue to increase annually now that the pandemic is over, and life has returned to the new normal. It is MRI’s experience that nearly every community continues to see annual increases in call volume, and we believe this trend will continue in Brewster. This will most likely be driven primarily by the older population demographic found in Brewster, and people spending more time at what used to traditionally be seasonal vacation homes.

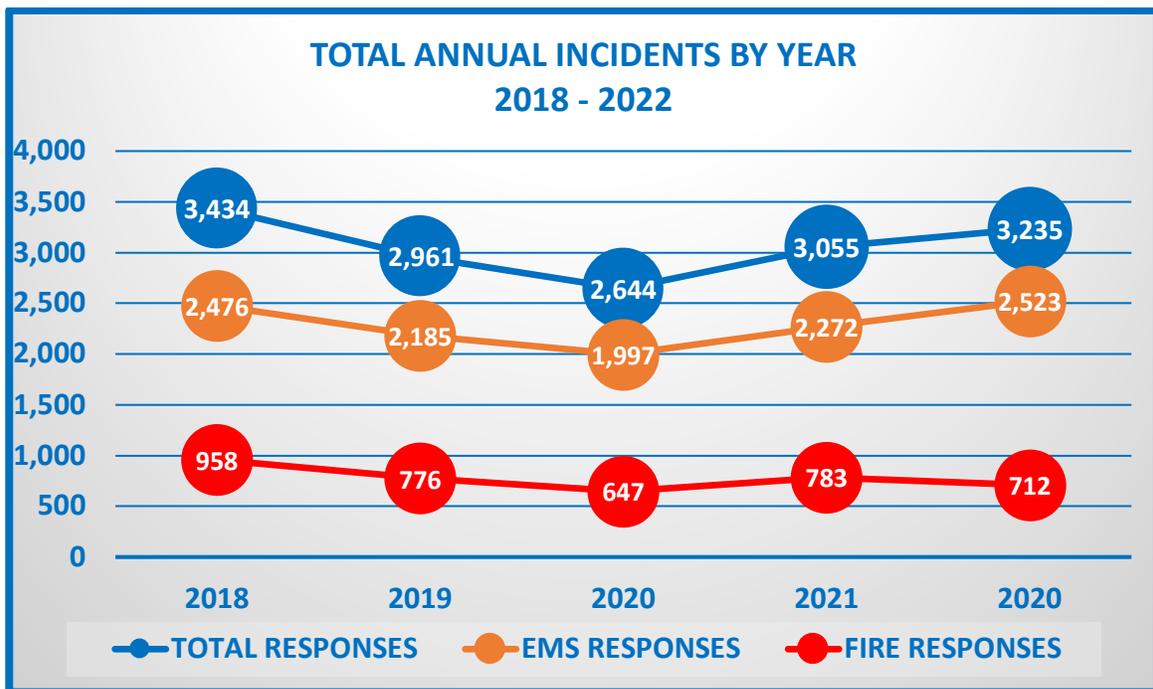
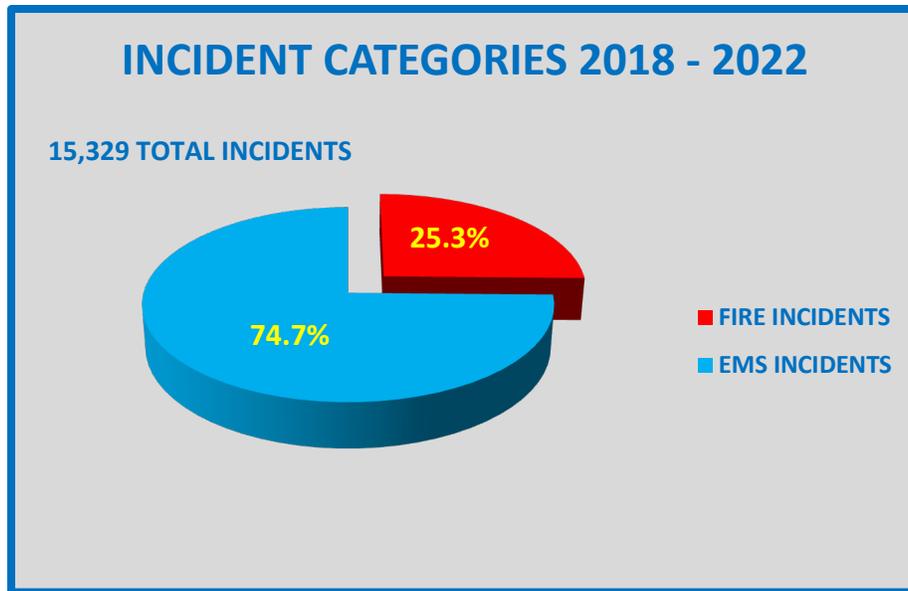


FIGURE IV-2: BREWSTER FIRE DEPARTMENT TOTAL INCIDENT TREND 2018 –2022



**FIGURE IV-3: BREWSTER FIRE DEPARTMENT GENERAL INCIDENT CATEGORIES
2018 – 2022**

For actual fire incidents, the statistical sample is small. Per NFIRS protocols, the category for “Fire Incident” must be an actual fire situation, that in many, but not all situations caused some type of damage. Many of the incidents that are classified under other types of incidents were also probably initially dispatched as some type of fire incident, but ultimately were classified otherwise, for reporting purposes, based upon the situation actually found at the scene. From 2018 through 2022, the department responded to a total of 287 actual fire incidents, an average of 57.4 per year, or about 1.1 per week. Actual fires accounted for 1.9% of the fire department’s total responses during these years.

Significant structure fire incidents were a much smaller percentage of the actual fires. In the five-year period analyzed the Brewster Fire Department experienced just 56 significant structure fires, an average of 11.2 per year. These annual numbers ranged from 5 in 2020 and 6 in 2022, to 17 in both 2018 and 2021.

The number of incidents that the Brewster Fire Department responded to each month over the fire year period is mostly consistent with what would be expected of an area that experiences an influx of part-time residents and visitors during the warm weather months. Over the five-year period, incident activity began to increase in May, peaking in July and August, before beginning to decrease again in September (Figure IV-4). There are a couple of exceptions though. As seen on the chart, activity spiked in March which is due to March 2018 having an extraordinarily high number of incidents – 439 – more than double the normal number. This was due mainly by multiple Nor’easters hitting the area in rapid succession over several weeks. Also, the number of

incidents increases again near the end of the year, most likely caused by people spending the holidays at their vacation homes.

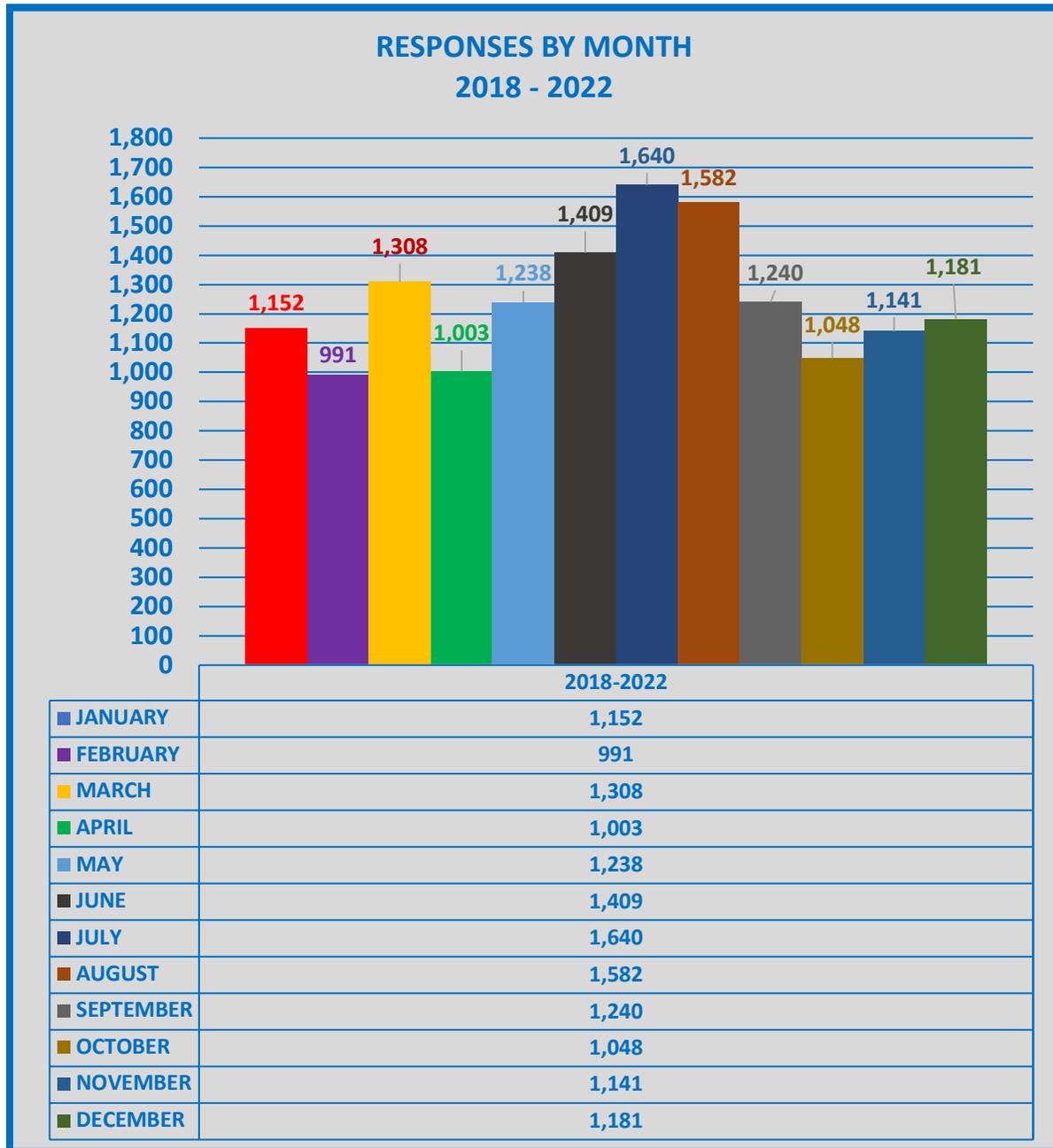


FIGURE IV-4: RESPONSES BY MONTH 2018 - 2022

The number of incidents that the department responded to each day of the work week, Monday through Friday is very consistent with just 138 incidents difference in the five-year period between the slowest day, Wednesdays, and the busiest day, Monday (Figure IV-5). Surprisingly,

the weekends tended to have fewer calls with 162 fewer incidents on Saturdays than on Mondays, and another 108 fewer on Sundays than Saturdays and 270 less than Mondays. With the Brewster area being a vacation and tourist destination during the warm weather months it would be reasonable to expect the weekends to be busier.

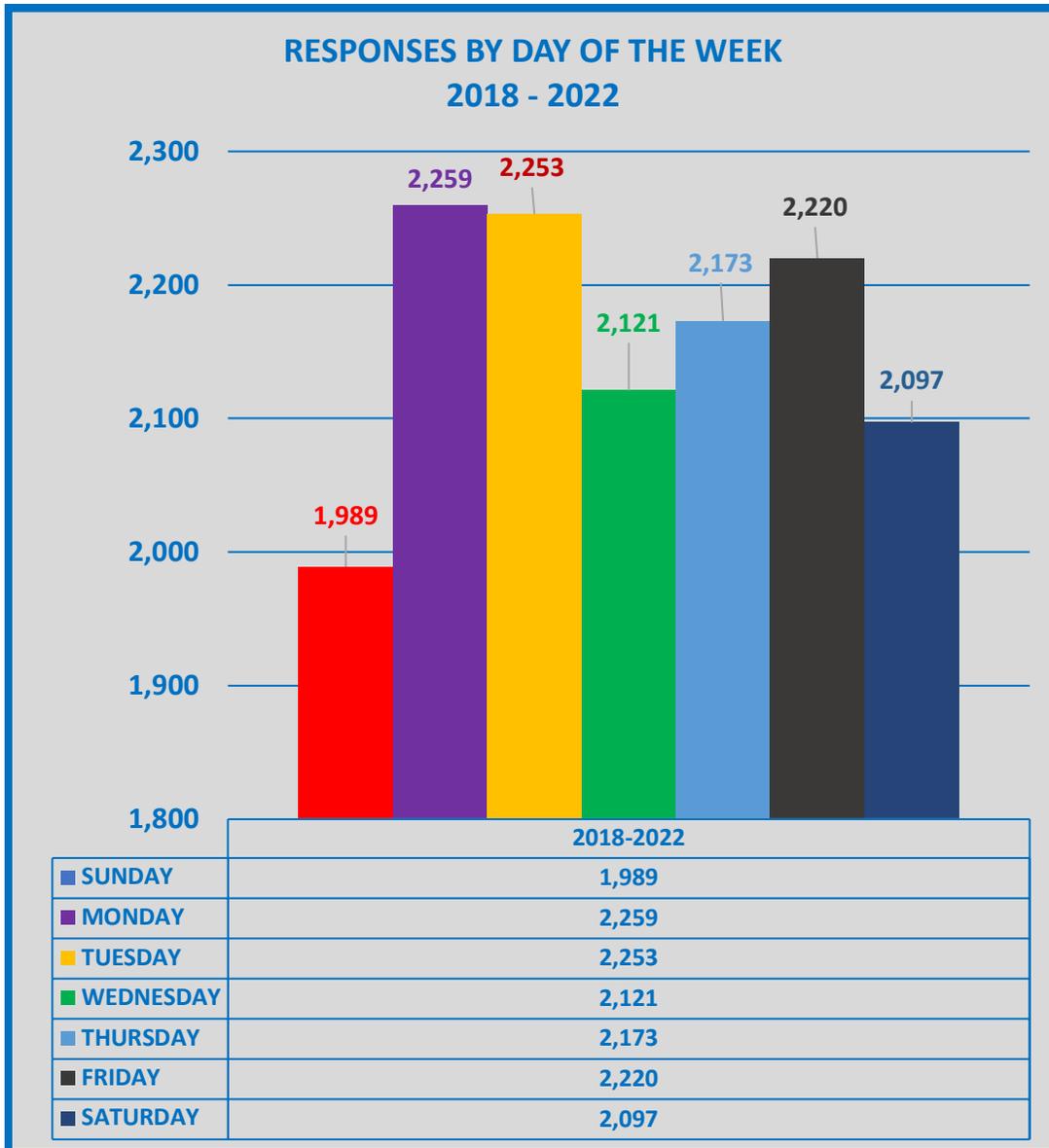


FIGURE IV-5: RESPONSES BY DAY OF THE WEEK 2018 - 2022

Incident activity rose and fell throughout the day depending upon the hour. The busiest hours of the day were between about 0800 hours and 1900 hours, with the height of activity occurring between 0900 hours and 1400 hours. (Figure IV-6).

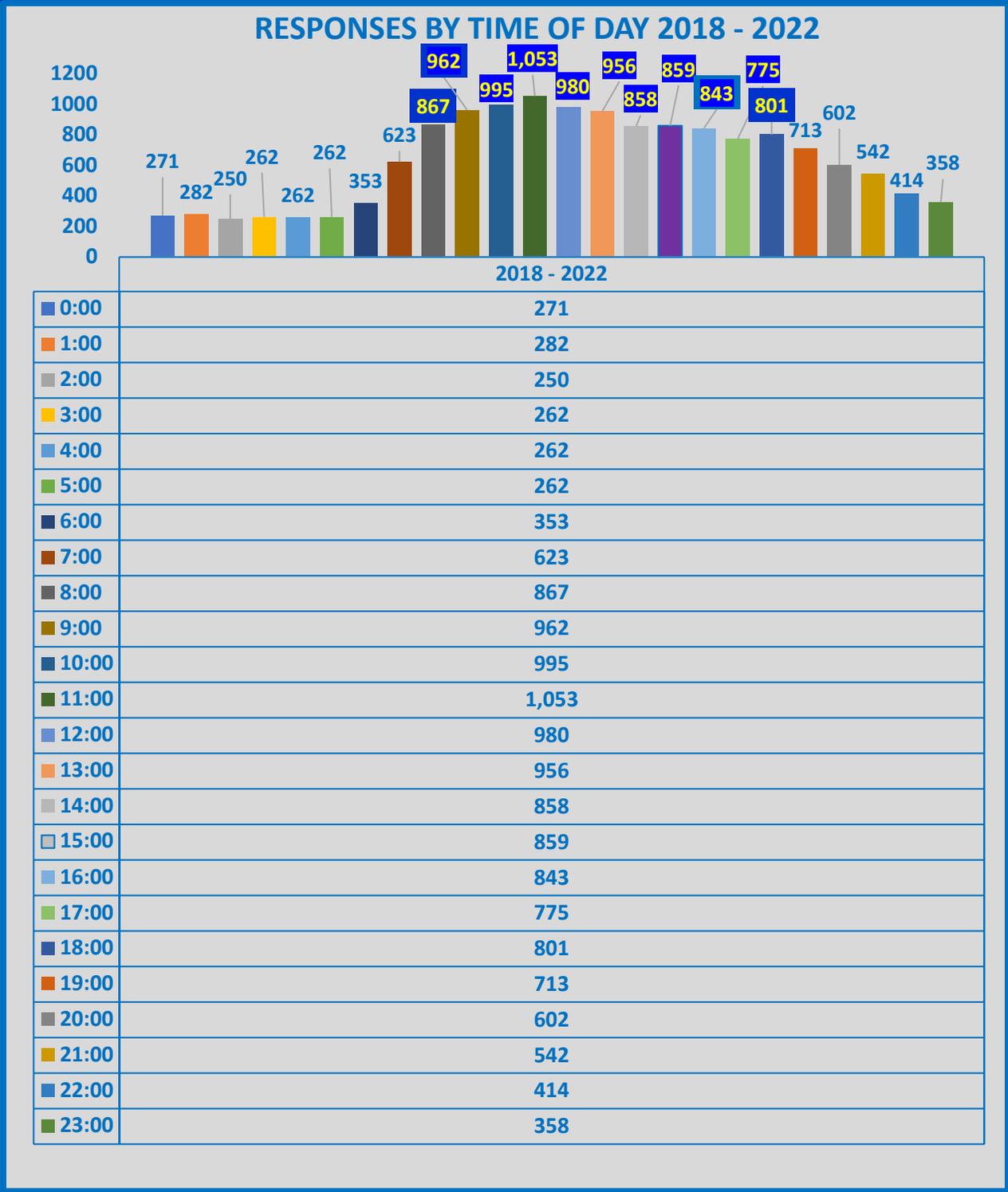


FIGURE IV-6: RESPONSES BY TIME-OF-DAY 2018 - 2022



One issue in Brewster, as with many communities, is either actual or anticipated call volume growth. The five-year incident trend analysis did not indicate a definitive trend, although in the last two years the numbers have increased each year as would be expected. Indicating that incidents are generally on an upward trajectory. It is our belief that the decrease in incidents from 2019 to 2020 is an anomaly resulting from the COVID pandemic. Many other departments have experienced similar declines in responses. Overall experience shows, particularly considering some development is still occurring in the town, and with an older population, that call volume will continue to increase. Looking forward, if this growth in service demand continues, maintaining the current service level will only be possible if the level of resources dedicated to these services increase.

Every emergency services organization periodically experiences simultaneous, or overlapping, incidents. Whether they are handled by that department themselves, or, through automatic/mutual aid provisions need to be made to ensure that these incidents are handled effectively, efficiently and, in a timely manner. However, as the number of simultaneous, or overlapping, incidents increase, that community and/or department can no longer rely on their neighboring communities/departments to handle an ever-increasing percentage of their incidents. This a key benchmark in the need to consider increasing the number of available resources that are in service.

The MRI study team's evaluation found that the number of simultaneous, or overlapping incidents handled by the Brewster Fire Department is increasing and becoming a significant operational concern. This has added a stress factor to the department as the occurrence of multiple overlapping calls over the five-year period analyzed stands at 18.8%, or just under one in every five incidents. This means that 18.8% of the time the department is asked to answer not only one, but two, and occasionally three or more incidents at the same time with their resource set, and the assistance on off duty personnel, automatic, and mutual aid.

The number of simultaneous calls averages about 1.6 per day, and 48 per month over the five-year period. In three of the five years (2018, 2021, 2022), the number of simultaneous or overlapping calls exceeded 600 per year. This is a disturbing trend, particularly with Brewster currently staffed at a bare bones level. While it is not unusual – it is generally expected - to see total incident volume rise, the rate of simultaneous events indicates that the current resource set of the organization will be unable to maintain the current service level as this statistic expands toward 20% (in 2021 the number stood at 19.8% before decreasing slightly in 2022) and possibly beyond. Figure IV-7 illustrates the annual frequency of these events for the five-year period. Figure IV-8 shows the number of overlapped calls from by number of simultaneous/ overlapped incidents. These incident response metrics support the overall need to increase the human resources set provided to the department as will be discussed in detail in the *Staffing Critical Tasking, and Deployment* section later in this chapter of the report.

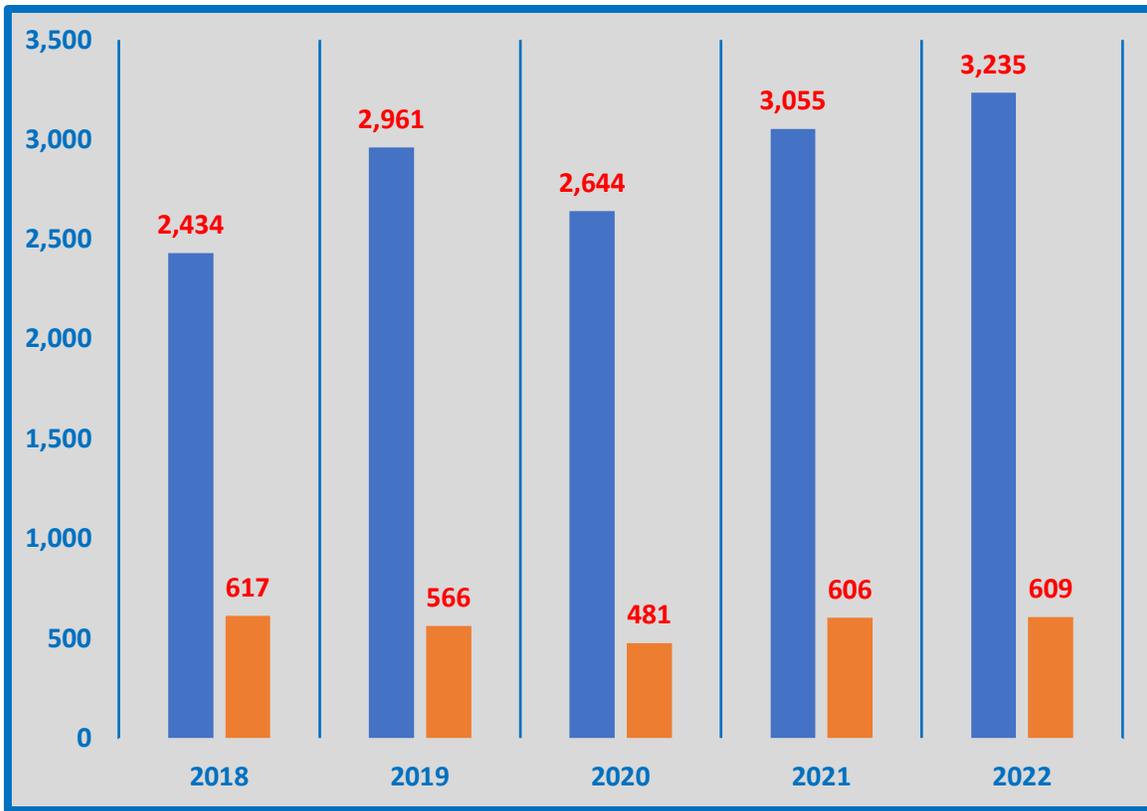


FIGURE IV-7: OVERLAPPING/SIMULTANEOUS INCIDENT VOLUME – 2018 - 2022

SIMULTANEOUS/OVERLAPPING INCIDENTS (2018-2022)					
Number of Simultaneous/ Overlapping Incidents	2018	2019	2020	2021	2022
2	437	404	369	434	459
3	121	119	88	132	105
4	33	25	17	27	29
5+	26	18	7	13	8

FIGURE IV-8: OVERLAPPING/SIMULTANEOUS INCIDENT VOLUME BY NUMBER OF CALLS – 2018 – 2022

FIRE OPERATIONS

Fire, rescue, and emergency medical system (EMS) incidents and the fire department's ability to respond to, manage, and mitigate them effectively, efficiently, and safely are mission-critical components of the emergency services delivery system. In fact, fire, rescue, and EMS operations provide the primary, and certainly most important basis for the very existence of the fire department. As with many fire departments today, the majority of responses are emergency medical service related. Improved building construction, code enforcement, automatic sprinkler systems, and aggressive public education programs have contributed to a decrease in serious fires in many communities and more importantly, fire deaths among civilians. However, while no longer generating the majority of most departments' responses as they once did, fire-related incidents are still justifiably an extremely high priority for the "fire" department and comprise a significant part of their operational missions.

These trends and improvements in the overall fire protection system notwithstanding, fires still do occur and the largest percentage of those occur in residential occupancies where they place the civilian population at risk. Although they occur with less frequency than they did several decades ago, when they occur today, they grow much quicker and burn more intensely than they did in the past. As will be discussed later in this report, it is imperative that the fire department is able to assemble an effective response force (ERF) within a reasonable time period in order to successfully mitigate these incidents with the least amount of loss possible.

NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*, 2020 edition (National Fire Protection Association, Quincy, MA) addresses the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments to protect citizens and the occupational safety and health of fire department employees. It is the benchmark standard that the United States Department of Homeland Security utilizes when evaluating applications for staffing grants under the Staffing for Adequate Fire and Emergency Response (SAFER) grant program. The ability to get a sufficient number of personnel, along with appropriate apparatus, to the scene of a structure fire is critical to operational success and firefighter safety. Accomplishing this within the 8-minute time frame specified in NFPA 1710 is an important operational benchmark.

In addition to structural firefighting and emergency medical services, the fire department is tasked with responding to and managing a broad spectrum of other types of emergencies, including, but not limited to, vehicle crashes, building collapse, water and ice rescue, mass casualty incidents, weather-related emergencies, and natural and technological disasters. These types of incidents require specialized equipment and specialized training. In all types of emergency responses, an incident command system (ICS) should be utilized that conforms to the National Incident Management System (NIMS) guidelines that have been promulgated by the

U.S. Department of Homeland Security. Since safety is the primary focus throughout all operations, a formal component of the ICS program includes the consistent assignment of an on-scene safety officer when appropriate.

