



HOLLISTON

Massachusetts

STRATEGIC PLAN FISCAL YEAR • 2025-2029



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Holliston, MA –

On behalf of the elected and appointed officials who volunteer to support this Town and our dedicated Town staff, I want to thank you for choosing the Town of Holliston to live, visit, and/or operate a business. The future holds exciting opportunities for our community to continue to grow and evolve while building upon the wonderful feeling of a “Small Town with a Big Heart.”

This Strategic Plan is vital in setting the course that will help make our collective vision for the Town of Holliston a reality. It is important to view this document as a map – a living document that will require our combined dedication to driving these goals and priorities forward in a realm of finite resources with a changing world around us.

The Town of Holliston’s committed officials and staff are ready to take action and, with the process that led to this document, possess the input from Holliston residents and stakeholders needed to ensure the decision-making processes are driven by the desires of the community.

Here you will find the Town of Holliston’s Mission, Vision, Guiding Principles, and Performance Measures. The Mission tells us “What” we are to be doing; it keeps the elected and appointed officials and staff focused on the tasks to be done. The Vision tells us “Where” we’re going; it keeps us focused on the destination. The Guiding Principles tell us “How” to do what we’re doing; they remind us that we serve the people of Holliston who are to be treated with integrity and kindness. The Performance Measures tell us how we know we’ll be successful.

I hope that our residents take great pride in having a government that consistently looks to improve their quality of life and finds ways to create a better tomorrow. It is through your input from various forums, surveys, interviews, and discussions, that this Strategic Plan was developed. These are your goals and priorities, and we look forward to putting them into action.

Sincerely,

Travis Ahern, Town Administrator

Timeline

Project Initiation
and Planning

**February 2023
– March 2023**

PHASE ONE



PHASE TWO



Stakeholder
Engagement

**March 2023
– May 2023**

Strategic Plan
Development
and Approval

**May 2023 –
September 2023**

PHASE THREE



PHASE FOUR



Cost-Benefit
Analysis and
Plan Finalization

**September 2023
– November 2023**

What does it do?

The Town of Holliston embarked on a strategic planning journey to identify key priorities to focus its resources on as determined by the community. This plan is intended to be a living document that will drive decision-making related to the budget and long-range capital investments.

As an outcome of a community-informed process, the Town's Envisioning Future Holliston committee identified seven priorities the Town will focus on for the next five years.

The strategic plan will include key performance metrics for which the Town will continuously track progress against to help ensure the plan remains a living document.

What's next?

Building upon the work the community put together, Town government will work on implementing the plan and sharing its progress with the community.

An implementation plan will define the (how) and (who). As changes shift over time, the Town expects to address any new opportunities within the implementation plan aligned with the Town's budget process.

The Town will share a yearly report with the community to have insight into process the Town has made and what's to come.

Plan At-A-Glance

Mission Statement

Holliston provides a diverse and inclusive environment where everyone can live, work, play, learn, and create — a small town with a big heart.

Vision Statement

Together, we nurture a safe, vibrant, sustainable, and inclusive community with equitable opportunities so that all can thrive while cultivating our past and future cultural resources.

Guiding Principles

Transparent and Accountable

We act with integrity and foster a culture of openness by proactively sharing information and making it accessible to all.

Collaborative

We seek opportunities to partner, collaborate, and leverage each other's strengths to achieve our shared vision.

Solution-Driven

We address problems through open-mindedness, creativity, and perseverance.

Diverse, Equitable, and Inclusive

We strive to eliminate systemic barriers in order to provide fair and equitable opportunities for all, and we foster an inclusive culture where every individual feels valued, respected, and empowered.

