

ACKNOWLEDGMENTS

This study acknowledges the dedication of all participants as well as the residents of the Town of Dedham, including:

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RSE Associates Structural Engineers
Code Red Building and Life Safety Code
Terraink Landscape Architects
Green International Affiliates, inc Civil Engineers
PM&C Cost Estimator
Universal Environmental Consultants Hazardous Materials Consultant

During the planning process, the team referenced many preceding studies and reports that were provided to the consultant team. These previously conducted research and background resources were a springboard for this Town Wide Facilities Master Plan. See the full report for list of referenced studies.

The central vision expressed throughout these documents is that Dedham will continue to be valued and increasingly recognized as a high-quality, affordable place to live, work, and visit. Dedham residents value and protect the town's historic character, open space, and public services. The Town of Dedham and its committees have placed central emphasis on communication and feedback from residents.

This planning study was jointly managed by the Town of Dedham Facilities Master Planning Committee, Town of Dedham Facilities Department, and Town of Dedham Schools department. The planning process this study includes input, ideas, and feedback gathered from many residents, town, and school administration staff that participated in visioning sessions, site visits, participated in informal discussions, provided input during meetings, and offered data that shaped the findings.



Dedham's newest Public Safety building is a model for future municipal development.

INTRODUCTION

Facilities Master Plan Guiding Principals

The following list of principals have been developed by the committee to guide the master planning process:

- Transparent & inclusive process
- Town-wide, integrated perspective — recognizing and planning for Town–School interdependence, including how facilities, operations, and finances overlap and influence one another
- Data-driven & future-focused
- Clear, accessible communication
- Comprehensive & fiscally responsible planning
- Sustainable & equitable outcomes
- Collaborative, consensus-driven decisions that prioritize the best overall outcome for the full municipal and school system, not isolated approaches

Introduction

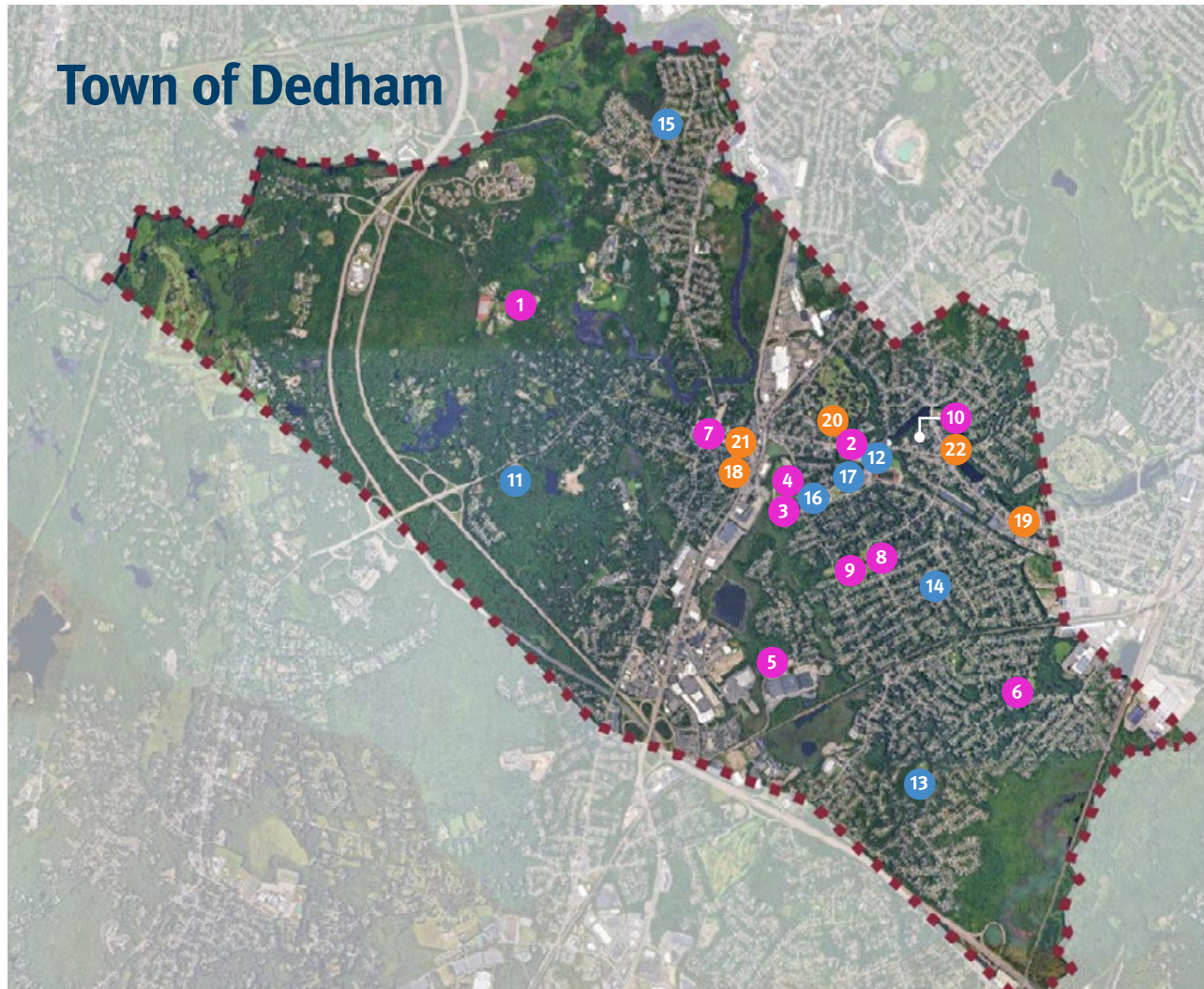
This town wide Master Planning study is intended to understand the Town of Dedham's current town and school building inventory, its projected capitol needs, and develop recommendations for a Master Plan to address facility improvements and long term visions to serve the residents of Dedham and offer all dimensions of a 21st century school district to its students.