The strategic and tactical challenges that the various hazards the department protects need to be identified and planned for through a community risk analysis planning and management process. The community risk and vulnerability assessment evaluates the community as a whole, and regarding property, measures all property and the risks associated with that property, and then segregates the property as either a high-, medium-, or low-hazard, which are further broken down into varying degrees of risk. *Community Risk Assessment* was discussed in detail in Chapter III. The development of a community risk and vulnerability assessment should drive many of the key decisions associated with the deployment of resources for fire and medical emergencies.

The Brewster Fire Department is equipped and staffed to respond to a wide variety of emergency incidents. Although EMS calls are more prevalent, the department must still be prepared to fulfill its core firefighting mission. As with most communities in the United States, the primary focus of firefighting operations is on fires in residential occupancies (single- and two-family dwellings, multi-family units) due to the high potential for loss of life. Until residential fire sprinkler systems become commonplace as a critical lifesaving feature in homes, the fire department will continue to be the only “front-line” resource available for firefighting and rescue. The fire codes in the Commonwealth of Massachusetts do not require residential sprinklers and do not allow communities to mandate them through local codes or ordinances.

Structural firefighting has become far more challenging and dangerous in the last thirty years with the introduction of significant quantities of plastic and foam-based products into homes and businesses (e.g., furnishings, mattresses, bedding, plumbing, electrical components, home and business electronics, decorative materials, insulation, and structural components). These materials ignite, burn quickly, and produce extreme heat and toxic smoke. A fire can easily double in size and intensity every 30 seconds. If firefighters cannot arrive in a timely manner and attack the fire quickly, a strong possibility exists that a dangerous flashover (simultaneous ignition of all combustible materials in a room) will occur. Flashover can occur in as little as five to seven minutes after fire ignition and is one of the most dangerous events that a firefighter can face. When a flashover occurs, initial firefighting forces are generally overwhelmed and will require significantly more resources to affect fire control and extinguishment.

Flashover occurs quicker and more frequently today and is caused at least in part by the introduction of significant quantities of plastic- and foam-based products into homes and businesses (e.g., furnishings, mattresses, bedding, plumbing and electrical components, home and business electronics, decorative materials, insulation, and structural components). These materials ignite and burn quickly and produce extreme heat and toxic smoke.

Figure IV-9 illustrates the time progression of a fire from inception through flashover. The time versus products of combustion curve shows activation times and effectiveness of residential sprinklers (approximately one minute), commercial sprinklers (four minutes), flashover (eight to ten minutes), and firefighters applying first water to the fire after notification, dispatch, response, and set up (ten minutes). It also illustrates that the fire department’s response time to the fire is one of the only aspects of the timeline that the fire department can exert direct control over. It is also important to keep in mind that once units arrive on the scene, they will need to get set up to commence operations. NFPA recommends that units be able to commence an initial attack within two minutes of arrival, 90% of the time.

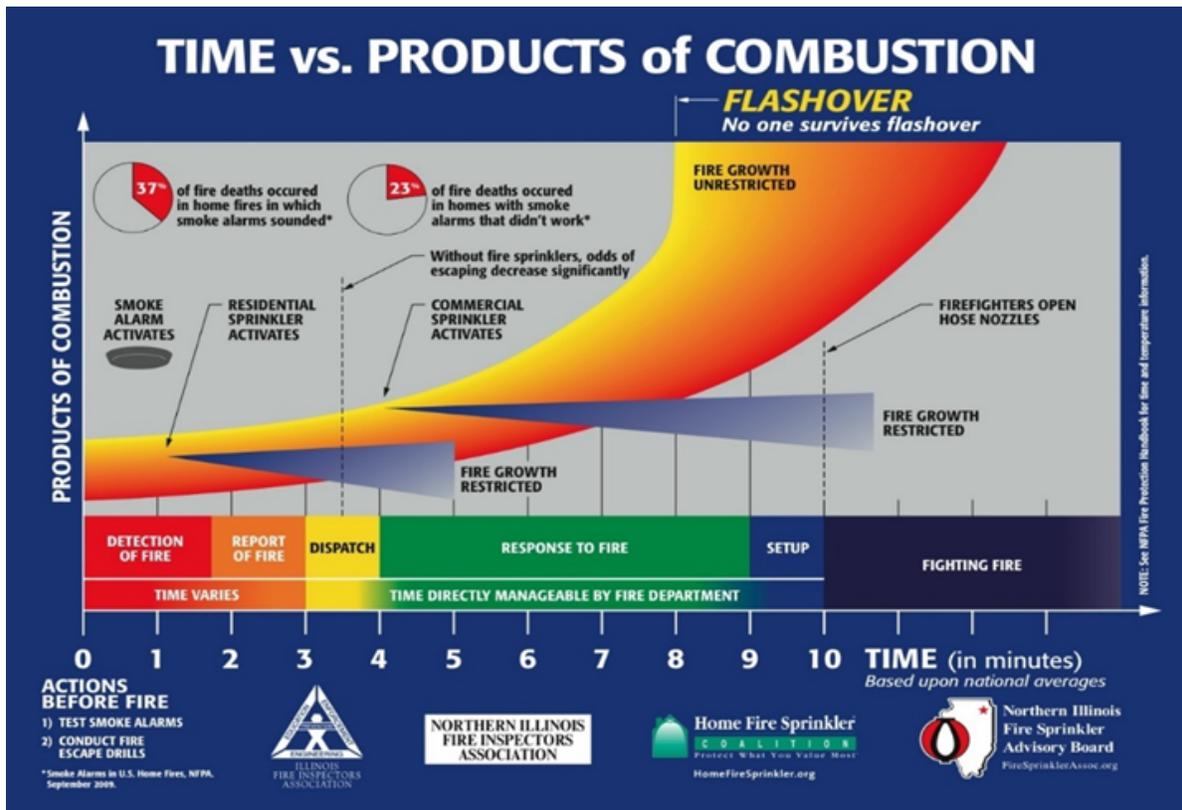


FIGURE IV-9:
HOME FIRE TIMELINE CURVE SHOWING ACTIVATION TIMES AND EFFECTIVENESS OF RESIDENTIAL SPRINKLERS (APPROXIMATELY 1 MINUTE), FLASHOVER (3 TO 5 MINUTES) AND FIREFIGHTERS APPLYING FIRST WATER TO THE FIRE AFTER NOTIFICATION, DISPATCH, RESPONSE, AND SET UP (10 MINUTES).

Image credit: Home Fire Sprinkler Coalition

The Brewster Fire Department is dispatched by, and emergency communications are handled by, the Brewster County Sheriff’s Office (BCSO) Department Regional Emergency Communications Center (RECC) which is located at Joint Base Cape Cod. The BCSO RECC handles emergency

dispatch for nine communities and coordinates regional mutual aid operations throughout Cape Cod.

Response time data that was provided to the MRI study team by the Brewster Fire Department only reflects the time from when the Department received the call. It does not reflect the alarm processing or dispatch time at the BCSO RECC. The dispatch center dispatches the station as a whole, and not individual apparatus. In addition, the times reflected the total time from when the department received the call until the first unit arrived on the scene. It did not break these times out into turnout time, and travel time components. It appears when the apparatus signs on, the dispatch center is then recording dispatched and responding times simultaneously. Finally, for fire calls, the first arriving unit could be an ambulance or chief officer, not necessarily a fire suppression unit. As a result, especially with the department operating from a single station with no options to really change the response times we opted not to utilize the data since its benefit would be limited.

Interviews that were conducted by the MRI project team revealed that the Department appears well versed in the use of the National Incident Management System (NIMS) and works well with multiple agencies to provide effective and efficient emergency response services to the community. Through discussions with the department's officers, it appears that though the department has adopted, and is trained, and is aware and understands the importance of using an Incident Command System (ICS), it is often difficult to implement it initially on every incident because of limited staffing.

One of the most effective tools the fire department has to assist them with handling fires and other emergencies in multi-family residential complexes and commercial facilities, are pre-fire plans. The purpose of a fire pre-planning program is to allow firefighters to become familiar with buildings and/or facilities within their response area prior to an emergency, alert them to on-site hazards and risks, and develop a detailed fire response plan for them that includes specific tactics that will be required to mitigate fires or other emergencies. A comprehensive pre-fire plan includes as much data about the building as possible.

The information contained in pre-fire/incident plans allow firefighters and officers to have a familiarity with the building/facility, its features, characteristics, operations, and hazards, thus enabling them to more effectively, efficiently, and safely, conduct firefighting and other emergency operations. Pre-fire plans should be reviewed and updated regularly. They should be tested and validated by table-top exercises and on-site drills. Lack of an up-to-date pre-fire plan is often attributed to being one of the primary contributing factors in large fire losses.

It was reported to MRI that the Brewster Fire Department has done limited pre-planning on some of the target hazards in the town (there are only a limited number of commercial occupancies). To derive maximum benefit from the pre-fire plans, the department should make pre-fire plans

accessible on mobile data terminals (MDTs) (notebook/laptop computers) on fire apparatus, and in the command vehicle(s) for use in-route to an incident, and while on-scene. The information can also be sent to smart phones. With a cloud-based system all the information would be available in real time.

Performance improvement for fire suppression will become even more important in the coming years as the fire department command structure evolves from being a group with significant firefighting experience, to a group with stronger EMS experience. Major fire incidents continue to decline because of better fire prevention and building code compliance, the advent of advanced fire detection and suppression systems, and fire-retardant building components and contents. As a result, the fire service will be challenged in the future to maintain the necessary skill sets to properly command and control major fire incidents. Training and performance improvement strategies must be aggressively enhanced in anticipation of this paradigm shift in fire department capabilities and experience.

The point of the performance measures is to identify the community's expectations in a quantifiable way, and to use the measurement of the fire department's performance against these objectives to identify areas, which may need improvement or additional resources. The process should also include a provision for modifying SOGs, training priorities, and equipment as determined by the performance improvement program.

The Department recently purchased the SOG/Policy software system Lexipol. At the time of this study the Chief and Deputy Chief have been meeting with the reps from Lexipol to get the program implemented. In the near future, they will begin a process including department members to modify, develop, and implement, existing and new SOGs and policies into this state of the art, cloud-based system. The chiefs believe that once fully implemented this program will significantly increase operation effectiveness, as well as improve the department's SOGs and policies.

Brewster Fire Department staffing for fire operations will be further discussed later in this chapter in the section on *Staffing, Critical Tasking, and Deployment*.

EMS OPERATIONS

Emergency Medical Services (EMS) operations are an important component of the comprehensive emergency services delivery system in any community. Together with the delivery of police and fire services, it forms the backbone of the community's overall public safety life net. As noted in several chapters of this report, the Brewster Fire Department like many, if not most fire departments, responds to significantly more emergency medical incidents than actual fires, or other types of emergency incidents.

As a percentage of overall incidents responded to, it could be argued that EMS incidents constitute the greatest number of “true” emergencies, where intervention by trained personnel truly makes a difference, sometimes literally between life and death. Heart attack and stroke victims require rapid intervention, care, and transport to a medical facility (Figure IV-10). The longer the time duration without care, the less likely the patient is to fully recover. Numerous studies have shown that irreversible brain damage can occur if the brain is deprived of oxygen for more than four minutes. In addition, the potential for successful resuscitation during cardiac arrest decreases exponentially with each passing minute that cardio-pulmonary resuscitation (CPR), or cardiac defibrillation, is delayed.

- The potential for successful resuscitation during cardiac arrest decreases exponentially, 7% to 10% with each passing minute, that cardio-pulmonary resuscitation (CPR) or cardiac defibrillation and advanced life support intervention is delayed.
- Few attempts at resuscitation after 10 minutes are successful.

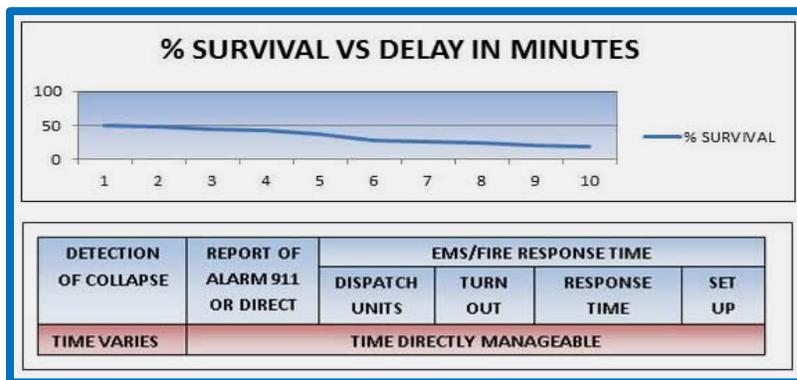


FIGURE IV-10: CARDIAC ARREST SURVIVAL TIMELINE

The EMS component of the emergency services delivery system is more heavily regulated than the fire side. In addition to NFPA 1710, NFPA 450 *Guidelines for Emergency Medical Services (EMS) and Systems*, (2009 edition), provides a template for local stakeholders to evaluate an EMS system and to make improvements based on that evaluation. The Commission on Accreditation of Ambulance Services (CAAS)¹⁶ also establishes benchmarks for EMS operations, however, their focus is primarily on ambulance response times which is not a component of this analysis. Massachusetts regulates EMS agencies, and certain federal Medicare regulations are also applicable.

¹⁶ The Commission on Accreditation of Ambulance Services (CAAS) is an independent commission that established a comprehensive series of standards for the ambulance service industry.

Typically, less than 10% of 9-1-1 patients have time-sensitive ALS needs. However, for those patients who do, time can be a critical issue of morbidity and mortality. For the remainder of those calling 9-1-1 for a medical emergency, though they may not have a medical necessity, this ninety percent, still expects rapid customer service. Response times for patients and their families are often the most important issue regarding the use of the fire department's services and are what is most often referred to when they "rate" their local emergency responders. Regardless of the service delivery model, appropriate response times are more than a clinical issue; they are also a customer service issue.

Emergency medical services (EMS) for the Town of Brewster are provided at the advanced life support (ALS)/paramedic level by the Brewster Fire Department. Advanced life support or ALS-level care refers to prehospital interventions that can be brought into the field by paramedics. Typically, this service level includes the ability to bring much of the emergency room capability to the patient. Paramedics can administer intravenous fluids, manage a patient's airway, provide drug therapy, utilize the full capabilities of a 12-lead cardiac monitor, and provide a vital communication link to the medical control physician who can provide specific medical direction based on the situation.

Primary EMS ambulance transport services to the Town are also provided by the Brewster Fire Department. The department can staff either one or two ambulances depending upon the time of day and staffing levels. It operates under a license from the Massachusetts Office of Emergency Medical Services (OEMS) which designates the service as ALS level with ambulances staffed with one EMT and one paramedic.

The citizens of Brewster benefit greatly by having firefighters provide emergency medical services at the advanced life support (ALS) level. This is an efficient use of personnel resources since approximately 74.7% of all emergency calls are for EMS incidents. This is somewhat higher than the national average as reported by the US Fire Administration (64%) and the National Fire Protection Association (65%). Additionally, Brewster's EMS revenue from insurers, Medicaid/Medicare, and direct patient billing provides a significant offset to fire-rescue department operating and capital expenses.

As is the common practice on Cape Cod, the Brewster Fire Department normally staffs their first out ambulance with three personnel, regardless of the severity of the incident. If shift staffing is at four personnel, the captain will also response in an SUV to supervise and assist. If staffing is at five, the two additional personnel may respond in a second ambulance to assist. These procedures effectively place the fire suppression function out of service until personnel who have been recalled on overtime report to the station for back-up (for a number of reasons, often no one responds back to the station for these recalls, particularly when there are multiple in the same day). When needed, the second ambulance is usually staffed with two personnel. The MRI study team was advised that the department will occasionally send only two personnel to the

hospital, depending upon the severity of the patient’s condition; however, this is an exception rather than the normal practice.

The rationale for this procedure is that these additional personnel help the ambulance crew with medical care, carrying equipment, lifting patients, and driving the ambulance to the hospital when the ambulance crew, particularly the paramedic(s) are committed to the care of critically ill patients. Medical calls are generally classified from Alpha (minor/least severe) to Echo (life threatening/most severe). On Cape Cod EMS calls are categorized Priority 1 (most serious) to Priority 3 (non-life threatening). Certain assist type calls are categorized Priority 4. In many locations (not necessarily New England) normal procedures send only an ambulance, with two personnel, to the minor nature, Alpha and Bravo calls, or Priority 3 level calls unless the arrival of an ambulance will be delayed (Figure IV-11).

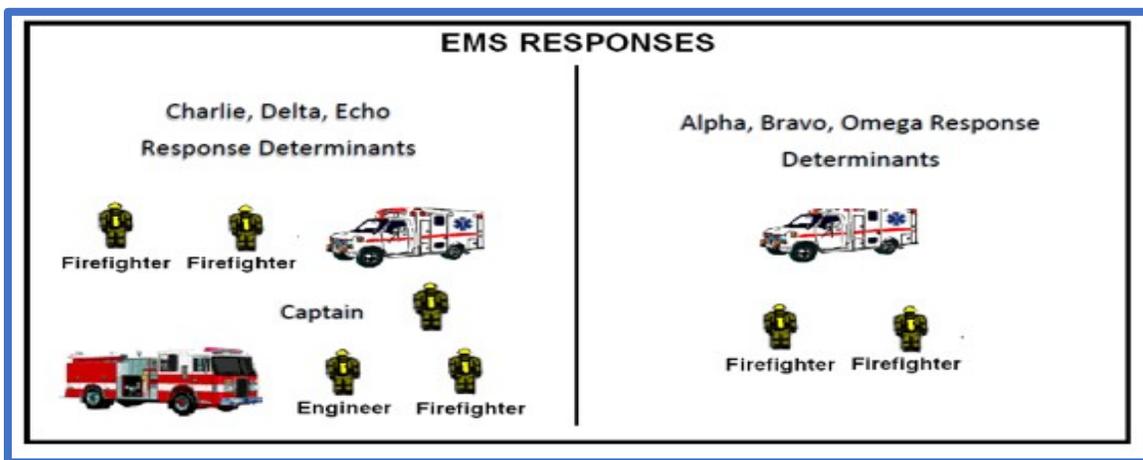


FIGURE IV-11: EMS RESPONSE MATRIX

Note: Priority 1 & 2 equates to Charlie, Delta, and Echo response determinants while Priority 3 calls equate to Alpha and Bravo level response determinants.

Dispatching an engine company also to Priority 1 and 2 calls is a best practice that ensures that sufficient personnel are on-scene to provide critical care to seriously ill or injured patients. The firefighter-paramedics assigned to the ambulance can focus on direct patient care, while other personnel are responsible for incident command, scene safety, delivering and setting up equipment, and lifting and carrying the patient(s). An engine company is requested for Priority 3 calls when the ambulance response is delayed, personnel is needed for lifting and carrying a patient, forcible entry to a residence or vehicle is required, or when the condition of the patient is found to be more serious than the initial dispatch assessment. This is illustrated in the following graphic:

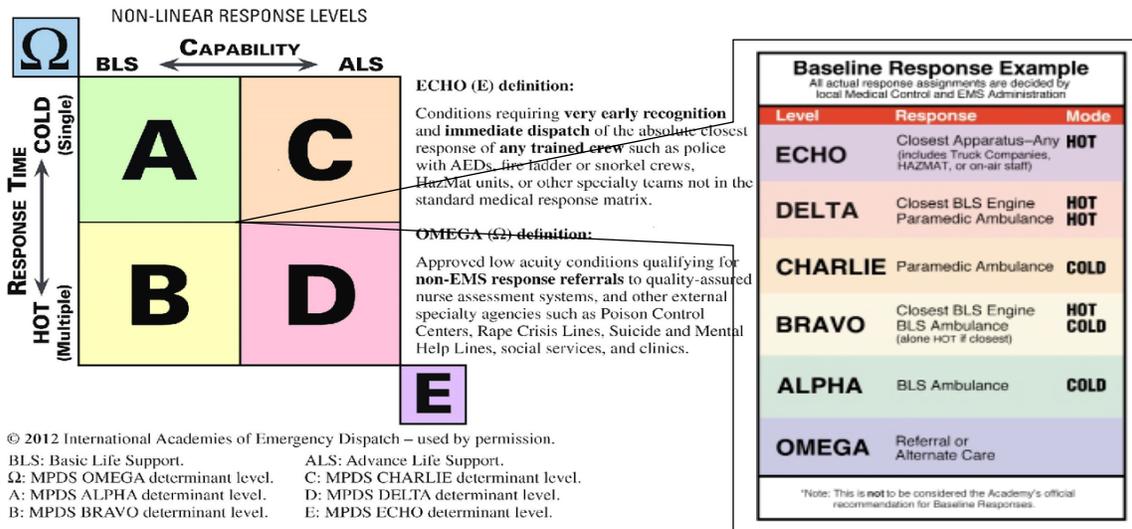


FIGURE IV-12: TYPICAL EMS RESPONSE MATRIX/ALGORITHM

While we acknowledge that changing this procedure is likely to be met with resistance, we believe the Brewster Fire Department should consider revising this procedure. The number of incidents is increasing each year, and a significant percentage of these incidents are resulting in overlapping calls. In addition, in large part due to the change in procedure that temporarily reduced nighttime staffing to four personnel to assist with reducing overtime and related personnel fatigue, staffing challenges related to simultaneous calls are going to be even more pronounced. To that end, the MRI study team suggests the following revision to the current EMS response procedures and with the current staffing levels:

- When staffing is at five personnel:
 - ❖ Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. The three personnel remaining are now available for fire duty, or can handle a second ambulance call, if necessary. If they require additional assistance, they can request the engine to respond.
 - ❖ Two personnel respond on the ambulance and three personnel respond on the engine to Charlie, Delta, and Echo, or Priority 1 and 2 calls. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. The two other personnel can return to station with the engine and handle a second call without the need to recall off duty personnel.
 - An alternative would be to call just one person back to work to bring staffing back up to three personnel.

- When staffing is at four personnel:
 - ❖ Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. If they require additional assistance, they can request the engine to respond. The remaining two personnel are still available for limited fire duty, until one or two off duty personnel arrive at the station, or they can handle a second ambulance call.
 - ❖ Two personnel respond on the ambulance and two personnel respond on the engine to Charlie, Delta, and Echo, or Priority 1 and 2 calls. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. If only two personnel are needed on the ambulance, the other two person can return to station with the engine and handle a second ambulance call without the need to recall off duty personnel.
 - An alternative would be to call just one person back to work to bring staffing back up to three personnel.

In either scenario suggested above, the current practice of recalling off duty personnel to provide coverage when the ambulance transports to the hospital should be continued. However, there would be less of a reliance on it as revising the staffing model should reduce the number of times the Town is stripped of all fire and EMS protection.

Following current department practice, the ambulance responds with lights and sirens to every call. Though a medical priority dispatch system is in place that would allow for potential non-emergency response to occur without lights, sirens and within normal traffic flow, there are no protocols or procedures to do so. The MRI team was told that most often all transports with patients to the hospital is done with lights and sirens in order to get to the hospital as quickly as possible. This is not only done in order to get the patient to the hospital in a timely manner, but also to expedite the time that the ambulance is out of service and unable to respond to another call. These practices are being phased out by most progressive fire departments for safety reasons. It is safer for responding personnel, general citizens, and the patient, to reduce the number of times that red lights and sirens are utilized.

Conversely, ambulance turn-around time is an important staffing factor to consider since it affects the availability of personnel and equipment for other emergencies. This is the time an ambulance is occupied on a medical emergency starting with the time the call is received; and ending after the transport, when the ambulance is back in Brewster and available for emergency calls. This is time that is particularly important when the hospital is a significant distance from the Town, and personnel often encounter heavy traffic conditions to and from its location in

Hyannis. The turn-around time for Brewster ambulances averages between 60 and 70 minutes, however, they can be as high as two hours, twenty-one minutes (02:21:53). Higher turnaround times can be the result of lengthy on-scene care (e.g., extrication from a motor vehicle crash), longer travel times to or from an incident, or patient admission delays at a hospital. As was discussed previously, the total number of calls is the primary reason for simultaneous incidents, however ambulance hospital transport turn-around times certainly contribute to the impact of the overlapping call rate.

The following figure illustrates the number of EMS calls, number of ALS and BLS transports, and the average ambulance turnaround time for the five years period of 2018 – 2022.

Year	EMS Responses	ALS Transports	BLS Transports	Average Turn-around Time	Total Annual Turn-around Time
2018	2,476	1,128	454	70.15 minutes	1,849.6 hours
2019	2,185	1,003	332	70.05 minutes	1,558.6 hours
2020	1,997	885	357	66.75 minutes	1,381.7 hours
2021	2,272	1,053	441	63.95 minutes	1,592.4 hours
2022	2,523	1,024	461	60.85 minutes	1,506.0 hours
5-year average	2,291	1,019	409	66.35 minutes	1,577.7 hours

FIGURE IV-13. EMS TURN-AROUND TIME

The data in the above figure indicates several things.

- The proportion of ALS level transports to BLS levels transports is much higher than we normally see. In fact, it is really the inverse of what data sets we analyze usually illustrate. Over the five-year period, BLS transports accounted for just 28.6% of the Department’s EMS transports, while ALS transports accounted for 71.4%. Long term, statistical data indicates that ALS criterion incidents usually account for about 30% to 35% of EMS responses. Given Brewster’s higher than average older population, a somewhat higher percentage of ALS could be reasonably expected; however, we don’t believe it would reach the proportions indicated in this data.
- The ambulance turn-around times have improved steadily over the five-year period and show a total reduction of over nine minutes. The expansion of the emergency department facilities at Cape Cod Hospital in Hyannis has probably played at least some role in this reduction.
- Given an estimated average ambulance turn-around time of 66.35 minutes (annual maximum time: 02:06:23 – 02:21:53) and a 5-year average annual ambulance transport total of 1,428 transports; Brewster ambulances are occupied on EMS transport calls for



approximately 1,577.7 hours annually. This represents an average of 4.3 hours per 24-hour shift. Many of these calls come in during the busier daylight hours contributing to the high percentage of overlapping calls.

The data relative to the number of total incidents, number of EMS transports, and the time dedicated to EMS calls supports the need for the fire department to staff two (2) ambulances 24/7 while still maintaining a simultaneous fire response capability. The benefits of increasing staffing and the number of resources deployed include:

- Significantly reduce the number of times when the Town is without ambulance coverage due to simultaneous fire and/or EMS calls.
- Significantly reduce the number of times when the Town is without adequate fire coverage due to simultaneous fire and/or EMS calls.
- Provide additional fire staffing commensurate with the risk.
- Increase ambulance revenues by reducing the number of times that a mutual aid EMS service is called to provide ambulance transport services.

