1. Municipal buildings, facilities, and services

## Introduction

The quality of public services and facilities directly impacts the ability of the residents to live in a safe and healthy environment. Sanitation, public safety, and human services as well as schools and the operation of the Town government, are vital components of a thriving community. Planning must be linked to, and complementary with, established levels and quality of service. When it is not, growth can be disruptive and stress the community’s ability to serve new and existing residents or businesses. The Town’s existing public services and facilities are presented on Map SF-1.

In general, major Town functions in Mashpee are conducted from several main public buildings – Town Hall, the Public Works Department, the Police Station, the Fire Station, Water District Building, and several smaller public buildings. Three school buildings, a Senior Center, and Library also provide a variety of services to the Town’s population. Various municipal departments are integral in enhancing and protecting the quality of life that is so important to the residents of Mashpee. In particular, the Public Works Department is responsible for:

* Town road maintenance, repair, and construction
* Stormwater maintenance
* Town building maintenance
* School-related wastewater services and facilities related to wastewater

The Police Department, Fire Department, and Emergency Management provide a vital public safety role for the community protecting the overall health, safety, and welfare of residents. The School Department maintains three school buildings and an operating budget that, on average, represents a significant portion of the Town’s operating budget, providing a high level of educational and human services.

## Existing Conditions

Mashpee provides high-quality facilities and services for residents and visitors through a variety of government departments. This chapter outlines the roles of each of the main public departments and provides an overview of relevant information to offer transparency to the public. Health and human services refer to a variety of services and functions provided by the Town that relate to the basic needs of the community. These facilities and services range from those that concern mental and physical health, such as the Council on Aging, to infrastructural needs by the Department of Public Works. Public Safety also falls into this category as well as more social functions like the Town’s Public Library and public education. This section identifies those services and provides an overview of their current capacity and operations.

### Town Hall

The Mashpee Town Hall is located at 16 Great Neck Road North and houses the following Town Departments:

* Accounting
* Assessing
* Board of Health
* Building
* Conservation
* GIS – NG911 – CRS Coordinator
* Human Resources
* Human Services
* Information Technology
* Planning
* Town Clerk
* Town Manager
* Treasurer/Tax Collector
* Zoning Board of Appeals

### Department of Public Works

The Mashpee Department of Public Works (DPW) is responsible for public roads, bikeways, solid waste and recycling, cemeteries, public building maintenance, and recreational facilities. The DPW works with all Town departments, regionally with surrounding Towns, the Cape Cod Commission, and statewide with various state agencies, including Mass DOT. The DPW facility is located at 350 Meetinghouse Road and is the oldest of the municipal buildings dating back to 1985. The current facility does not have adequate space for the current DPW needs. Vehicles and equipment lack adequate indoor storage and thus are not protected from the weather. These conditions increase vehicle wear and necessitate more frequent replacement. The Department usually replaces work vehicles every seven years, depending on wear and tear. A garage at the facility is used to maintain all Town equipment. The DPW is responsible for all custodial functions and has a staff of four to maintain all 13 Town buildings. The Department currently lacks a bucket truck vehicle and a large dump truck, often contracting out for tree maintenance work and other work that requires these vehicles. The Town also contracts out for road paving functions, as they do not have that equipment in-house. As Mashpee has developed over the years, the need for new roads, recreational facilities, and services has increased. The DPW’s resources have not kept pace, making it more challenging for the Department to maintain a high level of service to residents. Chapter 10*, Water and Coastal Resources,* offers additional information on the water supply and wastewater management by the Department of Public Works.