The study is divided into two phases which is documented in the following two Volumes:

FACILITY REPORT AND MASTER PLAN

Volume	Phase
1	Phase I—Facilities Assessment
2	Phase II—Planning and Recommendations

TOWN WIDE BUILDING & SITE INVENTORY



COMMUNITY AMENITIES

1. Sugrue Field (former Rec. Center)
2. Mucciaccio Dedham Pool
3. Barnes Memorial Park
4. Gonzalez Field
5. Rustcroft Field
6. Parks & Rec. Offices (former Capen School)
7. Public Library (Main)
8. Public Library (Endicott)
9. Endicott Estate
10. Mother Brook Arts Center (former Avery)

PUBLIC SCHOOLS

11. Early Childhood Ed Center
12. Avery Elementary School
13. Greenlodge Elementary School
14. Oakdale Elementary School
15. Riverdale Elementary School
16. Dedham Middle School
17. Dedham High School

TOWN SERVICES

18. Ames Building (Town Hall & Senior Center)
19. Public Works Dept.
20. Brookdale DPW Facility
21. Public Safety Building
22. East Dedham Fire Station

The Town of Dedham included 24 municipal facilities, encompassing approximately 900,000 gross square feet of building area into this building assessment.

The facilities studied are listed below:

TOWN BUILDING INVENTORY & USE

Facility	Primary Use
Ames Town Hall & Senior Center	Town Admin & Senior Center
Avery Elementary School	School
Barnes Memorial Park Concession Stand and Restrooms	Sports Field
Brookdale Cemetery Office	DPW
Dedham High School	School
Dedham Middle School	School
Anthony P. Mucciaccio Pool (Juju's Place)	Indoor Pool
Dedham Public Library - Endicott Branch Library	Public Library
Dedham Public Library - Main Library	Public Library
Dolan Center	Vacant
Department of Public Works and Outbuildings	DPW
Early Childhood Education Center	School
East Dedham Fire Station	Fire Sub-station
Endicott Estate and Outbuildings	Function Space, Greenhouse
Frmr Transfer Station	DPW Overflow
Gonzalez Field Concession Stand and Restrooms	Sports Field
Greenlodge Elementary School	School
Mother Brook Arts and Community Center	Public Arts Center & Art Studios
Oakdale Elementary School	School
Parks and Recreation Building	Public Recreation and Office
Public Safety Building	Main Fire & Police Station
Rustcraft Field Concession Stand and Restrooms	Sports Field
St Mary's Lot	DPW Overflow

Assessments were conducted between late 2025 and May 2026 by a team of consultants including Arrowstreet (architecture, site, master planning, and overall conditions), GGD Consulting Engineers (MEP existing conditions for all 24 facilities), Code Red Consultants (fire protection, life safety, and accessibility code review for ten buildings), and RSE (Structural).

The Townwide Facility Study and Master Plan team visited each of the town buildings with the purpose to:

- Understand the common trends observed in facilities throughout the district
- Determine the conditions of the existing facility inventory.
- Assess the conformance of each building to support its current program.
- Identify and prioritize areas of potential improvement within the building infrastructure.

The Town of Dedham Facilities Master Plan Subcommittee (FMPSC) was launched to study and provide a comprehensive plan to understand and plan for the future of Dedham's public buildings. This comprehensive planning effort, led by Arrowstreet Inc, evaluates 24 municipally-owned facilities across the Town and Dedham Public Schools, with the goal of establishing a clear, data-driven framework for capital investment, deferred maintenance planning, and long-term facility decision-making. It builds on recent planning work by the town of Dedham, which identified community facilities and services — particularly schools and civic buildings — as a top priority for investment. Community engagement conducted as part of the broader Master Plan process, in which schools and educational opportunities ranked as the single most important topic for residents, underscores the urgency of addressing a building portfolio in which many structures date to the first half of the twentieth century.

The assessments that underpin this study draw on expert review of each facility, which established baseline FCI (Facilities Condition Index) scores for each building. The facility assessments documented fire/life safety, accessibility, and code compliance conditions, HVAC (Heating, Ventilation, and Air Conditioning), electrical, and plumbing assessments. The 24 facilities assessed range from the newly constructed Public Safety Building (2023) and the ECEC (2019) — both in excellent condition — to school buildings ranging from 70 to over 120 years old, several of which exhibit multiple critical system needs.

