

Brewster, MA Town Administrator



Community & Position Profile



The Community of Brewster, Massachusetts

The Town of Brewster is a charming, historic, and vibrant community of approximately 10,000 year-round residents located on Cape Cod in Massachusetts. It has a tradition of highly responsive government service, has strong citizen engagement, and is known for its beautiful coastline, distinctive New England architecture, and abundant open space. The Town seeks a seasoned municipal management professional with exceptional leadership and communication skills to serve as Brewster's next Town Administrator.



HISTORY: First known as Satucket, [Brewster](#) was settled in 1656 as the northern parish of the town of Harwich. It separated from Harwich and was incorporated in 1803. Brewster was named for Elder William Brewster, one of the Pilgrims and a religious leader at Plymouth Colony. A much-photographed grist mill remains a testament to the area in Brewster where the country's first water-powered grist and woolen mill was established at Stony Brook in the late 17th century. Brewster is referred to as "The Sea Captains' Town" for the seafarers who built stately homes here

in the 1800s. Many of those homes now serve as popular bed-and-breakfast establishments.

Brewster actively preserves its historical setting and rural, small-town feel. In 2018, Brewster completed a [Vision Plan](#), a framework for the future that captures the community's preferences for its social, physical, and economic evolution. The plan is structured around eight building blocks: community character, open space, housing, local economy, coastal management, water resources, governance, and community infrastructure.

GEOGRAPHY: Brewster is 25.4 square miles in size, including 22.9 square miles of land. One of 15 towns in Barnstable County, 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. Brewster is about 90 miles from Boston and has 56 miles of public roads and 83 miles of private roads.

The Town has more than six miles of coastline that includes nine town landings (beaches) and more fresh water pond acreage than any other Cape Cod community. Brewster values its water resources and works diligently to protect and preserve them. Brewster's drinking water was recognized as the best in the nation in 2017.



SEASONAL ECONOMY: There are a significant number of second homes and vacation homes in Brewster, and there can be as many as 35,000 people living in town during the busy summer months. Vacationers enjoy Brewster’s beautiful beaches, hiking trails, cultural activities and restaurants. This influx of part-time residents and seasonal visitors increases traffic but causes Brewster’s economy to thrive.

The community consists primarily of residential properties with small business and retail districts located along major thoroughfares. Brewster supports appropriate economic development that does not detract from its rural charm and scenic vistas. A few of the larger employers in Brewster are Ocean Edge Resort & Golf Club, Cape Cod Sea Camps, and Wingate at Brewster. The town enjoys a general store, restaurants, bakeries, and coffee shops.

CULTURE: The historic Brewster Ladies Library is a centerpiece of the town’s cultural life. It hosts educational panels and speakers like historian Doris Kearns Goodwin. Brewster’s Cape Rep Theatre offers celebrated live performances. Brewster’s Stony Brook herring run comes alive each spring with the return of herring and draws crowds. The Brewster Historical Society holds summer farmer’s markets. A summertime hayride to Paines Creek Beach is a children’s favorite. The Cape Cod Museum of Natural History is an education center on Brewster’s salt marsh. Brewster holds a community parade down



its Main Street each May, as well as road races. Each summer, the Brewster Whitecaps, play amateur baseball in a league started in 1885. An environmentally conscious community, Brewster residents recycle at a high rate through a Pay-As-You-Throw program, and produce a lower amount of solid waste than the national average. The town hosts the Animal Rescue League of Boston’s Cape Cod site, where champions for animal adoption care for animals in need. Brewster holds ceremonies to honor Memorial Day, Veterans Day and to remember 9/11. The town’s elegant Crosby Mansion, once the largest private home on Cape Cod, was restored by citizen volunteers and now hosts weddings and other events.

ASSESSED VALUES: Brewster’s total assessed value in FY2019 is approximately \$3.94 billion. Residential properties account for 94.46% of the Town’s total assessed value, while commercial and industrial properties account for 4.24%, and personal property for 1.29%. The average commercial assessment in Brewster for FY2019 is \$753,480 and the average residential property assessment is \$461,174. While the Town’s population is primarily middle-income, according to U.S. Census statistics, there are 4.9% of residents with annual incomes below the poverty level and others who find it a financial challenge to retain their Brewster residences.