Sustainable

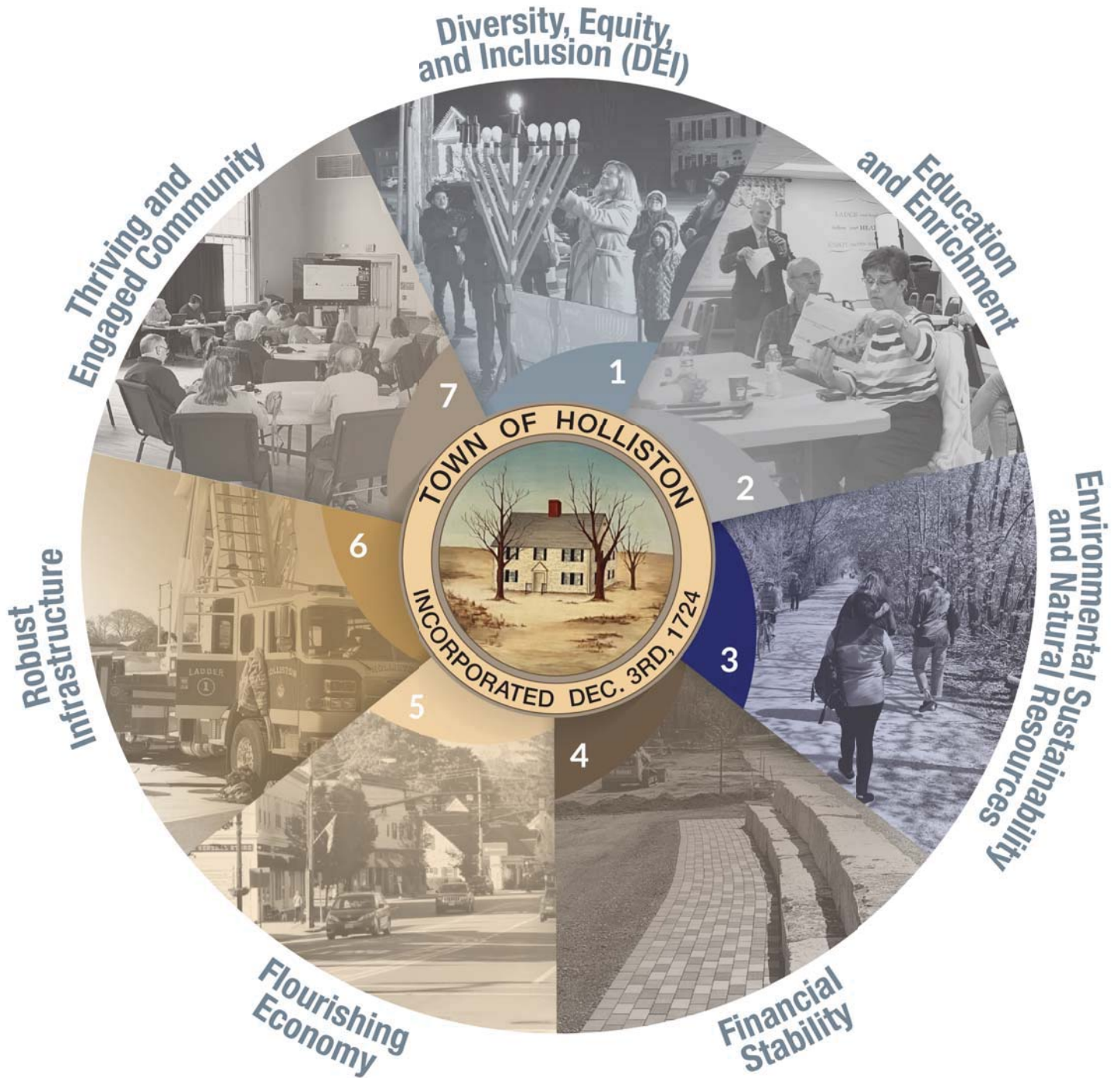
We are committed to long-term solutions that help mitigate climate change impacts and protect and preserve our environment, infrastructure, and natural resources today and for years to come.

Approachable

We actively listen and provide guidance and support to create a welcoming environment for all community members.

Financial Health

We ensure stewardship of our resources and make decisions that support Holliston's financial wellbeing.



All of the following Strategic Priorities are in alphabetical order.

1 Diversity, Equity, and Inclusion (DEI)

OUR GOAL

Embrace our differences by supporting internal and external diversity, equity, and inclusion (DEI) initiatives; creating a welcoming, inclusive community; and attracting and retaining a diverse pool of workers, residents, and businesses.



Objective 1

Recruit, hire, and retain a more diverse workforce of Town staff.

Outcome Measure

- Enhance the capacity for recruitment and hiring processes with resources in the FY25 Operating Budget.

Performance Measure

- Identify places to post job advertisements that are targeted to attract diverse applicants and begin to post all positions no later than September 2024 (e.g., Bay State Banner).

Objective 2

Provide educational DEI materials and ongoing mandatory DEI training to all elected and appointed officials, committee members, and staff, so the value of DEI is understood and becomes part of the Town's culture.