To accomplish this goal, the Department's staffing should be incrementally increased with the hiring of additional personnel over the next several budget cycles. This in combination with the supervisory staffing changes is recommended later in this report.

Overall, the EMS operations appear to be well run, and the Town is happy with the service that is being provided. There is also reported to be a low level of system abuse in Brewster which reduces the number of unnecessary responses and contributes to better resource availability for actual medical emergencies.

All Brewster Fire Department personnel possess a minimum of emergency medical technician-basic (EMT-B) certification. At the time of this study, 11 of the department's personnel, including the Deputy Chief possessed paramedic certification. There are a minimum of two paramedics assigned to each shift, with a minimum of one on duty at all times.

One question that the MRI study team is often asked to provide an opinion on was what the recommended mix of ALS versus BLS trained personnel should be in a particular Fire Department. At the time of this study approximately 50% of the Brewster Fire Department's personnel possessed ALS/paramedic certification. Several stakeholders informed the study team that they would like to eventually see all department personnel required to be paramedics. Ultimately, with the majority of incidents the department responds to being EMS related, having all personnel trained and certified at the ALS level allows the highest level of care to be always available, and on every incident. However, there can be several caveats to that Initial answer.

The Brewster Fire Department is a small organization with a relatively low call volume, averaging about 8.4 calls per day, of which 73% are EMS related. If 50% of the EMS calls are ALS criterion calls (which is higher than the typical average) that equates to about four ALS calls per day. One of the concerns that are expressed by some within the EMS community is the difficulty in keeping the ALS skills of personnel sharp when they have only limited opportunities to utilize them. In addition, there is a significant cost factor associated with initial ALS training for personnel, frequent continuing education classes necessary to maintain certification, and a significant pay differential for those who are certified. Finally, many fire department personnel prefer not to be paramedics and a significant number choose to allow their certifications to lapse once they are no longer mandated to maintain them, so they can get off of the ambulance.

It is MRI's opinion that the Brewster Fire Department would not be unreasonable if it decided to attempt, long term, to have all personnel certified as paramedics, by requiring all future hires to either possess, or obtain and maintain paramedic certification as a condition of employment. However, we believe a better option would be to maintain around 12-16 paramedics and attempt to have a minimum of three on duty at all times. By increasing the number of paramedics on duty at all times, one could be assigned to the primary ambulance as is done now, while a second one is assigned to the second ambulance, while the third one is assigned to the engine, thus providing both of those units with ALS capability resulting in an increased level of service. If additional personnel wanted to maintain their ALS certifications, the department should attempt to accommodate them and encourage them to do so.

With the majority of the Department's responses being EMS related, the MRI study team believes that the Town of Brewster should consider making an organizational change by redefining the position of EMS Officer into a full time position. The EMS Officer would handle the day to day oversight of the department's EMS functions including QA, personnel training and certification, infection control, managing inventory and drugs, attending meetings, and serving on committees. The officer should work a daywork schedule providing an additional member available for response during the day. We believe that making this change will result in more effective and efficient emergency medical service delivery by the department.

It is MRI's experience that when department's create these positions that they are normally designated at an officer's rank, and as such, are tested for (although in some places even though the position has rank, they are designated as a 'staff' officer with no real fireground authority). Other departments designate the EMS coordinator with just that title but compensate them at an officer's pay grade, in this case as a Captain (the same as the Fire Prevention Officer). The current CBA designates the "EMS Officer" as receiving a stipend over their base pay, however, that assumes that the person filling the position remains on their assigned shift.

While we understand this would also need to be impact bargained with the union (as any change needs to be) it is our opinion that this position would be best designated as a Captain's position

within the Brewster Fire Department, reporting directly to the Deputy Fire Chief. Doing this would help to emphasize the importance of the department's EMS mission, allow the EMS coordinator to have an equal peer relationship with the other Captains, and allow for the implementation of more department wide continuity of EMS operations.

One thing the fire department will need to monitor very closely are any impacts of the ongoing debates over funding the Affordable Care Act (ACA) may have on their billing and revenues. Over the past several years with the changes in insurance reimbursements brought about by the ACA, a growing number of EMS providers are looking to get out of the ALS business. Increasingly, private insurance companies and the government have reduced (or are considering reductions in) reimbursement rates, and are becoming more reluctant in general, to compensate departments for the full cost of emergency room transportation fees, especially for non-emergency treatment. Communities that provide EMS transport services are therefore facing pressure on their transport revenues.

One of the fastest growing value-added service enhancements in EMS is the development of Mobile Integrated Healthcare/Community Paramedicine (MIH/CP) programs. Mobile Integrated Healthcare is defined by the National Association of EMTs (NAEMT) as ***“the provision of healthcare using patient-centered, mobile resources in the out of hospital environment.”***

MIH/CP is comprised of a suite of potential services that EMS could provide to fill gaps in the local healthcare delivery system. In essence, MIH/CP is intended to better manage the increasing EMS call volume and better align the types of care being provided with the needs of the patient. To be effective, MIH/CP is commonly accomplished through a collaborative approach with healthcare and social service agencies within the community. It can be provided through community paramedicine programs, which are programs that use EMTs and paramedics to provide this out-of-hospital health care. MIH/CP programs help facilitate more appropriate uses of emergency care resources and enhance access to primary care, particularly for underserved populations, by focusing on chronic disease management, post-discharge follow up, and transport to non-emergency care settings.

The benefits of MIH/CP are therefore two-fold. These programs potentially help provide more appropriate health care to community residents, and if reimbursement arrangements can be agreed upon, also offer a substitute funding stream, separate from emergency transport, for community-based EMS transport programs.

In 2009 there were four programs like this in the country, but a recent survey by the National Association of EMTs identified more than 250 active MIH/CP programs now operating across the U.S.¹⁷

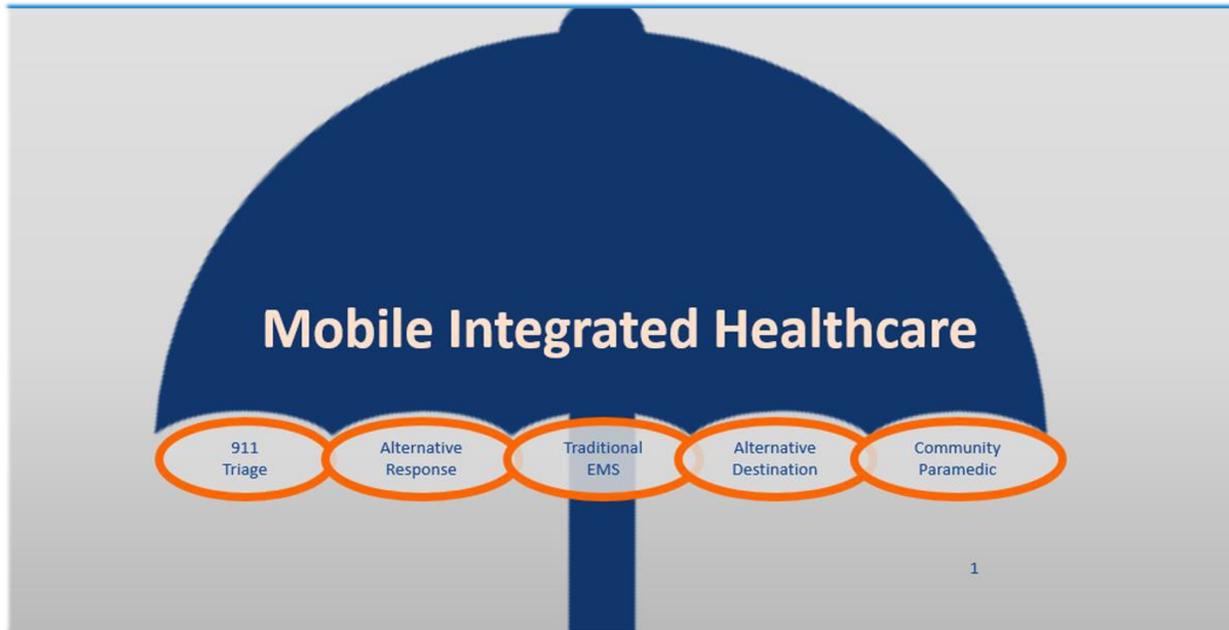


FIGURE IV-14: MOBILE INTERGRATED HEALTHCARE/COMMUNITY PARAMEDICINE BENEFITS

A consideration for a potential role for an MIH/CP program in Brewster could include a specialized response for behavioral health emergencies, in partnership with the Brewster Police Department and community mental health resources. Sometimes referred to as a Crisis Intervention Team (CIT), specialized units such as these have been effective in other communities across the country to reduce the risks associated with behavioral health-related responses.¹⁸

There may be government funds available for implementation of these types of programs, and some recent changes to the Medicare regulations indicate a possibly favorable view on billing for these services. The Foxborough Fire Department obtained a grant to implement this type of program effective as of July 1, 2019. With the addition of a new full-time paramedic who was designated a special agent of the board of health, the department implemented a community/public health program to address these types of needs within the town. It is MRI's belief that a program of this type in Brewster – particularly with its high percentage of residents over the age of 65 - would improve both levels of service offered to the community and EMS revenues generated. This could be another potential duty for the EMS officer to undertake.

¹⁷. http://www.naemt.org/docs/default-source/2017-publication-docs/mih-cp-survey-2018-04-12-2018-web-links-1.pdf?Status=Temp&sfvrsn=a741cb92_2

¹⁸. <https://www.psychiatrictimes.com/view/cahoots-model-prehospital-mental-health-crisis-intervention>

STAFFING, CRITICAL TASKING, AND DEPLOYMENT

The issue of fire department staffing has, over the past three or four decades, become one of the most widely and frequently debated topics in fire service history. This debate has intensified over the past several years as tax collection revenues have declined precipitously in many communities and governmental entities seek to reduce expenses.

Personnel costs account for the largest percentage of the operating budgets of career fire departments. In many cases this one line item is 90% or more of the total budget. The debate becomes intense when the discussion turns to how many firefighters are necessary to provide adequate levels of service, fulfill the department's core mission(s), and how those firefighters are deployed. This is a basic risk assessment and management decision. Ultimately, determining the acceptable level of risk they are willing to assume for the citizens they represent, is a key decision that is made by the Brewster Select Board through the town meeting process.

The operations necessary to fully extinguish a structure fire, and do so effectively, efficiently, and safely, requires a carefully coordinated, and controlled, plan of action, where certain operations, such as venting ahead of the advancing interior hose line(s), must be carried out with a high degree of precision and timing. Multiple operations, frequently where seconds count, such as search and rescue operations and trying to cut off a rapidly advancing fire, must also be conducted simultaneously. If there are not enough personnel on the incident initially to perform all the critical tasks, some will, out of necessity, be delayed. This can result in an increased risk of serious injury, or death, to building occupants and firefighters, and increased property damage.

There has been much research done by a number of fire departments on the effects of various staffing levels. One constant that has emerged is that company efficiency and effectiveness decrease substantially, while injuries increase, when company/unit staffing falls below four personnel. A 2010 comprehensive yet scientifically conducted, verified, and validated study titled *Multi-Phase Study on Firefighter Safety and the Deployment of Resources*, was performed by the National Institute of Standards and Technology (NIST) and Worcester Polytechnic Institute (WPI), in conjunction with the International Association of Fire Chiefs (IAFC), the International Association of Fire Fighters, and the Center for Public Safety Excellence. This landmark study researched residential fires, where the majority of fire, injuries, and fatalities occur. ***The study concluded that the size of firefighter crews has a substantial effect on the Fire Department's ability to protect lives and property in residential fires and occupancies.***

Several key findings of the study include:

- Four-person firefighting crews were able to complete 22 essential firefighting and rescue tasks in a typical residential structure 30% faster than 2-person crews, and 25% faster than 3-person crews.

- The 4-person crews were able to deliver water to a similar sized fire 15% faster than the 2-person crews, and 6% faster than 3-person crews, steps that help to reduce property damage and reduce danger/risks to firefighters.
- Four-person crews were able to complete critical search and rescue operations 30% faster than 2-person crews, and 5% faster than 3-person crews.

The United State Fire Administration, part of the Federal Emergency Management Agency, in the Department of Homeland Security, recommends that a minimum of four firefighters respond on or with each apparatus. In its respected textbook *Managing Fire Services*, the International City/County Management Association (ICMA) states, “that at least 4 and often 8 or more firefighters under the supervision of an officer should respond to fire suppression operations”. They further state, “If about 16 firefighters are not operating at the scene of a working fire, within the critical time period, then dollar loss and injuries are significantly increased, as is fire spread”. Many communities continue to struggle to generate a sufficient response.

The current career staffing pattern In the Brewster Fire Department consists of four work groups that work an average of 42 hours per week. These groups work rotating 24-hour shifts. This schedule provides the community with 24/7 coverage. Presently, each shift is staffed with a captain (shift commander) and four firefighters. The five personnel on shift are supported by the following additional personnel resources:

- Two command officers (fire chief and deputy chief) that work an administrative schedule and provide an on-call command officer when off duty.
- One Fire Prevention Officer.
- Automatic/mutual aid from surrounding communities

The MRI study team was informed that the department does not generally have a sick or injury leave problem. It had \$444,700 budgeted for overtime in a FY 2023 which is high for a department the size of Brewster. The department ended up spending \$562,956, which is 32.5% more than what was budgeted. This is due in large part to not only the Department’s constant staffing model where every vacancy created by any type of leave must be filled by another member on overtime, but also to the department’s difficulty retaining personnel.

To effectively respond to and mitigate requests for emergency services, an agency must have a thorough understanding of its community’s risk factors, both fire and EMS. Once identified and understood, each category or level of risk is associated with the necessary resources and actions required to mitigate it. This is accomplished through a critical task analysis. The exercise of

matching operational asset deployments to risk, or critical tasking, considers multiple factors including national standards, performance measures, and the safety of responders.

Critical tasks are those activities that must be conducted in a timely manner by responders at emergency incidents to control the situation and stop loss. Critical tasking for fire operations is the minimum number of personnel needed to perform the tasks required to effectively control a fire. The same is true for EMS as there are specific patient care tasks that must be completed in succession and often together to support positive prehospital care. The specific number of people required to perform all the critical tasks associated with an identified risk is referred to as an **Effective Response Force** (ERF). The goal is to deliver an ERF within a prescribed time frame. NFPA 1710, as a nationally recognized consensus standard on staffing and deployment for career fire departments, provides a benchmark for ERF.¹⁹

During fire incidents, to be effective, critical tasking must assign enough personnel so that all identified functions can be performed simultaneously. However, it is important to note that secondary support functions may be handled by initial response personnel once they have completed their primary assignment. Thus, while an incident may end up requiring a greater commitment of resources or a specialized response, a properly executed critical task analysis will provide adequate resources to immediately begin bringing the incident under control.

The NFPA *Fire Protection Handbook*²⁰ classifies buildings and occupancies by their relative risk and provides recommendations on the minimum ERF that will be needed to handle fire incidents in them. These include:

High-hazard Occupancies: Schools, hospitals, nursing homes, high-rise buildings, and other high life safety-hazard or large fire-potential occupancies. The Brewster Fire Department has a very limited number of these occupancies in its response district.

Operational Response: at least 4 pumpers, 2 ladder trucks (or combination apparatus with equivalent capabilities), 2 chief officers and other specialized apparatus as may be needed to cope with the combustibles involved; not less than 24 firefighters and 2 chief officers **plus** a safety officer and a rapid intervention team.

Medium-hazard Occupancies: Apartments, offices, and mercantile and industrial occupancies, not normally requiring extensive rescue by firefighting forces. The Brewster Fire Department also has a limited (although slightly growing) number of occupancies of these types.

Operational Response: At least 3 pumpers, 1 ladder truck (or combination apparatus with equivalent capabilities such as a quint), 1 chief officer, and other specialized apparatus as

¹⁹ It is important to note that compliance with NFPA 1710 has not been mandated in the Commonwealth of Massachusetts or by the federal government. It is considered a “best practice” that fire departments strive to achieve.

²⁰ Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: NFPA 2008), 12-3

may be needed or available; not less than 16 firefighters and 1 chief officer **plus** a safety officer and a rapid intervention team.

Low-hazard Occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies.

Operations Response Capability: At least 2 pumpers, 1 ladder truck (or combination apparatus with equivalent capabilities such as a quint), 1 chief officer, and other specialized apparatus as may be needed or available; not less than 12 firefighters and 1 chief officer, **plus** a safety officer, and a rapid intervention team.

The *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (NFPA 1710, 2020 edition), establishes the minimum criteria for a career fire department to effectively and safely respond to an emergency incident. Municipalities should base their fire department staffing decisions based on such factors as local risks and hazards, response times, incident frequency, and mutual aid availability. Of course, financial considerations do affect the ability of a community to comply with NFPA 1710. However, the Brewster Fire Department should continue to include compliance with NFPA 1710 in its long-range strategic planning and goal setting.

At the time of this assessment the Brewster Fire Department responded with one engine staffed with three personnel, and one ladder with two members to reported structure fires, provided all on duty members are immediately available. The Chief and Deputy Chief also respond. In addition, Harwich and Dennis respond with engines, Orleans responds a ladder, and off duty Brewster personnel are recalled. This will provide an initial response between 16 and 19 personnel depending on whether mutual aid units respond with three or four personnel.

If sufficient off duty Brewster personnel (four) respond to staff an additional engine, this response matrix provides at least 20 personnel on the incident. However, off duty personnel responding from home back to the station to staff apparatus and then responding will cause at least some extension of response times to get all units and personnel on the incident scene. If the incident is determined to be a working fire, additional resources are also dispatched including Eastham for an engine, and Chatham for an ambulance. The Harwich and Orleans Chiefs also respond to assist with incident management.

NFPA 1710 suggests that the following personnel are needed to safely mitigate a structure fire involving several rooms in a 2,000-square foot dwelling (Figure IV-15). Obviously, this number dramatically increases based on the extent of involvement, size of the structure, presence of hazardous materials, and use of the occupancy. As an example, a significant fire within a garden style apartment complex or an open-air strip mall commercial requires a minimum of 27/28 personnel based on the potential hazards that could be encountered.

CRITICAL TASK	NEEDED PERSONNEL
Incident Commander	1
Attack engine driver/operator	1
Two handlines with two personnel each	4
Support/back-up firefighter for each handline	2
Search & rescue team	2
Ventilation team	2
Ladder company driver/operator	1
Rapid intervention team (RIT)	2
EFFECTIVE RESPONSE FORCE	14/15

FIGURE IV-15: NFPA 1710 MINIMUM STRUCTURE FIRE STAFFING NEEDS

Personnel needs for a fire involving several rooms in a 2,000-square foot, one-family, residential occupancy. These are the proverbial “bread and butter” structural fire incidents that fire departments respond to, and are by far, the most common type of structure fire, accounting for around 70% of those types of incidents.

Figure IV-16 illustrates in a different way the critical tasks and resource deployment required on low and moderate-hazard incidents such as residential and small commercial structure fires. Although some people advocate that these types of incidents can be handled with fewer personnel, unless it is a small fire, there is the possibility there will not be sufficient personnel available to perform all the critical tasks necessitating that some be delayed. Ultimately, determining the acceptable level of risk they are willing to assume for the citizens they represent will be a key decision that the Brewster Select Board will need to make.

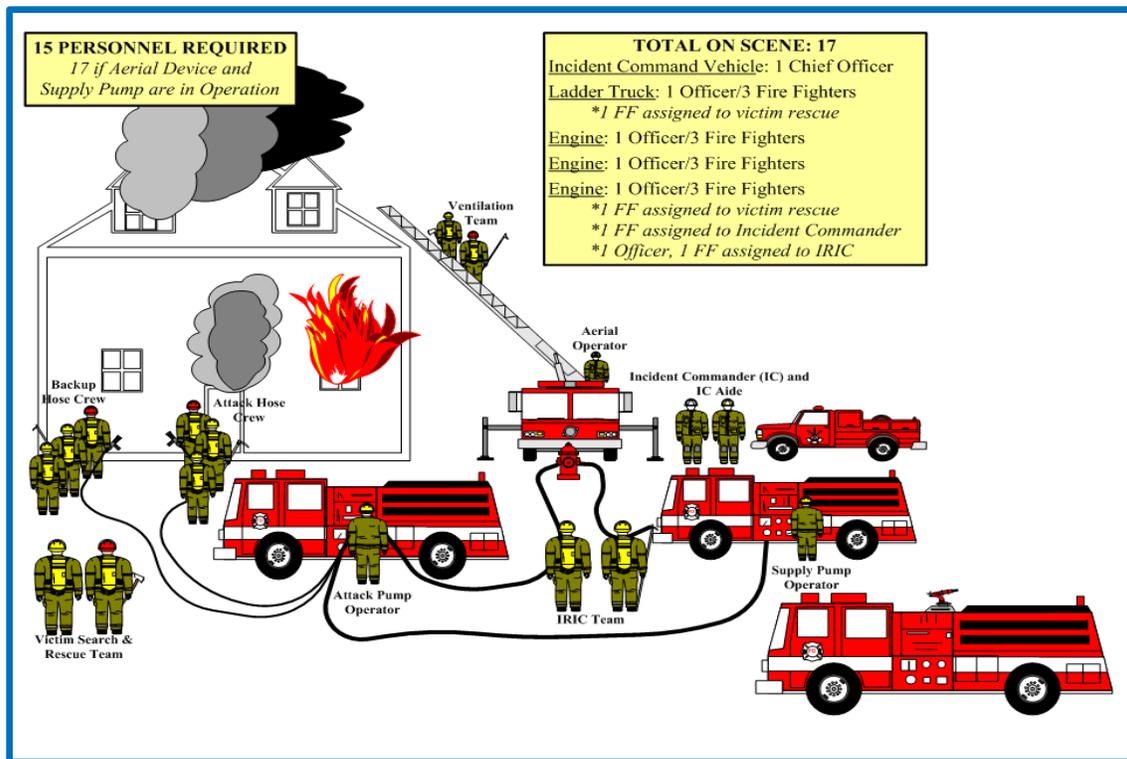


FIGURE IV-16: LOW TO MODERATE RISK RESPONSE-INTERIOR FIRE ATTACK

Typical minimum staffing needs career or primarily career fire departments for a fire involving several rooms in a 2,000-square foot, one-family residential occupancy. These are the proverbial “bread and butter” structural fire incidents that fire departments respond to, and are by far, the most common type of structure fire, accounting for around 70% of those types of incidents. The full first alarm assignment should arrive on scene within eight minutes of dispatch.

Image credit: IAFF 266

The ability to get a sufficient number of personnel, along with appropriate apparatus, to the scene of a typical residential structure fire is critical to operational success and firefighter safety. **Accomplishing this within the eight-minute time frame (to have 16 – 17 personnel on scene) as specified in NFPA 1710 is an important operational benchmark.** The Brewster Fire Department should make achieving this goal its highest priority. Based on conversations with the department’s senior officers they understand this and would like to achieve this goal.

The 2020 edition of NFPA 1710 recommends a minimum of 27/28 personnel on the initial response for fires involving moderate hazard garden-style apartments and strip shopping centers (Figure IV-17).

CRITICAL TASK	NEEDED PERSONNEL
Incident Command	2
2 – Independent Water Supply Lines/Pump Operators	2
Fire Attack via Three Handlines	6
Support Firefighter for each Handline	3
2 – Search and Rescue Teams	4
2 – Ground Ladders and Ventilation Teams	4
Aerial Operator (if Aerial is Used)	1
Rapid Intervention Team (1 Officer/3 Firefighters)	4
EMS/Medical	2
EFFECTIVE RESPONSE FORCE	27/28

FIGURE IV-17: STRUCTURE FIRE – MODERATE RISK

Beyond the NFPA standard(s) which as standards, do not carry the weight of regulation or law, is the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, CFR 1910.134, which carries the weight and force of regulation, thus making compliance mandatory. One key provision of the Respiratory Protection Standard that is directly applicable to fire department staffing is known as the **“Two-In/Two-Out”** rule. In brief, this regulation specifies that anytime firefighters operate in an environment/atmosphere that is “immediately dangerous to life and health” (IDLH), whenever two members enter the IDLH area together/as a team, they must maintain visual or voice communication with two additional firefighters who must remain outside of the IDLH atmosphere, prepared to render immediate emergency assistance to those inside (Figure IV-18). The OSHA rule does provide an exception however, which states that the rule does not apply in emergency rescue situations where a person is visible and in need of immediate rescue, or there is credible and reasonable information that potentially viable victims are still in need of rescue. It is important to note that the potential for an IDLH to exist is not just limited to structure fires. They can exist on natural gas leaks, carbon monoxide incidents, confined space emergencies, chemical spills, and even automatic fire alarm activations where there is an actual fire in progress.

To comply with the **“Two-In/Two-Out”** rule, a team of four firefighters must be assembled before an interior fire attack can be made when the fire has progressed beyond the incipient stage, except in an imminent life-threatening situation when immediate action could prevent the loss of life or serious injury, before the team of four firefighters are assembled. The serious concern of the MRI project team is that the OSHA **“Two-In/Two-Out”** rule permits an exception for life

hazard or rescue situations. The reality is that in one of the most serious life hazard fire situations that can be encountered, trapped civilians, a firefighter may need to place himself/herself in extreme danger by entering the structure alone.

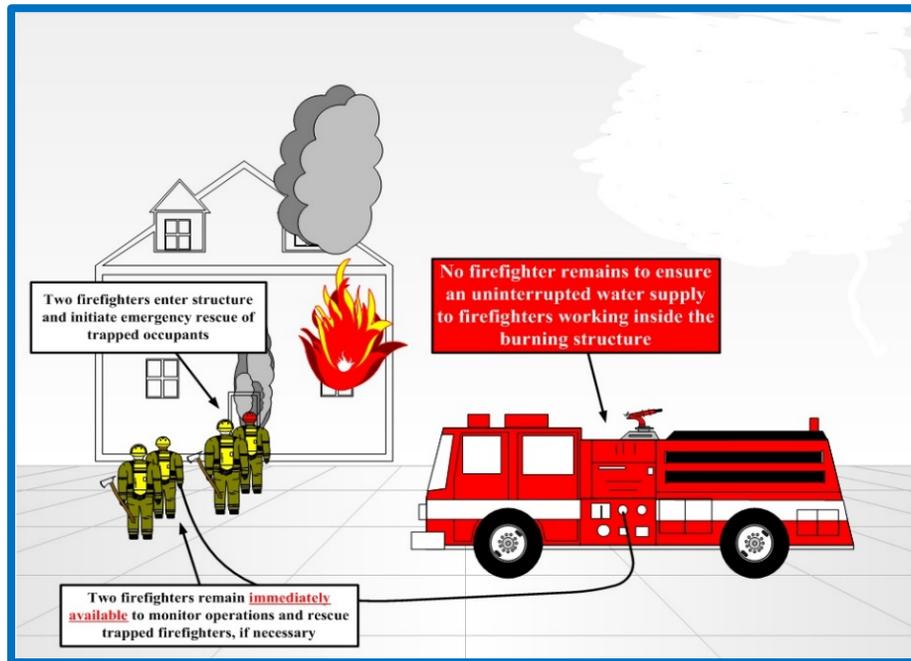


FIGURE IV-18 OSHA TWO-IN/TWO-OUT
Image Credit: IAFF 266

When looking at Brewster Fire Department staffing, it is very important to note that if the department experiences simultaneous or overlapping calls or calls that require two ambulances this will usually exhaust all on duty resources and leave no fire protection capabilities with the town itself. While Brewster does not have many fires, no one can predict when one may occur. Depleting all fire protection resources to cover ambulance calls does not appear to be a good risk assessment and management practice. With no viable on call force left, and few off duty personnel responding back to recalls, this is a policy or practice the Brewster Fire Department should consider revising.

