



Chapter

Community Facilities and Services

Introduction

A community facility is any Town-owned asset that has a public purpose and that supports community services, such as school facilities or public safety facilities. Community facilities also include non-building facilities such as parks, playgrounds, and cemeteries. Well-designed and well-maintained community facilities contribute to Dedham's quality of life and enhance the attractiveness of the Town as a place to live, work, and do business. Community facilities make it possible for municipal employees and volunteers to provide services for the public good.

Community services include municipal services and utilities such as public safety, public health, education, recreation, public water, sewer, and partner organization and contracted services such as solid waste and recycling or street maintenance. Dedham's ability to provide sufficient facilities and services depends on effective capital planning, a commitment to implementation, sound asset management policies, and the availability of revenue for local government operations.

The community facilities and services chapter of the Master Plan takes stock of Dedham's facility resources and helps to guide decisions relevant to the management of public buildings, services, and infrastructure in order to meet present and future needs of the community.

 **Summary**

To improve the transparency of decision-making and policies and to more proactively prepare facilities and services to meet future needs and challenges.

 **Themes Highlights**

- Dedham has entered a new era of substantial investment in community facilities, highlighted by the construction of the Early Childhood Education Center, renovation of the Ames Building for Town Hall and the Senior Center, construction of a new Public Safety Building, and hiring of a facilities manager.
- Dedham Public Schools are a primary feature of the Town’s community facilities and a source of community pride. The Town operates 7 school buildings with an enrollment over 2,500 total students.

8

Public buildings that the Town currently manages and owns (excluding schools)



 **Goal/Strategy Highlights**

- Improve the capital planning processes to project and better anticipate future needs including funding and financing needs.
- Improve transparency and communication with residents regarding capital projects and asset management.
- Strengthen sustainability, resiliency, and equity in public facilities, services, and infrastructure.
- Expand Town services to advance equity and support residents and their families.

Dedham Public Schools Facilities

Name	Year Built	Grades	Enrollment (students)
Early Childhood Education Center	2019	Pre-Kindergarten, Kindergarten	274
Avery Elementary School	2012	1-5	280
Riverdale Elementary School	1920	1-5	170
Oakdale Elementary School	1902	1-5	247
Greenlodge Elementary School	1955	1-5	236
Dedham Middle School	2006	6-8	659
Dedham High School	1959	9-12	690

Source: School Facilities Master Plan

Companion and related plans and studies

- School Facilities Master Plan (2020)
- Parks and Recreation Master Plan (2020)
- Parks and Fields Master Plan (2020)
- Climate Action and Resilience Plan (2020)



Defining community facilities and services terms

Capital Improvement Plan (CIP)

A five-year plan to guide improvements to the Town's buildings, equipment, infrastructure, and vehicle replacement.

Dedham-Westwood Water District (DWWD)

A public water service available in Dedham and operated under the joint-governance of the municipalities of Dedham and Westwood.

Full time equivalent (FTE)

A unit to measure employed persons that makes them comparable although they may work a different number of hours per week. One unit FTE is equal to a full time employee. For example, if a part-time worker works half time, they would be counted as 0.5 FTE.

Massachusetts Water Resources Authority (MWRA)

A public authority in the Commonwealth of Massachusetts that provides wholesale drinking water and sewage services to certain municipalities and industrial users primarily in the Greater Boston region. In December 2005, the DWWD was granted membership in the MWRA allowing it to purchase supplemental water when needed to ensure public health and safety during times of peak water demand.

Pavement Management Program (PMP)

An annual condition assessment that is performed of all public roadways and sidewalks in Dedham to inform infrastructure investments.



Community Facilities and Services In Dedham Today

Community facilities and services themes

CFS1 Proactively maintaining and managing Town-owned facilities

Each of the Town's community facilities must be maintained on a regular basis to protect the public's investment in them and provide dependable and equitable service delivery to all residents, including those in future generations. The Town has a facilities manager that is responsible for overseeing the maintenance of all Town and school properties. The hiring of a facilities manager was an outcome of the previous Town Master Plan. The Town facilities include new and recently renovated buildings such as the Early Childhood Education Center (ECEC) and the Ames Building. However, the majority of community facilities have not been recently renovated, such as the Dunn Public Works Facility which was built in the 1960s, or the Dolan Recreation Center built in 1989.

All facilities, particularly aging assets, require regular investment to avoid a backlog of deferred maintenance and related facilities issues. Facility improvements and investments should be consistent with the sustainability and resilience goals and actions identified in the Town's Climate Action Plan and Open Space and Recreation Plan. The Town should continue to set the facility investment priorities and set up the next round of projects.

CFS2 Importance of public education and schools

Dedham prides itself on investing considerable resources in its public education system. The history of the schools is closely linked to the history of the Town. In 1645, the Town of Dedham authorized the first taxpayer-funded, free public school in the United States. The Dedham Public Schools remain a central feature of the community and the Town's community facilities and services. The Town operates its own school system, with approximately 2,556 students enrolled during the 2020-2021 school year. According to the most recent data available from the Massachusetts Department of Education, Dedham spent an average of \$20,291 per student in fiscal year 2018.

The Dedham Public School District (DPS) includes seven school facilities. With the exception of the new ECEC, Dedham Middle School and Avery Elementary School, all Dedham Public School buildings are more than half a century old and have not undergone major renovations or reconstruction in the past 30 years. Dedham Public Schools recently completed a Long Term Facilities Master Plan. One of the priorities identified in that plan is improving the facility at Oakdale Elementary School. As a result of this planning, the Town is exploring a feasibility study and schematic design for the purpose of studying options for the Oakdale Elementary School.



CFS3 Capital improvement plan identifies the need for continued repairs

The Town maintains a Five-Year Capital Improvement Plan (CIP) to guide improvements to the Town's buildings, equipment, infrastructure, and vehicle replacement. All departmental capital funding requests are annually submitted to the Finance and Warrant Committee for review ahead of Town Meeting. In the Fall of 2016, the Town completed a Facility Condition Assessment for all school and Town owned buildings and developed a Preventive Maintenance program that could be integrated into the Town's work order system. The assessment identified \$10,228,775 in deficiency repairs that need to be addressed over the next 20 years. The Town incorporates these recommendations for repairs into the CIP based on needs that have risen to the highest priority during the past year.

CFS4 Recent facility investments

Over the past decade, the Town of Dedham has made significant investments in its public facilities and infrastructure, including the Avery School, renovations to the Ames Building, construction of the Early Childhood Education Center (ECEC), and most recently, the groundbreaking and ongoing construction of a new consolidated public safety building. During the Summer 2020 Town Meeting, the Facilities Department was approved to move forward with \$1,283,000 for the following four capital projects during FY21 - replacement of the pool HVAC, replacement of the Dolan Center

roof, the DPW generator receiver and feeders, and the DPW fire alarm system.

Additional funding is frequently required in order to support facility investments. The Town has a AAA Bond Rating that supports lower interest borrowing and a special fund for capital improvements, known as the Robin Reyes Special Purpose Stabilization Fund. Some Master Plan survey participants expressed that a new high school and a multi-generational community center would be great new additions to the Town's current community facilities assets.





Community Facilities and Services In Dedham Today

Additional context and data

Town Management

The day-to-day operations, policy direction, and decisions in Dedham are led by the Town Manager and Select Board in support of a legislative body composed of 273 elected Town Meeting members from the Town's seven precincts. Dedham's Select Board is a five-member elected board that is the chief executive board of the Town. The Select Board formulates policy directives and guidelines for many of the Town's departments, oversees licensing, and makes appointments to Town offices, boards, and committees.

The Town Manager, who is appointed by the Select Board, is the Chief Administrative Officer of the Town and is responsible for the day-to-day management of Town operations. In addition, the Town Manager prepares a proposed annual operating budget and capital budget and submits them to the Select Board and Finance & Warrant Committee, which reviews all spending requests and makes recommendations to Town Meeting. The Town Moderator presides over Town Meeting and regulates the procedures at all Town Meetings. The moderator is also responsible for appointing the Finance and Warrant Committee, and other committees that are authorized by Town Meeting.