Milestone Measure

- Identify online trainings and procure courses for elected and appointed officials, committee members, and staff by end of Q2 of FY25 (December 31, 2024).

Milestone Measure

- Enhance the capacity for training materials in the FY25 Operating Budget through HR and/or Town Clerk cost centers (July 1, 2024).

Performance Measure

- At least 85% of all Town staff and 85% of all elected and appointed officials and/or committee members participate in initial DEI training by end of FY25 with a goal to reach 100%.



Objective 3

Provide educational DEI materials and ongoing mandatory DEI training to community members, so the value of DEI is understood and becomes part of the Town's culture.

Milestone Measure

- Identify trainings and procure courses for community members by end of Q2 of FY25 (December 31, 2024).

Performance Measure

- Provide training opportunities to community members, with the goal of providing at least two such training opportunities and reaching at least 60 community members by end of FY25. Additionally, continue providing community training at least quarterly and reaching an average of at least 25 community members per training.

Objective 4

Frequently review and evaluate Town policies for fairness and equitability.

Milestone Measure

- Develop an independent advisory board to review Town policies and procedures through a DEI lens by October 2024, and ensure they evaluate all policies for equity by June 2025.

Milestone Measure

- Establish an annual review cycle to be completed by June of every year.



Diversity, Equity, and Inclusion (DEI)

Objective 5

Make board, committee, and Town meetings as accessible as possible so that all can participate and engage.

Milestone Measure

- Explore remote voting options for Town Meetings through the State legislative body by June 30, 2024.

Milestone Measure

- Explore the options of non-naturalized residents to vote at Town Meetings through the State legislative body by June 30, 2024.

Milestone Measure

- Budget for interpretation and translation services at Town Meetings by June 30, 2024.

Outcome Measure

- Continue to provide childcare services during Town Meetings.

Milestone Measure

- Create a communication plan and provide communications in languages other than English to support the inclusion of all Town residents through the website and other materials by the end of Q2 of FY25 (December 31, 2024).

Milestone Measure

- Host an annual seminar with the Town Clerk to advise and educate the community on open elected/appointed positions in Town elections.

Milestone Measure

- Continue to send voters accessible information to help inform them ahead of all Town Meetings.

Objective 6

Create a partnership between the Town and area schools to implement Equity Audit findings and recommendations.

Milestone Measure

- Evaluate next steps and explore the need for a Town-Wide Equity Audit to be included in the FY25 budget development process following presentation of the 2023 Equity Audit performed by the Holliston Public Schools.



Education and Enrichment

OUR GOAL

Cultivate a culture of learning among residents and municipal employees to drive innovation, enhance skills, and help ensure the sustainable development of our Town.



Objective 1

Collaborate with the Holliston Public School district to support its strategic plan implementation (Four Arches).

Milestone Measure

- Schools Strategic Plan annual progress reporting to track progress with the four (4) Arches of (1) ensuring consistent/effective communication, (2) providing a safe and supportive learning and social environment, (3) promoting robust, professional learning communities, and (4) attracting, retaining and supporting professional, high-caliber, diverse staff Pre-K-12+.

Objective 2

Continue commitment to find a long-term facilities solution at Holliston High School.