### Council on Aging (Senior Center)

The Council on Aging (COA) sponsors, coordinates, and conducts educational, social, and recreational services and programs at the Mashpee Senior Center. The COA also identifies and creates solutions for the empowerment and betterment of the Town’s senior population. The Senior Center is located at 26 Frank E. Hicks Drive, adjacent to the Police and Fire Stations. The Mashpee Senior Center is a site for a variety of different support groups and functions to assist Mashpee seniors. These include, but are not limited to, the following:

* Legal services
* Grief counseling
* Mental health consultation
* Blood pressure clinics
* Foot care clinic
* Hope Dementia & Alzheimer’s Services Caregiver Support Group
* Serving the Health Insurance Needs of Everyone (SHINE) counseling
* Parkinson’s Support Group
* Hearing tests
* Candid Coffee Hour (with a nurse from the VNA of Cape Cod)
* Veteran’s Services
* Sight Loss Services Peer Support Group

In addition to the services listed above, the COA coordinates a host of social activities including art and craft classes, dance classes, book clubs, exercise classes, and sports-related activities and groups. The COA also coordinates support services and appointments to assist seniors with tax preparation, legal appointments, library services, and medical appointments.

Two transportation options are available to Mashpee seniors through the COA. The Senior Center operates a van service that runs between Mashpee and other local Towns on a scheduled basis. The van is handicapped-accessible. The second option is transportation to local doctor’s appointments which are arranged through COA volunteers. Additional opportunities for bus service exist through the Cape Cod Regional Transit Authority (CCRTA), which provides transportation to Boston hospitals.

### Board of Health

The Mashpee Board of Health (BOH) licenses and inspects all food service, retail food, catering, mobile food, residential kitchen, and bakery facilities in Mashpee. They also license, inspect, and address complaints regarding all semi-public swimming pools (condominiums and hotels), tobacco retailers, tanning facilities, bodywork facilities, stables, kennels, housing, motels, camps, and trailer parks in the Town. The BOH also oversees the operation and maintenance of the capped sanitary landfill at Ashers Path and is responsible for septic system plan review, permitting, and approval, as well as the licensing of septic pumpers and installers. During the summer season (Memorial Day to Labor Day) the BOH oversees the sampling of all bathing beaches in Town.

The BOH is located at 16 Great Neck Road North, in the Town Hall, and is staffed by a Health Agent, Assistant Health Agent, a Code Compliance Inspector, and an Administrative Secretary.

### Department of Human Services

The Mashpee Department of Human Services offers resources and solutions for community members who are in need of support. Numerous municipal, regional, and federal entities work with the Department of Human Services and Mashpee Human Services Committee to help Mashpee residents. Through a variety of clinical and other services, the Department assesses and advocates for food access, housing provisions, youth and senior services, substance abuse, and mental health awareness. The following are Town funded contracts for FY 2022:

* AIDS Support Group of Cape Cod
* Big Brothers/Big Sisters of Cape Cod & The Islands
* Capeabilities
* Community Health Center
* Falmouth Service Center
* Independence House
* South Coastal Legal Services
* Salvation Army
* Sight Loss Services
* St. Vincent De Paul Society
* Visiting Nurses Association

### Public Safety

The topic of public safety includes police, fire, and emergency management services. These organizations work cooperatively to ensure the overall health, safety, and welfare of Mashpee residents.

Police

The Mashpee Police Department is responsible for protecting the life and property of Mashpee residents, and preservation of peace within the community. The Police Department performs a variety of functions including, but not limited to, the prevention of crime, apprehension of criminals, protection of rights of persons and property, and the enforcement of Massachusetts General Laws and the bylaws of the Town of Mashpee. The Police Department also assists other Town Departments and officials in the performance of their duties when necessary.

The Mashpee Police Department is a full-service law enforcement organization, fully accredited through the Massachusetts Commission on Police Accreditation that strives to create an environment that fosters the development of partnerships within the community. The Mashpee Police Department strongly embraces the philosophy of community policing with all of our citizens. The Community Services Unit is highly committed and dedicated to identifying the core needs of our community. By providing outreach programs, specialized events and functions, we hope to build a strong collaborative supportive relationship, which will build public trust and mutual respect between our citizens and our police department, increasing the quality of life for those that live, work and visit the beautiful Town of Mashpee.