Based on the criteria established in NFPA 1710 and detailed above, the MRI study team recommends that the following aspirational benchmarks be established by the Town:

- For structure fires, each engine company and ladder company should be staffed with no less than three (3), and preferably four (4) personnel, including an officer (lieutenant or higher rank). It should be noted that NFPA 1710 does not require all personnel to be transported to the scene on the same apparatus. As such, a three-person engine company

can be supplemented by personnel who arrive in the ambulance (provided that they are committed to engine company duties).

- Minimum response to a single-family dwelling fire should include a total of 17 firefighting personnel (including an incident commander [Chief or Deputy Chief] and company officers). This complement of personnel should continue to be accomplished through the use of automatic or mutual aid.

To the extent possible, the fire department should base its strategic planning, goal setting, standard operating procedures and guidelines, safety and health policies, training, and deployment of apparatus and equipment on the guidance found in NFPA 1710 as well as other NFPA standards such as *Standard on Fire Department Occupational Safety, Health, and Wellness Program* (NFPA 1500, 2021 edition) and *Guide for Structural Firefighting* (NFPA 1700, 2021 edition). The implementation of these best practices will result in a measurable improvement in the delivery of services to the citizens of Brewster, will enhance firefighter safety, and will mitigate risk to the community.

The current staffing levels of the Brewster Fire Department are deficient in the following respects:

- The minimum staffing level of five (5) personnel means that the engine is, at best, staffed with an officer and two (2) firefighters, which is below the practice recommended in NFPA 1710. The ladder is staffed with just two firefighters and no officer.
 - If just one ambulance is out on a call, usually only one engine, now inadequately staffed with just two (2) personnel may be available.
 - If two ambulances are on a call, there may be no fire suppression capability at all left to cover the Town.
- During nighttime and weekends, there is no incident commander on duty, since the Captain is assigned to the engine. This means that overall, all incident command is delayed until the arrival of an off-duty fire chief officer or a mutual aid chief officer. Critical decisions that must be made to ensure effective tactics and fire ground safety cannot be made because the Captain is committed to interior firefighting efforts. It is not realistic to have the Captain involved in evolutions such as forcible entry, hose line advancement, and/or search and rescue while expecting him/her to lead the overall strategic direction of the incident.
 - The Captain (shift commander) does have the flexibility to respond where his/her command capabilities are most needed, which is a practice that should be continued. In addition, there are numerous administrative functions that a shift commander is responsible for.

The Town previously received a Staffing for Adequate Fire and Emergency Response (SAFER) grant in 2016 for two (2) firefighter/ paramedic positions. SAFER grants are highly sought after and highly competitive, and cover all or most of new firefighters’ salaries and benefits over a defined time period, typically three to five years. Once the grant expires, the Town is fully financially responsible for the additional personnel which is always a factor that must be given careful consideration. Brewster would like to apply for a future grant dependent upon the recommendations contained within this report.

One concern that was expressed to the MRI Study team was that when there are simultaneous calls, and the second one is a motor vehicle crash, the ambulance may initially respond alone except on Route 6 where a line box response brings either an engine or an ambulance from a contiguous community. In this situation the engine responds with call back personnel, or mutual aid is requested from a neighboring community. Current industry practice in the fire and emergency services is for a minimum of one engine to respond with the ambulance to every motor vehicle accident, particularly on higher speed, more limited access roads and highways. While the additional personnel can help the ambulance crew by performing hazard evaluation and abatement, as well as patient care (Figure IV-19) an additional important consideration is to provide a blocking vehicle to protect the ambulance and personnel operating on the incident scene from being struck by an inattentive motorist.

Highway safety is a major concern not only for motorists, but also for the fire, EMS, and police personnel who respond to unplanned traffic incidents. As the number of responders being struck on the highways and being seriously injured or killed has increased significantly over the past decade, the need for the use of blocking vehicles to help keep them safe has become a much more important necessary and important part of the emergency response system (Figure IV-20).

CRITICAL TASK	NEEDED PERSONNEL
Incident Command	1
Hazard evaluation/Abatement	2
Patient Evaluation/Care	2-3
EFFECTIVE RESPONSE FORCE	5-6

FIGURE IV-19: CRITICAL TASKING – MOTOR VEHICLE CRASH





FIGURE IV-20: FIRE APPARATUS SERVING AS A BLOCKING VEHICLE ON A ROADWAY INCIDENT

Based upon the increasing incident volume, and the planned growth within the town, the MRI team believes that career staffing within the organization will probably need to be bolstered through an incremental and fiscally realistic process, starting in 2024. The specifics of these increases are detailed later in the *Recommendations* section of this chapter and Chapter VII, *Summary and Looking to the Future*.

COMPARATIVE ANALYSIS

The process of benchmarking, also known as comparative analysis, is an effective way of making general comparisons between similar communities and identifying trends and patterns, but there are limitations as to how the data should be used. The data gathered through this process provides a perspective on organizational norms and best practices. Ideally, a community would utilize this information to identify needed change and through paced action, work incrementally toward implementation.

The information in the next table provides very basic staffing comparisons, including administrative staff for communities that surround Brewster. There are similarities between each of these departments, but it should be noted that there are also differences in how each community delivers fire and EMS services. Each municipality and its fire department provide emergency and other public services based on the expressed desires of that community and its citizens. What may be effective in one community may not be in a neighboring town or city. The ability of the fire department to provide the services desired by the community it serves is based on its perceived risk and available funding and resources.

DEPARTMENT	POPULATION	CY22 RUNS	*FULL TIME STAFF	# OF FIREFIGHTERS PER 1,000 RESIDENTS	# OF FIREFIGHTERS PER SHIFT	*ADDITIONAL DAYSHIFT PERSONNEL	DUTIES OF DAYTIME PERSONNEL
Brewster	10,318	3,236	23	2.23	5	1	Fire Prevention Officer
Chatham	6,600	3,240	32	4.85	7	2	Fire Prevention Officer EMS Coordinator
Orleans	6,307	2,683	36	3.8	8	2	Fire Prevention Officer EMS Coordinator
Eastham	5,752	2,236	24	4.17	5	2	2 Firefighters
Wellfleet	3,500	1,311	22	5.71	5	1	Captain – Fire Prevention
Harwich	13,441	4,850	40	2.68	9	2	Fire Prevention Officer EMS Coordinator

*Includes Chief Officers

** Does not include Chief Officers

FIGURE IV-21: FIRE DEPARTMENT REGIONAL STAFFING COMPARISON

AUTOMATIC/MUTUAL AID AND REGIONAL OPERATIONS

Mutual aid is an essential component of almost every fire department’s operations. With the exception of the largest cities, no municipal fire department can, or should, be expected to have adequate resources to respond to mitigate large scale complex incidents safely, effectively and efficiently. Mutual aid is shared between communities when their day-to-day operational fire rescue and EMS capabilities have been exceeded and ensure that the citizens of the community are protected, even when local resources are overwhelmed. Fire department mutual aid is provided without financial charge.

Automatic Aid is assistance that is dispatched automatically by agreement between two or more communities or fire districts to all first alarm structural fires. The automatic aid will depend upon the location in the community and the type of equipment that each department can share as well



as staff. It is predetermined by each community's fire department so that on the initial notification through 9-1-1 the neighboring department is also notified and responds as long as they are able to. If they are unable to respond because they are not available due to an incident in their own community, Brewster would rely on the regional mutual aid agreements and go further out to other fire departments.

As a hallmark of fire department operations throughout Massachusetts (and in most other areas of the country as well) the Brewster Fire Department engages in robust mutual aid relationships with all its surrounding communities and departments. These departments respond together regularly to a wide range of incidents. The departments operate seamlessly together, even with regard to chief/command level officers responding to and assisting with managing incidents, regardless of which community it is occurring in. In most cases they respond immediately, or simultaneously upon the report of any structure fire. Doing so quickly increases the number of firefighting personnel who are available. This is the case in Brewster as units from Dennis, Harwich, and Orleans respond automatically to reported structure fires. NFPA 1710 also recommends that the appropriate number of personnel (17) arrive on scene within eight minutes (480 seconds) travel time.

The use of extensive automatic aid is an exceptional practice utilized in many locations that has served to increase the service level to all participating communities while reducing the cost of individual fire services. In many cases this practice is viewed as a means for "mutual survival" by chief officers. The MRI project team views it as a mechanism to not only enhance operational safety, but a major factor in future operational success.

Like many communities in Massachusetts, Brewster utilizes a Metro Card mutual aid response system to determine responses to various types of incidents. These cards are revised on an annual basis, as necessary. Mutual and automatic is provided reciprocally throughout the municipalities on Cape Cod.

Many organizational assessments suggest that automatic aid practices should be developed further as they reflect an industry best practice. Moving forward, the Brewster Fire Department should attempt to enter into enhanced automatic aid agreements with surrounding communities to provide for the simultaneous dispatch of additional resources to attempt to better achieve the recommended benchmarks – both personnel and time on location – for each specific type of structure fire. These revised response assignments should be based upon critical staffing needs as identified in this report.

	Mutual Aid Provided to Brewster			Total Per Year	Brewster Mutual Aid Provided	Net Mutual Aid	
	Dennis	Harwich	Orleans				
2018	45	47	33	125	112	Brewster	+13 Received
2019	31	72	47	150	122	Brewster	+28 Received
2020	19	38	20	77	86	Brewster	+9 Given
2021	33	62	31	126	115	Brewster	+11 Received
2022	41	59	40	140	130	Brewster	+10 Received

FIGURE IV-22: MUTUAL AID RECEIVED BY BREWSTER

Overall, between 2018 and 2022, the Brewster Fire Department received automatic or mutual aid 618 times, an average of 124 times per year (Figure IV-22). Conversely, the department provided automatic/mutual aid 565 times, an average of 113 times per year. The most frequent automatic/mutual aid partners were the Dennis, Harwich, and Orleans Fire Departments which makes sense as their districts are adjacent to the Town.

Fire and EMS mutual aid is an essential component of every community’s public safety capabilities. The coordination and sharing of services for large fires, mass casualty incidents, unusual events that require specialized equipment and training, disasters, and simultaneous emergency calls is an efficient and cost-effective way to manage and mitigate significant events. Brewster provides and receives mutual aid on a routine basis.

The Brewster Fire Department participates in the Massachusetts Fire District 1 and Barnstable County mutual aid networks. In addition to coordinating fire mutual aid services, District 1 has established a number of specialized rescue and technical support teams. Trained personnel from Brewster are members of the county technical rescue team, and the county dive team. The County coordinates mutual aid responses to major incidents through its communications control point that is operated by the BCSO RECC. The control point has had no negative experience when Brewster requests additional resources.



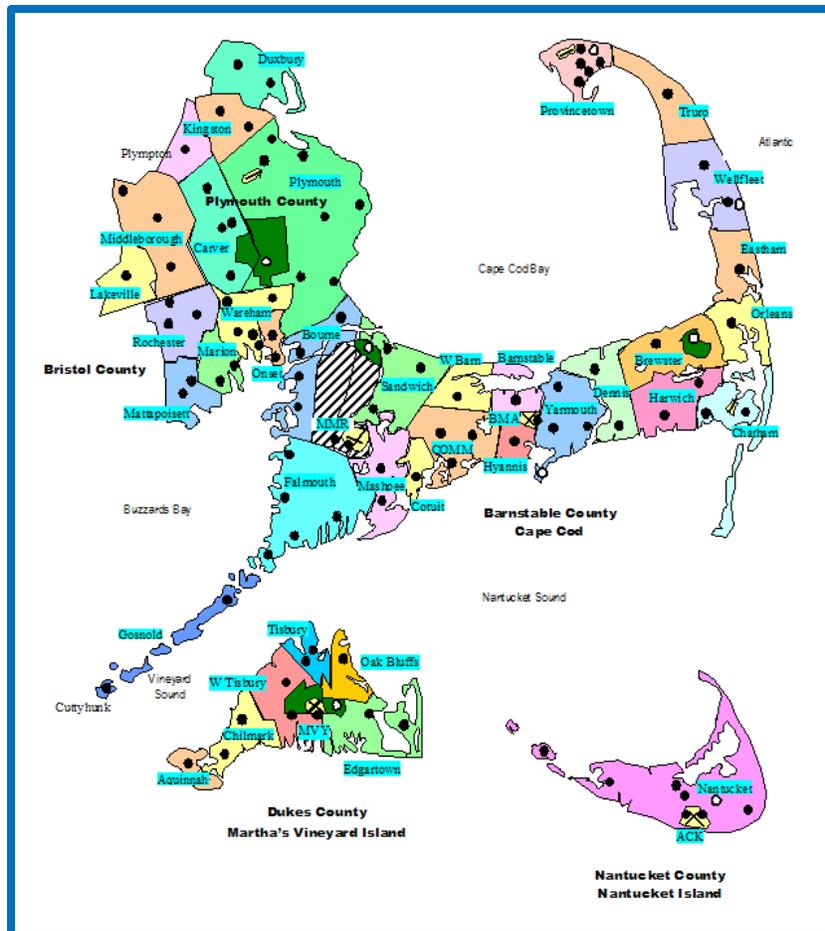


FIGURE IV-23: MASSACHUSETTS FIRE DISTRICT 1 MAP.

Brewster Fire is well respected among its peer mutual aid communities. The MRI study team reached out to the following fire and EMS agencies for feedback concerning mutual aid operations: Dennis Fire Department, Harwich Fire Department, and Orleans Fire Department. Brewster fulfills its mutual aid responsibilities and is a full player in the mutual aid district. Without exception, mutual aid communities contacted feel confident they are getting competent, professional service when Brewster responds to support their community. Brewster also calls for EMS or fire mutual aid from area communities when needed.

Mutual aid should be a shared responsibility, that is, each community must give and receive emergency assistance but not depend on mutual aid for day-to-day incidents.

INSURANCE SERVICES OFFICE (ISO)

The Insurance Services Office's (ISO) Public Protection Classification (PPC) program evaluates communities according to a uniform set of criteria defined in the Fire Suppression Rating Schedule (FSRS). This criterion incorporates nationally recognized standards developed by the National Fire Protection Association (NFPA) and the American Water Works Association (AWWA). Using the FSRS, ISO evaluates the fire suppression capabilities of a community and assigns a PPC classification; a number rating from 1 to 10. Class 1 represents exemplary fire protection (by ISO's standards), and Class 10 indicates that the area or community's fire suppression program does not meet minimum recognized criteria or standards. In most cases, this means there is no recognized fire department or formal fire protection. Any building more than five road miles from a fire station or outside the boundary of a fire protection area is rated 10. Generally, areas of a community that are more than 1,000 feet from a fire hydrant, but within five road miles from a fire station, are rated Class 9.

The FSRS allocates credit for fire protection by evaluating these three major categories (Figure IV-24):

- 1. Fire Alarm and Communication System:** This aspect of the evaluation examines a community's facilities and support for handling and dispatching fire alarms. This includes telephone lines and systems, staffing, dispatching systems, and equipment. This component equates to 10% (10 points) of the evaluation.
- 2. Fire Department:** This component of the evaluation, which accounts for 50% of the total classification (50 points), focuses on the Fire Department and its operations. Areas that are examined include the number of engine and ladder/service companies, distribution of fire stations and fire companies, equipment carried on the apparatus, pumping capacity, testing of hose, pumps and ladders, reserve apparatus, department and on-duty staffing, and training.
- 3. Water Supply System:** The third component of the evaluation is an analysis of the community's water supply system for fire protection. Chief among the areas that are examined include fire hydrant size, type, flow, and installation. In addition, the condition and frequency of inspection of the hydrants is evaluated. Finally, the overall capabilities of the water supply system are assessed in comparison to the needed fire flow for target hazards in the community. Forty percent of the final rating (40 points) is based on the water supply system.

A relatively new addition to the FSRS, the Community Risk Reduction section offers a maximum of 5.5 points, resulting in 105.5 total points now available in the FSRS. The inclusion of this section

for “extra points” allows recognition for those communities that employ effective fire prevention practices, without unduly affecting those who have not yet adopted such measures.

The addition of the Community Risk Reduction section gives incentives to those communities who strive proactively to reduce fire severity through a structured program of fire prevention activities. The areas of community risk reduction evaluated in this section include:

- Fire prevention
- Fire safety education
- Fire investigation



FIGURE IV-24: FOUR KEY PARTS OF ISO PPC EVALUATION PROCESS

Source: ISO

Every city, town, or area that provides fire protection services is subject to being graded to establish a PPC. Individual buildings, both residential and commercial, are subject to the community's PPC. When calculating property insurance premiums, insurance companies using the PPC apply a factor that reflects a particular community's PPC. Some individual facilities within a community may also be individually assessed and assigned a specific rating.

Although there may be validity to the argument that this rating is no longer utilized by all insurance companies that issue policies to commercial facilities within Brewster, ISO is still recognized as a comparative benchmark of public fire protection. Moreover, within the past several years, ISO has significantly revised its FSRS, and as a result, the PPC to reflect new

innovations and technology, and the evolving standards and industry best practices within the fire service. Among these changes are:

- Greater reference to nationally accepted consensus standards; NFPA and AWWA.
- Increased recognition of automatic fire sprinklers.
- Greater reliance on technology-based solutions (e.g., GIS, thermal imaging cameras).
- Increased emphasis on fire training activities.
- New reference to national standard safety requirements.
- New reference to accreditation; focus on master/strategic planning.

According to ISO, the PPC helps measure the effectiveness of fire protection and provides an important advisory evaluation to both insurers and communities. It is applied nationwide, and more than ever incorporates accepted national consensus standards. The PPC is used in marketing, underwriting, and pricing of both homeowners and commercial lines of fire/property insurance. Broadly speaking, the cost of insurance premiums is generally lower with better protection which translates into lower losses; the cost is higher in areas that have lower levels of protection which often translates into higher losses. Many insurers still rely on this information, at least partially, to set their fire insurance rates.

According to ISO, many communities receive split classifications which were revised in 2014 to reflect the risk of loss, more precisely. An example of the split classification is 4/4X. The first number refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable water supply. The second number applies to properties within 5 road miles of a fire station, but beyond 1,000 feet of a creditable water supply. ISO generally assigns Class 10 to properties beyond 5 road miles. The X classification replaced the former 9 portions of a split classification, respectively. For example, a community formerly graded as a split 4/9 will change to a split 4/4X.

Based on the most recent November 2019 ISO evaluation (which was effective 3/1/2020), the Brewster Fire Department was awarded **83.11 points** out of a possible 105.5 for a rating of Class **2/2X**. **This placed the Department in the top 5% of fire departments across the country.** **This is an excellent rating that reflects the overall quality of the department and the systems that have been put into place. The Brewster Fire Department should be commended for this accomplishment.** Figure IV-25, below, provides a graphical representation of the rating distribution across the United States while Figure IV-26 shows the same information for Massachusetts.

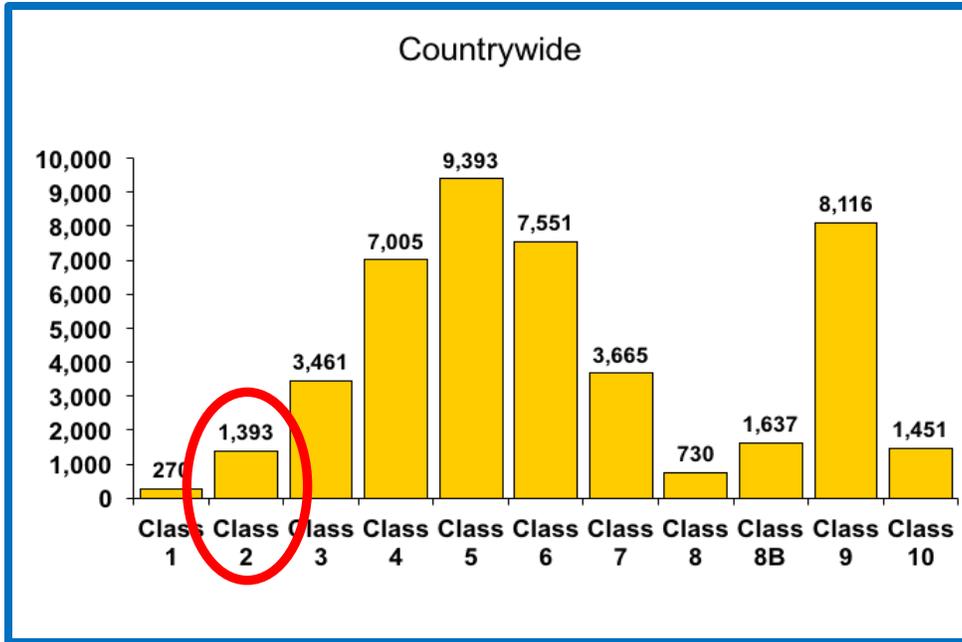


FIGURE IV-25: INSURANCE SERVICE OFFICE RATING DISTRIBUTION CHART - COUNTRYWIDE
Source: ISO

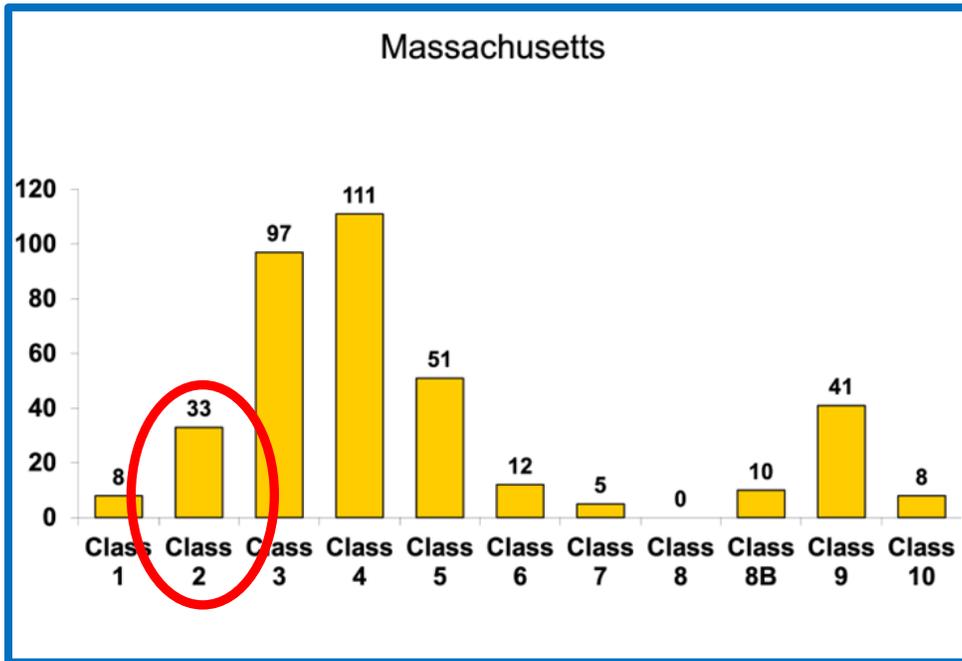


FIGURE IV-26: INSURANCE SERVICE OFFICE RATING DISTRIBUTION CHART - MASSACHUSETTS
Source: ISO

Looking deeper into the ratings, the Brewster Fire Department is currently rated with 35.77 out of a possible 50 points; Emergency Communications (E-911, dispatch and communications) – 9.78 points out of a possible 10 points; and Water Supply is rated at a 38.00 out 40 points (Figure IV-27). This means that the most improvement is possible within the areas of the fire department.

For the 2019 evaluation the areas where Brewster was the weakest and consequently lost the most points was for company personnel, and deployment analysis. Based upon the ISO evaluation if the Town of Brewster adopts future staffing recommendations for the Brewster Fire Department contained within this report, the department should receive additional credit for both Deployment Analysis and Company Personnel.

The Community Risk Reduction section of the FSRS offers a maximum of 5.5 points, resulting in 105.5 total points available in the FSRS. The inclusion of this section for “extra points” allows recognition for those communities that employ effective fire prevention practices, without unduly affecting those who have not yet adopted such measures. In 2019, the Brewster Fire Department received 4.25 points for community risk reduction. This suggests that as indicated in other areas of this report, the Brewster Fire Department has a well-developed and well managed fire prevention function.

FSRS Feature	Credit Granted to Brewster	Credit Available
Emergency Communications		
<ul style="list-style-type: none"> • Credit for Emergency Reporting • Credit for Tele-communicators • Credit for Dispatch Circuits 	<p>3.00</p> <p>4.00</p> <p>2.78</p>	<p>3</p> <p>4</p> <p>3</p>
Communications Total	9.78	10
Fire Department		
<ul style="list-style-type: none"> • Credit for Engine companies • Credit for Reserve Pumpers • Credit for Pump Capacity • Credit for Ladder Service • Credit for Reserve Ladder, Service Trucks • Credit for Deployment Analysis • Credit for Company Personnel • Credit for Training • Credit for Operational Considerations 	<p>6.00</p> <p>0.50</p> <p>3.00</p> <p>3.85</p> <p>0.00</p> <p>3.36</p> <p>9.15</p> <p>7.91</p> <p>2.0</p>	<p>6</p> <p>0.5</p> <p>3</p> <p>4</p> <p>0.5</p> <p>10</p> <p>15</p> <p>9</p> <p>2.0</p>
Fire Department Total	35.77	50
Water Supply		



FSRS Feature	Credit Granted to Brewster	Credit Available
Emergency Communications		
<ul style="list-style-type: none"> Credit for Supply System Credits for Hydrants Credit for Inspection and Flow Testing 	<p>30.00</p> <p>3.00</p> <p>5.00</p>	<p>30</p> <p>3</p> <p>7</p>
Water Supply Total	38.00	40
Divergence	-4.69	---
Community Risk Reduction	4.25	5.50
Total FSRS Credit	83.11	105.5

FIGURE IV-27: BREWSTER FIRE DEPARTMENT ISO FSRS ANALYSIS – 2019

RECRUITMENT, TRAINING & PROFESSIONAL DEVELOPMENT

It is essential for modern fire departments to maintain state-of-the-art recruitment, training, and professional development initiatives. The Brewster Fire Department has a reputation for having a positive and professional work environment; however, the department has struggled with recruitment and retention as the department is slower than many other Cape departments, the Town has few fires, and the pay scale has significantly lagged behind other area fire departments. The Town is aware of the latter issues and is taking steps to incrementally increase pay to make Brewster’s compensation package more competitive, and thus a more desirable place to work.