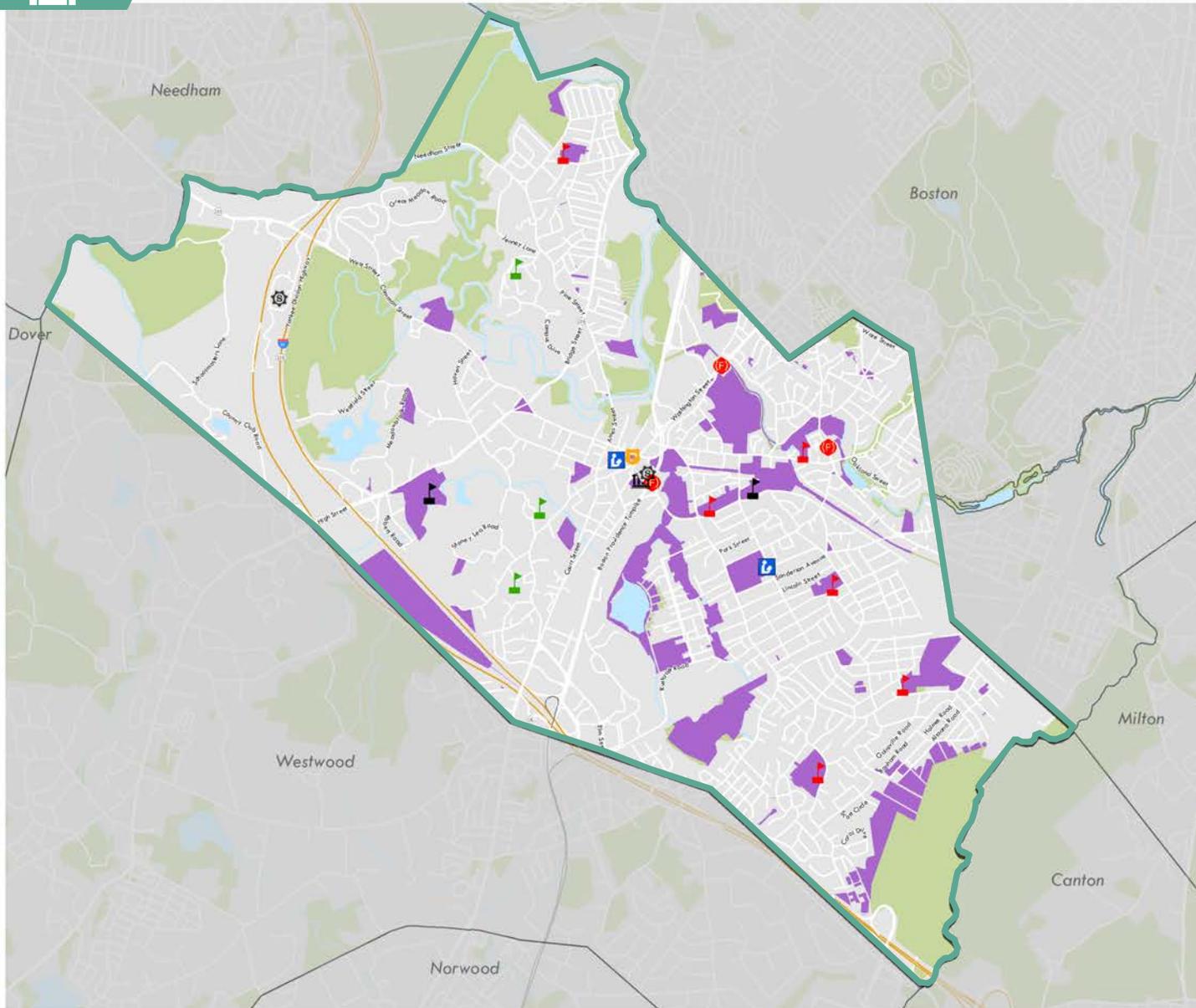
Dedham's Town Clerk is an elected position which operates by powers delegated through both state law and the Town Charter.

With general responsibility as the official keeper of record, the Dedham Town Clerk organizes and oversees the election process, conducts the annual Town census, records and certifies all official actions of the Town, records and preserves vital statistics, administers the oath of offices, issues various licenses, certifications, and permits, and submits bylaws adopted by Town Meeting to the Attorney General for approval.

Each of these leadership roles set the policy and financial context for community facilities and services in Dedham. A wide variety of additional boards, departments, committees, and commissions support the more specific needs of individual facilities and services provided by the Town of Dedham. The Town department with the most holistic view of all of these needs, facilities and services is the Facilities & Maintenance Department. For additional information regarding the overall structure of boards and departments, please refer to the Governance chapter of the Master Plan.

Community Facilities

A community facility is any Town-owned asset that provides for a public purpose and supports community services. The community facilities of Dedham are summarized below with public buildings, public education and school facilities, other public facilities, and infrastructure. The map on the following page also shows the location of these facilities and municipally owned land in Dedham. The community facilities are mostly clustered near the center of the Town and east of the center of Town.



Community Services & Facilities

- Public Library
- Local Police
- County Sheriff
- Fire Stations
- Town Halls
- Schools**
 - Collaborative
 - Private
 - Public
- Municipally Owned Land
- Rivers and Streams
- Water
- Open Space
- Dedham



Data Sources:
 Metropolitan Area Planning Council (MAPC)
 Massachusetts Geographic Information System (MassGIS)
 Massachusetts Department of Transportation (MassDOT)
 February 2020



Public Buildings

The Town of Dedham currently owns and manages eight public buildings (excluding public schools) as well as some accessory structures throughout the Town. Most Town departments operate out of the Ames Building at 450 Washington Street. However, a number of departments operate out of different facilities. The major structures include the following buildings with a brief summary and photograph.



Ames Building (Town Hall)

The Ames Building is a four-story, 53,000 square foot Colonial Revival structure located at 450 Washington Street. This impressive civic structure was constructed in 1897 as a school and opened to Dedham Public Schools students the following year. Today, the recently renovated building houses Town Hall offices and the new senior center.

The Ames Building is named after Dedham native Fisher Ames (1758-1808), a skilled politician and orator who served in the first four federal Congresses and was a leader of the New England Federalists. The building was listed on the National Register of Historic Places in 1983.

In 1984, The Town sold the building, and it was used as an office building for several decades. In 2014, the Town repurchased the building with plans to renovate the structure and Town Hall offices moved into Ames in July 2020.



Central Police Station

The Central Police Station, at 600 High Street in Dedham Square, is a 1962 structure built in the Colonial style. The building and its limited site accommodate the Town's police force as well as the Department's vehicles and equipment. Due to its tight, downtown location, access and parking have been major issues, as are storage and building maintenance. The Police Department is



planning to move in October 2022 from the current Police Station to the new Public Safety Building currently under construction. As part of this move, the Dedham Square Planning Committee was created to determine the best reuse options for the Central Police Station site. The Committee analyzed variations on three scenarios including to sell the parcel for private development, keep the parcel and all or some of its buildings for Town use, or keep the parcel and demolish the building. The Committee unanimously voted to endorse that the Central Police Station lot be reused as a public park or space. A diagram from this process is shown below, highlighting the potential for a new central civic feature in Dedham Square.



Central and East Dedham Fire Stations

Dedham's Central Fire Station is also located in Dedham Square on Washington Street. The 1949 building is located on a small parcel next to the Town Hall and accommodates between nine and thirteen personnel at a time. The building's three bays house the department's fire trucks and other vehicles. The East Dedham Fire Station, on Bussey Street, is a 6,000 square foot building that is over 100 years old and severely outdated. The station has two vehicle bays and accommodates approximately three to four personnel at a time.



Public Safety Building (Under Construction)

Construction of a new combined Public Safety Building is currently underway on the site of the former Town Hall at 26 Bryant Street and is scheduled to open in Fall 2022. The new facility will replace two older Town buildings: the Central Police Station built in 1962 and the Central Fire Station built in 1949. The 84,000 square foot building will house the staff and equipment of Fire, Police, and Dispatch departments and includes structured parking for emergency and staff vehicles as well as a large community room that can be used as a meeting space.

Dunn Public Works Facility

The Dunn Public Works Facility on River Street, a one-story structure built in 1967, houses the Department of Public Works and the Engineering Department. The site also accommodates the Recreation Department Garage and the Town's salt shed, which was replaced in 2004. This 13,800 square foot building lacks adequate space for storage and functions. The departments are also divided within the building, further inhibiting efficient operations.