**Figure 8-1. Mashpee Police Department**

*Source: Town of Mashpee, 2023*

The Police Station is located at 19 Frank E. Hicks Drive, adjacent to the Mashpee Fire Department. The station was built in 1990. Currently, there are 38 full-time officers 1 full-time animal control officer, one full-time administrative assistant, 7 full-time public safety dispatchers, 1 part-time records clerk, one part time firearms licensing clerk, one part-time domestic violence coordinator, and five part-time reserve police officers. The Department responded to over 40,500 service calls in 2021, resulting in 489 arrests or criminal applications.

The station is understaffed and should have approximately 45-48 officers and three administrative staff. The Police Station needs upgrades, with concerns about air quality (a study of air quality conditions is in progress). Furthermore, the design of the Station requires officers to walk through the cell block area to get to the other side, which is problematic. The Station has two garages, but one is utilized for storage and maintenance. The Station has one sally port for officers to bring detainees in, which creates potential conflicts when multiple detainees are being brought in at the same time. The facility space is at capacity and additional space is desired to continue to operate at current staffing levels. Station upgrades will be necessary if staff increases in proportion to the community’s growth. The Station has separate facilities for men and women, which have reached capacity, but drains backing up in those facilities have been an ongoing issue that needs to be addressed.

The Department maintains a fleet of 11 patrol vehicles which operate 24/7 365 days a year. These vehicles are replaced every three years. There are 8 administrative vehicles and detective vehicles that are replaced every 6 years as well as the animal control vehicle which is replaced every six years. This has been a comprehensive vehicle replacement plan which has been in effect since January of 2005 and has worked well. The department also has two ATV patrol vehicles for beaches and difficult terrain as well as two bicycle patrol units.

The Police Department has two divisions. The operations division consists of patrol, dispatch, animal control, school resource officers, special response team, K-9-unit, bike unit, ATV units, and the honor guard. The support services division consists of the detective bureau, prosecution, community services unit, internal affairs, and training and facility inspections.

**Animal Control**

Animal Control falls under the jurisdiction of the Mashpee Police Department and is responsible for any issue related to stray or loose dogs, nuisance dogs, dog bites, loose livestock, rabid animals, and other animal complaints. The department also conducts animal and barn inspections in compliance with Massachusetts General Laws. The department is responsible for enforcing the Town Bylaws relating to dogs and the Massachusetts General Laws in the care of strays and homeless animals. The Animal Control Unit is staffed by one animal control officer and one vehicle. Animal Control is contacted by calling the Mashpee Police Department and a dispatcher will contact the Animal Control Unit, which is available during normal business hours Monday through Friday.

**Fire and Rescue**

The Mashpee Fire and Rescue Department’s mission is to minimize loss and suffering within the community by education, training, and the mitigation of emergency incidents within the limit of available resources. As of December 31, 2021, the current authorized force of the Department was 36 operational members (four captains, four lieutenants, 24 firefighters, one fire prevention inspector, one lieutenant EMS officer, one fire chief, and one deputy fire chief), one administrative assistant, and one billing clerk for a total of 38 members.

The Mashpee Fire and Rescue Department is located at 20 Frank E. Hicks Drive, adjacent to the Mashpee Police Station. The building was constructed in 2000. The Department maintains a total of twelve vehicles, including three engines, one rescue pumper, one brush breaker, one ladder tower, one forestry truck, one tanker, one rescue boat, and three ambulances. The Department were called to 44 total fires, 2,942 emergency medical responses, and 79 hazardous material responses.

The Fire Inspector and Emergency Medical Services (EMS) Officer are continually working to develop new ways to deliver public education courses, site visits, and other public safety events to enhance the quality of life in Mashpee. Some of the beneficial offerings have been smoke and carbon monoxide detector surveys of homes and businesses, childcare seat installations, vital of life medical reviews, fire extinguisher training, home safety inspections and lectures, and the management of end-of-life decisions. Both the Fire Inspector and the EMS Supervisor work closely with the Council on Aging and BOH to monitor activities within the Town that they and others in the Department can assist with.