As a non-civil service agency, the fire department can conduct its own recruiting, background checks, psychological profile, and pre-employment physical examination. Because of difficulties with recruiting personnel who are already firefighter/paramedics, and the time commitment for firefighters to earn paramedic certification (2,000 +/- hours), the department attempts to recruit personnel who are already certified paramedics but not firefighters. The theory is that it is less time consuming to send these personnel to the firefighting academy than vice versa. This is an innovative approach that may be beneficial to the Department’s recruitment and retention. Captains are promoted based on the results of an independent third party written examination based upon a reading list designated by the Fire Chief. This is followed by an assessment center examination utilizing independent, outside evaluators along with a review of their education and personnel record.

In order to be eligible for promotion to captain, a firefighter must have served as a Brewster firefighter for at least two (2) years. There are no other pre-requisites at the current time.



The coordination of fire training is assigned to a Captain in addition to their normal shift responsibilities. They prepare a monthly training calendar that is followed by each shift officer daily. This calendar covers all required ISO training, along with an array of other firefighting topics. Although not a formal lesson plan, the training calendar summarizes what should be done and establishes the training objectives that are to be met. Daily training activities are frequently interrupted by emergency calls, which makes it difficult at times for officers to complete the required training regimen each month.

The fire department has the advantage of having its own training facility including a smoke room located in the station. As a result, Brewster firefighters can conduct more extensive drills and exercises than most fire departments of similar size. Mutual aid departments can use the facility on request.

Each Firefighter receives 36 hours of training time annually (July to June). This time is for participation in any department offered training outside the normally required daily training. These funds are included in the overtime budget and are available for any offered or approved third party training. The department received an AFG grant in the amount of \$152,674 for overtime and related expenses for Fire Instructor and Fire Officer training that was offered in 2021 and 2022 and was made available to other fire departments in the mutual aid system. The department also provides time off for attending regional and national conferences, seminars, and advanced training programs such as those offered by the Massachusetts Firefighting Academy or the National Fire Academy. In addition, the department brings in third-party experts to conduct hands-on training in Brewster. In 2023, the department hosted training on man in machine, forcible entry, and live fire training opportunities. Dive and technical rescue personnel also train monthly.

As this report was being finalized in August 2023, the BFD was awarded a 2022 AFG grant for \$91,579.79. The grant will cover instructor costs, and overtime/coverage overtime for all department personnel to receive 61.5 hours of NFPA/ISO compliant driver training, and pump and aerial operator training provided by the Massachusetts Fire Academy.

The Department's EMS Coordinator offers high-quality EMS training and continuing education to the Department's personnel. This ensures that EMS personnel maintain their skills and acquire the necessary training hours for their biennial re-certification.

FIRE PREVENTION AND COMMUNITY RISK REDUCTION

The core service that a fire department provides to the public it serves begins with fire prevention. As with training in the previous section, fire prevention activities – also referred to today as Community Risk Reduction or CRR activities - likewise are one of the most important missions that the modern-day fire and rescue service is involved in. A comprehensive fire protection system needs to include, at a minimum, the key functions of fire prevention, code enforcement, inspections, and public education. Preventing fires before they occur and limiting the impact of those that do should be priority missions of every fire rescue organization. Educating the public about fire safety and teaching them appropriate behaviors on how to react should they be confronted with a fire is also an important life safety responsibility of the fire department.

Fire suppression and response, although necessary to protect property, have minor impact on preventing fires. Rather, it is public fire education, fire prevention, and built-in fire protection systems that are essential elements in protecting citizens from death and injury due to fire, smoke inhalation, and carbon monoxide poisoning. The fire prevention mission is of utmost importance, as it is the only area of service delivery that dedicates 100 percent of its effort to the reduction of the incidence of fire.

Fire prevention should continue to be promoted as a key component of services provided by the Brewster Fire Department and should be designated as a major aspect of its primary mission. Aggressive fire prevention programs are the most efficient, and cost-effective, way to reduce fire risks, fire loss, and fire deaths and injuries in the community. Fire prevention is a key responsibility of every member of the fire service, and fire prevention activities should, to the extent possible, include all personnel.

Fire prevention should truly be approached in a systematic manner and various community stakeholders have a vested interest and/or responsibility in this endeavor. It has been estimated that 70% to 75% of all the requirements found in building/construction and related codes are related in some way to fire protection and safety.



Figure IV-28: FIVE ES OF PREVENTION IN A COMMUNITY RISK REDUCTION PROGRAM.

Image credit: www.beaherosaveahero.org

Understanding and addressing only one element will not lead to a successful program. All five “E’s” must be integrated into every program for it to be effective²¹ (Figure IV-28). Strong fire prevention codes have been shown to be extremely effective means to reduce risk in a community. Fire alarm and sprinkler system mandates for not only commercial buildings but all occupancies including single family dwellings dramatically reduces fire risk and increases life safety. Code implementation that does not require these creates an increased risk. Strong code provisions and enforcement have demonstrated a greater ability to decrease fire problems than continuing to acquire more traditional fire department resources.

The Brewster Fire Department does have an active fire prevention and community risk reduction program in place. These include fire prevention and code enforcement functions, along with an all-hazards risk reduction approach to public education. The bureau is responsible for fire safety inspections, fire code compliance, fire protection system plans reviews, fire code permits, the community risk reduction initiative, fire investigations, and public fire safety education. The Fire Prevention Bureau coordinates its activities closely with the town’s Building Department and participates in the review of new residential and commercial construction and all projects that go before the Planning Board and the Zoning Board of Appeals.

These activities are carried out by the Department’s fire inspector, a position that was vacant at the time of this study. At the time of this assessment the department was in the process of hiring one of the two remaining call personnel to fill the vacancy. In the interim these duties were being handled by the Chief or Deputy Chief.

Public education efforts focus on youth fire prevention education, juvenile fire setter intervention, senior citizen fire and safety education, and overall community health and wellness. The public education program presentations include the state sponsored SAFE and senior SAFE programs, Home Forever Program, ALICE, Stop the Bleed, CPR/AED, Citizens Fire Academy, Fire Extinguisher Training, and the traditional Fire Safety in Schools Programs.

Commendably, the fire department has expanded its fire prevention activities by embracing the relatively new concept of community risk reduction (CRR). CRR is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact. A CRR program enables the town to identify risks and develop preventive strategies to mitigate those risks. Risk reduction initiatives will help to contain the impact of growth, demographic changes, and climate change (e.g., increase in magnitude and frequency of severe weather events, etc.) on emergency response agencies. Code enforcement and public fire safety education efforts are effective strategies to reduce serious fire events. As

²¹ <http://www.beaherosaveahero.org/2013/10/community-risk-reduction-crr-overview/> February 5, 2016

existing building stock is replaced, renovated, or updated, it can be brought into compliance with modern building and fire codes, thus reducing risk.

The fire department is ideally positioned to lead the town's CRR efforts because of its knowledge of community risks (natural, manmade, and technological), its track record in fire prevention and public education, and its role in emergency medical services. Guidance on the development and implementation of a CRR program is found in Standard on Community Risk Assessment and Community Risk Reduction Plan Development (NFPA 1300, 2020 edition). The CRR initiative will complement and enhance other strategic planning initiatives, such as economic development, hazard mitigation, emergency management, and capital improvement. The fire department should be given a broad mandate to lead the town's CRR initiative, which should include a wide range of town departments and community stakeholder groups.

DIVERSITY AND CULTURAL AWARENESS

Diversity and cultural awareness are important considerations in communities that wish to provide the highest level of equitable services to all of its citizens. Many fire departments throughout the U.S. have learned the value of a diverse workforce and know that they can provide a higher level of service when its members can self-identify with the population they serve. Customer satisfaction and community acceptance and support generally increase with diversity. In particular, the delivery of emergency medical care has been shown to improve, particularly when barriers such as gender, language, and physical appearance are removed.

Most fire departments in the United States are predominantly white and male, and the Brewster Fire Department is no exception. This is not a criticism, but simply a recognition that the current workforce could face significant challenges as it provides emergency services. However, with three female firefighters which represent 13.0% of the department's operations staffing, the department is ahead of many other departments MRI has evaluated. The Town of Brewster and Brewster Fire Department should be commended for this diversity.

Continuing to increase diversity within the workforce of the Brewster Fire Department and ensuring equity in the delivery of fire department services should be a long-term goal of the town, but the first steps should be initiated immediately. For example, a vision for diversity should be established; recruitment efforts should include enthusiastic outreach to women and community-based minority partners; all personnel, especially supervisors, should receive ongoing training and awareness on diversity and equity; and policies and procedures should be updated to ensure equity in the workplace. Numerous resources for strengthening fire service diversity are available from organizations such as the International Association of Fire Chiefs, International Association

of Fire Fighters, International Association of Women in Fire & Emergency Service, and the U.S. Fire Administration.

ADMINISTRATIVE SERVICES

Fire department administrative services and office management activities are handled by an administrative assistant at fire headquarters. The primary responsibilities of the administrative assistant include, but are not limited to, the following:

- Payroll
- Billing and accounts payable
- Administrative support to the Fire Chief and Deputy Fire Chief
- Fire department and emergency management budget support
- Administrative support to fire prevention bureau (scheduling of inspections, permitting, etc.)
- Grant support
- Answering public inquiries

The administrative assistant performs her functions with a combination of computerized and manual functions. Financial transactions are handled on the town's Munis enterprise resource planning system. Because the Munis system does not recognize the fire department's 42-hour average workweek schedule, payroll must be calculated manually before being submitted to the finance department.

Many of the procedures and activities of the administrative assistant are not documented and backup support when she is on personal leave is limited to the Fire Chief and Deputy Chief.

BREWSTER INTERDEPARTMENTAL RELATIONS

Interviews with the Town Manager, Assistant Town Manager, several other department heads, and the Chairman of the Select Board revealed that the fire department is highly respected within the town government and the Fire Chief and Deputy Fire Chief are known for their cooperation, collaboration, and support of their colleagues. The MRI study team was impressed with the high level of professionalism, collaboration, and mutual respect that was exhibited by all department heads.

RECOMMENDATIONS

- IV-1:** *The Brewster Fire Department should continue its practice of utilizing part-time seasonal personnel to maintain/enhance minimum shift staffing particularly during the busy vacation/tourist season.*
- IV-2:** *While the Fire Prevention Officer can be utilized to assist with staffing the second or third ambulance, when necessary, during simultaneous or overlapping incidents, he/she should not normally be utilized to maintain minimum shift staffing as this takes him/her away from his/her primary CRR responsibilities.*
- IV-3:** *As part of its ongoing statistical analysis of operational performance, the Brewster Fire Department should track the number of call backs that are sounded each year and the number of personnel who respond.*
- IV-4:** *The Chief and Deputy Fire Chief, in conjunction with the Town's Human Resources Director, should explore ways to address/improve the underlying organizational culture that can impact internal morale.*
- IV-5:** *The Town of Brewster should continue to work to incrementally improve the compensation package for members of the Brewster Fire Department in an effort to make it more competitive with other Cape Cod departments and assist with better recruiting and retaining personnel long-term.*
- IV-6:** *The Town of Brewster should continue to evaluate the organizational structure of the Brewster Fire Department in an ongoing matter to ensure that it meets the needs of the community it services, the expectations of the community, and the department itself.*
- IV-7:** *The Brewster Fire Department should work with the BCSO RECC leadership to identify any potential ways to reduce call processing time (from receipt of the call to dispatch of the incident) with the goal of attempting to achieve a 90th percentile time of not more than 64 seconds as recommended in NFPA 1710. Reducing call processing time can assist with leading to improved overall response times.*
- IV-8:** *The Brewster Fire Department should work with the BCSO RECC leadership to ensure that incident turnout and travel times are recorded separately for each incident to allow proper analysis of response data. In addition, the first unit on scene time for fire incidents should be a fire truck not an ambulance or command/staff officer.*
- IV-9:** *After the above recommendation is implemented the Brewster Fire Department should further analyze their response time data, and if necessary, work to identify potential*

ways to reduce incident turnout time with the goal of attempting to achieve a 90th percentile time of not more than 60 seconds for EMS incidents and 80 seconds for fire incidents as recommended in NFPA 1710. Turnout time is the response time component that the agencies have the most direct control over which can lead to reduced overall response times.

IV-10: *The Brewster Fire Department should enhance their data collection and analysis to include 80th and 90th percentile turnout and travel times as recommended in NFPA 1710. Having these more conservative times available will provide a more accurate response assessment and allow for better long- range master planning.*

IV-11: *The Brewster Fire Department should enhance its existing pre-fire planning program into a comprehensive one for all structures other than one (1) and two (2) family dwellings. This includes every business, commercial and industrial occupancy (including schools, churches, etc.) in the town. Pre-planning will improve the firefighters' knowledge of the specific tactics needed to handle a fire or other emergency at a facility and will alert them to on-site hazards and risks. Pre-fire/incident plans should be reviewed regularly and tested by periodic table-top exercises and on-site drills.*

IV-12: *Appropriate pre-planning software – such as the AWARE module for Mobile CAD - should be obtained and installed in apparatus mobile data terminals (MDTs) in all apparatus and command/staff vehicles including ambulances.*

IV-13: *The Brewster Fire Department should continue to pursue the acquisition of mobile data terminals (MDT's) in all frontline apparatus and supply each unit with reliable mobile internet connectivity such as the AT&T FirstNet network which includes mobile hot spots or routers for in vehicle use throughout the district.*

IV-14: *The Brewster Fire Department should establish a formal “performance “improvement” process for fire suppression operations. The process should include the adoption of performance standards such as NFPA 1710, including on scene performance indicators such as:*

- *On-scene to charged line at the front door of a structure fire: two minutes or less, 90% of the time.*
- *Water from hydrant to supply engine: three minutes or less, 90% of the time.*

IV-15: *The Brewster Fire Department should consider revising their EMS response procedures as follows:*

- *When staffing is at five personnel:*

- ❖ *Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. The three personnel remaining are now available for fire duty, or can handle a second ambulance call, if necessary. If they require additional assistance, they can request the engine to respond.*
- ❖ *Two personnel respond on the ambulance and three personnel respond on the engine to Charlie, Delta, and Echo, or Priority 1 and 2 calls. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. The two additional personnel can return to station with the engine and await the arrival of off duty personnel. They can also handle a second ambulance call.*

➤ **When staffing is at four personnel:**

- ❖ *Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. If they require additional assistance, they can request the engine to respond. The remaining two personnel are still available for fire duty, or, can handle a second ambulance call.*
- ❖ *Two personnel respond on the ambulance to Charlie, Delta, and Echo, or Priority 1 and 2 calls. The remaining two personnel respond with the engine to assist. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. The one remaining person can return to station with the engine and await the arrival of off duty personnel. Off duty personnel reporting back for duty would now provide fire response, or response to a second ambulance call.*

IV-16: *The Brewster Fire Department should consider a procedure that Alpha level, or Priority 3 EMS calls are responded to without light or sirens. Consideration should also be given to making hospital transport calls that are non-emergent and the patient is stable, without lights and sirens. It is safer for responding personnel, general citizens, and the patient, to reduce the number of times that red lights and sirens are utilized.*

IV-17: *The Brewster Fire Department should work internally to ensure all EMS related incidents are properly classified as either advanced life support (ALS) or basic life support (BLS) criterion, based upon the actual situation found on scene.*

IV-18: *The Town of Brewster and Brewster Fire Department should consider designating the position of EMS coordinator as a full time, Captain (or Captain equivalent) position which is tested for as part of a promotional process. This position should continue to*

have the requirement that the person holding it must be a currently certified paramedic and hold that certification for the duration of their time in the position.

IV-19: *The Town of Brewster and Brewster Fire Department should actively explore the feasibility of implementing some type of community based mobile integrated health care (Community Paramedicine) in an attempt to provide better service to the community, and possibly increase their EMS revenue.*

IV-20: *The Brewster Fire Department should strive to have a minimum of 16/17 firefighting personnel on the scene of every single-family residential structure fire within 8 minutes of the time that units are responding. For fires in multi-family residential buildings and commercial occupancies, a minimum of 27/28 personnel should be on scene within 8 minutes of the time that units are responding in order to be able to establish a full effective response force. Even if additional permanent staffing is added to the BFD as recommended in this report the use of automatic aid and mutual aid will need to continue and should be enhanced, based upon the type of occupancy a reported fire is in. This should be the department's highest priority.*

IV-21: *The Town of Brewster and Brewster Fire Department should incrementally hire additional firefighters to enhance daily on duty staffing to an eventual level of seven (7) personnel assigned to each shift.*

IV-22: *The Town of Brewster should authorize the Brewster Fire Department to apply annually over the next several application periods for a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund the incremental hiring of a total of nine (9) additional personnel (two per shift plus a full-time EMS Officer) over the next several fiscal years citing an increasing call volume, a high percentage of senior citizens, loss of the department's call force, and a desire to improve overall operational effectiveness, efficiency, and safety.*

IV-23: *Even if the application for the SAFER grant is not successful, the Town of Brewster should still provide funding to incrementally increase Brewster Fire Department staffing over the next several fiscal years. A suggested timeline would be:*

- *FY 2025 – Hire four (4) additional personnel to increase shift staffing to six (6) personnel with a minimum of five (5) on duty (off season only).*
- *FY 2026 – Hire one (1) additional person to allow for the creation of the full-time EMS officer position and the possible implementation of a MICU/CIP program. Promote four (4) firefighters to the rank of Lieutenant.*

- **2028 – Hire four (4) additional personnel to increase shift staffing to seven (7) personnel with a minimum of six (6) on duty (off season only).**

IV-24: *As recommended above, in FY 2026, the Town of Brewster should consider creation of the position of Lieutenant on each shift in the Brewster Fire Department to allow for a continued appropriate span of control as recommended under the Incident Management System (IMS). The position of Lieutenant will also ensure that all persons serving in the capacity of an officer and/or shift commander has an adequate level of training and experience to fulfill the myriad additional duties and responsibilities of officer positions competently and confidently.*

IV-25: *In FY 2029 and/or 2030, after the above recommended staffing increases are implemented the Town of Brewster and Brewster Fire Department should evaluate the impact of the enhanced staffing levels and its impact on both fire and EMS operations. The purpose of this evaluation will be to determine if seven (7) personnel per shift is adequate, or if additional staffing may still be indicated.*

IV-26: *At all staffing levels, the Brewster Fire Department should continue to utilize part-time personnel to supplement staffing level and maintain maximum shift staffing during peak season between Memorial Day and the end of September.*

IV-27: *Even if the Town of Brewster is unsuccessful at its first SAFER application, the Town and Brewster Fire Department should apply again in subsequent years to seek funding for the recommended increase in personnel to provide enhanced operations to the Town.*

IV-28: *The Brewster Fire Department should implement an operational procedure to have an engine respond immediately (even if it must be requested from mutual aid) with the ambulance on every motor vehicle crash to provide a blocking vehicle to protect the ambulance and personnel operating on the incident scene from being struck by an inattentive motorist. The need for the use of blocking vehicles to help keep emergency responders safe during highway and roadway incidents has become a much more important necessary and significant part of the emergency response system.*

IV-29: *The Brewster Fire Department should consider the implementation of a company-level inspection program, integrated with a pre-fire/incident planning program as part of its comprehensive community risk reduction program.*

IV-30: *The Brewster Fire Department should consider the implementation of a voluntary home survey/inspection program with an all-hazards focus. This type of program can be particularly beneficial in a community with a high percentage (35.1%) of senior citizens.*

CHAPTER V

FIRE DEPARTMENT FINANCIAL OPERATIONS

Financial operations in the Brewster Fire Department are not limited to developing and implementing an annual budget. Revenue from ambulance transports provide a significant offset to fire department expenditures but requires oversight of a complex third-party billing system. In addition to ambulance billing revenue, the department receives supplemental Medicaid funding through the MassHealth Ambulance Certified Public Expenditure (CPE) program. The fire department has been highly successful in applying for and receiving grants for equipment and personnel from both federal and state government sources. Fees for various permits that are issued by the fire department provide a modest revenue source.

ANNUAL BUDGET

The town website provides a transparent view of all department budgets and total expenditures for the previous three (3) fiscal years. The budget narrative includes each department’s mission statement, previous fiscal year accomplishments, current fiscal year goals and initiatives, and budget highlights. Citizens can easily refer to the “Budget Increase Rationale Forms” in order to understand the reasons for a specific request for increased funding.

The BFD strategic plan (2022-2026) calls for the coordination of departmental budget planning with an annual review of the strategic plan. A three (3) year look-back forms the basis for the proposed fiscal year operating and capital budgets, and department members provide input on major capital acquisitions.

As with any career fire department, the majority of the BFD budget is dedicated to wages and salaries. In the FY 2023 budget, wages and salaries account for 79% of the total budget. Until FY 2023, overtime expenditures have been proportionately stable, accounting for 14% of salaries and wages in FY 2020 and FY 2021, and 13% of salaries and wages in FY 2022. The FY 2023 overtime budget has been increased by \$120,000 to \$424,700, or 17% of overall wages and salaries (note: \$20,000 of the overtime increase was transferred from the part-time wage account). The department has justified this increase with the following rationale:

- Reduced call firefighter staff.
- Need to provide mandatory five (5) man minimum staffing levels [i.e., filling shift vacancies caused by vacations, sick leave, injury, resignations/retirements, etc.].²²
- Contractual COLA and step increases that impact overtime rates.
- Contractual increase in firefighter elective training time (from 24 to 36 hours).

²² Bracketed [] language added by MRI study team.

- Cost of regional housing preventing members from living within the required 15 miles living radius requiring additional on duty staff.
- Lack of year-round rental opportunities preventing members from living within the requirement 15 mile living radius requiring additional on-duty staff.
- Reduced numbers of staff available for off-duty callback.

In spite of the increase in overtime wages, the BFD FY 2023 budget reflected just a 0.65% increase over the FY 2022 budget, which is remarkable given the increased labor costs and inflationary increases in equipment and supplies. The MRI study team is concerned that future “level funding” initiatives will result in on-going cuts to discretionary expenditures such as training, equipment, and fire prevention that will result in decreased departmental readiness and skill levels.

CAPITAL PLANNING

Long-range capital planning ensures that apparatus and major equipment is replaced on a timely basis based on usage and condition and in accordance with best practices and nationally recognized standards, such as NFPA 1901, *Standard for Automotive Fire Apparatus*. Fire department capital planning efforts are coordinated with the town’s capital planning to ensure that capital budgets are stabilized to avoid large swings from year-to-year. The BFD strategic plan (2022-2026) calls for the department to maintain a comprehensive plan for replacing ambulance, fire service, and support vehicles and equipment.

Fire department capital planning is especially important due to the extended time for delivery of fire apparatus and ambulances, which is currently two (2) to three (3) years. Delivery time frames should be built into the capital acquisition schedule, and higher than inflation cost increases should be anticipated.

AMBULANCE BILLING & REVENUE

The Brewster Fire Department provides both basic life support (BLS) and advanced life support (ALS) emergency medical services. BLS can be provided by personnel who are certified as emergency medical technicians-basic (EMT-B), while ALS can only be provided by paramedics. All Brewster firefighters are certified as EMTs or as paramedics.

Billing rates are aligned with the framework established by the Centers for Medicare and Medicaid Services (CMS) (Figure V-1). The rates were last revised by the town in 2019 and are comparable to the rates charged by neighboring communities.

<u>Type of Charge</u>	<u>HCPCS*</u>	<u>Amount Charged</u>
ALS Non-Emergency Basic Rate	A0426	\$ 1,950.00
ALS1 Emergency Basic Rate	A0427	\$ 1,950.00
ALS2 Emergency Basic Rate	A0433	\$ 3,037.99
BLS Emergency Basic Rate	A0429	\$ 1,205.00
BLS Non-Emergency Basic Rate	A0428	\$ 1,205.00
Mileage	A0425	\$ 32.00
Non-Covered Mileage	A0888	\$ 32.00
Specialty Care	A0434	\$ 3,462.00

*Healthcare Common Procedures Coding System

FIGURE V-1: BREWSTER AMBULANCE BILLING RATES

The billing categories are defined by CMS regulations found in 42 CFR Ch. IV §414.601 Subpart H:

Advanced life support (ALS) intervention means a procedure that is, in accordance with State and local laws, required to be furnished by ALS personnel.

Advanced life support, level 1 (ALS1) means transportation by ground ambulance vehicle, medically necessary supplies and services and either an ALS assessment by ALS personnel or the provision of at least one ALS intervention.

Advanced life support, level 2 (ALS2) means either transportation by ground ambulance vehicle, medically necessary supplies and services, and the administration of at least three medications by intravenous push/bolus or by continuous infusion, excluding crystalloid, hypotonic, isotonic, and hypertonic solutions (Dextrose, Normal Saline, Ringer's Lactate); or transportation, medically necessary supplies and services, and the provision of at least one of the following ALS procedures:

- (1) Manual defibrillation/cardioversion.
- (2) Endotracheal intubation.
- (3) Central venous line.
- (4) Cardiac pacing.



(5) Chest decompression.

(6) Surgical airway.

(7) Intraosseous line.

Basic life support (BLS) means transportation by ground ambulance vehicle and medically necessary supplies and services, plus the provision of BLS ambulance services. The ambulance must be staffed by at least two people who meet the requirements of state and local laws where the services are being furnished. Also, at least one of the staff members must be certified, at a minimum, as an emergency medical technician-basic (EMT-Basic) by the State or local authority where the services are furnished and be legally authorized to operate all lifesaving and life-sustaining equipment on board the vehicle.

Specialty care transport (SCT) means interfacility transportation of a critically injured or ill beneficiary by a ground ambulance vehicle, including medically necessary supplies and services, at a level of service beyond the scope of the EMT-Paramedic. SCT is necessary when a beneficiary's condition requires ongoing care that must be furnished by one or more health professionals in an appropriate specialty area, for example, nursing, emergency medicine, respiratory care, cardiovascular care, or a paramedic with additional training.

The town bills for ambulance transport services in accordance with the above rate schedule. However, Medicare, Medicaid, and private insurance companies establish allowable rates, i.e., the amount that they actually pay, that are significantly lower than the town's rate schedule.