Recreation Department Garage

The Recreation Department Garage is located behind the Dunn Public Works Facility Building on River Street. The building houses the Recreation Department's vehicles and also provides a modest amount of office space.

Dolan Recreation Center

The Dolan Recreation Center is located on Common Street on an 11.5-acre site that abuts the Charles River. The building was acquired by the Town in 2006 and contains offices for the Parks and Recreation Department, a gymnasium, and a dance studio that is used for a variety of recreation programs. Outdoor amenities include the Town Dog Park, community gardening plots, one turf baseball/softball field, a boat launch allowing access to the Charles River, and a nature trail. The Dolan Center is used for community events and the boat launch is used by L.L. Bean for outdoor programs, among other uses.



Brookdale Cemetery Maintenance Building

The Brookdale Cemetery Maintenance Building is located on the site of the 50 acre Brookdale Cemetery, which is also owned and operated by the Town. The one-story, 1,500 square foot building was built in 1960 and provides office space and vehicle storage for both cemetery maintenance and ancillary DPW operations such as snow removal.

Dedham Main Library

Dedham's Main Library is an impressive Romanesque building with a pink granite and sandstone exterior. It was designed by Boston architects Van Brunt & Howe and built in 1886. Situated on Church Street, the library is well placed within the Dedham Square area. In 1951, the building received a substantial addition and is now approximately 13,000 square feet in total area. The library, together with the Endicott Branch Library, houses the Town's 130,020 holdings.



Endicott Branch Library

The Endicott Branch Library is located on the site of the Endicott Estate and is accessed from Mount Vernon Street. Built in 1920, the stucco building once functioned as an outbuilding for the Endicott Estate. The Endicott Branch was added in 1969 and shares the Town's library holdings.

Endicott Estate

The Endicott Estate is situated on a 12 acre site along East Street in Dedham and is noted for its architectural and scenic beauty. The main building was built in 1905, with its three accessory structures, a garage, greenhouse, and what is now the Endicott Library, constructed shortly thereafter. The building houses a number of the Town's cultural and athletic programs and functions as an additional meeting place for municipal staff and their visitors. The Estate is also rented for private events, which provides an additional source of revenue to the Town.





Public Education and School Facilities

Dedham operates a K-12 public school system which includes the Thomas J. Curran Early Childhood Education Center (ECEC), four elementary schools including Avery, Greenlodge, Riverdale, and Oakdale, the Dedham Middle School, and the Dedham High School. In addition, the Town owns the Capen School building which formerly served as the Early Childhood Education Center. The main floor of the Capen building is currently leased and used as an educational facility for the Blue Hills Adult Education Program.

The mission of Dedham Public Schools (DPS), in partnership with the community, is to promote excellence in learning, self-discipline, and motivation. The district is governed by the Dedham School Committee, a board of seven elected members, and managed by the Superintendent, who is appointed by the School Committee.



Dedham prides itself on investing considerable resources in its public education system. In fiscal year 2020, DPS had an appropriated budget of \$47.14 million and employed 509 full-time employees (FTE).

According to the most recent data available from the Massachusetts Department of Education, 2,556 students were enrolled in Dedham Public Schools for the 2020-2021 school year. Of these, approximately (30%) were students in kindergarten through grade 3, (22%) in grades 4 to 6, (24%) in grades 7 to 9, (14%) in grades 10 to 12, and (3%) in Dedham's pre-kindergarten program. The table on the following page summarizes Dedham's public-school buildings and their associated recreational facilities that support this enrollment population.

In addition to Dedham's own public schools, students in grades 9-12 also have the option of attending the Blue Hills Regional Technical School, located in Canton. The regional school district for Blue Hills consists of nine member towns, including Dedham. Blue Hills offers secondary education and vocational programs for residents within the nine member towns.

Each year the New England School Development Council (NESDEC) develops a report for Dedham Public Schools. The report includes historical enrollment data as well as projected enrollments for the next ten years. The 2019 NESDEC report shows a surge in both pre-k and kindergarten enrollment. The District's enrollment forecast also projects a steady increase in the elementary student population over the next five years.



The greatest issues facing Dedham’s schools relate to aging facilities and their functional obsolescence. With the exception of the new Early Childhood Education Center (ECEC), Avery School, and the Middle School, all Dedham Public School buildings are at least a half-century old and were not designed to accommodate current educational space demands.

The School Building Rehabilitation Committee (SBRC) is a seven-member appointed committee that oversees and supervises the design, construction, reconstruction, major alteration, renovation, enlargement, major maintenance, demolition, and removal of Dedham Public Schools’ buildings. During 2019 and early

2020, the Dedham School Committee and SBRC held numerous community meetings to explain Dedham’s elementary school rehabilitation needs and to listen to community feedback and help develop ideas and priorities.

In 2020, SMMA, an architecture and engineering consultant, updated Dedham Public Schools’ Long-Term Facilities Master Plan, which identifies next steps for improving, renovating, or replacing school facilities. The plan provides recommendations for the Greenlodge, Oakdale and Riverdale Elementary Schools, as well as Dedham High School, all of which have not undergone major renovations or reconstruction in the past 30 years or more.

Dedham Public School Facilities

School	Year Built	Address	Neighborhood	Grades	Enrollment (students)	Recreation Facilities
Early Childhood Education Center	2019	1100 High Street	West Dedham (Precinct 1)	Pre-Kindergarten, Kindergarten	274	Playground
Avery Elementary School	2012	336 High Street	East Dedham	1-5	280	Playground
Riverdale Elementary School	1920	143 Needham Street	Riverdale	1-5	170	Playground, soccer and baseball field, basketball court
Oakdale Elementary School	1902	147 Cedar Street	Oakdale	1-5	247	Playground, baseball fields
Greenlodge Elementary School	1955	191 Greenlodge Street	Greenlodge, Sprague, Manor	1-5	236	Playground, baseball fields
Dedham Middle School	2006	70 Whiting Avenue	East Dedham and Oakdale	6-8	659	Baseball field, multi-purpose fields
Dedham High School	1959	140 Whiting Avenue	East Dedham and Oakdale	9-12	690	Football field, track, multi-purpose fields



The three elementary school buildings were reviewed for their ability to serve contemporary and next generation learning into the future. The following building issues were identified as the most impactful to teaching and learning: occupant comfort, health and safety, and adequacy of building systems. The review of the three schools based on these issues and characteristics led to the recommendation that all three buildings need to be addressed as capital projects for comprehensive renovations or replacement.

Oakdale Elementary School was identified as the priority and the school with the greatest need in the Facilities Master Plan, followed by Riverdale and Greenlodge. Dedham High School was identified as the facility in the best condition based on SMMA's assessment of the four schools.

The Massachusetts School Building Authority (MSBA) partners with Massachusetts communities to support the design and construction of educationally appropriate, flexible, sustainable and cost-effective public school facilities. The Oakdale Elementary School is currently one of only fifteen projects invited to participate in MSBA's grant program to fund elementary school renovation/construction costs. After successfully completing the MSBA's "Eligibility Period" requirements, Dedham now enters the "Feasibility Study" phase, which will examine Dedham's elementary educational needs, school construction guidelines and requirements of the MSBA.

The School Committee and SBRC have sponsored a warrant article for the Fall 2021 Town Meeting to appropriate funds for

a feasibility study. Moving beyond the feasibility study stage to design and construction funding will require a Proposition 2 1/2 debt exclusion vote.

Though maintaining Dedham's public schools as effective places of education is and will remain an ongoing challenge, Dedham has addressed and continues to work on some of its most pressing capital school building needs. Over the past eight years, DPS has studied each of the schools in the district, both for building condition and educational functionality. The studies were in-depth and have led to improvements in the school system including design and implementation of the new Thomas J. Curran Early Childhood Education Center (ECEC). The ECEC at 1100 High Street opened in February 2019. The new 51,000 square foot facility serves pre-k and kindergarten students in Dedham.