Outcome Measure

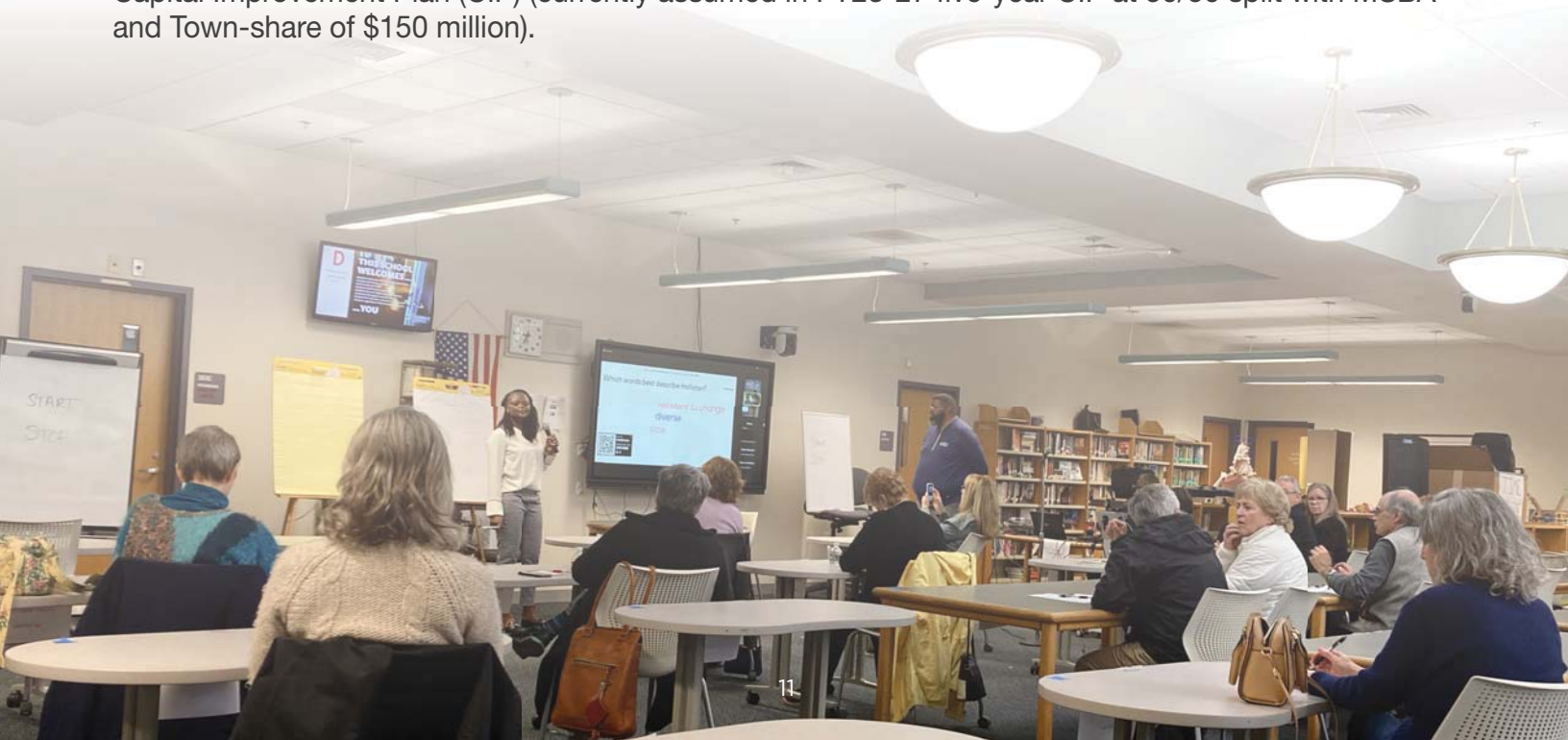
- Continue to pursue State funding for High School replacement or reconstruction project with the Massachusetts School Building Authority (MSBA).

Outcome Measure

- Conduct a needs assessment, with formation of a working group, to identify alternative locations for a new high school (pre-emptive effort in the event that a new site is required by MSBA).

Outcome Measure

- Continue to highlight a new, or significantly reconstructed, Holliston High School project on the five-year Capital Improvement Plan (CIP) (currently assumed in FY23-27 five-year CIP at 50/50 split with MSBA and Town-share of \$150 million).



Education and Enrichment

Objective 3

Promote and encourage the use of the Town public library, senior (community) center, evening educational programs, and other partners to provide lifelong learning opportunities.

Performance Measure

- Year-over-year 5% increase in number of residents partaking in learning opportunities using Senior “community center,” Parks, and Town public library attendance metrics (current baseline as of FY24: 12,875).

Milestone Measure

- Conduct benchmarking and research to understand the educational collaboration approaches in other municipalities that could be applied to Holliston and generate a benchmark report by 2024.

Milestone Measure

- Form a working group to investigate shared intergenerational spaces in 2025.

Milestone Measure

- Generate a report on a community center and community needs by 2026.

Outcome Measure

- Create programming and communications that promote continuous education and enrichment opportunities that appeal to different demographics and generations, reflecting the needs of working and older adults.

Outcome Measure

- Collaborate with other towns and organizations to provide local learning opportunities such as evening courses designed to accommodate working individuals.

Objective 4

Provide educational opportunities for community members to enhance the Town’s cultural awareness.