The town has established an ambulance fee waiver policy that establishes the criteria for "writing off" billed amounts based on hardship or other conditions as approved by the Select Board.

Because of the complexities of CMS and state regulations, the wide range of procedures, established by private insurance companies, and the confidentiality requirements of the Health Insurance Portability and Accountability Act (HIPAA), the town has contracted with a third-party billing service that specializes in ambulance billing. The current contractor, COMSTAR Ambulance Billing Service, is paid 2.5% of the amount it collects, which is competitive with similar ambulance billing companies.

The MRI study team reviewed ambulance transport revenues for the past three (3) years. Collection rates improved significantly between FY 2021 and FY 2022. Payments continue to be received for FY 2023, but the most recent revenue numbers indicate that the collection rates are on track to be at least equal to or better than FY 2022. Uninsured individuals account for the greatest amount of uncollected (or written-off) revenue, while the highest proportion of revenue (97.28% over three years) comes from Medicare, Medicaid, and private insurers. The average collection rate based on allowable rates over the past three (3) years is 75.52%.

	<u>PAYMENT TYPE</u>	<u>TRANSPORTS</u>	<u>CHARGES</u>	<u>ALLOWABLE</u>	<u>COLLECTED</u>	<u>% COLLECTED</u>
FY 2021	Insurance	1234	\$2,766,320.13	\$832,077.78	\$751,867.30	90.36%
	Veterans Administration Self-Pay	2	\$4,924.00	\$4,924.00	\$- 0	0.00%
		136	\$315,060.96	\$305,987.26	\$16,498.39	5.39%
	Total FY 2021	1372	\$3,086,305.09	\$1,142,989.04	\$768,365.69	67.22%
FY 2022	Insurance	1432	\$3,215,136.46	\$957,423.36	\$914,549.42	95.52%
	Veterans Administration Self-Pay	3	\$5,736.00	\$5,736.00	\$5,736.00	100.00%
		74	\$164,564.95	\$153,970.63	\$23,906.98	15.53%
	Total FY 2022	1509	\$3,385,437.41	\$1,117,129.99	\$944,192.40	84.52%
FY 2023	Insurance	1448	\$3,330,617.82	\$1,076,397.50	\$901,006.13	83.71%
	Veterans Administration Self-Pay	4	\$10,008.00	\$10,008.00	\$5,180.00	51.76%
		68	\$154,608.98	\$148,035.38	\$20,392.78	13.78%
	Total FY 2023	1520	\$3,495,234.80	\$1,234,440.88	\$926,578.91	75.06%
3-YR AVERAGE TOTAL		1467	\$3,322,325.77	\$1,164,853.30	\$879,712.33	75.52%

FIGURE V-2: AMBULANCE TRANSPORT REVENUES

The average total charge per ambulance transport has remained relatively stable over the past three (3) years with a modest increase in FY 2023. The average allowable charge per transport has decreased slightly since FY 2021. FY 2022 saw the highest average collected revenue of the past three years.

<u>FISCAL YEAR</u>	<u>AVERAGE CHARGE</u>	<u>AVERAGE ALLOWABLE</u>	<u>AVERAGE COLLECTED</u>
2021	\$2,249.49	\$833.08	\$560.03
2022	\$2,243.50	\$740.31	\$625.71
2023	\$2,299.50	\$812.13	\$609.59
3-YR Average	\$2,264.16	\$795.18	\$598.44

FIGURE V-3: AVERAGE AMBULANCE CHARGES & COLLECTIONS, FY 2021-2023



Each year, the fire department applies for and receives supplemental Medicaid funding through the MassHealth CPE for Public Ambulance program. This year, the town received **\$136,529.00** which was deposited in the ambulance revenue account.

Ambulance transport revenues are robust and offset a significant portion of the fire department annual budget. However, EMS services throughout the United States are facing significant challenges to their financial stability. These challenges include:

- Reduction in allowable amounts paid by private insurance companies.
- Delays in payments by private insurance companies.
- Medicare/Medicaid allowable costs do not keep pace with inflation or operational cost increases.
- Significant increases in the cost of EMS supplies and equipment.
- Significant increases in the cost of new ambulances and ambulance refurbishment.

The fire department and the Town are not immune to these challenges, which in future years could result in reductions in revenue and increases in operational costs that outpace current expectations.

The BFD strategic plan (2022-2026) includes an action plan for ambulance reimbursements, with a focus on staying competitive with ambulance billing rates and fostering a strong relationship with the third-party ambulance billing party.

PERMITS:

BFD issues permits for several types of inspections or hazardous processes that require fire department oversight. A fee of \$40 is charged for oil tank inspections, certificates of compliance for smoke and carbon monoxide alarms (required at the time of real estate transfer), and fire alarm installation final inspection. A fee of \$10 is charged for open burning permits. A total of \$19,320 was collected for permit fees in FY 2023.

GRANTS:

BFD has been aggressive and forward-thinking in seeking and receiving grants for equipment and personnel. Since 2010, the town has received a total of **\$2,021,879.71** in grants. The BFD should be commended for these efforts and their success at obtaining these very competitive grants.

The primary source of the grant funds has been the Assistance to Firefighters (AFG) grant program that is administered by the Federal Emergency Management Agency (FEMA). The goal

of the AFG program is to fund critically needed resources to equip and train emergency personnel, enhance efficiencies, and support community resilience. With AFG funds, BFD has obtained communications equipment, personal protective equipment (PPE), personal escape devices and training, self-contained breathing apparatus (SCBA), cardiac monitors, electrically powered ambulance stretchers/loading devices, extrication equipment, a fire safety education trailer. Most impressively, the department received **\$152,674.00** for fire instructor and fire officer training that was made available to other fire departments in the mutual aid system.

As this report was being finalized in August 2023, the BFD was awarded a 2022 AFG grant for **\$91,579.79**. The grant will cover instructor costs, and overtime/coverage overtime for all department personnel to receive 61.5 hours of NFPA/ISO compliant driver training, and pump and aerial operator training provided by the Massachusetts Fire Academy.

In 2016, BFD was successful in receiving a FEMA Staffing for Adequate Fire and Emergency Responses (SAFER) grant, which supported funding two (2) firefighter/paramedic positions for three (3) years. Future SAFER grants could provide the initial funding for expanding fire and EMS staffing in Brewster.

BFD has also received grant funding from state sources that included a SCBA mask fit decontamination machine, portable radios, mobile communication equipment, rescue saws, and radio software.

The BFD strategic plan (2022-2026) calls for continued efforts to pursue federal and state grant funding, investigate untapped grant funding sources, and utilize the expertise of the town's project manager.

While obtaining grants for essential equipment, training, and staffing is highly commendable, the department and the town should always be prepared to fund these activities with the town budget. There is no guarantee that grant funds will be available in the future at the state or federal level, and there is no guarantee that the town will be a successful applicant.

SOURCES OF ADDITIONAL FUNDING:

The BFD strategic plan (2022-2026) has identified several potential sources of revenue that could be explored by the town:

- Retail marijuana tax directed to offset public safety costs.
- Short-term rental tax.
- Establishment of a community paramedicine program.

In assessing the feasibility of alternative revenue sources, consideration should be given to the cost of administering the collection of revenue, both in terms of direct costs as well as administrative time that detracts from the primary mission of the fire department.

Community paramedicine calls for the use of fire department paramedics to provide in-home follow-up care to patients as an alternative to traveling to a medical facility or doctor's office. Patients may need medical attention post-surgery or due to a chronic condition, and a fire department community paramedicine program is a cost-effective and easily scheduled alternative to treatment in an out-patient facility or live-in nursing home. Community paramedicine pilot programs can be initiated under the auspices of a local hospital and are an effective use of paramedic resources when not responding to emergencies.

RECOMMENDATIONS

V-1: The Town of Brewster should continue to closely monitor the use of overtime and identify strategies to contain overtime costs. Such strategies could include the following:

- ***Calculate the “break-even” point where the establishment of additional firefighter-paramedic positions would make it possible to allow time-off without creating overtime replacements.***
- ***Continue to monitor the appropriate use of sick time. Excessive use of sick time, or identifiable patterns of sick time usage can be indicators of employee performance or health issues that require intervention and support.***
- ***Continue the use of seasonal personnel during peak vacation/tourist seasons which equates to increased response volumes.***
- ***Management of an occupational safety and health program that includes aggressive enforcement of standard operating procedures (SOPs), training, updated PPE, documentation of occupational injuries and illnesses (including incidents involving department-owned motor vehicles), and investigation of job-related injuries and motor vehicle incidents that includes a lessons-learned after-action report.***

V-2: The Town of Brewster and Brewster Fire Department should update their ambulance fee schedule (last updated in 2019) based on increases in service delivery costs and consistent with rates charged by EMS services in the region.

- V-3:** *The Town of Brewster and Brewster Fire Department should continue to seek competitive bids from qualified third-party ambulance billing companies every three (3) to five (5) years. This will ensure that the town is receiving the highest possible level of service at the best possible price. Consideration should be given to establishing a group bid with neighboring communities, which increases the potential for further contract cost reductions.*
- V-4:** *The Brewster Fire Department should consider requiring additional permits as authorized by the Massachusetts Comprehensive Fire Safety Code (MGL Chapter 148:527 CMR Board of Fire Prevention Regulations). The department should determine what permits should be required based on risk and common practices in the community.*
- V-5:** *The Town of Brewster should consider increasing fire department permit fees based on a review of fee schedules that have been adopted by neighboring communities.*
- V-6:** *The Town of Brewster and Brewster Fire Department should continue to aggressively pursue grants from federal, state, and private sources for apparatus, staffing, equipment, training, fire prevention and community risk reduction programs, and EMS services to the community. Specifically, the town should apply for a FEMA SAFER grant to fund the additional firefighter-paramedic positions identified in several recommendations including Recommendation IV-22 of this report.*
- V-7:** *The Town of Brewster and Brewster Fire Department should explore additional potential ways to generate revenue to offset the fire department's operating costs. Consideration could be given to billing insurance companies for response to motor vehicle accidents; registration fees for fire alarm systems; the aggressive pursuit of non-residents who have been billed for ambulance transportation; and the implementation of a fee for ambulance responses that do not result in a transport.*

CHAPTER VI SUMMARY OF RECOMMENDATIONS

This chapter contains a listing of the 39 recommendations related to the various chapters in this report. Please refer to the body of the report for additional explanation and justification for each recommendation.

CHAPTER III - BREWSTER COMMUNITY RISK AND HAZARD PROFILE

III-1: *The Brewster Fire Department should make it a priority to complete a comprehensive fire and rescue community risk assessment. This assessment should be done in conjunction with a fire and EMS calls for service demand analysis, including the development of a wide-ranging pre-incident planning program for target and high hazard locations in the Town, and take into consideration the fire department's operational capabilities and preparedness.*

III-2: *The Brewster Fire Department should develop a compelling public education program that includes discussing the benefits of installing residential fire sprinklers in new one- and two-family dwellings. Although Massachusetts's construction codes do not allow residential fire sprinkler systems to be mandated, there is no prohibition for property owners to install them if they determine that it is in their best interest.*

CHAPTER IV - BREWSTER FIRE DEPARTMENT ORGANIZATION, MANAGEMENT, AND OPERATIONS

IV-1: *The Brewster Fire Department should continue its practice of utilizing part-time seasonal personnel to maintain/enhance minimum shift staffing particularly during the busy vacation/tourist season.*

IV-2: *While the Fire Prevention Officer can be utilized to assist with staffing the second or third ambulance, when necessary, during simultaneous or overlapping incidents, he/she should not normally be utilized to maintain minimum shift staffing as this takes him/her away from his/her primary CRR responsibilities.*

IV-3: *As part of its ongoing statistical analysis of operational performance, the Brewster Fire Department should track the number of call backs that are sounded each year and the number of personnel who respond.*

- IV-4:** *The Chief and Deputy Fire Chief, in conjunction with the Town’s Human resources Director, should explore ways to address/improve the underlying organizational culture that can impact internal morale.*
- IV-5:** *The Town of Brewster should continue to work to incrementally improve the compensation package for members of the Brewster Fire Department in an effort to make it more competitive with other Cape Cod departments and assist with better recruiting and retaining personnel long-term.*
- IV-6:** *The Town of Brewster should continue to evaluate the organizational structure of the Brewster Fire Department in an ongoing matter to ensure that it meets the needs of the community it services, the expectations of the community, and the department itself.*
- IV-7:** *The Brewster Fire Department should work with the BCSO RECC leadership to identify any potential ways to reduce call processing time (from receipt of the call to dispatch of the incident) with the goal of attempting to achieve a 90th percentile time of not more than 64 seconds as recommended in NFPA 1710. Reducing call processing time can assist with leading to improved overall response times.*
- IV-8:** *The Brewster Fire Department should work with the BCSO RECC leadership to ensure that incident turnout and travel times are recorded separately for each incident to allow proper analysis of response data. In addition, the first unit on scene time for fire incidents should be a fire truck not an ambulance or command/staff officer.*
- IV-9:** *After the above recommendation is implemented the Brewster Fire Department should further analyze their response time data, and if necessary, work to identify potential ways to reduce incident turnout time with the goal of attempting to achieve a 90th percentile time of not more than 60 seconds for EMS incidents and 80 seconds for fire incidents as recommended in NFPA 1710. Turnout time is the response time component that the agencies have the most direct control over, which can lead to reduced overall response times.*
- IV-10:** *The Brewster Fire Department should enhance their data collection and analysis to include 80th and 90th percentile turnout and travel times as recommended in NFPA 1710. Having these more conservative times available will provide a more accurate response assessment and allow for better long- range master planning.*
- IV-11:** *The Brewster Fire Department should enhance its existing pre-fire planning program into a comprehensive one for all structures other than one (1) and two (2) family*

dwellings. This includes every business, commercial and industrial occupancy (including schools, churches, etc.) in the town. Pre-planning will improve the firefighters' knowledge of the specific tactics needed to handle a fire or other emergency at a facility and will alert them to on-site hazards and risks. Pre-fire/incident plans should be reviewed regularly and tested by periodic table-top exercises and on-site drills.

IV-12: *Appropriate pre-planning software – such as the AWARE module for Mobile CAD - should be obtained and installed in apparatus mobile data terminals (MDTs) in all apparatus and command/staff vehicles including ambulances.*

IV-13: *The Brewster Fire Department should continue to pursue the acquisition of mobile data terminals (MDT's) in all frontline apparatus and supply each unit with reliable mobile internet connectivity such as the AT&T FirstNet network which includes mobile hot spots or routers for in vehicle use throughout the district.*

IV-14: *The Brewster Fire Department should establish a formal “performance “improvement” process for fire suppression operations. The process should include the adoption of performance standards such as NFPA 1710, including on scene performance indicators such as:*

- *On-scene to charged line at the front door of a structure fire: two minutes or less, 90% of the time.*
- *Water from hydrant to supply engine: three minutes or less, 90% of the time.*

IV-15: *The Brewster Fire Department should consider revising their EMS response procedures as follows:*

- *When staffing is at five personnel:*
 - ❖ *Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. The three personnel remaining are now available for fire duty, or can handle a second ambulance call, if necessary. If they require additional assistance, they can request the engine to respond.*
 - ❖ *Two personnel respond on the ambulance and three personnel respond on the engine to Charlie, Delta, and Echo, or Priority 1 and 2 calls. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. The two additional*

personnel can return to station with the engine and await the arrival of off duty personnel. They can also handle a second ambulance call.

➤ **When staffing is at four personnel:**

- ❖ *Two personnel respond on the ambulance to Alpha and Bravo, or Priority 3 calls. If they require additional assistance, they can request the engine to respond. The remaining two personnel are still available for fire duty, or, can handle a second ambulance call.*
- ❖ *Two personnel respond on the ambulance to Charlie, Delta, and Echo, or Priority 1 and 2 calls. The remaining two personnel respond with the engine to assist. If an additional person is needed on the ambulance they can be sent to the hospital with the ambulance crew. The one remaining person can return to station with the engine and await the arrival of off duty personnel. Off duty personnel reporting back for duty would now provide fire response, or response to a second ambulance call.*

IV-16: *The Brewster Fire Department should consider a procedure that Alpha level, or Priority 3 EMS calls are responded to without light or sirens. Consideration should also be given to making hospital transport calls that are non-emergent and the patient is stable, without lights and sirens. It is safer for responding personnel, general citizens, and the patient, to reduce the number of times that red lights and sirens are utilized.*

IV-17: *The Brewster Fire Department should work internally to ensure all EMS related incidents are properly classified as either advanced life support (ALS) or basic life support (BLS) criterion, based upon the actual situation found on scene.*

IV-18: *The Town of Brewster and Brewster Fire Department should consider designating the position of EMS coordinator as a full time, Captain (or Captain equivalent) position which is tested for as part of a promotional process. This position should continue to have the requirement that the person holding it must be a currently certified paramedic and hold that certification for the duration of their time in the position.*

IV-19: *The Town of Brewster and Brewster Fire Department should actively explore the feasibility of implementing some type of community based mobile integrated health care (Community Paramedicine) in an attempt to provide better service to the community, and possibly increase their EMS revenue.*

IV-20: *The Brewster Fire Department should strive to have a minimum of 16/17 firefighting personnel on the scene of every single-family residential structure fire within 8 minutes of the time that units are responding. For fires in multi-family residential buildings and commercial occupancies, a minimum of 27/28 personnel should be on scene within 8 minutes of the time that units are responding in order to be able to establish a full effective response force. Even if additional permanent staffing is added to the BFD as recommended in this report the use of automatic aid and mutual aid will need to continue and should be enhanced, based upon the type of occupancy a reported fire is in. This should be the department's highest priority.*

IV-21: *The Town of Brewster and Brewster Fire Department should incrementally hire additional firefighters to enhance daily on duty staffing to an eventual level of seven (7) personnel assigned to each shift.*

IV-22: *The Town of Brewster should authorize the Brewster Fire Department to apply annually over the next several application periods for a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund the incremental hiring of a total of nine (9) additional personnel (two per shift plus a full-time EMS Officer) over the next several fiscal years, citing an increasing call volume, a high percentage of senior citizens, loss of the department's call force, and a desire to improve overall operational effectiveness, efficiency, and safety.*

IV-23: *Even if the application for the SAFER grant is not successful, the Town of Brewster should still provide funding to incrementally increase Brewster Fire Department staffing over the next several fiscal years. A suggested timeline would be:*

- *FY 2025 – Hire four (4) additional personnel to increase shift staffing to six (6) personnel with a minimum of five (5) on duty (off season only).*
- *FY 2026 – Hire one (1) additional person to allow for the creation of the full-time EMS officer position and the possible implementation of a MICU/CIP program. Promote four (4) firefighters to the rank of Lieutenant.*
- *2028 – Hire four (4) additional personnel to increase shift staffing to seven (7) personnel with a minimum of six (6) on duty (off season only).*

IV-24: *As recommended above, in FY 2026, the Town of Brewster should consider creation of the position of Lieutenant on each shift in the Brewster Fire Department to allow for a continued appropriate span of control as recommended under the Incident Management System (IMS). The position of Lieutenant will also ensure that all persons serving in the capacity of an officer and/or shift commander has an adequate level of*

training and experience to fulfill the myriad additional duties and responsibilities of officer positions competently and confidently.

IV-25: *In FY 2029 and/or 2030, after the above recommended staffing increases are implemented the Town of Brewster and Brewster Fire Department should evaluate the impact of the enhanced staffing levels and its impact on both fire and EMS operations. The purpose of this evaluation will be to determine if seven (7) personnel per shift is adequate, or if additional staffing may still be indicated.*

IV-26: *At all staffing levels, the Brewster Fire Department should continue to utilize part-time personnel to supplement staffing level and maintain maximum shift staffing during peak season between Memorial Day and the end of September.*

IV-27: *Even if the Town of Brewster is unsuccessful at its first SAFER application, the Town and Brewster Fire Department should apply again in subsequent years to seek funding for the recommended increase in personnel to provide enhanced operations to the Town.*

IV-28: *The Brewster Fire Department should implement an operational procedure to have an engine respond immediately (even if it must be requested from mutual aid) with the ambulance on every motor vehicle crash to provide a blocking vehicle to protect the ambulance and personnel operating on the incident scene from being struck by an inattentive motorist. The need for the use of blocking vehicles to help keep emergency responders safe during highway and roadway incidents has become a much more important necessary and significant part of the emergency response system.*

IV-29: *The Brewster Fire Department should consider the implementation of a company-level inspection program, integrated with a pre-fire/incident planning program as part of its comprehensive community risk reduction program.*

IV-30: *The Brewster Fire Department should consider the implementation of a voluntary home survey/inspection program with an all-hazards focus. This type of program can be particularly beneficial in a community with a high percentage (35.1%) of senior citizens.*

CHAPTER V - FIRE DEPARTMENT FINANCIAL OPERATIONS

V-1: *The Town of Brewster should continue to closely monitor the use of overtime and identify strategies to contain overtime costs. Such strategies could include the following:*

- *Calculate the “break-even” point where the establishment of additional firefighter-paramedic positions would make it possible to allow time-off without creating overtime replacements.*
 - *Continue to monitor the appropriate use of sick time. Excessive use of sick time, or identifiable patterns of sick time usage can be indicators of employee performance or health issues that require intervention and support.*
 - *Continue the use of seasonal personnel during peak vacation/tourist seasons which equates to increased response volumes.*
 - *Management of an occupational safety and health program that includes aggressive enforcement of standard operating procedures (SOPs), training, updated PPE, documentation of occupational injuries and illnesses (including incidents involving department-owned motor vehicles), and investigation of job-related injuries and motor vehicle incidents that includes a lessons-learned after-action report.*
- V-2:** *The Town of Brewster and Brewster Fire Department should update their ambulance fee schedule (last updated in 2019) based on increases in service delivery costs and consistent with rates charged by EMS services in the region.*
- V-3:** *The Town of Brewster and Brewster Fire Department should continue to seek competitive bids from qualified third-party ambulance billing companies every three (3) to five (5) years. This will ensure that the town is receiving the highest possible level of service at the best possible price. Consideration should be given to establishing a group bid with neighboring communities, which increases the potential for further contract cost reductions.*
- V-4:** *The Brewster Fire Department should consider requiring additional permits as authorized by the Massachusetts Comprehensive Fire Safety Code (MGL Chapter 148:527 CMR Board of Fire Prevention Regulations). The department should determine what permits should be required based on risk and common practices in the community.*
- V-5:** *The Town of Brewster should consider increasing fire department permit fees based on a review of fee schedules that have been adopted by neighboring communities.*
- V-6:** *The Town of Brewster and Brewster Fire Department should continue to aggressively pursue grants from federal, state, and private sources for apparatus, staffing, equipment, training, fire prevention and community risk reduction programs, and EMS*

services to the community. Specifically, the town should apply for a FEMA SAFER grant to fund the additional firefighter-paramedic positions identified in several recommendations including Recommendation IV-22 of this report.

V-7: *The Town of Brewster and Brewster Fire Department should explore additional potential ways to generate revenue to offset the fire department's operating costs. Consideration could be given to billing insurance companies for response to motor vehicle accidents; registration fees for fire alarm systems; the aggressive pursuit of non-residents who have been billed for ambulance transportation; and the implementation of a fee for ambulance responses that do not result in a transport.*

CHAPTER VII SUMMARY AND LOOKING TO THE FUTURE

CURRENT STATE OF THE FIRE AND EMS DELIVERY SYSTEM

The mission performed by the fire department is one of the fundamental functions of government: to ensure the safety and protection of its residents and visitors. The expectations for the quality and quantity of fire and EMS services must come from its residents and other taxpayers. There is no “right” amount of fire protection and EMS delivery. It is a constantly changing level based on the expressed needs of the community. Each community determines the composition of fire services that residents receive by balancing the level of risk against the cost to provide these critical services. It is the responsibility of elected officials – in this case the Board of Selectmen - to translate community needs into reality through direction, oversight and the budgetary process. It is their unenviable task to maximize fire, EMS, and other services within the reality of the community’s ability and willingness to pay, particularly in today’s economic environment.

During this assessment of the Brewster Fire Department, MRI observed a highly functional fire and EMS organization that strives to provide a high level of service to the community and the region. The Brewster Fire Department is confronted by multiple challenges; however, those same challenges are facing fire service organizations across America. These challenges include:

- An increasing all-hazards focus.
- Decreased frequency of serious structure fires.
- Increased pressure to reduce resource consumption.
- Increasing technical expectations.
- An increasing focus on documentation, training, and certification of personnel.
- A growing expectation to provide advanced level patient care.
- Increased call volume and simultaneous incidents.
- Lack of a call force to supplement the career staff.

Specific to the Brewster Fire Department, and the 2019 and 2020 response numbers notwithstanding, it is clear that service demand is increasing and that the ability to match resources against the service demand is straining the organization, particularly during the day. As the fire service as a whole has entered into an all-hazards environment, the public has come to expect increased knowledge, skills and abilities from their firefighters. In Brewster, this trend has increased both training and certification requirements.

The Brewster Fire Department appears to be an excellent organization that provides a high-level of service to the town it serves. However, due to increasing requests for service, a defunct on-call force, and limited on-duty staffing, it is struggling to keep up with meeting the growing needs of the community. The department is led by Chief Robert Moran who has been the chief since 2010. Chief Moran is a passionate advocate and energetic leader that is clearly honored to have an exceptional staff and serve his community. Under Chief Moran's leadership the department is trying to get to the proverbial "next level".

The officer corps including Deputy Chief Varley and the Captains appear to work as a team to provide critical, and it appears effective, leadership to the department. All members of the department work as a team to produce a high quality, effective, and efficient response that serves the Town well. Overall, the department works diligently to meet the needs of the community and projects a "can do attitude". This positive attitude translates into the organization being very highly regarded and respected within the community. This high-level of community support is complemented by a most positive internal culture; however, there are some internal culture issues that were previously discussed that do place some negative drag on the organization. That challenge notwithstanding, overall, it is apparent that the Brewster Fire Department is a well-organized, and well-run organization that strives to provide the best possible services with the resources provided.

However, the numerous positive aspects of the department and its operations notwithstanding, MRI's evaluation has identified several areas of risk that we believe the Town of Brewster will need to address in the coming years. These include:

1. The potential for a diminished level of service based on a shortage of available resources, primarily from a career staffing perspective and the annual requests for service continue to increase, coupled with the absence of a viable call force to provide supplemental staffing during fire incidents and times of high activity.
2. A need to continue the widespread use of automatic aid at the time of dispatch to reported structure fires to attempt to assemble an effective response force within the benchmark time frames.
3. Potentially increasing response times based on a growing number of overlapping calls (approaching 20% of annual responses).