CENSUS DATA: According to the 2010 U.S. Census, the Town of Brewster’s racial composition is 97% white, 1.6% Hispanic or Latino, 1.2% two or more races, 0.9% Black or African American, and 0.6% Asian. The median household annual income is \$67,340, which is slightly lower than the state median household annual income of \$70,954. The Town is demographically dissimilar to the state regarding resident age cohorts with differences in, for example, the under-18 years cohort with Brewster at 16.8% in the 2010 U.S. Census versus 20.0% for the state. In the under-5 years cohort, Brewster has 3.7% of its population, lower than the state’s 5.3%. Brewster, like much of Cape Cod, has an aging population. The

65 years and over cohort in Brewster is 29.28%, while the Commonwealth's is 16.2%. In Brewster, 5% of residents are between ages 25 and 34 years compared to 13% statewide. The median age of Brewster's residents is 54.7 years while the median age for the state is 39.1 years.

COMMUNITY SERVICES: Cape Cod Hospital, a 283-bed, 38-acre complex in Hyannis, is 11 miles from Brewster. Hyannis also hosts a municipal airport. Brewster is approximately 90 miles from both Logan Airport in Boston and T. F. Green airport in Providence, Rhode Island. The Cape Cod Regional Transit Authority serves Brewster with public transportation. There are a number of banks, medical offices, places of worship, and small grocers in town.

Brewster Government and Finance

SELECT BOARD: Brewster's executive branch of government is a five-member [Select Board](#) that serves as the governing body of the Town. Select Board members are elected to staggered three-year terms to oversee all matters impacting the interest and welfare of the community, and are responsible for



ensuring that Town government is responsive to and reflective of community needs and values.

COMMITTEES: An elected five-member [School Committee](#) oversees the policies and budget of the Town's public school system. Other elected positions in Town include the Planning Board, Board of Health, Recreation Commission, Historic District Committee, Housing Authority,

and representatives to the Nauset Regional School District Committee. In addition, the Town appoints citizens to boards and commissions to conduct municipal operations, including the [Finance Committee](#) which works closely with the Town Administrator on budget preparation and other financial matters.

TOWN MEETING: Brewster has an Open Town Meeting form of government with a quorum requirement of 200 registered voters. Town Meeting is the legislative body of the Town and typically meets for the Annual Town Meeting on the first Monday in May for the transaction of all business for the Town, other than matters to be determined by ballot. An additional Special Town Meeting is held the third Monday in November to address the transactions of business for the Town. There are approximately 7,800 registered voters in Brewster.

TOWN ADMINISTRATOR: The [Select Board](#) appoints the [Town Administrator](#) to provide day-to-day oversight of the Select Board office. The Town Administrator is responsible for executing the policy directives of the Select Board and for managing the operations and activities of the Town.

The Town Administrator is specifically [responsible](#) for providing counsel to the Select Board, supervising all departments under the jurisdiction of the Select Board, handling personnel and benefits administration, financial management, collective bargaining, procurement, preparing the warrant for the annual and special Town Meetings, maintaining all records of Select Board meetings, responding to

written and verbal inquiries from the public and media, and coordinating the Annual Town Report. The Town Administrator appoints the Finance Director, Deputy Assessor, Treasurer/Collector, Building Commissioner, Superintendent of Public Works, and all department heads and officers, subordinates and employees under the direct supervision of the Town Administrator, except employees of the School Department, Police Department, and Fire Department. Brewster has had two Town Administrators over the past 33 years, illustrating the stability of the position and the community's support of professional management. Two Assistant Town Administrators report to the Town Administrator, one with a focus on human resources and the other with a focus on procurement and contracts.

FINANCIAL SNAPSHOT: Brewster holds a Standard & Poor's rating of [AAA](#), with a stable outlook, as stated in a February 2018 rating action. The rating was based upon the community's locally derived revenue base, very strong local economy, budgetary flexibility, and liquidity. Local property taxes generate about 79% of revenue, demonstrating a lack of dependence on central government revenue.

In FY2019, the Town has a [\\$39.7 million budget](#), which includes its two elementary schools, and assessments for one regional school district and one regional technical high school.

As of October 2018, Brewster had a stabilization balance of \$2,442,270, and an OPEB trust fund balance of \$1,784,460. The Town's OPEB liability is approximately \$21.96 million and it has a net pension liability of about \$24.38 million, as of the most recent actuarial valuation on January 1, 2017. In February 2018, Standard & Poor's noted that Brewster has a very strong debt-and-contingent liability position, with debt service carrying charges at 2.9% of expenditures and net direct debt that is 56.1% of total-governmental-fund revenue as well as low overall net debt at less than 3% of market value. The [FY2019 tax rate](#) for all properties is \$8.58 per thousand of the property's assessed value.



COUNTY GOVERNMENT: Brewster is one of 15 Cape Cod towns in Barnstable County. The County provides numerous services and programs to its constituents under a Home Rule Charter enacted by the Massachusetts Legislature in 1988. The County is governed by an executive branch, the County Commissioners, and a legislative branch, the Assembly of Delegates. Brewster elects a delegate to the Assembly. County services include aquaculture guidance, coordinating grant applications among multiple towns, health services like immunizations and water testing, a Fire Rescue Training Academy, solid waste and recycling services, and coastal erosion consultation. The Cape Cod Commission is the County's land use and planning agency. County services are funded primarily through a deeds excise tax and annual assessments on towns.