Performance Measure

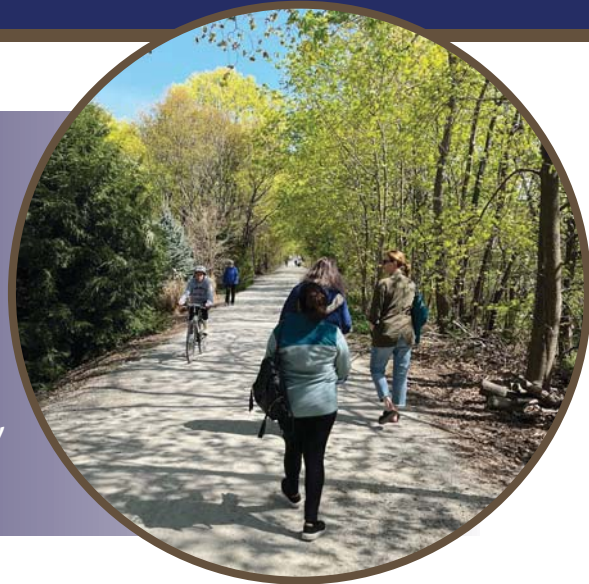
- Year-over-year 5% increase in number of residents partaking in learning opportunities provided by the Town (current baseline as of FY24: 6,368 via Town library metrics).



3 Environmental Sustainability and Natural Resources

OUR GOAL

Proactively plan for climate change mitigation and the preservation of natural resources by implementing and supporting policies and initiatives that promote sustainable practices across all sectors, including energy, transportation, agriculture, and infrastructure.



Objective 1

Develop a climate action plan to prepare the Town for climate change impacts and serve as a guide to equitably achieve climate mitigation, resilience, and sustainability goals.

Outcome Measure

- Incorporate environmental sustainability in new Master Plan.

Milestone Measure

- Develop a climate action plan by June 30, 2025.

Objective 2

Protect and conserve the Town's water to preserve it for future generations.

Performance Measure

- Yearly increase in water quality satisfaction rate by surveying residents.

Milestone Measure

- Annual water quality benchmarking with nearby towns.

Milestone Measure

- Update all Zone II wells and aquifers by December 31, 2024.



Environmental Sustainability and Natural Resources

Objective 3

Develop nature-based solutions to protect agricultural and natural resources.

Outcome Measure

- Explore conservation restricted areas and building code updates to protect and preserve open spaces.

Outcome Measure

- Update [FY25] and implement [FY26-29] the objectives of the Open Space and Recreation Plan (OSRP).

Milestone Measure

- Determine the feasibility of hiring a consultant to assist the Town in developing a forest management plan to protect the Town's tree canopy and forested areas by end of FY25.
 - **Milestone:** Develop a tree canopy by-law by December 31, 2023.
 - **Milestone:** Evaluate the feasibility of planting trees to replace tree canopy along the trail and public ways by December 31, 2024.
 - **Milestone:** Update the forest inventory and survey by December 31, 2024.
 - **Milestone:** Develop a forest management plan by December 31, 2025.

Outcome Measure

- Partner with the Massachusetts Audubon Society, local colleges, and universities to host educational events related to endangered species/animals native to the Town.
 - **Milestone Measure:** Co-host a yearly education event with the Massachusetts Audubon Society, local colleges and universities on endangered species.

Outcome Measure

- Promote the Massachusetts Audubon mission at the 185-acre Broad Hill Wildlife Sanctuary once open to the public.

Outcome Measure

- Consider removing invasive species to protect the Town's resources.
 - **Milestone:** Yearly review of invasive species mitigation plan.

Milestone Measure

- Evaluate the Town's efforts in removing invasive species to determine if there is a need to leverage Town resources by October 2024.





Objective 4

Invest in and incentivize sustainable living to preserve the Town's resources for generations to come.

Performance Measure

- Increase energy savings through grant incentives for property owners, reducing the total carbon emissions that are tracked periodically through decarbonization plan data from the State (baseline data from 2017).

Performance Measure

- Increase in percentage of Town residents opting for sustainability and conservation incentives.

Performance Measure

- Reduce the amount of solid waste going to the landfill tracked through tipping fees with the Town's solid waste contract.

Performance Measure

- Engage the Holliston Trails Committee on conducting a resident's survey to measure trail connectivity satisfaction.

Objective 5

Directly impact decarbonization efforts with municipal operations.

Outcome Measure

- Build an EV charging station infrastructure to plan for and support the needs of residents and commuters/ Partner with utilities to allow EV charging to scale throughout the Town.

Performance Measure

- Allocate 2 – 4 parking spaces for EV charging at Green Street Municipal Lot and prepare 6 –10 additional spaces near trails by June 30, 2025.