STRATEGIC PLANNING (AKA LOOKING TO THE FUTURE)

Strategic planning is an organization's process of defining its direction, and making decisions relative to the optimization of limited resources. A strategic plan also contains tools that can

guide the implementation of the strategy. Strategic planning became prominent in corporations during the 1960s and remains an important aspect of organizational planning. A 2006 Volunteer Fireman’s Insurance Service (VFIS) report notes:

“No business is successful without some type of strategic planning – making sure that the business will survive. The ESO is no different. Strategic Plans in business (and ESOs) lay the groundwork for effective organizational management and performance.”²³

Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). Strategy can be planned (intended) or can be observed as a pattern of activity (emergent) as the organization adapts to its environment or competes. The strategy currently in place in the Brewster Fire Department is a progressive and forward thinking one. The Brewster Fire Department has an excellent five-year strategic plan that covers the period of 2022 through 2026. With this report, it is MRI’s goal to assist the Town of Brewster and the Brewster Fire Department in moving forward in a planned or intended strategic manner through support for the plan in place with enhancements through the recommendations contained herein.

Fire and rescue operations and service delivery is dramatically improved in those departments that commit resources to goal setting, master planning, risk assessment, and performance measurement. **The Brewster Fire Department should be commended for their commitment to this process and the development of an excellent document to help them continue to move forward.**

Performance measures should be easily understood and easily calculated. Suggested performance measures for the fire and rescue services often have a range depending on local factors. The point of the performance measures is to identify the community’s expectations in a quantifiable way, and to use the measurement of the fire and rescue’s performance against these objectives to identify areas, which may need improvement, or require additional resources.

MRI’S VIEW OF THE FUTURE

Looking ahead, the Town of Brewster will continue to experience some limited growth and development, probably about 1% per year. The Town is committed to maintaining its rural Cape Cod character so it is unlikely that any major developments will be approved, especially commercial or industrial projects. While even limited development will have some impact on the Brewster Fire Department, the exact amount is difficult to predict quantitatively and accurately.

²³ <http://www.msfa.org/content/recruit/file/CEO%20MANUAL%20ARIAL%20-%20disc.pdf>

The five-year data review of Brewster Fire Department responses did not show any definitive pattern; however, that is frequently seen right now with the COVID pandemic having significantly skewed responses for 2020. Our long-term experience suggests it is likely that emergency responses will increase several percent (3% to 5%) annually with the most significant increase in requests for emergency services will be EMS related. As previously noted, people over the age of 65 are considered in a higher risk group both from the perspective of fire and medical emergencies. An aging population group, along with the potential for the number of senior citizens in the age 65 and over group – currently at 35.1% of the population - to increase with new development, or with people who turn what was a vacation home into their permanent retirement residence, also suggests that the number of responses will continue to increase.

As currently configured and staffed, the Brewster Fire Department is struggling to keep up with demand. Just two simultaneous or overlapping end up utilizing all of the on-duty resources. This often effectively leaves the Town without any fire protection capabilities available except from mutual aid departments. In addition, the Town and the Department are facing the following challenges related to the emergency response system.

- The loss of the call component of the Department over the past 10 years. This results in the only emergency response personnel immediately available (not counting mutual aid) being the on-duty personnel. There are no longer call personnel who respond to provide coverage or assist with multiple incidents.
- Housing and rental costs in Brewster and surrounding communities, and to a larger extent Cape Cod in general, are extremely high and thus unaffordable for most public safety personnel especially those who are just starting out. This results in many firefighters living on the other side of the Sagamore Bridge, more than 30 minutes from town and of limited to no value in a call back situation.
- The department has struggled to retain personnel. Frequent vacancies and a constant staffing deployment model has resulted in a high level of mandatory holdover and order-in overtime which can have a significant impact on firefighter health and wellness, as well as morale within the Department.
- As noted above, any future housing or land use development coupled with an aging resident population will most likely result in increased requests for services further straining the system.

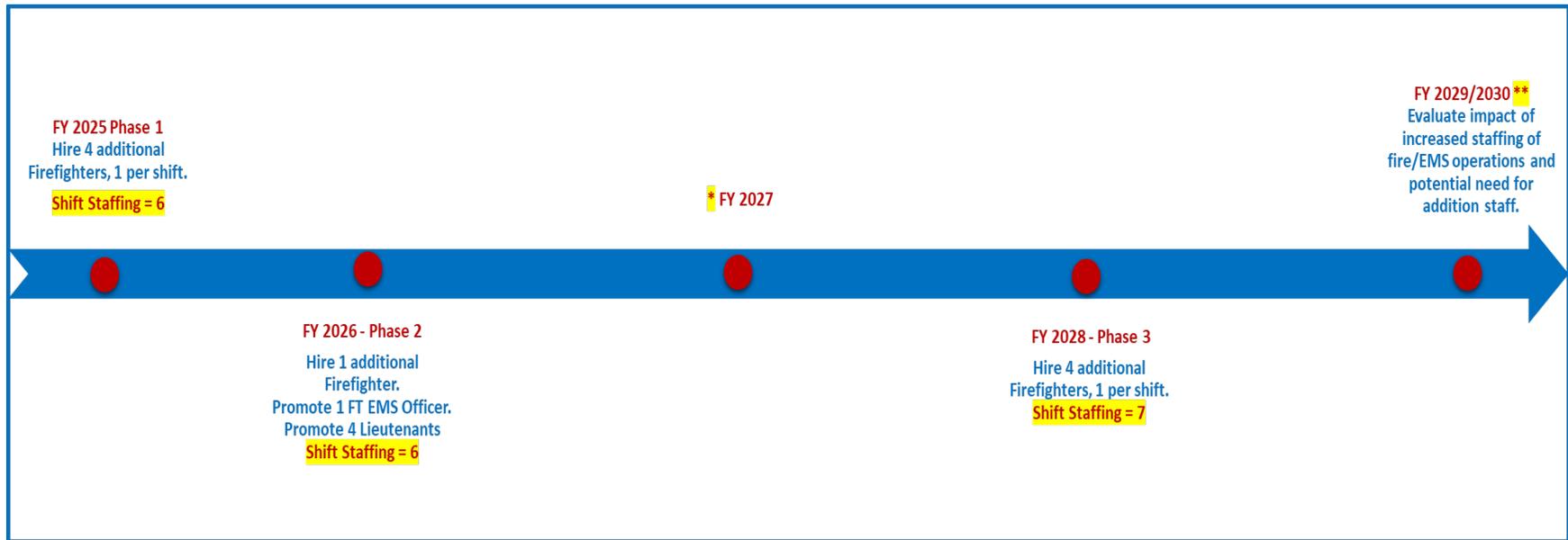
Based upon these factors, and as discussed throughout this report, MRI strongly believes that the Town needs to incrementally increase Brewster Fire Department staffing over the next several

years in order to arrive at what we believe is an enhanced and sustainable organizational and deployment model.

The key recommendations found in this report related to staffing are illustrated below. Please refer to the body of the report for additional explanation and justification for each recommendation.

Figure VII-1 illustrates the suggested timeline for the Brewster Fire Department to increase staffing to seven (7) personnel per shift between FY 2024 and FY 2028. The Town and BFD should apply annually for a SAFER grant. However, **MRI strongly recommends that even if they are not successful at obtaining a SAFER grant FY 2025 that the Town of Brewster and Brewster Fire Department should continue to apply in each subsequent year until they reach recommended staffing levels.** If a later successful SAFER grant award is received this timeline can then be adjusted – and possibly accelerated - based upon that award.

Under this scenario, the number of paramedics will ultimately be decided by the Town of Brewster. MRI strongly recommends that the department have a sufficient number of paramedics to optimally have a minimum of three (3) on duty at all times. This would allow one each for two ambulances and one on the engine giving it ALS capability as well.



* Consideration to moving FY 2028 Phase 3 hires up to FY 2027 could be given through application for a SAFER grant and/or if the Town's fiscal factors, needs, and priorities permit.

** FY 2029/2030 - Evaluate the impact of the enhanced staffing levels and its impact on both fire and EMS operations. The purpose of this evaluation will be to determine if seven (7) personnel per shift is adequate, or if additional staffing may be indicated.

FIGURE VII-1: RECOMMENDED STAFFING INCREASE TIMELINE

Figure VII-2 shows the recommended BFD organizational structure – illustrated by phase - based upon attempting to achieve the staffing levels recommended in this report. The figure does not show part-time/seasonal personnel. The Brewster Fire Department is encouraged to continue to utilize these personnel to maintain maximum shift staffing levels during peak vacation/ tourist season from Memorial Day through the end of September.

It is also our recommendation that shift minimum staffing levels outside of peak season can be one person below optimal shift staffing level. So, when shift staffing is at six (6) minimum staffing can be five (5); when it is seven (7) it can be six (6). This allows the first vacancy on the shift caused by any type of leave to not be filled with overtime. During peak season the maximum staffing levels should be maintained through a combination of overtime and the use of the part-time seasonal personnel.

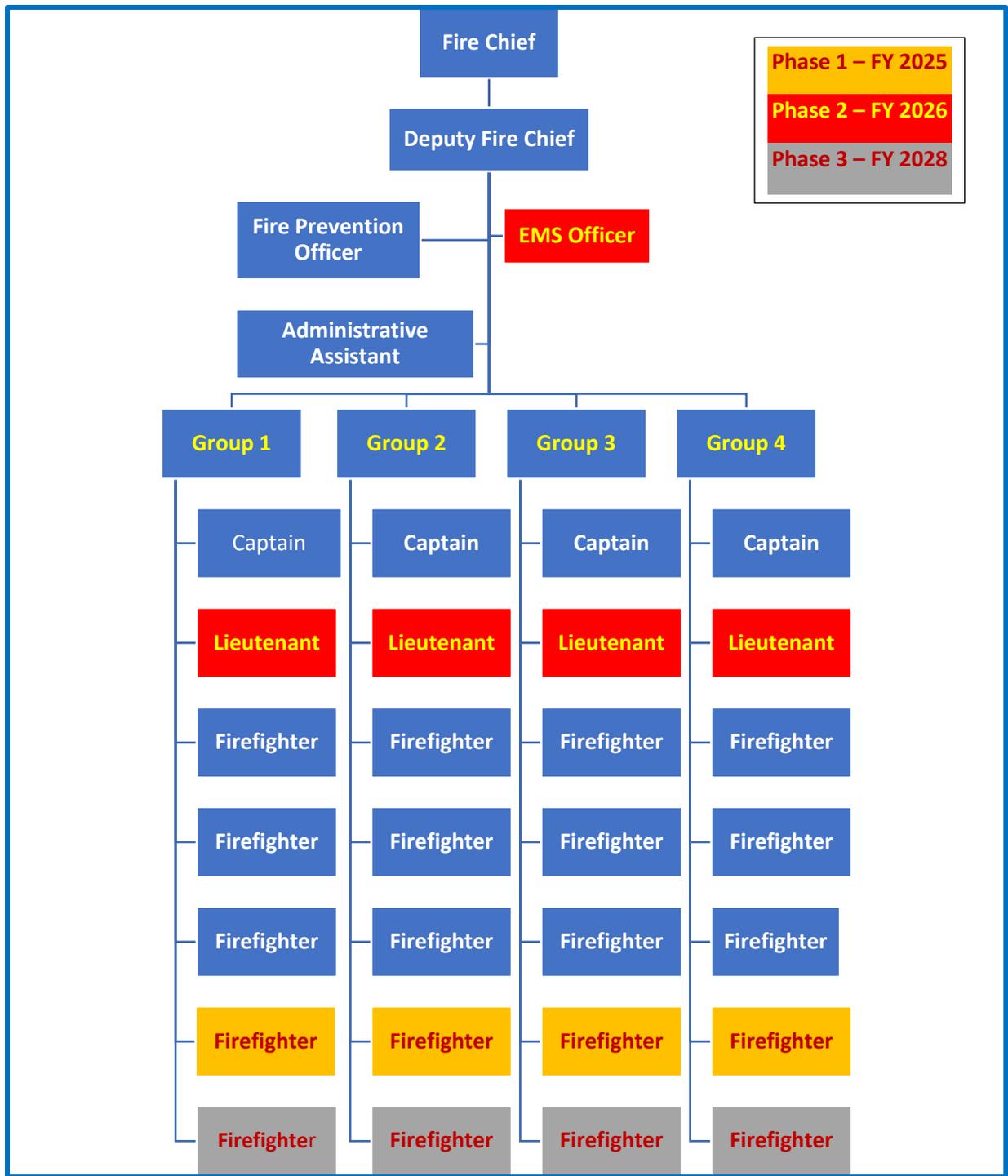


FIGURE VII-2: PHASE 1 – FY 2025 THROUGH PHASE 3 – 2028 STAFFING ORGANIZATIONAL CHART

Once a staffing level of seven (7) is achieved the Brewster Fire Department will be able to staff:

- ✓ Two ambulances with two (2) personnel each.
 - If a third ambulance is needed during the day, it can be staffed with administrative personnel if they are available.
- ✓ One engine with three personnel.
- ✓ For structure fire calls, alarm systems, etc., if all personnel are available then the engine can respond with four (4) personnel and the ladder with three (3).
 - If one ambulance is committed on a call, while less than optimal, the engine can respond with three (3) and the ladder with two (2).

In FY 2029 and/or FY 2030 the BFD should evaluate the impact of the enhanced staffing levels and its effect on both fire and EMS operations. The purpose of this evaluation will be to determine if seven (7) personnel per shift is adequate, or if additional staffing may be indicated at that time. If it is determined at that point that additional staffing may be necessary, the following provides a snapshot of what a staffing level of eight (8) personnel would look like.

- ✓ Two ambulances with two (2) personnel each.
 - If a third ambulance is needed during the day, it can be staffed with staff personnel if they are available and/or a combination of shift and administrative personnel.
- ✓ One engine with four personnel.
- ✓ For structure fire calls, alarm systems, etc., if all personnel are available then the engine and ladder can both respond with four (4) personnel.
 - If one ambulance is committed on a call, the engine and ladder can both still respond with three (3) personnel.

FIRE SERVICE ACCREDITATION

Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery.²⁴ The Center for Public Safety Excellence's (CPSE) accreditation program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the Department.

²⁴ <http://www.publicsafetyexcellence.org/agency-accreditation/about-accreditation-cfai.aspx>

- Establish a method for achieving continuous organizational improvement.²⁵

Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services.²⁶

The Brewster Fire Department is operationally and administratively a well-managed and operated, full-service emergency provider. Based upon that premise, at some point in the future (perhaps after staffing levels are increased), the department, with support from the Town of Brewster, should consider undertaking the accreditation process. Although time consuming and labor intensive it would allow the department to be recognized for its excellence.

CONCLUSION

The Town of Brewster is well served by its fire department. The department provides a highly proficient level of fire and EMS services and has readily adapted to the demands placed on it in an ever-changing environment. Although service demands and capabilities were severely stretched by the impact of the Covid pandemic, the department continued to provide superior service. Unfortunately, staffing levels have not kept up with the increase in emergency calls, and the Town is frequently left with inadequate coverage for both fire and emergency medical incidents. The on-duty staffing structure should be increased, and the Town should move toward staffing two ambulances while not sacrificing continuous fire coverage. The fire department's community risk reduction program (CRR) has the potential for strengthening the town's resilience against all types of threats, both natural and manmade, and for training the public to deal with medical emergencies. Labor-management relations are mostly stable, and the department's training and quality assurance initiatives help to ensure that personnel operate safely and effectively at fire scenes. Self-assessment and strategic planning initiatives will enable the fire department to evaluate its performance in comparison to national standards, best practices, and other fire departments.

The report should be studied in its entirety to gain a complete picture of MRI's recommendations and the rationale behind them. Town and fire department leaders may develop their own priorities; modify the recommendations based on the ever-changing needs of the town and the department; and coordinate solutions based on time, personnel, and fiscal realities.

²⁵ <http://www.publicsafetyexcellence.org/agency-accreditation/about-accreditation-cfai.aspx>

²⁶ <http://www.publicsafetyexcellence.org/agency-accreditation/about-accreditation-cfai.aspx>

The MRI project team must stress again the citizens of the Town of Brewster should feel confident, and be proud of the fact, that the Brewster Fire Department is an extremely professional and capable public safety organization that is providing a critical service to the community, day in and day out. The team continues to be impressed with the dedication and commitment of its members.

In order to address the 39 recommendations that have been identified in this report, the Town of Brewster and the Brewster Fire Department should:

1. Approach them strategically and systematically.
2. Use them as a roadmap to guide change and improvement within the department focused on service enhancement.
3. Refer to them when making recommendations, check them off as they are accomplished, and most importantly, recognize the positive achievements publicly.

CHAPTER VIII PROJECT TEAM

The following members of our staff participated in this project:

TEAM LEADER:

Peter J. Finley, Jr. most recently served as Chief of the Winslow Township Fire Department in New Jersey, where he was responsible for the planning, establishment, and initial deployment of the career component of the department. He previously served for 4 ½ years as the Chief of Department for the City of Vineland, New Jersey Fire Department where he initiated significant changes within the department including updating and modernizing equipment, providing the department's first ever formal officer training, and significantly increasing the capabilities of the regional hazardous materials response team. During his tenure the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad gaining significant EMS operations and command experience, as well as completing an overhaul of that organization's operations. Chief Finley serves as an Adjunct Professor in the Fire Science Program at Camden County College.

Chief Finley received his Associate in Applied Science degree from Atlantic Community College in New Jersey, and earned his Bachelor of Science degree in Fire Science/Administration from the University of Maryland. He is a graduate of the National Fire Academy's Executive Fire Officer Program, earning perfect scores on three of his four Applied Research Projects. He was awarded an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma".

Chief Finley holds nearly two dozen state and national certifications and is a member of a number of fire service organizations, including achieving the prestigious Chief Fire Officer designation from the Commission on Fire Accreditation International. He is a member of a number of fire service organizations and is currently serving as President of the New Jersey Career Fire Chiefs Association where he has been involved in the development and administration of fire service promotional examinations. From 2003–2005 he served on the Training and Education Committee of the Governor's Fire Service and Safety Task Force. He also previously served on the state committee that developed New Jersey's first Firefighter I Instructor Manual.

PROJECT TEAM

Donald P. Bliss retired in July 2019 as vice president for field operations at the National Fire Protection Association, Quincy, MA where he oversaw NFPA’s international division and NFPA’s regional operations in the U.S. and Canada. Prior to joining NFPA, Bliss was a senior project manager and public safety consultant with Municipal Resources, Inc., a municipal management consulting firm based in Plymouth, NH. He also chaired various technical committees at NFPA and served on the NFPA board of directors and the Fire Protection Research Foundation board of trustees.

From 2003 to 2012, he served as the director of the N12 Center for Infrastructure Expertise, a not-for-profit applied research group based in Portsmouth, NH dedicated to strengthening the security and resiliency of the nation’s built critical infrastructure and key resources.

Bliss served as the New Hampshire State Fire Marshal from 1992 until 2003. In the wake of the tragic events of September 11, 2001, he took over responsibility for New Hampshire’s emergency management and homeland security efforts. From 1983 to 1992, Bliss served as the fire chief in Salem, New Hampshire. From 1989 to 1992, he served as both fire chief and the town’s emergency management director. From 1980 to 1983, Bliss served as the director of the University of Connecticut Fire Department and as fire marshal for the University of Connecticut System. He began his career with the Durham-UNH Fire Department in 1970, rising from call firefighter to fire marshal/deputy chief. During his time in Durham, he also volunteered as an EMT with the Durham Ambulance Corps (now known as McGregor EMS) and served in various leadership positions, including president.

Bliss has served as a subject matter expert on critical infrastructure protection with the Mobile Education Team of the Center for Homeland Defense Studies at the U.S. Naval Postgraduate School and was an adjunct professor in the graduate public administration program at the University of New Hampshire. He currently serves on the Federal Emergency Management Agency (FEMA) National Advisory Council; the board of directors of McGregor EMS; and is a Distinguished Senior Fellow at Northeastern University’s Global Resilience Institute. In 2020, he was named to the National Fire Heritage Center’s Hall of Legends, Legacies and Leaders.

Bliss received a Bachelor of Arts in political science from the University of New Hampshire in 1973 and a Master of Public Administration degree, also from the University of New Hampshire, in 1979. He has completed numerous courses at the National Fire Academy in Emmitsburg, Maryland.

Brian P. Duggan, Director Fire Services Group, retired from the Fire Department in Northampton, Massachusetts, where he instituted substantial changes to modernize and restructure the entire department including equipment, facilities, personnel, and training. In conjunction with his staff, Brian integrated Emergency Medical Services (EMS) into the organization and created a regional Advanced Life Support (ALS) Program that currently serves 18 communities within the Northampton Area. He formerly commanded the Northborough, Massachusetts, Fire Department, and has significant experience with the Massachusetts Department of Fire Services where over three decades, he held several key positions. Following his retirement, Brian has continued his active fire service involvement by serving as both a volunteer chief fire officer and through continuing to develop training and certification programs as a program Coordinator for the Massachusetts Department of Fire Services.

Mr. Duggan developed and directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton Massachusetts from 1995 - 2003. Mr. Duggan has a Business Management/Fire Science degree from Providence College and a Master's Degree of Business Administration (MBA) from Nichols College in Dudley, Massachusetts. He is also a graduate of the National Fire Academy Executive Fire Officer Program and the Senior Executive Program for State and Local Leaders at Harvard University. In December 2012, Mr. Duggan received a Master's Degree in Homeland Security through the Naval Post Graduate School based in Monterey, California, where his thesis entitled "*Enhancing Decision-making during the First Operational Period of Surge Events*" was selected as an outstanding thesis. He was one of the first fire service professionals to be designated as a Chief Fire Officer by the Commission on Fire Accreditation International.

Brian led the Massachusetts fire service through his affiliation as Chairman of the Fire Chief Association of Massachusetts Technology Committee and as a Regional Director on the Massachusetts State Fire Mobilization Committee. Mr. Duggan has authored several publications, inclusive of writing Section 7, Chapter 3, Fire Department Information Systems, in the Nineteenth and Twentieth Editions of the National Fire Protection Association's Fire Protection Handbook. Chief Duggan has been affiliated with MRI as a subject matter advisor since 2002 and he has served as Director of Fire Services since 2015. Currently, Mr. Duggan is regarded as an expert specific to fire service response to photovoltaic and battery energy storage system (BESS) emergencies. He has developed several nationwide training programs providing first responders with new insight on these emerging challenges.

Archived: Friday, January 19, 2024 8:36:48 AM

From: [Babcock, Christopher](#)

Sent: Tuesday, January 16, 2024 4:16:57 PM

To: [Kevin Varley](#)

Cc: [Robert Moran](#) [Peter Lombardi](#)

Subject: RE: Brewster FD-SAFER Question

Importance: Normal

Sensitivity: None

Hello Chief. We expect the SAFER program application period to open the Monday following the Friday AFG application period close. The current AFG application cycle is scheduled for Jan. 29 – March 8, which would provide a March 11 SAFER application opening. We are again aiming to start awards in the June/July time frame as long as everything stays on track.

There is nothing wrong with submitting a SAFER application while also attempting to work for local funding. I can't say for sure at this moment, but believe that the FY23 SAFER program will be very similar to FY22 in providing 100% federal funding for 3 years for awarded firefighter hiring programs. We will know for sure when the NOFO is released. Based on the FY22 program if funding was approved and the positions were not yet filled, you could still accept the award and use the SAFER funds to hire the personnel. The critical element here is that hiring has not occurred prior to the award. I would encourage you to become very familiar with the FY22 NOFO and guidance documents available on the website to prepare your best application in the event you choose to move forward with it. Better to be prepared, than to try to scramble at the last minute.

Please do not hesitate to contact me if you have any additional questions.

Chris Babcock

Fire Program Specialist | DHS/FEMA Region 1

Office: | Mobile: (202) 710-3748

christopher.babcock@fema.dhs.gov

Federal Emergency Management Agency

fema.gov



FEMA

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From: Kevin Varley <kvarley@brewster-ma.gov>

Sent: Tuesday, January 16, 2024 4:03 PM

To: Babcock, Christopher <christopher.babcock@fema.dhs.gov>

Cc: Robert Moran <rmoran@brewster-ma.gov>; Peter Lombardi <plombardi@brewster-ma.gov>

Subject: Brewster FD-SAFER Question

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Please select the Phish Alert Report button on the top right of your screen to report this email if it is unsolicited or suspicious in nature.

Hi Chris,

Chief Moran is out of the office this week. I am aware that he reached out to you with SAFER questions last week. I have two quick questions that I am hoping you may be able to assist with.

A recently completed staffing study shows that the Brewster Fire Department is in need of an additional nine positions over the next few years. The hiring for these potential positions is broken out into several phases. We are seeking a funding source for the first four positions (Phase I) which we hope to start in July 2024.

Due to budget constraints, an operational override would be required for the town to fund these positions. After a recent conversation with the Town Manager, we have concerns that this request is unlikely to be approved by the Town's Select Board and/or voters. We are considering the possibility of applying for a SAFER grant to assist with funding.

1. The FY2022 SAFER NOFO lists anticipated award dates between 6/2/2023 and 9/30/2023. Do you anticipate similar award dates for the FY2023 SAFER funds?
2. Is there any harm in simultaneously pursuing a SAFER grant and funding by the town? If we were fortunate enough to obtain an operational override (unlikely) **and** to be awarded the SAFER grant, would we be able to use the SAFER funding to support these positions for the first three years?