Brewster's Challenges and Opportunities

- **FINANCES**

Brewster has a Standard & Poor's rating of AAA with a stable outlook, according to a February 2018 report. The Town's goal is to manage its finances in a manner that will maintain its high rating. The Town has experienced recent challenges due to accounting errors that included inconsistencies between different ledgers, use of some funds without Town Meeting approval, and financial control issues. Those issues are being currently addressed through personnel changes and a highly regarded financial consulting firm. Brewster's [FY2019 budget](#) is approximately \$39.7 million. Standard & Poor's highlighted Brewster's strong local economy, manageable debt burden, and conservative approach to budgeting as strengths.

- **ECONOMIC DEVELOPMENT**

Brewster has small retail and professional services establishments, many of which are family owned. Currently, 94.4675% of the tax base is residential and additional businesses that are appropriate for the Town's character would be welcome. Brewster's goal is a sustainable economy that builds on the Town's natural and human assets, addresses the needs of small business, and provides year-round employment for Brewster's young families. The Town's [Vision Plan](#) details the goals of building a "green" economy based on the Town's natural beauty and resources as well as fostering small businesses that are compatible with the Town's character and promote year-round employment. Three marijuana establishments, including one cultivator facility, have entered into Community Host Agreements with the town but have not yet opened or produced municipal revenue. There is no municipal sewer system in Town, which can present a challenge for some businesses.

- **EDUCATION**

Brewster highly values education. Brewster's School Committee has jurisdiction over elementary education and operates two schools – Eddy Elementary and Stony Brook Elementary. There is some interest in consolidating the two elementary schools as enrollment has decreased in recent years. The Town is a member of the Nauset Regional School District, which operates a middle school and a high school. Brewster students represent about 50% of Nauset Regional's student population. Eddy Elementary has a 2018-2019 budget of approximately [\\$3.76 million](#), while Stony Brook's is about [\\$3.87 million](#). The Nauset Middle School's budget for the current academic year is nearly [\\$8 million](#), while Nauset Regional High School's budget is about [\\$11.46 million](#). Brewster students may opt to attend [Cape Cod Regional Technical High School in Harwich](#). 98% of Brewster's residents age 25 years and older have a high school diploma and about 51% of the population age 25 and older hold a bachelor's degree or higher advanced degree.

- **CAPITAL NEEDS**

Brewster has identified the need for a multigenerational community center, possibly through the repurposing of an existing facility. The Brewster Council on Aging building needs additional space and might be incorporated into a community center. A state-of-the-art \$13.5 million fire station opened in 2018, and the Town recently approved a \$10 million override for road improvements. Cape Cod Regional Technical High School will construct a new \$128 million facility in Harwich, with approximately \$7 million funded by Brewster. Nauset Regional High School is in the early stages of a large renovation project, and the Brewster Ladies' Library received a state grant of \$4.65 million, expected to be in hand in 2021, as matching funds for a major renovation project.



- **HOUSING**

Brewster's [Housing Production Plan](#) was approved by the Massachusetts Department of Housing & Community Development in 2017. Brewster established a Municipal Affordable Housing Trust earlier this year as recommended in the Housing Production Plan. Seasonal or occasional residents intermittently occupy about 43 percent of Brewster's housing stock. The Town is currently at approximately 5.45% affordable housing, and needs to achieve the state-mandated 10% affordable housing level. Brewster hopes to reach that goal by 2025. This presents a challenge for the Town, which has identified a strong need for rental housing, particularly for the elderly, individuals, and young families. Seasonal workers encounter challenges in securing appropriate housing in Brewster and throughout the Cape. Approximately 84.4% of the housing units in Brewster are owner occupied with a median value of nearly \$421,100, according to U.S. Census data. There are approximately 8,000 total housing units in Brewster and about three-quarters of them are single family homes. The first phase of a Habitat for Humanity project saw six homes built in 2018 with eight more to be constructed.

- **WATER RESOURCES**

Brewster vigorously protects the Town's fresh water system to preserve high quality drinking water. The Town actively maintains or improves the health of its ponds and marine watersheds. This includes protecting town wellfields by open space acquisition and improving pond water quality through public education, regulation, and mitigation activities. An [Integrated Water Resources Management Plan](#) was developed and guides municipal efforts. Preserving and protecting coastal resources and expanding public access to them are also important goals in Brewster. Coastal erosion, climate change, and beach protection are critical issues for the Town. A Coastal Management Plan is in development by the town's Coastal Committee.