Dedham Public Schools - Building Issues and Characteristics

School	Year Built	Additions	Issues/Deficiencies
Oakdale Elementary School	1902	1951, 1970	<ul style="list-style-type: none"> • Typical classrooms in the original building are significantly undersized, most others undersized • No cafeteria (meals in classrooms) • Undersized gym and library/media center • Numerous issues with building conditions that impede teaching and learning: lighting, temperature, ventilation, acoustics • Issues related to safe and secure learning environments • Need for additional Special Education spaces • Lack of handicapped access to significant parts of the building and other accessibility issues • Lack of automatic fire protection system • Obsolete mechanical heating and ventilation system, no air conditioning • Inadequate electrical systems
Riverdale Elementary School	1920	1930, 1970	<ul style="list-style-type: none"> • Typical classrooms in the original building are significantly undersized, most are undersized
Greenlodge Elementary School	1955	1961, 1970	<ul style="list-style-type: none"> • Classroom sizes generally meet MSBA Guidelines with exceptions • No cafeteria (meals in classrooms) • Undersized gym • Numerous issues with building conditions that impede teaching and learning: lighting, temperature, ventilation, acoustics • Issues related to safe and secure learning environments • Need for additional Special Education spaces • Limited handicapped access to significant parts of the building and numerous other issues of accessibility • Obsolete mechanical heating and ventilation system, no air conditioning • Inadequate electrical systems • Obsolete plumbing systems • Window replacement needed
Dedham High School	1959	1967, 1974	<ul style="list-style-type: none"> • Typical classrooms are undersized • Public spaces are oversized

Source: Dedham Public Schools Facilities Master Plan (2020)



Other Public Facilities

Town Cemeteries

Dedham has three Town-owned cemeteries. They include the Old Village Cemetery, Brookdale Cemetery, and the Chickering Home Burial Ground.

Name	Location	Size (acres)
Old Village Cemetery	30 Village Avenue	4.10
Brookdale Cemetery	Brookdale Avenue/ Demetra Terrace	47.41
Chickering Home Burial Ground	38 Pond Farm Road	0.07

Established in 1678, the Old Village Cemetery located on Village Avenue is the oldest cemetery in Dedham. The four acre site has more than one thousand gravestones and vaults that bear the names of individuals and families who were prominent in the Town's history. The earliest marker is that of Hanna Dyar, who died on December 15, 1678. The Old Village Cemetery is also part of the Dedham Village Historic District.

The Brookdale Cemetery on Brookdale Avenue was established in 1878 and designed in a style typical of the rural landscape movement. The 47 acre cemetery with approximately two miles of meandering paths and hilly terrain includes Victorian-era monuments as well as more contemporary gravestones. The eastern edge of Brookdale Cemetery follows the historic Mother Brook for more than a third of a mile. While not as old as the Old

Village Cemetery, many prominent figures from Dedham's history are buried at this site. An annual ceremony honoring Dedham's Veterans takes place at Brookdale Cemetery on Memorial Day.

In 1864, Hannah Balch Chickering founded the Dedham Temporary Home for Women and Children, a shelter devoted to women who had been discharged from prison. The Chickering Home burial ground is a small parcel which serves as a memorial to those who died at the Home.

Dedham's Engineering Department and DPW have created online viewers of the Old Village Cemetery and Brookdale Cemetery. All three of these Town-owned facilities are maintained by the Dedham Department of Public Works.

Recreational Facilities

In addition to the recreational facilities provided by the Town's public school grounds, Dedham also provides a number of other facilities that offer passive and active recreational opportunities. Parks and recreation facilities actively managed by the Department of Public Works are listed with a summary of general facility characteristics on the next page. Other natural assets and conservation areas are important features in the Town and contribute to the amenity and quality of life in the community. These assets include conservation areas and other properties that do not include recreational facilities. Please refer to the Town's 2019 Open Space and Recreation Plan and the 2019 Parks and Recreation Master Plan for more detailed information about Dedham's parks, open space and recreation facilities.



Town Parks and Recreation Facilities

Name	Location	Description/Amenities	Size (acres)
Barnes Memorial Park, Mary Ann Lewis Playground	Eastern Avenue	3 softball/baseball, 1 soccer, playground, concession, restrooms, lighting, benches	14.89
Churchill Park	Churchill Place	1 baseball/softball, 1 basketball/ pickleball court, playground	0.92
Condon Park	Bussey Street	1 baseball/softball, 1 soccer, playground	7.37
Dedham Town Common	High Street, Bridge Street, Common Street	The Town Common is a two-acre open space at the intersection of Bridge and Common Streets. With mature trees and open lawn, the area maintains the aesthetic of a tradition New England town common.	2.04
Dolan Recreation Center/ Sugrue Field	Common Street	1 baseball/softball, dog park, boat launch, nature trails, community garden	11.40
Fairbanks Park	Rustcraft Road	3 baseball/softball, 1 soccer, restrooms, concession	14.10
Gonzalez Field	High Street, Eastern Avenue, East Street	1 synthetic turf field, ¼ mile walking path, lighting, benches, improved hand-capped access	6.30
Hartnett Square	Milton Street	Triangular landscaped lot with benches	0.09
Manor Fields (Striar Property)	Sprague Street	Vacant	25.72
Mill Pond Park	Colburn Street, Bussey Street	Passive recreation, benches, public art, water access	0.20
Mother Brook Park	Milton Street	Passive recreation, undeveloped	1.32
Mucciaccio Pool, Pool Field, Tennis Courts	High Street	1 soccer, 3 tennis courts, indoor swimming pool	4.55
Oakdale Square/Common	River Street	Oakdale Square is a half-acre neighborhood park with benches and walkways for passive recreational activity.	0.46
Paul Park (Greg M. Riley Playground)	Cedar Street	1 baseball/softball, 1 basketball/pickleball court, playground	2.93
Triangle Park	Hyde Park Street	Grassy lot with rain garden	0.91



Infrastructure

Water and Sewer

Dedham's sewer system is managed and maintained by the Department of Public Works. The Town's ninety miles of sewer serves approximately 95% of Dedham's businesses and households; the remaining 5% rely on private septic systems. The Dedham-Westwood Water District (DWWD) provides water service to Dedham and operates under the joint governance of Dedham and Westwood. The DWWD supplies over 13,000 service connections to approximately 40,000 people in the two neighboring Towns. Groundwater is pumped from 17 wells (6 in Westwood and 11 in Dedham) and treated at two filtration plants to remove iron and manganese. On an average day, the DWWD pumps approximately 4.25 million gallons of water.

In December of 2005, the DWWD was granted membership in the Massachusetts Water Resources Authority (MWRA), allowing it to purchase supplemental water when needed to ensure public health and safety during peak water use periods. The contractual allowance for purchase is 73 million gallons per year (220,000 gallons per day) which Dedham has accessed only twice since the agreement was initiated in 2005.

In 2017, the DWWD began construction on an \$8 million upgrade of the Bridge Street Treatment Plant. Recent DWWD updates include a water main replacement project in 2016 (Beacon, Fairfield, and Riverview Streets) and the MWRA Southern Extra High Redundancy and Storage project, which

was completed in 2019. The DWWD makes regular capital improvements to the system, replacing water mains, services, meters, fire hydrants, pumps, motors and filtration equipment in order to provide high quality drinking water and fire protection to Dedham and Westwood residents and businesses.

Roadways and Sidewalks

The Department of Public Works maintains approximately 110 miles of streets and roadways throughout Dedham. In the past decade, the Town has completed approximately \$25.5 million worth of repairs and maintenance to approximately 76 miles of roads and 23 miles of sidewalks. During this time Dedham's pavement condition index has risen from 70 to 81. The pavement condition index (PCI) is an index between 1 and 100 indicating the general pavement condition, with 100 a perfect condition.





Each year, the Department of Public Works and the Engineering Department work together to develop the Town's annual Pavement Management Program (PMP). The PMP involves a condition assessment of all public roadways and sidewalks in Dedham. The Town recently began working with a new consultant to develop a more comprehensive PMP program that will allow the Town to prioritize its rehab efforts on existing roadway assets including roads, sidewalks and access ramps based upon their condition and their compliance with the American Disability Acts (ADA).

Additionally, the Town, in partnership with adjacent municipalities and state agencies, including MassDOT, currently has several transportation improvement projects underway. Please refer to the Transportation and Connectivity chapter of the Master Plan for more detailed information on Dedham's recent transportation improvements.