The Department participates in wildfire planning in the Mashpee National Wildlife Refuge. The Department performs prescription fires for habitat restoration and fire fuels reduction practices on both state and federal lands. There are plans to continue these programs in 2022 to accomplish beneficial burns by the Massachusetts Division and Federal Department of Fisheries and Wildlife. This program is accomplished in partnership with the U.S. Fish and Wildlife Service, Massachusetts Department of Conservation and Recreation, Massachusetts Fish and Wildlife, Orenda Wildlife Trust, and the Town of Mashpee.

Emergency Management

To provide reliable and effective emergency communications to residents, the Town of Mashpee implemented the Blackboard Connect Notification System as a Town-wide emergency notification platform to provide timely and important emergency notification information to residents. Blackboard Connect is a high-speed notification system designed to make calls to specific people or areas in the event of an emergency or for sharing important information. The Mashpee Emergency Management Team and other Town departments use this system to notify residents by telephone of important information. The system can make thousands of calls in a minute to convey vital information. These messages may include information about the flood, fire, water emergencies, road closures, missing persons, evacuation orders, weather events, and other related emergency issues or situations.

Residents and businesses must verify their contact information in the database and can do so by using the Blackboard Connect icon on the Town’s website. Accurate telephone numbers in the database help to ensure that emergency information will be distributed on time. Residents can add additional telephone numbers including a cell phone, and can also receive notification by email, text, or pager. The address documented must be in Mashpee, but the associated phone number can be from anywhere to receive alerts.

### Department of Natural Resources

The Department of Natural Resources (DNR) promotes public health and safety by protecting and restoring Mashpee waterways, enforcing shellfish and water way laws, and maintaining water quality (Town of Mashpee, n.d.). The DNR was created in FY 2017 and currently includes the following positions: Director of Natural Resources, Harbormaster, Shellfish Constable, Shellfish and Water Quality Monitoring Technician, and Waterways Assistants, Natural Resource Officer, and a full-time administrative secretary (Town of Mashpee, 2021). Approximately 13 seasonal positions under the Harbormaster and Shellfish divisions are offered each summer.

The department’s main headquarters moved from the Town Hall to its own new facility at 31 Mercantile Way Units 6 and 7 in the spring of 2023. A needs assessment for the DNR was completed by Weston & Sampson in 2020, but the new building fails to meet all the needs of the department. According to the needs assessment and 31 Mercantile Building specs, the department received a 2,213 square foot double bay section of 31 Mercantile while a building between 5,000 and 7,000 square feet was needed.

**Harbormaster**

The Harbormaster’s Office reports to the Department of Natural Resources. Section 170 of the Mashpee General Bylaws states that the Harbormaster is responsible for enforcing the rules and regulations relating to Mashpee waterways. All moorings require a permit from the Harbormaster (Town of Mashpee, 2021). The Mashpee Harbormaster Division maintains a fleet of seven vessels and five vehicles for patrol and related duties across all Mashpee waterways. The assistant harbormaster responded to one boating accident, 26 service calls, 15 marine incidents, and gave out over 50 citations over 1,600 hours of patrol during the 2021 boating season.

**Shellfish Warden**

The Shellfish Warden, like the Harbormaster, reports directly to the Department of Natural Resources. In accordance with Chapter 130, Section 98 of the Massachusetts General Laws, the Shellfish Warden is appointed by the Town to promote and manage shellfisheries (Commonwealth of Massachusetts). Fines and other penalties are enforced by the Shellfish Warden for failure to abide by regulations, including acquiring permits and catch restrictions. The Mashpee Shellfish Regulations have been effective since June 15, 2010, and remain in effect indefinitely (Town of Mashpee, 2021). The Mashpee Shellfish Division has three vessels and one vehicle used for Joint HM-Shellfish Patrol, propagation work, and staff transport. The Shellfish Division also has access to 72 floating cages and 350 bottom cages; upwellers, powered by 4 Hayward Super Pumps; and an oyster tumbler. The Town currently has approximately 1,400 recreational boating permit holders, which is the primary use of Mashpee waterways.