Taken together, several themes emerge across the portfolio (see Tables 1 and 2). There is a sharp contrast between newer buildings (constructed in the past ~20 years) and older facilities at critical inflection points (~50 to 100 years old). The portfolio's largest sites — the Whiting Avenue campus (29+ acres shared by the High School, Avery, and the Pool), and elementary school campuses — offer significant opportunity for on-site replacement, campus-scale planning, and facility consolidation. By contrast, several civic buildings in Dedham Square (Main Library, Ames Building, Public Safety Building) are constrained by their urban context and historic designations with no meaningful expansion potential.

The site analysis presented here is intended to inform the repair-versus-replace analyses, Capital Improvement Plan (CIP) prioritization, and community engagement that will follow. The physical and regulatory characteristics of each site — particularly flood risk, wetland exposure, parcel size, and historic designation — are material inputs to the total cost of any capital project and must be considered alongside building condition data when the Town evaluates its options. These findings, combined with the FCI data and deficiency inventories documented elsewhere in the Master Plan, are intended to give the Town, Select Board, School Committee, and community the complete picture needed to make informed, durable decisions about Dedham's public buildings.

TABLE 1

Score Range	Rating	Definition
1.0 – 1.3	Excellent	In new or like-new condition, with no visual evidence of wear, soiling, or other deficiencies.
1.4 – 1.8	Good	In well-maintained condition, with little visual evidence of wear, soiling, or other deficiencies.
1.9 – 2.4	Fair	Subjected to wear and soiling but still in a serviceable and functioning condition.
2.5 – 3.2	Poor	Subjected to hard or long-term wear. Nearing the end of its useful or serviceable life.
3.3 – 4.0	Critical	Has reached the end of its useful or serviceable life. Renewal is now necessary.

TOWN BUILDING INVENTORY & CONDITION

Facility	Overall FCI	Condition
Ames Town Hall & Senior Center	1.28	Excellent
Avery Elementary School	1.41	Good
Barnes Memorial Park Concession Stand Restrooms	1.47	Good
Brookdale Cemetery Office		Fair
Dedham High School	2.85	Poor
Dedham Middle School	1.61	Good
Anthony P. Mucciaccio Pool (Juju's Place)	2.95	Poor
Dedham Public Library - Endicott Branch Library	2.11	Fair
Dedham Public Library - Main Library	2.62	Poor
Dolan Center	3.48	Critical
Department of Public Works and Outbuildings	2.88	Poor
Early Childhood Education Center	1.19	Excellent
East Dedham Fire Station	3.23	Poor
Endicott Estate and Outbuildings	2.62	Poor
Fmr Transfer Station	n/a	Vacant Lot
Gonzalez Field Concession Stand and Restrooms	1.00	Excellent (under renovation)
Greenlodge Elementary School	2.75	Poor
Mother Brook Arts and Community Center	2.48	Fair
Oakdale Elementary School	3.01	Poor
Parks and Recreation Building (Fmr Capen School)	2.96	Poor
Public Safety Building	1.05	Excellent
Rustcraft Field Concession Stand and Restrooms	1.75	Good
St Mary's Lot	N/A	Vacant Lot

TABLE 2

DEDHAM PORTFOLIO FINDINGS

Theme	Key Finding	Status
Life Safety	Multiple buildings have active fire protection deficiencies, including sprinkler system at the Endicott Estate, absence of comprehensive fire suppression at Dedham High School, and no CO or exhaust sensing in the East Dedham Fire Station apparatus bay.	Critical
Code Compliance	Non-illuminated exit signs, non-compliant handrail arrangements, and ADA accessibility deficiencies were identified at a majority of the buildings reviewed. Several buildings have unresolved NEC electrical panel clearance violations.	Poor
Accessibility	ADA deficiencies are present across multiple facilities of varying ages, including the Endicott Estate, the Dedham Pool, Main Library, and several school buildings. Older facilities generally have the most significant ADA gaps.	Poor
Mechanical Systems	A significant share of the portfolio's heating, ventilation, and plumbing systems are at or beyond their anticipated service life. The DPW facility experienced an emergency boiler failure in early 2026. The East Dedham Fire Station, Endicott Estate, and multiple school buildings have heating equipment beyond serviceable life.	Poor
Electrical Systems	Several buildings have electrical service at or near capacity, limiting future flexibility. Obsolete panels, missing panel covers, and legacy fire alarm control panels were identified at the Main Library, Mother Brook Arts Center, and Endicott Library, among others.	Fair
School Facilities	Three elementary schools — Oakdale, Riverdale, and Greenlodge — are the highest capital priorities in the district, but Dedham High School has significant deficiencies. Community feedback signals that new construction, not continued renovation, is the appropriate long-term strategy for these buildings, but any solution must encompass the entire district.	Poor
De-carbonization	The portfolio generates approximately 3,530 MT CO ₂ e annually, with Dedham High School (968 MT), the Middle School (538 MT), and Oakdale Elementary (363 MT) accounting for nearly half of total emissions. Most fossil fuel systems are natural gas or fuel oil and are candidates for electrification as they reach end of life.	Fair