Capital Improvement Planning

As detailed in the community facility descriptions, Dedham has made significant investments in its capital assets over the past several years. The Town maintains a Five-Year Capital Improvement Plan (CIP) to guide improvements to the Town's buildings, equipment, infrastructure, and vehicle replacement. All departmental capital funding requests are annually submitted to the Finance & Warrant Committee for review ahead of Town Meeting. In the Fall of 2016, the Town completed a Facility Condition Assessment for all school and Town-owned buildings and developed a Preventive Maintenance program that could

be integrated into the Town's work order system. The assessment identified \$10,228,775 in deficiency repairs that need to be addressed over the next 20 years. The Town incorporates these recommendations for repairs into the CIP based on needs that have risen to the highest priority during the past year.

Sources of Funding for Capital Expenditures

Management of Dedham's facilities and infrastructure has made strides since the 2009 Master Plan. At the time when the previous Master Plan was written, the Town was deferring needed capital improvements due to budgetary constraints and the lack of a pragmatic method to fund various projects on an ongoing basis. The Town also did not have a Facilities Manager on its staff. Since then, the Town has been more proactive in funding capital improvements but there remain limited options for funding sources.

Dedham's public facilities needs do not have to be supported solely by the Town budget. Where possible, the Town should identify and seek alternative funding strategies for capital improvements. External funding and financing sources, namely grants and low interest loans, are available to fund a variety of facilities needs, although they may be competitive and require time and effort to pursue. Currently, Dedham is at a disadvantage competing for particular public funds since it does not participate in the Community Preservation Act. Changes to Town policies that would optimize the ability to pursue external funds should be prioritized. Dedham's current approach to financing public facilities improvements include:



- **General Obligation Bonds** are issued for purposes and payable over periods as specified by law, as authorized by a two-thirds vote of Town Meeting. They are required to be payable in equal or declining principal payments. State law permits a Town to authorize debt up to 5% of its equalized valuation. Payments on the bonds are made within the Town's operating budget; debt payments for bonds issued on a Debt Exclusion are made from taxes levied for that purpose.
- **Debt Exclusion** allows the Town to raise additional taxes to pay for the debt incurred for a particular project. The amount of the payment is added to the tax levy for the life of the debt. Debt exclusion requires a two-thirds majority vote at Town Meeting and, once placed on the ballot by the Select Board, a majority of the voters.
- **Free Cash** is the net unrestricted balances of funds from operations of the previous year as a result of revenues collected in excess of estimates and unspent amounts from budgeted line items. The amount is certified by the Department of Revenue and available for appropriation by Town Meeting.
- **Stabilization Fund** is designed to accumulate funds as a general reserve, for capital or for other future spending purposes, although it may be appropriated for any lawful purpose by a two-thirds vote of Town Meeting. The Town has a general stabilization fund (for a reserve), a mitigation stabilization fund (for payments from developers) and a major capital facilities stabilization fund.
- **Robin Reyes Major Capital Facilities Stabilization Fund** is to be used solely for the major renovation of existing buildings, the construction of new buildings, or purchasing an existing building that meets the Town's needs.
- **Overlay Reserve (Allowance for Abatements)/Overlay Surplus** is an account established annually to fund anticipated property tax abatements, exemptions and to offset the amount of uncollected taxes. Any balance in the account in excess of the amount remaining to be collected or abated can be transferred into an Overlay Surplus account by the Assessors and may be appropriated by Town Meeting for any lawful purpose.
- **Operating Budget** can be used to fund capital expenditures within the regular operating budget. To accomplish this, other budget items would have to be reduced or increases in revenues allocated to a capital budget funding source.
- **Other Available Funds** include prior special article appropriation balances, receipts reserved for appropriation, FEMA/MEMA reimbursements, insurance proceeds and other items authorized by law to be specifically used to fund appropriations.
- **General Proposition 2 1/2 Override** enables residents to vote to increase the tax levy beyond the current limit and if approved, the increase is included in the budget for all future years.



- **Capital Outlay Expenditure Exclusion** is a temporary increase in the tax levy to fund a capital item. Exclusions require a two thirds vote of the Select Board and a majority of the voters. The exclusion is added only during the year when the project is funded.

Community Services

While community facilities provide physical space for local government services, actual service delivery depends on people including municipal staff and volunteers. Community services include municipal services and utilities such as public safety, public health, housing, recreation, public water, sewer, and partner organization and contracted services such as solid waste and recycling or street maintenance. A summary of community services in Dedham is provided below and on the following pages.

Finance and Information Technology Services

The Town's financial operations are directed by the Finance Department. Located on the second floor of the Ames Building, the Finance Department includes Accounting, Treasurer/Collector and Information Technology Services. The Town Accountant maintains all financial records for the Town and processes payroll and accounts payable for all Town departments and Dedham Public Schools. The Treasurer/Collector collects all monies due to the Town including real estate, personal property and motor vehicle excise taxes. Additionally, this office oversees receipt, short-term investment, and disbursement of all Town funds.

The Finance Department works closely with the Finance & Warrant Committee, a separate body with nine members appointed by the Town Moderator, who make recommendations on all financial matters to Town meeting and work with the Capital Expenditures Committee.

The Town's Capital Expenditures Committee performs an annual review and makes recommendations on the Town's five-year Capital Improvement Plan (CIP), the five-member committee also allocates funds for Town projects and studies.

Information Technology Services maintains an integrated network of systems and information that connects all Town departments and supports the various offices with connectivity, data availability, security, and insight into relevant technologies.

Public Safety

In FY2021, approximately 10% of Dedham's general fund expenditures were allocated to public safety. Of this, approximately half (5%) funded the Police Department, and the remaining half (5%) went to the Fire Department.

The mission of the Dedham Police Department is to protect and serve the citizens of Dedham through collaboration, preventative programs and the judicious enforcement of the laws of the Commonwealth of Massachusetts and the bylaws of the Town of Dedham. Dedham's police department has a total of 61 full time equivalent (FTE) employees and is organized into the



following eight divisions: Animal Control, Bike Patrol Division, Communications Division, Detective Division, Honor Guard Unit, Metro LEC Team, Patrol Division, and Traffic Division.

Dedham's Fire Department, in addition to protecting personal and public property from the threat of fire, also provides Emergency Medical Services and has an increasing role in hazardous materials handling. In FY2021, the Fire Department employed a total of 67 FTE employees, including the fire chief, five deputy chiefs, five captains, eight lieutenants, and forty-eight firefighters.

Building Inspection

The Building Department provides building, electrical, plumbing, and gas inspectional services and administers the State Building Code and enforces the Town's Zoning Bylaw. Headed by the Building Commissioner, the Building Department employs a total of 6 FTE employees.

Public Works

The Dedham Department of Public Works (DPW) consists of six divisions including Administration, Highway, Sewer, Forestry, Cemetery, and Fleet Maintenance. The department has a combined total of 23 FTE employees. Collectively, these employees handle numerous requests and are responsible for the maintenance and upkeep of the Town's major infrastructure which includes streets, sidewalks, sewer lines, traffic signals, street lighting, pump stations, signs, and catch basins. The department also handles solid waste disposal, recycling, and beautification projects and maintains the Town's public shade trees and

cemeteries. The DPW works together with various departments of the Town government to accomplish these maintenance goals. Dedham's sewer infrastructure is maintained by the Town DPW, but the MWRA provides sewage collection and disposal services. While in some communities the DPW is also responsible for the public water supply, in Dedham's case the Dedham-Westwood Water District performs this function.

Department of Infrastructure Engineering

While the DPW maintains the Town's infrastructure, the Department of Infrastructure Engineering is charged with the general responsibility of the engineering, construction, development, and oversight of improvement, reconstruction, and repair of Dedham's infrastructure, including without limitation, roads, bridges, drains, and sewers.

This department is headed by the Director of Engineering (who serves the statutory role of Town Engineer) and is staffed by an Infrastructure Engineer, a Project Engineer and supported by the administrative staff of the DPW. Additionally, the department provides technical support to residents and other entities on the installation and development of roads, sewers, drains, and buildings, and is available for technical review of subdivisions and site plans. The Engineering Department functioned as part of the DPW until 2005 when it was made its own department and was renamed the Department of Infrastructure Engineering. The department shares the Dunn Public Works Facility, located at 55 River Street, with the Department of Public Works.