The Town’s waitlist for moorings has increased substantially in recent years, resulting in diminished commercial interest and available permits. Additional boats have also damaged the healthy bottoms of these waterbodies, which are critical for shellfish digging. The clam flats of Waquoit Bay have experienced particularly notable decline in productivity as the influx of recreational vessels have led to seasonal closures and narrow waterways, posing a threat to the health and safety of commercial fishers. Aquaculture farms are located throughout the Town’s waterways, but expansion has become limited due to boating traffic patterns.

### Library

Mashpee opened its first library in 1892 with an appropriation of $15, appointed trustees, and a $100 donation from the state. In 1928, the Town appropriated $1,625 to construct a new building on the southeast corner of Snake Pond and Great Neck Roads to function exclusively as the Town’s library. In response to the growth of the community, a larger library building was constructed and opened on Nathan Ellis Highway in 1987. Despite the increase in size and scope of this building, it was quickly noted that the expansion of the Town would easily outpace the new library’s ability to provide services to the residents.

The Mashpee Public Library opened the doors to its current 22,000 square foot facility at 64 Steeple Street in 2010, as the first certified Leadership in Energy and Environmental Design (LEED) library on Cape Cod, and one of the few public libraries in the state to achieve the status at the time. The Town of Mashpee was one of 35 Towns named in the inaugural class of “Green Communities” by the Massachusetts Department of Energy Resources. The Library achieved silver LEED status by earning credits in six categories: Sustainable Sites, Water Efficiency, Energy and Atmosphere, Materials and Resources, Indoor Environmental Quality, and Innovation (U.S. Green Building Council, 2010). The Library employs a solar energy system to help fuel the building’s lighting, electrical components, and air conditioning. Heat is generated by a high-efficiency, gas-fired boiler, and an energy recovery system is used to reclaim heat and cooling. Low emitting materials used in carpets, paints, and sealants were selected to reduce indoor air contaminants. Lighting systems include features that dim or switch off lighting when sufficient ambient light is present or when a space is unoccupied.

The Library offers traditional circulation and reference services, along with programs for children, teens, and adults, online databases, streaming content, internet access, and printer/copier equipment. Wi-Fi is accessible throughout the building, and patrons can check out a laptop for use in the building. All online services are available with a library card all the time from any computer. Meeting rooms with a computer projector, screen, sound system, and kitchen access are available for large and small groups.

The Library is a municipal library funded primarily by the Town of Mashpee and is governed by a seven-member elected Board of Library Trustees. The current staff includes a Director, an Assistant Director, three full-time librarians, one standard part-time Library Assistant, and seven non-standard part-time Library Assistants working less than 20 hours per week. Library employees are contracted with the Town and receive accounting, human resources, technology, DPW, administrative, and legal support through Town Departments.

The total appropriated budget for FY 2020 was $692,665 of which $501,560 is designated for salaries and wages, and $191,105 is provided for operational expenses. The most significant item in the Library’s operational expense budget is for the purchase of library materials (books, DVDs, music, magazines, etc.), which totaled $111,760 in FY 2020. Table 8-1 provides additional information on library operations.

|  |
| --- |
|  |
| **Operation** | **Number** |
| Library Cardholders | 17,247 (includes seasonal and year-round residents) |
| Circulation | 209,055 (total transactions) |
| Holdings | 103,551 (items) |
| Public Computer Use | 15,600 (users per year) |
| Meeting Room Use | 219 (bookings) |
| Program Attendance | 11,461 (total for children’s, teens, and adult programs) |
| Total Hours Open | 2228 (for the year) |