Outcome Measure

- Install solar panels on municipal buildings utilizing new grant opportunities (FY25-FY27), annual reporting of energy and budgetary savings.

Objective 6

Conduct greater community outreach and collaborate with a variety of stakeholders to educate the community on climate change, natural resource protection, grant opportunities, sustainable living practices—including lawn care to meet stormwater regulations—electric vehicles, and decarbonization.

Milestone Measure

- Develop/publish a decarbonization report, via a grant from the Metro-Area Planning Committee (MAPC), by December 31, 2023.

Outcome Measure

- Conduct greater outreach and communication to the community to change behaviors i.e., recycling/conservation.



OUR GOAL

Implement effective measures to diversify and increase revenue streams, balance costs, and work to ensure long-term financial health.

Objective 1

Develop a financial sustainability plan to manage revenue streams.

Milestone Measure

- Leverage Town working groups and committees to develop a financial sustainability plan by June 30, 2024, with a report due by the end of June 30, 2025.

Outcome Measure

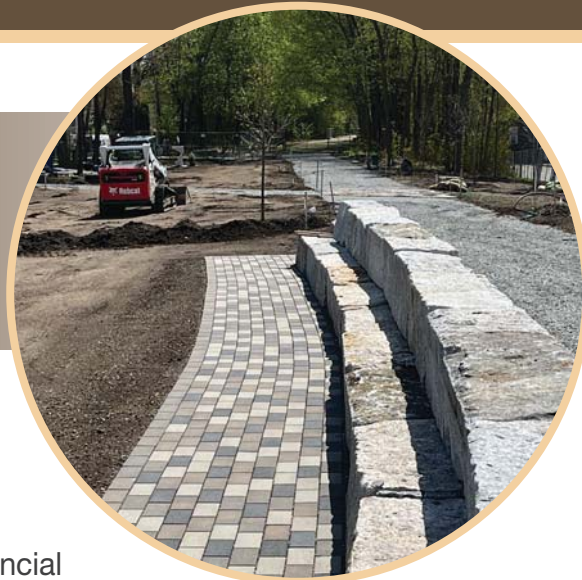
- Analyze and publish expected capital requirements to provide community members with a better understanding of future revenue needs. Annually update Five-Year CIP per International City/County Management Association (ICMA) and Government Finance Officers Association (GFOA) standards.

Milestone Measure

- Generate coherent and succinct graphical reports illustrating forthcoming capital needs, utilizing Geographic Information Systems (GIS) or other platforms by December 31, 2025.
- **Outcome Measure:** Finalize the future management of GIS, which impacts departments such as Planning, Building, Department of Public Works (DPW), Public Safety, Assessing and the management of various capital projects, by determining if “ownership” of centralized GIS will be done in-house, or if a Town Engineer or GIS Coordinator is required (FY25 budget discussion).

Outcome Measure

- Detail the limited ways to increase non-tax revenue, including user fees or pilots so community members are more familiar with Town resources, capabilities, and ways to fund increased services.
- **Milestone Measure:** Conduct benchmarking research to gather data from nearby towns that have meals tax or other revenue-sources by June 30, 2024, and prepare a proposal for the 2024 annual Town Meeting.
- **Outcome Measure:** Evaluate the feasibility of opting into the Local Meals Excise Tax of 0.75% (generally in relation to future sewer opportunities).



Objective 2

Review current Town government structure and explore ways to improve continuity in policy making and processes.

Milestone Measure

- Execute on the Governance Committee's recommendations in FY25 through general by-law changes or establish a charter commission to increase centralized accountability (which could take an estimated three years).

Objective 3

Maintain financial policy to guide policymakers in decision-making.

• Milestone Measure

Bi-annual review of financial policies to ensure they are up to date.



5 Flourishing Economy

OUR GOAL

Promote sustainable growth, innovation, and prosperity by implementing proactive strategies to attract business, and diversify and increase our tax base.



Objective 1

Implement the MAPC's Economic Development Vision and Service Model Plan to proactively seek opportunities to attract and support all businesses.

Milestone Measure

- Appoint a new Economic Development Committee (EDC) Director/Coordinator by January 31, 2024.
- **Milestone Measure:** Create and execute an outreach program to identify and connect with known businesses operating within the Town by June 30, 2024.
- **Milestone Measure:** Update and maintain the Town's Business Directory (by end of FY25, new PT ED Coordinator task).