Facilities & Maintenance Department

Located on the fourth floor of the Ames Building, the Facilities & Maintenance Department maintains and oversees repairs to all municipal and school buildings, including landscaping and sidewalk snow removal. The department also monitors energy usage and compliance with building codes and other regulatory requirements. In addition, the Facilities & Maintenance Department is also charged with developing and maintaining the annual Town-wide capital improvement program (CIP) which guides investment decisions for Town projects, and purchases. The facilities manager works with department heads to maintain and upgrade buildings, supervises construction projects, prioritizes maintenance needs, and works with architects and engineers on project design.

Planning, Land Use, and Zoning

Dedham's planning, development review, and permitting services are carried out by the Planning Board, the Planning & Zoning Department, Conservation Department, and Zoning Board of Appeals.

The Planning Board is a five-member elected board charged with both long-range planning duties, such as updating the Master Plan, and more immediate implementation responsibilities such as permitting, subdivision, site plan, and special permit review, and proposing and commenting on amendments to the zoning bylaw.

Located on the second floor of the Ames Building, the Planning & Zoning Department works with the Planning Board and Zoning

Board of Appeals to administer the Town's Zoning Bylaw which guides and regulates how residential, commercial, and industrial land can be developed and used in Dedham. The Department is overseen by the Community Development Director and Planning Director and staffed by a planning and community engagement specialist and an administrative assistant. The Department provides administrative and technical support on the design and permitting of residential and commercial projects and collaborates with the Metropolitan Area Planning Council and neighboring communities to address regional planning issues.

The Zoning Board of Appeals hears petitions for variances, some special permits where required by zoning, or persons appealing the decisions of the Building Commissioner or Planning Board. In Dedham, the Zoning Board of Appeals has seven members that are appointed by the Select Board.

The Conservation Department, which is also located on the second floor of the Ames Building, is staffed by a Conservation Agent and Assistant Conservation Agent. In collaboration with the Conservation Commission, the Department plays a crucial role in protecting Dedham's natural resources and provides guidance about environmental regulations, wetland resources, invasive species, and stormwater management.

The Conservation Commission is a seven-member board appointed by the Select Board. It is charged with administering the Massachusetts Wetlands Protection Act, Town of Dedham Wetlands and Stormwater bylaws, and issuing relevant permits. In



addition to its permitting role, the Conservation Commission also inventories and plans for open space resources in Dedham.

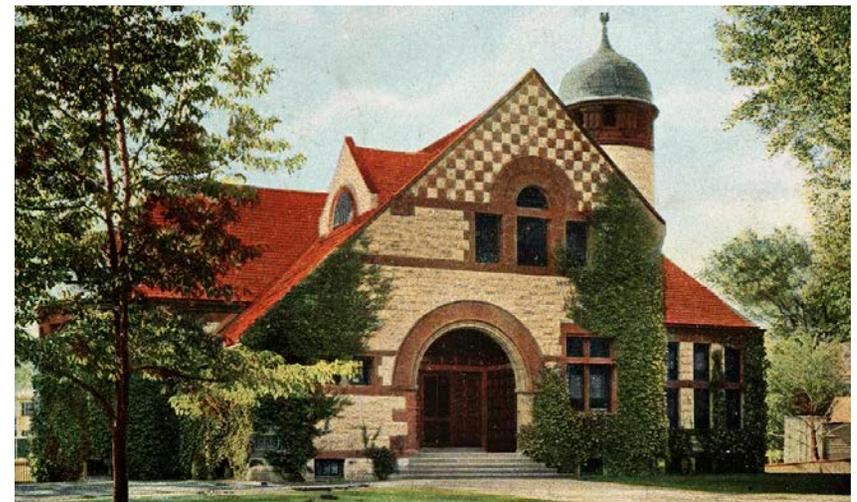
In addition to these staffed positions and boards, there are several other volunteer groups that provide services in the area of planning and development for Dedham. The Design Review Advisory Board (DRAB) consists of five members, appointed by the Select Board. This group performs professional design review to maintain and improve the visual quality and overall character of Dedham. The Historic Districts Commission (HDC) is the official government agent responsible for historic preservation within the Town's designated historic districts. The HDC consists of seven members, appointed by the Select Board.

Additionally, the Open Space & Recreation Committee (OSRC) conducts continuous review and oversight of Dedham's Open Space and Recreation Plan (OSRP). The OSRC is also charged with updating the OSRP's Seven-Year Action Plan for open space preservation and recreational needs. The seven member OSRC consists of two members at-large appointed by the Select Board and the Planning Board, an engineer appointed by the Select Board and the Planning Board, and a member or designee from the Planning Board, Conservation Commission, Parks and Recreation Commission and Select Board. These groups function entirely on volunteer efforts and provide important services to Town departments and residents.

Culture and Recreation

The Dedham Public Library is one of the Town's oldest and most valued institutions. The roots of the library date back to 1794 with establishment of the First Parish Church's Social Library. In 1854 the Dedham Library Association was founded, and the present Dedham Public Library was chartered in 1871. In 1886, the main branch library's current home was built, a distinctive structure designed by architects Van Brunt and Howe, on a site close to Dedham Square.

Today, the Dedham Public Library System consists of two branches, the Main Library located at 43 Church Street, and the Endicott Branch which is located at 257 Mount Vernon Street





on the edge of the Endicott Estate. As of 2018, the library had 130,020 total holdings and circulated a total of 194,006 materials to library patrons. The library employs 20 FTE personnel, including a Library Director, full-time and part-time librarians, library assistants, library pages, and custodians. The library is funded both from the Town's operating budget and the Friends of the Dedham Public Library, a non-profit organization that conducts fundraising to provide a flexible financing source for the library. Trustees of the Dedham Public Library, a five member, elected board, provides guidance for the Dedham Library by adopting goals, policies, plans, and budgets, and is responsible for the overall administration of library staff.

The library is further supported by the Dedham Library Innovation Team (DLIT), a nonprofit organization committed to creating collaborative, positive partnerships between the Town's libraries, schools, public officials, businesses, and residents in order to support the strategic vision and development of a best-in-class, vibrant public library system.

In addition, the DLIT and Dedham High School serve as stewards of the Dedham Little Free Libraries Project. The Little Library program was launched in 2014 and serves to build pride-of-place among Dedham residents, to activate public spaces, and to beautify the public realm. Dedham's individually decorated mini lending libraries were built by Dedham High School students and designed and painted by both students and community artists. Twelve individual little libraries are installed throughout Town and

enable readers of all ages and backgrounds to access books in their neighborhoods

In addition to the library, the Endicott Estate is another important landmark and cultural resource in Dedham. The Endicott Estate was built in 1904 by Henry Endicott, founder of the Endicott Johnson Shoe Company. Henry's daughter Katherine bequeathed the Estate to the Town after her death in 1967. The Endicott Estate is owned by the Town and listed on the National Register of Historic Places.

At times, the Estate is used by local officials as an alternative site for important administrative meetings. Its grounds host the Dedham Community Greenhouse, and the building is frequently rented for private functions. The Endicott Estate is overseen by a five-member commission which guides the care, upkeep, and overall management of the building and grounds.

Dedham's Civic Pride Committee is important for the upkeep and celebration of the Town's appearance and community. The Civic Pride Committee consists of twenty volunteer members, appointed by the Town Manager. Their activities include beautification efforts in public parks and streets, landscaping and light infrastructure improvements along roadways, and improving the appearance of Dedham Square. Their activities are financed in part by the Friends of Dedham Civic Pride, a nonprofit which serves as a fundraising arm for the committee. The group also receives funds from the Town's annual operating budget.



The Parks and Recreation Department provides a wide variety of recreational programming for Dedham residents and maintains Town parks and recreational facilities. Management responsibility for Dedham’s open space and recreation resources is shared by several departments, in partnership with several appointed elected Boards, Committees, and Commissions.

The Parks and Recreation Department is overseen by the five-member, elected Parks and Recreation Commission, who appoints the Parks and Recreation Director. The Parks and Recreation Director administers all recreation programs and oversees the Parks Department employees. The Director is supported by an Assistant Director and an administrative assistant.

For both organizational and budgetary purposes, Parks and Recreation functions as two departments: the Parks Department, which is concerned with the maintenance and upkeep of parks and recreational facilities, and the Recreation Department, which oversees and provides recreational programs for Dedham. The Town’s parks and recreational facilities are maintained by a full-time foreman, three full time laborers and seasonal labor during the summer months.