**Table 8-1. Library Operations**

*Source: Mashpee Public Library Strategic Plan, 2020*

In April of 2019, a Strategic Planning Committee of residents, business owners, non-profit leaders, library staff, Town officials, and employees was formed to develop a comprehensive strategic plan to guide the organization for the following five years. The group hired a consultant to facilitate the strategic planning process and led two focus groups, met with a staff steering committed, and implemented a survey to the community. The Mashpee Public Library Board of Trustees adopted the Strategic Plan on November 12, 2019. The Strategic Plan outlines five goals of the organization and provides activities to achieve those goals. The Strategic Plan goals are:

* Building Community and Outreach
* Patron Experience
* Diversity and Inclusion
* Experiential Learning
* Community Service and Emergency Preparedness

### School Facilities

The Town, along with the Mashpee School Department, is committed to providing and maintaining high-quality education to the children and families of Mashpee. The Town allocated approximately $15,504,000 of the total operating budget to education in FY 2021-2022. The general administration of the Mashpee School Department is directed by a five-member committee who are elected to a four-year term.

The Mashpee School District is composed of three schools (Kenneth C. Coombs School, Quashnet Elementary School, and Mashpee Middle-High School). The school facilities operated by the Mashpee School Department are presented in Table 8-2 below.

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|  |
|  |  |  |  |  |  |  |
| **School** | **Year Built** | **Location** | **Grades** | **Enrollment (2021-22)** | **Class Size** | **Site Size** |
| Kenneth C. Coombs School | 1989 | 152 Old Barnstable Road | Pre-K-2 | 364 | 31.9 | 52.2 total acres (senior center, police and fire stations located on one of the parcels) |
| Quashnet Elementary School | 1978 (major addition in 1993) | 150 Barnstable Road | 3-6 | 460 | 20:1 |
| Mashpee Middle-High School | 1996 | 500 Old Barnstable Road | 7-12 | 440 | 10.7:1 | 135 acres |

**Table 8-2. Mashpee School Facilities**

*Source: Mashpee School Department, 2022; Massachusetts Department of Elementary and Secondary*

*Education: School District and Profiles, 2022*

|  |
| --- |
|  |
| **School Year** | **Grades**  |
| **PK** | **K** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |
| 2014-2015 | 92 | 106 | 122 | 123 | 109 | 136 | 131 | 149 | 127 | 141 | 119 | 109 | 99 | 104 |
| 2015-2016 | 81 | 120 | 100 | 125 | 135 | 104 | 135 | 131 | 149 | 127 | 114 | 105 | 106 | 97 |
| 2016-2017 | 30 | 73 | 116 | 95 | 121 | 134 | 102 | 137 | 129 | 148 | 113 | 105 | 95 | 102 |
| 2017-2018 | 74 | 122 | 101 | 119 | 116 | 132 | 135 | 102 | 140 | 130 | 129 | 112 | 111 | 99 |
| 2018-2019 | 94 | 97 | 114 | 103 | 119 | 116 | 128 | 140 | 111 | 140 | 115 | 120 | 108 | 111 |
| 2019-2020 | 91 | 96 | 95 | 111 | 100 | 120 | 117 | 123 | 147 | 109 | 119 | 116 | 113 | 106 |
| 2020-2021 | 54 | 93 | 92 | 91 | 105 | 97 | 119 | 119 | 115 | 141 | 95 | 122 | 106 | 119 |
| 2021-2022 | 80 | 90 | 98 | 96 | 90 | 109 | 105 | 119 | 118 | 112 | 127 | 95 | 113 | 105 |

Table 8-3 provides enrollment numbers for all grade levels from the 2014-15 school year through the 2021-22 school year.