- **OPEN SPACE AND RECREATION**

More than one-third of Brewster's land has been preserved for conservation, watershed protection, open space, and recreational purposes. The state-owned [Nickerson State Park](#) contains 1,900 acres, and consists of woodlands, trails, ponds, and campsites. Brewster held an Open Space Summit in 2018 and published an [Open Space & Recreation Plan](#) in 2014. The Plan includes an inventory of open space and recreation lands as well as an analysis of Brewster's open space and recreation needs. A non-profit, the



Brewster Conservation Trust, collaborates with the Town to preserve open space. The Town would like to expand the use of recreational areas, prioritize environmentally sensitive areas for preservation, and maintain open space through density and development standards. A section of [The Cape Cod Rail Trail](#) meanders through Brewster along with other bicycle and hiking trails. [The Captains Golf Courses](#) are a municipal venue built in 1985 with a second course added in 2000. The Brewster flats offer acres of shell-fishing and local waters provide opportunity for paddle sports and boating.



- **PUBLIC SAFETY**

The [Brewster Police Department](#) has 23 full-time officers, four civilian dispatchers, and one administrative assistant. Its annual budget is about \$2.7 million. Typically two new cruisers are brought online annually. The [Brewster Fire Department](#) has 19 full-time firefighters and 16 on-call firefighters operating out of one station. It has an annual budget of approximately \$1.8 million. The department also runs the Town's ambulance service and 14 firefighters are also medics. Dispatch is managed by the Barnstable County Sheriff's Department. Police, Fire and other departments form Brewster's emergency management structure.



- **CITIZEN ENGAGEMENT**

Brewster embraces civic engagement and appreciates the high levels of participation and discourse residents provide. The Select Board is developing a Public Engagement Policy to highlight the importance of engaged citizens. Citizens serve on numerous elected and appointed boards and committees as well as in other volunteer capacities. Maintaining a strong and collaborative relationship between residents, employees, and volunteers is vital to the success of the community. Ideas and recommendations regarding improved methods of communicating with and engaging citizens, including new technologies and social media, is welcomed. The next Town Administrator must be a skilled communicator with a strong belief in transparency.



Candidate Qualifications

COMPETENCIES: The Brewster Select Board seeks a Town Administrator with strong leadership abilities, municipal management experience, and an interest in a tenure of at least five to 10 years in Brewster. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization.
- should be competent in all areas of municipal management and operations, but especially in finance and budgeting, personnel administration, economic and community development, and project management.
- should be knowledgeable about municipal management best practices.
- should be inclusive, collaborative, ethical, and committed to transparency in government.
- should be an innovative and decisive leader who can work well with various Town stakeholders.
- is expected to work cooperatively and collaboratively with staff, citizens, volunteers, and the business community.
- should be highly approachable, a skilled and effective communicator, and have an open-door management style.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Brewster employees.
- must be a strategic and dynamic leader who employs a teamwork approach.
- should be enthusiastic and strive to build morale.
- must be skilled in developing relationships and team building.
- must be dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence.
- must have the ability to effectively explain complex issues to individuals, committees, and citizens. Brewster exhibits a culture of excellence and has an embedded dedication to constituent service that the next Town Administrator should embrace.
- should have strong finance skills and be a strategic thinker, particularly in regard to budgeting, project management, and economic and community development.
- must be able to develop and sustain credible relations with residents, staff, and union representatives.
- must be a creative problem-solver and active listener who is accessible, open to new ideas, and a consensus-builder.
- must lead by example, have effective conflict resolution skills, and be motivated and respectful.
- should be a community unifier who manages projects in a participatory manner.
- should possess demonstrated skills, abilities and knowledge in municipal finance and budgeting, team building, economic development and community planning, project management, and personnel management.

EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree in a field appropriate to municipal management, with a master's degree in public administration, business management, or a related field preferred.
- A minimum of 3-5 years of progressive experience as a municipal city/town manager or administrator, as an assistant city/town manager or administrator, or education and experience in or relatable to municipal government that is equivalent is required.
- Massachusetts experience is preferred.



Compensation Package

The Town of Brewster will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$150,000+/-, commensurate upon qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency in Brewster is not required.

How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by November 29, 2018, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Brewster Town Administrator Search

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Brewster Town Administrator Search Committee will interview the most qualified candidates in confidence. Based upon these interviews, finalists will be chosen for further evaluation and reference checks, and will then be forwarded to the Select Board. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Select Board. The Brewster Select Board will select the Town Administrator.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Brewster, Mass., is an EEO/AA employer.