Health and Human Services

The Town of Dedham strives to provide effective health and human services to enhance livability and quality of life for all residents. “Human services” refers to public health and social services for any population with unique, age-based, or other special needs. Dedham’s Human Services includes Town departments and several professional and volunteer commissions, boards, councils, and committees.

Health Department

Located on the third floor of the Ames Building, the Health Department enforces state and local health and sanitary regulations and issues a wide range of permits. The Department also conducts inspections of residential and commercial structures, food establishments, camps, pools, dumpsters, and Title V regulations. Directed by a three-member, elected Board of Health, the Health Department is staffed by a Health Director, Assistant Health Director, Health Inspector, Program Director and Public Health Nurse. Most of the direct human services in this



department are provided by programs run by the Public Health Nurse, such as immunization and blood pressure clinics, school programs, and home visits. The Department also works with the Dedham Organization for Substance Awareness (DOSA), which works to educate and involve the community in preventing and addressing substance abuse.

Dedham Organization for Substance Awareness

The mission of the Dedham Organization for Substance Awareness (DOSA) is to reduce and prevent youth (and adult) substance use by increasing community collaboration and by utilizing evidence-based prevention strategies. DOSA is led by a nine-member coalition who works with the Health Department to provide the community with access to resources and services.

Dedham Housing Authority

Dedham Housing Authority (DHA) provides housing assistance to residents through State and Federal programs such as Low Rent Public Housing and the Housing Choice Voucher Program (Section 8). These programs are income based and the eligibility guidelines are set by the Department of Housing and Community Development (DHCD) and the Department of Housing and Urban Development (HUD). The DHA is led by a five-member board, one of which is appointed by the State, as required by law.

Council on Aging

The Dedham Council on Aging (COA) is responsible for providing direct services to Dedham's senior population and also identifying other available community resources to assist this population. The

new Ames Senior Center, located on the first floor of the recently renovated Ames Building, serves as the headquarters for COA. The Senior Center, which opened in October of 2021, provides programs, services, and leisure activities that promote the independence, safety, and well-being of residents 55 and over.

Staffed by the Director, Assistant Director, Outreach Coordinator, and Program Coordinator, the Council on Aging provides transportation services, a meals-on-wheels service, and one-on-one assistance for a variety of needs such as applying for health insurance, disability, and other benefits. The work of COA is further supported by the Council on Aging Board, which consists of 7-15 members. Four members represent the Parks





and Recreation Commission, the Board of Health, the Police Department, and Dedham Public Schools. Additional members are appointed by the Town Manager.

Youth Commission

The Dedham Youth Commission is committed to providing educational, socioemotional, recreational and health programs and services to the Town's youth. The seven member commission establishes and directs youth services policy and programming, which is then carried out by a Youth Commission Director, Youth Counselor, Youth Coordinator, Administrative Assistant and is supported by a five member Youth Commission Board.

Youth Commission offerings include direct counseling services for youth and their families, as well as various programs that provide employment opportunities, community service projects, and a variety of activities provided together with the Dedham Public Schools. The Youth Commission offices are currently housed at Dedham High School. Unfortunately, Dedham does not have a dedicated facility for youth to hang out and congregate. A multi-generational community center that supports social gatherings, recreational opportunities, and engaging activities for youth and adults would be a great addition to Dedham's resources.

Veterans Services

Dedham's Veterans Services Department is located on the third floor of the Ames Building. Programs and services offered through the Veterans Services Department include financial and medical assistance, dependents and survivor benefits, and application of

disability and compensation claims. The Department is headed by a Veteran's Agent who is responsible for assisting veterans and their dependents in all State and Federal benefits opportunities pursuant to Massachusetts General Laws (MGL) Chapter 115.

Commission on Disability

The Commission on Disability is a nine-member, volunteer group which advocates for the full inclusion of persons with disabilities within the Dedham community. The members are appointed by the Town Manager and MGL Chapter 40: Section 8J mandates that the majority of Commissioners have a disability or have a family member with a disability. The Commission provides information, referral, guidance, and technical assistance to ensure that people with disabilities have equal access to Town facilities, services, and programs.

Human Rights Commission

The mission of the Human Rights Commission (HRC) is to ensure that residents of Dedham enjoy equal opportunity to participate in and enjoy life in the Town regardless of their race, color, ancestry, national origin, sex, sexual orientation, gender identity, age, religion, marital, family or military status, socio-economic status, ex-offender status, or disability. The HRC was created by a vote of Town Meeting in November 2017 and consists of 13 members who are appointed by the Select Board. The Commission supports the human rights of groups, organizations, and individuals against discrimination in housing, employment, education, public accommodations, Town services, insurance, banking, credit, and health care.



Community Facilities and Services Community Priorities

As part of the Master Plan process, through the extensive community engagement process detailed in Chapter 1 including community surveys, community open houses, and other opportunities for community conversation, themes and priorities heard from the community were identified related to community facilities and services and are summarized here. While the themes and priorities heard from the community are reflected in the community facilities and services themes earlier in this chapter, these items deserve additional recognition and in some cases repetition due to the frequency these themes and priorities were mentioned by the community.

CFS1 Increase energy efficiency and sustainability

Survey participants indicated that the Town should prioritize investments in public facilities that support and implement sustainability, energy efficiency and environmental stewardship in its capital improvement planning. The Town's 2018 Greenhouse Gas Inventory revealed that buildings make up approximately 60 percent of all greenhouse gas emissions, both for municipal and community-wide operations. This makes energy use in municipal buildings a critical and impactful area to address climate change locally.

CFS2 Prioritize renovation and repair

Preventative maintenance, repair, and improvement of existing

Town facilities was the second highest priority of survey respondents as a priority for community facilities and services. Several survey participants expressed that in some cases, renovating, refurbishing, and reusing existing public facilities (including parks and open space) may be more feasible, sustainable, and fiscally responsible than building new facilities. This type of approach should be considered in the capital improvement planning for community facilities.

CFS3 Improve transparency and oversight of capital projects

A major theme from open-ended survey responses was the participants' dissatisfaction with the town's handling of recent capital improvement projects. Some respondents expressed that the Town does not publish information describing the process used to develop the capital improvement plan or provide the public with clear instructions for how to get involved in the project selection process. Transparency is critical to enable the public to engage in the process and understand the difficult choices involved when allocating scarce resources for competing capital improvements. Prioritization of projects must occur annually to align the projected needs with the available budget. Transparency is also critical to build public support for investments in community facilities and public infrastructure.



Community Facilities and Services Goals and Strategies

Summary: To improve the transparency of decision-making and policies and to more proactively prepare facilities and services to meet future needs and challenges.

CFS1 Goal 1: Improve capital planning and investment processes to anticipate future funding and financing needs and communicate transparently to residents.

Benchmarks and priorities that can be established in advance and agreed upon would be useful in guiding capital investments and asset management anticipating that funds will need to be allocated amongst competing projects in a fair, equitable, and transparent manner.

Strategy 1.1: Define benchmarks/level of service standards for Town facilities, services, and infrastructure based on comparable communities

Strategy 1.2: Develop, adopt, and use a priority setting framework to guide capital investment and asset management

Strategy 1.3: Create a capital improvement plan with a process for sustainably funding future projects to avoid overrides and piecemeal planning

Strategy 1.4: Improve community awareness of key revenue and budget issues

Strategy 1.5: Implement the goals and recommendations outlined in the 2020 Dedham Public Schools Master Plan

Strategy 1.6: Prioritize capital improvements consistent with the other goals within this section and the Master Plan more generally

Strategy 1.7: Identify private parcels in strategic locations relative to the provision of Town facilities and services and a process to consider acquisition options if identified properties become available



CFS2 Goal 2: Improve the transparency of Town asset management decisions with clear policies to guide maintenance, upgrades, and disposition processes and decisions.

Service needs and demand for municipal buildings change over time, often leaving municipalities with obsolete or unused properties in their assets inventory. These properties can present maintenance challenges, opportunities for upgrades or changes of use, or opportunities to raise funds for other capital improvements to meet a determined public benefit through a disposition process. Dedham should establish policies to guide the identification and disposition of surplus municipal property, land or buildings, including tax-title properties.