Thank you for your help,
Kevin

Deputy Chief Kevin Varley
Brewster Fire Department
1671 Main Street
Brewster, MA 02631
508-896-7018



For Your Information (FYIs)
February 12, 2024

1. December 2023 Housing Coordinator Update
2. February 2024 Community Development Block Grant Report
3. Health and Human Services Grant Report from Sight Loss Service Inc.
4. Pension Reserves Investment Management Board December Report
5. Planning Board Case No. 2024-02; Associated Tree Work, Millstone Road Improvement Project
6. Cape Cod Regional Transit Authority Free Fares for Persons 60+ or with Disabilities
7. Recommendation for Appointment to the Cultural Committee – Anne Weirich

Housing Coordinator Update December 2023

Jill Scalise

Ongoing Activities/ Projects

1. Community Outreach and Education (Housing Production Plan (HPP) Strategy #14 & 15)
 - Responded to email, phone & in person requests for information and assistance, 68 total requests for housing information (43) or assistance (25). Open office hours Thursdays from 10-noon.
 - Email outreach & website postings for 212 Yankee Dr, also email to all staff about Jan. Housing session.
2. Brewster Affordable Housing Trust (BAHT) (HPP assorted strategies, Select Board (SB) Strategic Plan H-1)
 - Housing Program Assistant position- employment offer accepted. New hire will begin in January.
 - Trust approved Housing Trust priority goals for FY24-25, provided letter of support for CPC Housing Coordinator application and worked on additional items throughout this report.
3. Spring Rock Village- comp permit for 45 affordable rental units off Millstone (SB H-4, HPP #12 & 16)
 - Discussion with Housing Assistance Corporation (HAC) & Preservation of Affordable Housing (POAH) about Spring Rock's increased project costs and proposed Project Change reducing number of buildings from 12 to 7. Project Change was presented to Trust and submitted to Zoning Board of Appeals. Housing Trust wrote a letter of support for project change and recommended the changes be deemed insubstantial.
4. Comprehensive Permit Projects (HPP Strategy #16):
 - Habitat for Humanity, Phoebe Way: Construction of 2 homes underway.
5. Preservation of Housing and Related Support of Brewster Residents (SB H-3, HPP Strategies #20, 21 & 22)
 - Community Development Block Grant (CDBG)- FY22/23 Housing Rehab contract executed with The Resource, Inc. Public Hearing for FY24 Regional CDBG application scheduled for January 22, 2024.
 - Brewster Rental Assistance Program (BRAP). Quarterly report: Five participants left program, 3 receiving ongoing subsidies. 8 households entered program, now at 15 household limit. BRAP payments made for \$19,320. An additional \$23,816 provided to Brewster residents with other funds. Met with HAC regarding BRAP. Received letter from HAC requesting an increase in number of households served by BRAP.
6. Subsidized Housing Inventory (SHI) (HPP Strategies #21 & 22)
 - 212 Yankee Drive- Pearl Construction work almost complete. Site visit with The Resource Inc. HAC began marketing began for sale. DPW did site clean-up. Guardian requested Barbie dolls, will schedule pick-up.
 - Serenity Apartments at Brewster (27 affordable units)- Elevation Financial will provide annual recertification compliance in early January 2024.
 - 11 Sean Circle- Waiting for final required work to be done prior to affordable resale.
 - Continue collaboratively addressing other affordable housing concerns and potential violations.
7. Collaboration and Education (HPP Strategies #7 & 15)
 - CPC Regional Grants: Communicated with numerous parties, including legal counsel, regarding Brewster CPC funds and the loan closing for Pennrose's Orleans affordable housing project. Participated in lenders pre-closing call for HAC 107 Main Street, Orleans, again representing the Town's CPC grant funds.
 - Participated in HOME Consortium, Regional Housing Peer Group & Making the Case Call.
 - Continued library discussion about housing Town book theme emphasis.

Upcoming Events & Announcements:

- 212 Yankee Drive affordable home for sale for \$237,900. Applications are due February 2nd. Zoom information Session on January 10th.
- Brewster Staff Housing Information Session scheduled for Friday January 19th at 11AM at Town Hall.

Personnel

- Participated in Housing Trust & CPC meeting. Also worked with: Assessors, Building, Council on Aging, CPC, Finance, Fire, Health, Housing Partnership, Human Resources, Library, Planning, Police, Public Works, & Town Administration.



TO: Donna Kalinick, Jill Scalise, Town of Brewster
FROM: Cassie Boyd Marsh, Bailey Boyd Associates, Inc.
DATE: February 1, 2024
RE: Brewster CDBG Program Monthly Update

Administration:

The administration of the grant continues to go well for both the FY21 & FY22/23 grants. We're looking forward to closing out the FY21 grant at the end of this quarter. We are also now fully immersed in grant application mode for the FY24 application, due March 25th. We're grateful to the Town and Select Board for their support in submitting another application.

Housing Rehabilitation:

The FY21 Housing Rehab program is wrapping up. 19 of the 20 projects are complete, and the final home is under construction, due to wrap up in a few weeks. The full allocation of housing rehab funding was allocated over this program year, and a truly impressive breadth of improvements were made for homeowners across the three participating towns. Units by town: Brewster: 6, Dennis: 9, Wellfleet: 5.

While the FY21 program wraps up, FY22/23 is now in full swing. There are 11 completed full applications in various stages of acceptance- working through income qualification, doing site visits, etc. One project is out to bid and another septic project is awaiting a septic design. Five of the 11 homes will require lead inspections, as they were built before 1978. The results of those lead tests greatly impact the work we're able to perform at each home.

Childcare Subsidy Program:

The FY21 Childcare Subsidy Program ended on 12/31/23, having served a total of 37 children. The breakdown of children by the town of residence was: Brewster: 18, Dennis: 18, Wellfleet:1.

With last year's program complete, we've been seeing a surge of applications for the FY22/23 program. Applications are arriving both from families who participated last year & are thrilled to have access to new funds, as well as new families. We are always happy to see new families apply, as a sure sign that word is continuing to spread through the community. To date, 15 families have applied to the FY22/23 program and 14 have been approved, a total of 18 children. We're looking forward to continuing to assist families with their applications and start funding more children at their childcare program. The breakdown so far of children by town is: Brewster: 13, Dennis: 5

**Town of Brewster
Bill For Services
Semi-Annual July 1, 2023 - December 31, 2023**

Program:	#Units	Rate	Total Cost:
Adaptive Aids	32	\$32.76	\$1,048.32
Home Independence Visits	0	\$122.46	\$0.00
Education and Awareness	81	\$22.97	\$1,860.57
Information & Referral	21	\$26.31	\$552.51
Outreach	30	\$30.12	\$903.60
Activities	0	\$70.19	\$0.00
Self Help Support Groups	33	\$44.34	<u>\$1,463.22</u>

Cost for Services: \$5,828.22

BILLED AMOUNT: \$1,000.00

Contact:

Fed. I.D. #:04-2998072

**Sight Loss Services, Inc.
900 Route 134, Unit 3-25
South Dennis, MA 02660**



Pension Reserves Investment Management Board

53 State Street, Suite 600
Boston, Massachusetts 02109

Deborah B. Goldberg, Treasurer and Receiver General, Chair
Michael G. Trotsky, CFA, Executive Director and Chief Investment Officer

Town of Brewster
State Retirees Benefits Trust Fund
December 01, 2023 to December 31, 2023

	<u>Month To Date</u>	<u>Fiscal Year To Date</u>	<u>Calendar Year To Date</u>
Your beginning net asset value for the period was:	3,958,107.62	3,790,975.25	3,268,481.19
Your change in investment value for the period was:	122,007.56	169,139.93	391,633.99
Your exchanges from (to) the Cash Fund for the period were:	60,000.00	180,000.00	480,000.00
Your ending net asset value for the period was:	<u>4,140,115.18</u>	<u>4,140,115.18</u>	<u>4,140,115.18</u>
Net Change in Investment Value represents the net change through investment activities as follows:			
Gross Investment Income:	8,937.73	49,301.64	99,310.83
Less Management Fees:	(2,342.67)	(10,264.08)	(19,502.17)
Net Investment Income:	<u>6,595.06</u>	<u>39,037.56</u>	<u>79,808.66</u>
Net Fund Unrealized Gains/Losses:	102,139.38	102,075.12	263,434.31
Net Fund Realized Gains/Losses:	<u>13,273.12</u>	<u>28,027.25</u>	<u>48,391.02</u>
Net Change in Investment Value as Above:	<u>122,007.56</u>	<u>169,139.93</u>	<u>391,633.99</u>

As of December 31, 2023 the net asset value of your investment in the SRBT Fund was: \$4,140,115.18

If you have any questions regarding your statement, please contact the Client Services team at clientservice@mapension.com.
A detailed statement of your account is attached to this summary sheet.



Pension Reserves Investment Management Board

53 State Street, Suite 600
Boston, Massachusetts 02109

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Michael G. Trotsky, CFA, Executive Director and Chief Investment Officer

Town of Brewster

Cash Investment

December 01, 2023 to December 31, 2023

	<u>Month To Date</u>	<u>Fiscal Year To Date</u>	<u>Calendar Year To Date</u>
Your beginning net asset value for the period was:	0.00	0.00	0.00
Your investment income for the period was:	0.00	0.00	0.00
Your total contributions for the period were:	60,000.00	180,000.00	480,000.00
Your total redemptions for the period were:	0.00	0.00	0.00
Your total exchanges for the period were:	(60,000.00)	(180,000.00)	(480,000.00)
Your state appropriations for the period were:	0.00	0.00	0.00
Your ending net asset value for the period was:	0.00	0.00	0.00

As of December 31, 2023 the net asset value of your investment in the Cash Fund was: \$0.00

If you have any questions regarding your statement, please contact the Client Services team at clientservice@mapension.com.
A detailed statement of your account is attached to this summary sheet.



Pension Reserves Investment Management Board

53 State Street, Suite 600
Boston, Massachusetts 02109

Deborah B. Goldberg, Treasurer and Receiver General, Chair
Michael G. Trotsky, CFA, Executive Director and Chief Investment Officer

PHTF90200002
Commonwealth Of Massachusetts

Town of Brewster

Investment Detail

12/31/2023

	Investments	Units Of Participation	Cost	Price	Market Value	Unrealized Gain/Loss
15,178.328	HCST OPEB MASTER TRUST		3,872,926.24	272.7649	4,140,115.18	267,188.94
	Total Investment:		3,872,926.24		4,140,115.18	267,188.94



Pension Reserves Investment Management Board

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PHTF90200002
Commonwealth Of Massachusetts

Town of Brewster Statement of Change In Net Assets 12/31/2023

	Current Period		Fiscal Year		Year To Date	
	<u>12/1/2023</u>	<u>12/31/2023</u>	<u>7/1/2023</u>	<u>12/31/2023</u>	<u>1/1/2023</u>	<u>12/31/2023</u>
NET ASSETS - BEGINNING OF PERIOD		3,958,107.62		3,790,975.25		3,268,481.19
DISBURSEMENTS:						
CASH FUND EXCHANGES		60,000.00		180,000.00		480,000.00
RECEIPTS:						
CONTRIBUTIONS:						
PARTICIPANTS		60,000.00		180,000.00		480,000.00
INVESTMENT INCOME:						
UNREALIZED GAIN/LOSS-INVESTMENT		102,139.38		102,075.12		263,434.31
MASTER TRUST ALLOCATED EXPENSES		-961.01		-1,994.24		-3,450.13
MASTER TRUST CHANGE IN REALIZED G/L		13,273.12		28,027.25		48,391.02
MASTER TRUST INVESTMENT INCOME		8,937.73		49,301.64		99,310.83
MT ALL INVESTMENT MANAGER FEES		-1,381.66		-8,269.84		-16,052.04
UNIT EXCHANGES		60,000.00		180,000.00		480,000.00
Total Receipts		242,007.56		529,139.93		1,351,633.99
Total Disbursements:		60,000.00		180,000.00		480,000.00
Net Assets - End of Period:		4,140,115.18		4,140,115.18		4,140,115.18

STATEMENT EXPLANATION

Below you will find a description of each item posted to your statement.

CAPITAL ACCOUNT

Summary of Account Activity:	A summary statement produced for your investment in the State Retiree Benefits Trust Fund (SRBTF) includes both month-to-date and fiscal year-to-date information. This statement is also furnished to the Public Employee Retirement Administration Commission (PERAC).
Your beginning net asset value for the period:	The total balance of your investment as of the opening date of the statement period.
Your change in investment value for the period:	The total increase or decrease in your investment includes net investment income, realized gains or losses, and unrealized gains or losses.
Your total exchanges from (to) cash fund:	Movement of funds occurring on the first business day of each month between your Cash Fund and Capital Account (SRBTF).
Your ending net asset value for the period:	The total balance of your investment as of the closing date of the statement period.
Gross investment income:	Represents your allocable share of the SRBTF's income associated with securities and other investments (i.e. real estate), except for realized and unrealized gains or losses. It is principally interest, dividends, real estate income, and private equity income.
Management fees:	Represents your allocable share of the SRBTF's expenses related to PRIM's investment advisors, consultants, custodian and operations expenses.
Net investment income:	Represents your allocable share of the SRBTF's gross investment income, less Management Fees.
Net fund unrealized gains/losses:	Represents your allocable share of the SRBTF's increase or decrease in value, attributed to a change in value of securities or other investments held in the PRIT Fund, relative to original cost. These gains or losses are "unrealized" because the investments have not yet been sold.
Net fund realized gains/losses:	Represents your allocable share of the SRBTF's increase or decrease in value attributed to the PRIT Fund's sale of securities or other investments (i.e. real estate property). Whether you "realize" a gain or loss depends upon the price at which the investment was sold in relation to its original purchase price.

CASH FUND

Your beginning net asset value for the period:	The total balance of your investment as of the opening date of the statement period.
Your investment income for the period:	Interest earned for the period.
Your total contributions for the period:	Sum of all funds (i.e. wires and/or checks) sent into your SRBTF account during the statement period. Cash contributed any day during the month except the first business day will remain in your Cash Fund until the first business day of the following month, when it will then be exchanged into the General Allocation Account (SRBTF).
Your total redemptions for the period:	Sum of all funds sent by wire from the PRIT Fund's custodian bank to your government entity during the statement period. A redemption made be made at any time throughout the month as long as your Cash Fund balance equals or exceeds the amount you wish to redeem.
Your ending net asset value for the period:	The total balance of your investment as of the closing date of the statement period.

If you have any questions regarding your statement, please contact the Client Services team at clientservice@mapension.com.



Town Of Brewster
Planning Board
2198 Main Street
Brewster, Massachusetts 02631-1898
(508) 896-3701 ext. 1133

January 25, 2024

Mr. Peter Lombardi
Town Manager
Town Hall, 2198 Main Street
Brewster, Massachusetts 02631

Re: Planning Board Case No. 2024-02
Joint Public Hearing under GL C. 87, Sec. 3 & C. 40, Sec 15C
Brewster Planning Board and Brewster Tree Warden
Associated Tree Work, Millstone Road Improvements Project

Dear Peter:

Please be advised that, at a duly-noticed joint public hearing held last night, Wednesday, January 24, 2024, the Planning Board voted unanimously, five members in favor, none opposed, to allow the above-referenced work, as proposed by the Town of Brewster c/o the Department of Public Works, to proceed without objection, subject to the following conditions, that the Town:

- 1) Continue the public outreach, planning and decision-making process for the tree work as described in the memorandum from Griffin Ryder, DPW Director, dated January 4, 2024, contained in the application package;
- 2) Submit revised plans to the Board seasonably to reflect changes in the tree work as the Project advances; and
- 3) Undertake the work in consideration of the bird nesting season to the maximum extent practicable.

The Board was impressed with and appreciated the clarity of the application and presentation. Further, the Board commends the Town for its "community-centered" approach to Project design and planning, including for the associated tree work.

Sincerely,

Alex Wentworth
Vice Chair
Brewster Planning Board

cc: File
Griffin Ryder, DPW Director
Josh Sargent, Brewster Tree Warden
Colette Williams, Brewster Town Clerk



TO: ALL MEDIA
FROM: CAPE COD REGIONAL TRANSIT AUTHORITY
CONTACT: TOM CAHIR AT 508-775-8504
DATE: JANUARY 26, 2024
RELEASE: IMMEDIATELY

CCRTA ANNOUNCES FREE FARES FOR PERSONS 60+ OR WITH DISABILITIES

Program made possible by MassDOT through “Fair Share” revenue distribution

HYANNIS, MA – The Cape Cod Regional Transit Authority (CCRTA) is announcing free fares for people over the age of 60 and people with disabilities on all fixed bus routes beginning on Thursday, February 1st. The CCRTA runs fixed bus routes in all fifteen Cape Cod towns.

This program was made possible through a \$506,758 grant awarded by MassDOT for the development of an “Older Adults and Persons with a Disability Fixed Route Free Fare Program.”

“We are extremely pleased to have been awarded this grant to take care of our most vulnerable population, adults over the age of sixty and persons with a disability. This program would not have been possible without the grant from MassDOT created as a part of the ‘Fair Share’ revenue distribution program,” said CCRTA Administrator Thomas Cahir.

Initially, older adults and persons with disabilities will be able to participate in the fixed route free fare program using their Charlie Card picture I.D., previously issued through the CCRTA’s certification process. Over time, the Charlie Card will be replaced by the CCRTA developed “Go Card” for use on the CCRTA’s fixed route system to travel for free.

The Cape Cod Regional Transit Authority (CCRTA), is one of 15 Regional Transit Authorities within the Commonwealth of Massachusetts and has been providing public transportation services since 1976 to residents and visitors as well as consumers of state agencies and human service organizations for all 15 Cape Cod communities. Cape Cod (Barnstable County) towns include Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet and Yarmouth. For additional information, please visit capecodrta.org.

###



The Cape Cod RTA is goin' your way

**With a special announcement for our
friends over 60 and people with disabilities**



Starting February first, all eligible passengers will enjoy **FREE** fares on all our fixed bus routes throughout the Cape! If you are 60 or over or have a disability you must have the new Go Card or current reduced fare Charlie Card to get this special fare. Cape Cod RTA fixed route buses are accessible and our friendly drivers await you.

(800) 352-7155 | CapeCodRTA.org

Appendix C

SELECT BOARD COMMITTEE APPLICATION SCREENING FORM

Applicant Name

Requested Committee

1. TOWN CLERK REVIEW

- a. Applicant is a registered Brewster voter: Yes No
b. Date confirmed

2. SELECT BOARD LIAISON RECOMMENDATION TO SELECT BOARD

a. Select Board Liaison Applicant Interview:

- i. Interviewer name (Select Board Liaison):
ii. Interview date:

b. Select Board Liaison Consultation with Committee Chair:

- iii. Committee Chair name:
iv. Consultation date:
v. Did Committee Chair also interview applicant? Yes No

c. **Was at least 1 Brewster reference contacted:** Yes No N/A

d. Select Board Liaison Recommendation:

- i. Recommend appointment.
ii. Recommend appointment to other committee that is a better fit for applicant qualifications.
iii. Recommend holding application for future opening.
iv. Not recommended.

3. SELECT BOARD ACTION

- a. At a Select Board meeting held _____, the Applicant was appointed to for a term ending _____ year term.

4. NOTIFICATION OF APPOINTEE AND TOWN CLERK

- a. Date notification of appointment sent to appointee and Town Clerk:

Appendix B

Town of Brewster SELECT BOARD COMMITTEE APPOINTMENT APPLICATION

APPLICANT DIRECTIONS:

- Thank you for your interest in serving Brewster. The Town aims to match applicants with committee service best aligned to your skills and interests as well as the committee's needs.
- The Town may consider the information in this application, any supplemental information, and any other publicly available information. An appointment to any committee, board or commission is at the discretion of the Select Board.
- Please complete this form online, or on paper, and submit a résumé if desired to Erika Mawn, Town Administrator's Executive Assistant:
 - Email: EMawn@Brewster-MA.gov
 - Mail: Erika Mawn, 2198 Main St., Brewster, MA 02631, or
 - In person: Town Administrator's Office or drop-box outside Town Hall.
- After your application materials are received, you'll be contacted regarding next steps. Vacancies will be filled by applicants deemed best qualified to serve in a particular capacity, which discretion lies solely with the appointing authority. Submitting this form does not guarantee appointment.

1. Applicant name:

2. Address:

3. Phone Numbers: Home: Cell:

4. Email:

5. This is an application for: Full member status Alternate status

6. Are you a full-time Brewster resident? Yes No

7. Years you've lived in Brewster:

8. Are you registered to vote in Brewster? Yes No

9. Committees you are interested in serving on in order of preference:

- a.
- b.
- c.

NOTE: You may attach a résumé or CV instead of completing items 10-14.

10. EDUCATION. List schools attended, degrees/diplomas/certificates received, and date of completion.

Name of School	Degree/Diplomas Certificates	Date of Completion

11. OCCUPATION: _____

- Active Retired Not currently working

12. EMPLOYMENT EXPERIENCE. List employers, job titles and dates of employment for at least previous 3 years.

Name of Employer	Job Title	Dates of Employment

13. GOVERNMENT POSITIONS. List any Town of Brewster or other government volunteer, elected, or appointed positions you now hold or have held.

-
-
-
-

14. COMMUNITY ACTIVITIES. List all civic, non-profit, or other organizations that you belong to or have belonged to in the previous 5 years:

- a. Organizations and dates:

15. GOALS: Please explain why you'd like to serve on a particular committee.

16. EXPERIENCE & SKILLS: Please list any experience, achievements, skills, or interests you have that would assist you to serve effectively on the committee you wish to serve on.

17. TOWN EMPLOYMENT: Are you or any member of your immediate family employed by or receiving financial consideration from the Town of Brewster?

Yes No

18. CONFLICTS OF INTEREST. Do any of your activities or relationships present the possibility or probability of a conflict of interest if you are appointed? (Does not automatically disqualify but may need to be disclosed) Yes No

19. LOCAL REFERENCES: Please provide the names and contact information for references (Brewster residents preferred):

a. Name:
Address: [REDACTED]
Phone: [REDACTED]
Email: [REDACTED]
Relationship to you:

b. Name:
Address: [REDACTED]
Phone: [REDACTED]
Email: [REDACTED]
Relationship to you:

20. ADDITIONAL INFORMATION. Please add any additional information you'd like.

20. SIGNATURE. By signing below, you state that you understand and agree.

- My completion of this form does not guarantee my appointment and my application will be kept on file for two (2) years.
- If appointed to a position, I will be considered a Municipal Employee under MGL Ch. 268A and will be subject to:
 - Massachusetts Conflict of Interest Law, MGL Ch. 268A;
 - Massachusetts Financial Disclosure Law, MGL Ch. 268B;
 - Massachusetts Open Meeting Law, MGL Ch. 30A, Sections 18-25, and the implementing regulations, 940 CMR 29.00;
 - Massachusetts Public Records Law, MGL Ch. 66, and the implementing regulations, 950 CMR 32.00;
 - Massachusetts Campaign Finance Law, MGL Ch. 55; and
 - Brewster Charter, when in force, and Town bylaws, and all other applicable federal, state, and local laws or regulations.
- If appointed, I must be sworn in by the Town Clerk before serving, and I will complete State Conflict of Interest training after appointment, as well as any other certifications required by law.
- When submitted, I understand that this form becomes a public document.

Signature: Date:

Anne L. Weirich

[REDACTED]
Brewster, MA 02631

[REDACTED]
cell [REDACTED]

Formal Education

- 1998 Masters of Divinity, Princeton Theological Seminary (PTS)
1980 B.A., Anthropology, Illinois State University, Normal, Illinois

Work History:

- 2019 - present - supply preaching, weddings
October 6, 2019 - Honorably Retired
October 2013 - October 6 2019 - Pastor, Head of Staff, College Drive Presbyterian Church,
New Concord, OH, 145 members, village/university
July - September 2013 - Sabbatical - Cuba, New Zealand
October 2011 - July 2013
Interim Head of Staff - First Presbyterian Church, Lansing, MI, 400 members, urban/
suburban
September 2006 - September 2011
Associate Pastor for Mission and Pastoral Care and Transitional Head of Staff -
Westminster Presbyterian Church, Grand Rapids, MI, 1300 members, urban
December 2001 - July 2006
Associate Pastor and Transitional Head of Staff - Claremont Presbyterian Church,
Claremont, CA, 500 members, suburban/college
September 1998 - October 2001
Associate Pastor - for Youth and Pastoral Care First Congregational Church of Harwich
UCC, Harwich, MA, 400 members, village
May 1993 - August 1995
Food Pantry Director/Community Ministries - Westminster Presbyterian Church,
Grand Rapids, Michigan, 1600 members, urban
March 1991 - November 1993
General Manager - Eastown Food Cooperative, Grand Rapids, Michigan
September 1991 - August 1992
Provided home care for terminally ill parent
September 1989 - August 1991
Self-employed, Los Angeles, California

May 1983 - June 1989
Branch Manager/Assistant Vice-president, Mid America Title Company,
Arlington Heights, Illinois
August 1980 - April 1983
Administrative Assistant, Family Cancer Support Network, Evanston, Illinois

Other Service:

April 2022 - present - Brewster Pond Property Commission - alternate
August 2020 - present - President of Pilgrims of I'billin Board - Educational Institution
June 2020 - present - Brewster Ladies Library Association Board- Secretary
June 2019 - PCUSA Ecumenical delegate to the RCA General Synod, Holland, MI
June 2018 - October 2019 - Council member, Synod of the Covenant, Trustee
June 2017 - PCUSA delegate to the World Communion of Reformed Churches General Council meeting - Leipzig, Germany
October 2017 - October 2019 - Convener - Ecumenical Addiction Coalition of New Concord, OH
October 2017 - October 2019- New Concord Area Arts and Recreation Department Board, New Concord, OH.
December 2016 - October 2019 - Convener -Ecumenical Interconnections Coalition of New Concord, OH
January 2015 - December 2018 - Board Member and Secretary - Evergreen Senior Housing Board, New Concord, OH
October 2013 - October 2019
Member of the New Concord Ministerial Association and the
Presbytery Clergy Parish of New Concord and Cambridge
February 2014 - present - GACEIR - Executive Committee 2016-7 and 2020 - 21
General Assembly Committee on Ecumenical and Interfaith Relations
April 2014 - delegate to CANAAC - regional group for WCRC, Jamaica
January 2006 -November 2012 - Member of the Presbytery of Lake MI Leadership Team
Presbytery worship coordinator, member Staff Design Team
June 2010 - February 2011 - Moderator of an ecumenical board supporting the creation of a Native American community center in Grand Rapids, MI.
April 2009 - June 2010 - Member of the local (Grand Rapids) and national planning committee for the Uniting General Council of the World Communion of Reformed Churches.
June 2008 - Delegate to General Assembly, San Jose, CA
February 2006 - Synod work group with Cliff Kirkpatrick - a conference on the challenge from the World Alliance of Reformed Churches, Los Angeles, CA
October 2005 - Synod work group for a Presbyterian Women's celebration of women's ordination with Jana Childers and Jane O'Dell, Claremont, CA
March 2002 - August 2006
Co-Moderator - Administration & Finance Committee, San Gabriel Presbytery
Member of Presbytery Council, Vice-President of San Gabriel Presbytery Corporation
Jan. 2002 - December 2004
Worship Committee, San Gabriel Presbytery
August 2004
World Alliance of Reformed Churches General Council, Accra, Ghana - guest/observer
July 2003
Presbyterian Women's Triennial Conference, Louisville - PW Synod Reflector
October 1998 - October 2001
Chair, Stewardship and Mission Committee, Presbytery of Southern New England
Member of Presbytery Council
Mission: Mexican border, 1992,3, 2007, 8, 10. Scotland, 2000. PDA - Katrina 2006, 7, 8. Cuba 2009, 10, 11, 13. Detroit, 2008, 9. Israel/Palestine 2007, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22. Habitat 2011 and many community ministries.