**Table 8-3. Mashpee School Enrollment by Grade**

*Source: Massachusetts Department of Elementary and Secondary Education: School and District Profiles, 2022*

Over an eight-year period (2014-2022), school enrollment in Mashpee declined by approximately 19.8%. Table 8-3 provides total enrollment counts for 2013-2022 on a grade-by-grade basis, while Table 8-4 provides total school enrollment and the percent change from enrollment the prior year. Except for the 2017-2018 school year, each year experienced an enrollment decline from the prior year.

|  |
| --- |
|  |
| **School Year** | **K-12 Total Enrollment** | **Difference** | **% Change** |
| 2014-15 | 1,667 | NA | NA |
| 2015-16 | 1,629 | -38 | -2.3% |
| 2016-17 | 1,500 | -129 | -8.6% |
| 2017-18 | 1,622 | 122 | 7.5% |
| 2018-19 | 1,616 | -6 | -0.3% |
| 2019-20 | 1,563 | -53 | -3.3% |
| 2020-21 | 1,468 | -95 | -6.4% |
| 2021-22 | 1,457 | -11 | -0.8% |
| **Change** | **-210** | **-19.8%** |

**Table 8-4. Historical School Enrollment Percent Change, 2014-2022**

*Source: Massachusetts Department of Elementary and Secondary Education, 2022*

### Solid and Hazardous Waste Management

The Town of Mashpee does not provide curbside trash pickup. Residents must either purchase a permit to drop off trash at the transfer station or contact a licensed trash hauler for privately operated curbside pickup. The Mashpee Transfer Station is located at 380 Asher’s Path and is open to residents five days a week, including weekends (currently closed on Tuesdays and Thursdays). Stickers for the transfer station are purchased at Town Hall and recycling-only permits can be purchased.

Recycling is collected at the transfer station and users must separate the recyclables into categories. Massachusetts State Law bans the disposal of recyclable materials without household trash. Mashpee residents can purchase recycling bins at the DPW facility.

In addition, the transfer station also accepts antifreeze, appliances, automotive batteries, rechargeable batteries, books, electronics, mattresses and box springs, mercury products, mixed rigid plastic, oil filters and used oil, propane tanks, scrap metal, textiles, tires, yard waste, and brush. Barnstable County residents can dispose of household hazardous waste during scheduled events several times a year.

## Challenges & Opportunities

### Challenges

Mashpee’s outdated Town technology would benefit from an update to ensure that residents are kept informed on important matters. Residents voiced their concern around the lack of communication between Town departments and the need for expanded integration between the Town and Mashpee Wampanoag Tribal leaders. The lack of a community center has been seen as a detriment to the Town. The community center could be an opportunity to promote traditions of the region and connect people within Mashpee and represent the cultural heritage of the area.

Public safety issues are most pertinent on the water. Increased boating traffic, especially speed boats and recreational vessels that stray out of their channel, presents a safety risk to diggers.

Outdated and antiquated public buildings and lack of necessary equipment pose a problem for the Town, specifically related to public safety and public works. The Town’s growth has outpaced its ability to keep up with facilities and services for these departments and the Town will need to address these issues regardless of future growth projections.

The Department of Natural Resources continues to seek additional space. The current facility where it’s housed (31 Mercantile Way) may not meet future needs as the department expands its reach and residential needs grow. There is currently no space for the public to sit unless they enter an office space or the kitchen/break room area.

### Opportunities

Designated moorings for commercial entities may alleviate the issue of safety risks to diggers and remove a significant barrier to entry, especially for the burgeoning aquaculture industry. While Mashpee does not currently have the same amount of viable space for aquaculture as other Towns, a well thought out smaller scale version of this has the potential to impact the Town and drive our local “Blue Economy”.

### Current Measures

The Town has been working diligently to ensure the Town's facilities and services meet the demands of 21st century Mashpee. Facilities are being upgraded to include modern technologies for communications, energy efficiency and storage, as well as climate resiliency and environmental sensitivity. The Town continues to look forward to implementing low-impact design retrofits where possible on Town-owned properties and infrastructure. Services across Town Department from the Council on Aging, Recreation, and Public Library are consistently evolving to meet the demands of the Mashpee Community.