Performance Measure

- Continue to revise the Town's Business Directory with a goal of being 90% accurate by January 31, 2025.

Outcome Measure

- Implement Downtown Corridor Plan recommendations to increase the base of businesses suitable for the Town, diversify the tax base, and draw visitors.

Performance Measure

- Monitor the Town's tax revenue ratio and aim to increase the share of commercial tax earnings to 20% over a 2–5-year period.

Milestone Measure

- Update the Development Guide and other EDC guides by June 30, 2024, via the new Economic Development support staff three-year work plan.



Objective 2

Support sustainable local agricultural initiatives to create economic opportunity, enable access to nutritious and affordable food, and promote agritourism.

Outcome Measure

- Utilize the Part-Time Economic Development Coordinator to enhance the annual Farms Day event promoting (beginning with 2024 Farms Day).

Outcome Measure

- Utilize the MetroWest Visitors Bureau resources to promote farms and agritourism (first annual documents produced in 2023, build on for 2024).

Outcome Measure

- Promote grant incentives and opportunities to enable farmers to be sustainable.

Objective 3

Collaborate with residents, the business community, and neighboring Towns to provide more amenities to Town residents while attracting visitors and/or newcomers.

Outcome Measure

- Create and manage an Economic Development media platform featuring an Instagram account and updated website intended to provide local business-related news and information regularly.

Performance Measure

- Plan and organize a minimum of three business-targeted events utilizing public space (e.g., Blair Square, Goodwill Park) to demonstrate the Town's commitment to the local business community.

Outcome Measure

- Identify private-public partnerships for agricultural and business initiatives by the end of FY25.

Objective 4

Work with existing private property owners to identify desirable commercial development and/or redevelopment opportunities.

Performance Measure

- Send a mailing to the top 50 commercial property owners by June 30, 2024, and communicate the results to the Town and community by March 15, 2025.



6 Robust Infrastructure

OUR GOAL

Invest, maintain, and expand Town infrastructure sustainably to help ensure the needs of today and future generations are met.

Objective 1

Invest in water and sewer infrastructure to provide opportunities to scale for affordable housing as well as diverse commercial development.

Milestone Measures

- Create Sewer Commission for the Downtown Sewer District which can be used to pursue other opportunities beyond downtown in the future.

Objective 2

Increase and diversify the Town's housing stock, especially rental and multifamily homes, to help ensure attainable, equitable, and affordable housing.

Milestone Measure

- Complete a Housing Production Plan, partially funded by grants, by June 30, 2024, and begin implementation in 2025.
- **Outcome Measure:** Utilize Community Preservation Act (CPA) and Housing Trust resources to produce affordable housing units, following the Housing Production Plan (above).

Milestone Measure

- Evaluate and potentially implement c.40A, s.3 of the Massachusetts Bay Transit Authority (MBTA) Multi-Family Housing Zoning by December 31, 2024, which is State mandated.

Outcome Measure:

- Leverage discussions of wastewater solutions to identify areas for potential higher density housing options.
- **Milestone Measure:** Create a wastewater district to diversify business and residential opportunities (May 2024 Annual Town Meeting).
- **Milestone Measure:** Analyze newer and emergent sewage treatment technologies since 1970 Sewer Feasibility Study and determine next steps by December 31, 2024.





Objective 3

Update the Town's Master Plan to reflect modern requirements and community needs.

Milestone Measure

- Publish a Request for Proposal (RFP) and select a consultant by June 30, 2024, to update the 1999 Master Plan by June 30, 2025.

Objective 4

Enhance and maintain the quality and connectivity of streets, roads and bridges, sidewalks, and bike paths to ensure the safety, reliability, and sustainability of the Town's transportation corridors.

Outcome Measure

- Complete infrastructure improvements per Roadway, Sidewalk, Water System plans developed in 2021 (online: Stantec & Beta) based on Five-Year CIP and beyond.

Outcome Measure

- Continue to review of the feasibility and cost of hiring a Town Engineer vs. outsourcing engineering services as part of the budget cycle

Outcome Measure

- Complete infrastructure improvements along Washington Street in downtown and South Holliston to include sidewalks and signage to diversify businesses and attract visitors.
 - **Milestone Measure:** Continue to access State-level technical assistance and grants to implement community branding, streetscape planning, and beautification projects by December 31, 2025. (State Earmark of \$50,000 received for FY24).
 - **Milestone Measure:** Make signage and physical improvements to public parking (e.g., Central and Exchange Street lots) by June 30, 2025.