Strategy 2.1: Develop asset management policies

Strategy 2.2: Incorporate community values and goals in decisions on location, design, and operation of facilities

Strategy 2.3: Build the capacity of underrepresented citizens, including communities of color, and provide resources to increase their involvement in decision making and Town processes

Strategy 2.4: Provide proactive communication and transparency about Town policies, processes, and plans

Strategy 2.5: Improve equitable access to Town resources and meetings through proactive and transparent communications, easy-to-access information, and materials translated in languages most commonly spoken in Dedham so that underrepresented people can be included in decision making



CFS3 Goal 3: Strengthen Dedham public facilities, services, infrastructure, and assets to better respond to future needs and risks using best available data to advance sustainability, resilience, innovation, livability, and equity.

The Town should ensure that capital improvements (such as municipal buildings, transportation, stormwater systems, park improvements, etc.) incorporate design standards that support the environment, reduce energy use, mitigate climate change impacts, and strengthen resiliency consistent with the goals and actions identified in the Climate Action Plan and Open Space and Recreation Plan. Additionally, capital improvements should prioritize improving livability and equity for residents.

Strategy 3.1: Use a data driven approach to identify and better understand disparities between Dedham’s diverse population and assess the equity impacts of public programs and projects

Strategy 3.2: Consider maintenance, replacement, rehabilitation or reuse of existing facilities to meet community needs before planning for major investments in new facilities

Strategy 3.3: Expand services and programs that will help reduce the community’s environmental impact such as improving access to recycling and composting programs, and expand awareness of proper disposal of hazardous household materials and chemicals.

Strategy 3.4: Prioritize infrastructure and capital improvements that support the goals of the Town’s recently completed Climate Action and Resiliency Plan, including strategies to reduce municipal greenhouse gas emissions, increase municipal renewable resources, ensure new construction meets net zero energy building standards and universal design standards, and convert Dedham’s vehicle fleet to electric or hybrid, where possible

Strategy 3.5: Design new public facilities that are oriented towards and accessible by transit and non-motorized modes of travel and improve connections to existing public facilities

Strategy 3.6: Ensure that municipal facilities and public spaces enhance Dedham’s historic character and provide cultural enrichment



CFS4 Goal 4: Proactively assess funding needs and dedicate staff to pursue external funding, grants, and resources.

Dedham's public facilities needs do not have to be supported solely by the Town budget. Where possible, the Town should identify and seek alternative funding strategies for capital improvements. External funding and financing sources, namely grants and low interest loans, are available to fund a variety of facilities needs, although they may be competitive and require time and effort to pursue. Currently, Dedham is at a disadvantage competing for particular public funds since it does not participate in the Community Protection Act. Changes to Town policies that would optimize the ability to pursue external funds should be prioritized.

Strategy 4.1: Explore new and long-term funding tools to enable increased investments in capital improvement projects and services

Strategy 4.2: Encourage public-private partnerships to finance infrastructure and public facilities which fulfill mutual interests of the public and private sectors

Strategy 4.3: Hire a full-time or shared grants administrator that could serve Dedham and neighboring municipalities on a part-time basis

Strategy 4.4: Explore joint-use partnerships with private entities to pay for some or all of the costs of capital improvements or new facilities that provide a public benefit and/or support a specific Town or community function



CFS5 Goal 5: Expand Town services to advance equity and invest in resources and programs that support residents and their families and strengthen the relationships between residents.

The Town should ensure that all residents have the access, support, and ability to participate in the full range of Town services provided, and regularly review the services provided to adapt to the evolving needs of the community. Procedures for this type of assessment should be established. Currently, among the services provided in the Town and surrounding area, social services for families in need appear to be lacking. New Town services or facilities such as teen programming or a youth center could help address such a service need.

Strategy 5.1: Strengthen trust and communication between the Town services and the community by providing diverse and inclusive opportunities for all residents to participate in planning and Town government

Strategy 5.2: Encourage businesses to work with local workforce training and education organizations to connect Dedham residents and workers to high quality jobs at a range of skill levels

Strategy 5.3: Optimize the use of community facilities to support community services and needs. For example, the new Senior Center may have availability to support youth programming when not in use for senior programming.

Strategy 5.4: Increase coordination and resource sharing between organizations and service providers with a focus on ensuring that all children and families who could benefit from social, emotional, and academic enrichment are aware of resources and programs offered in Dedham. These organizations could include Dedham Public Schools, Dedham Public Library, the Dedham Youth Commission, and others.

Strategy 5.5: Explore the potential for partnerships with neighboring municipalities to expand town services or to explore the regionalization of services or resources that could be efficiently shared



Community Facilities and Services Implementation

Critical next steps

In the Implementation Chapter of the Master Plan, a more detailed level of actions is added under each goal and strategy. The actions are associated with responsible parties, a suggested timeframe, and potential external funding or resources that may be helpful, if available. The following critical next steps highlight several of these actions that would provide tangible steps toward progress on the top priorities that have been identified for community facilities and services.

CFS1 Define measurable benchmarks and standards for facilities.

A significant factor in determining the need for and priorities among capital improvements is the level of service (LOS). The LOS is an indicator of the extent or degree of service provided by a facility. Dedham should define benchmarks/level of service standards for facilities and infrastructure based on comparable communities. The Town should then use these adopted standards as well as population and household projections to identify needs for additional community facilities and services and determine the means and timing for providing needed additional facilities and resources. The time horizon for this projection and the planning for needed capital expenditures should expand from the current standard of 5 years to 10 years. The lead responsibility would be the Town of Dedham Facilities Department in close coordination

with the DPW and Engineering Department. The timeframe for this action would be near-term, to occur within 1 to 3 years of the conclusion of the Master Plan process. Potential resources include those provided by the Massachusetts Municipal Association to guide municipal facilities professionals and collaboration with nearby municipalities who may be facing many of the same issues and could collaborate to define solutions. Establishing a regular roundtable meeting of nearby facilities directors could provide a venue for this type of sharing and support.

CFS2 Pilot improved transparency and communication with a current project.

Improve the transparency of Town asset management decisions with clear policies to guide maintenance, upgrades, and disposition processes and decisions. This action includes improving communication and dialogue with the community and ensuring that residents are provided with accessible, educational, and actionable information. Enhanced engagement will allow the community to have a good understanding of who is responsible for making decisions, and how their feedback is taken into account. The pilot project for this effort could be the ongoing work studying and now implementing the reuse of the former Central Police Station in Dedham Square. A data- and community-driven planning process has been undertaken and as the process shifts to specific asset management decisions particular care and effort should be placed on improving the transparency of the process going forward. The lead responsibility would be the



Select Board in close coordination with the Dedham Square Planning Committee, Planning Department, Building, Planning and Construction Committee, the Capital Expenditure Committee, the Finance and Warrant Committee and the Mitigation Funds Committee. The types of efforts used to enhance transparency (number of community meetings, types of meetings, availability of materials, etc.) should be documented and built upon to improve these practices with each subsequent process. This will be a continuous and ongoing action item.

CFS3 Hire a grants administrator.

Explore new and long-term funding tools to enable increased investments in capital improvement projects and services. Hiring a full-time or shared grants administrator that could serve Dedham and neighboring municipalities on a part-time basis could greatly increase the Town's capacity to pursue external funding, grants, and resources. The lead responsibility would be the Select Board in close coordination with the Town Manager. The timeframe for this action would be near-term, to occur within 1 to 3 years of the conclusion of the Master Plan process.

CFS4 Define gaps in services and resources for Dedham children and families.

Increase coordination and resource sharing between organizations and service providers with a focus on ensuring that all children and families who could benefit from social, emotional, and

academic enrichment are aware of resources and programs offered in Dedham. Commission a study that identifies gaps in Dedham's publicly funded services and resources, including home and community-based services. This action would help organizations, service providers, and the Town better understand potential disparities in how services are accessed by Dedham's diverse population and assess how current services are meeting the needs of the community, and what needs are potentially going unmet. The lead responsibility would be the Dedham Health Department in close coordination with the Board of Health, Human Rights Commission, Youth Commission, Council on Aging, and Commission on Disability. The timeframe for this action would be near-term, to occur within 1 to 3 years of the conclusion of the Master Plan process.