## Goals & Policies

*Goals*

1. Ensure all Mashpee residents have access to the highest quality of physical, mental, and emotional health care.
2. Provide safe, equitable school facilities that allow all Mashpee students to receive an excellent education and achieve their full potential.
3. Ensure municipal facilities are equipped with the most advanced communications technologies with particular focus to emergency service communications.
4. Maintain financial stability and AAA bond rating.
5. Ensure every Mashpee resident and taxpayer has accessibility to local government and maximized ability to participate in decision making
6. Ensure appropriate facilities for the number of students expected in the school system, as well as the kinds of facilities that best support and accommodate a quality educational program for the Town.
7. Ensure that the development and operation of school facilities and programs are coordinated to the maximum extent possible with those of other municipal agencies.
8. Ensure that the development of new school facilities not only assists each Mashpee child in reaching his or her full potential but also enhances life-long learning for Mashpee adults as well.
9. Maximize non-property tax sources of funding for school facilities and programs.
10. Ensure that the greatest possible contributions to the town's educational program are achieved in relation to the dollars expended.
11. Ensure adequate municipal facilities to meet community needs.
12. Ensure that the location and construction of municipal buildings & facilities is consistent with Mashpee's other planning goals.
13. Ensure that the construction and maintenance of municipal buildings & facilities enhances community pride and the visual quality of our built environment.
14. Maximize non-property tax funding sources for new municipal buildings and facilities.
15. Ensure that new development provides or contributes a fair share of the cost of municipal infrastructure and services necessary to support it.
16. Ensure that new development provides or contributes a fair share of the cost of municipal infrastructure services necessary to support it.
17. Ensure that Mashpee interests are fully represented in the location and development of regional facilities.
18. Minimize loss and suffering in our community due to fire, storms and other man-made and natural disasters.
19. Ensure that Mashpee residents, visitors and their property are protected from physical and emotional harm.
20. Ensure that the laws and regulations of the town and commonwealth are obeyed and enforced.
21. Minimize vehicular, boating and other accidents and injuries.
22. Ensure the highest quality of care and minimum response times in the event of medical and fire emergencies.
23. Minimize injuries and property damage caused by animals and to ensure proper treatment of domestic animals and wildlife.
24. Ensure that public safety services are delivered in a coordinated, cost-effective and humanitarian manner.
25. Protect and improve the physical, mental and emotional health of all Mashpee residents.
26. Access for all town residents to a full continuum of health and human services, including social and leisure services.
27. Collaboration and cooperation between the public, non-profit and private sectors in Mashpee to develop a common understanding of health and human service needs, priorities and appropriate resource allocation.

*Policies*

1. Encourage sustainable solid waste management practices to prevent hazardous waste from infiltrating natural areas and municipal systems.
2. Protect Mashpee residents, visitors, and their property from crime.
3. Expand role of emergency management in minimizing loss and suffering from man-made and natural disasters.
4. Efficiently coordinate public safety services to ensure rapid response times and high-quality care.
5. Increase collaboration internally between Town departments and externally with Mashpee residents to limit the chance for a lack of communication or miscommunication.
6. Maintain and enhance cross-sector collaborations such as with educational institutions and research organizations to bolster water quality sampling programs and reporting.
7. Increase substance abuse support programs.
8. Identify a site to be used for materials storage and develop the materials storage site.
9. Enhance Suicide Prevention programing and educational awareness.
10. Enhance collaboration and communication with Mashpee Wampanoag Tribe.
11. Ensure critical facilities are located near populated centers while promoting equitable access to underserved communities.
12. Increase the supply and availability of public meeting space for Town Boards and Committees, working groups, and for Mashpee-based non-profit service organizations such as Girls Scouts, Boy Scouts, etc.
13. Support volunteer members of public board and committee with training, conflict resolution/mediation services, and legal support.
14. Increase youth participation in local governance with integration of activities with other youth systems, such as school and youth groups.