Outcome Measure

- Connect downtown to the Upper Charles Trail to retain residents and attract visitors.

Outcome Measure

- Complete the first three projects authorized to address "gaps" in the sidewalk network for better pedestrian and bike access (Norfolk Street, Central Street, Goulding Street).



Robust Infrastructure

Objective 5

Prioritize municipal facilities projects outlined in the Town's capital plan.

Outcome Measure

- Complete and maintain current school infrastructure and conduct future infrastructure planning to improve student outcomes and help attract and retain teachers.
- **Outcome Measure:** [See Education] Continue to progress with the MSBA on a grant application for reconstruction or rehabilitation (including investment in STEM equipment and technology) to create a Holliston High School for the next generation (in year 5 of the Statement of Interest process with the MSBA).

Outcome Measure

- Complete and maintain the DPW facility to extend life of expensive fleet, and modernize public works operations to maintain critical infrastructure that supports other Strategic Priorities (project authorized by Town Meeting & local ballot in May 2023) – site cleanup prep with EPA/DEP.

Performance Measure

- Track the progress of facilities-related capital projects in the Five-Year CIP for progress in modernizing municipal facilities.



7 Thriving and Engaged Community

OUR GOAL

Partner with local and regional organizations to provide programming, services, and events that support the physical, mental, and social well-being of residents.

Objective 1

Coordinate services, events, and programming to attract and engage residents.

Milestone Measure

- Form a working group to investigate the need for interdepartmental social services and community engagement coordinator and make a recommendation by June 30, 2024.
- **Milestone Measure:** Conduct gap analysis of Town services by June 30, 2024.
- **Milestone Measure:** Present plan for execution of working group recommendations and findings for a potential community engagement coordinator by June 30, 2025.

Milestone Measure

- Create a repository of Town resources and an organizational chart of service providers to assist residents in navigating Town services by June 30, 2024.

Objective 2

Promote volunteer opportunities to involve more residents.

Milestone Measure

- Monthly updates on to the Town's website and quarterly communications regarding open appointed or elected seats on Holliston boards and committees enhance and better leverage existing community partnerships to increase program effectiveness.

Outcome Measure

- Evaluate gaps and duplication in services to ensure residents service delivery is efficient.



Thriving and Engaged Community

Objective 3

Promote and encourage multicultural and intergenerational events at public spaces to celebrate the Town's diversity and increase community engagement and participation.

Outcome Measure

- Identify community partnerships and create a database of partners to collaborate on community events.

Objective 4

Improve communication and education to support residents in finding and accessing resources.

Outcome Measure

- Promote accessible non-electronic communications (in languages other than English) and explore new communication tools, including a Town calendar and third-party communication technologies support to increase information flow to the community.

Outcome Measure

- Supplement current in-house communications processes with technology platforms to support what is being done internally. Build and expand on existing communication tools to increase community members' access to information and involvement in Town activities (i.e., informing residents of Town meeting initiatives early).
- **Outcome Measure:** Initiate procurement for supplemental communications services during or following the FY26 budget process.
- **Milestone Measure:** Add Instagram to the Town's social media platforms by December 31, 2023.
- **Performance Measure:** Work with a third-party partner to create a biweekly version of the newsletter push via email with a goal of 1,000 residents enrolled in newsletter with a 5% year-over-year increase.
- **Milestone Measure:** Create a new calendar format that includes Town events outside of board and committee meetings by June 30, 2024.
- **Milestone Measure:** Request and identify the location for one permanent sign board in the Town's FY25 budget to share upcoming events.
- **Milestone Measure:** Explore mailing post cards to promote Town events and make a recommendation June 30, 2024 (being piloted for October 2023 Fall Town Meeting).
- **Outcome Measure:** Develop a clearing-house process to intake and help residents access the resources they need.



Objective 5

Review community spaces to determine if they are meeting needs and make recommendations for improvements/enhancements.

Outcome Measure

- Address needs at the Senior Center by refreshing the space to focus on optimizing in-demand programming identified in the UMass survey process of 55+ residents in 2022 (Conceptual/Architectural study funding requested at Oct. 2023 Fall Town Meeting).
- **Milestone Measure:** Increase senior programming and activities and implement senior center architectural/conceptual design study recommendations to optimize space at Senior Center by FY28.
- **Milestone Measure:** Implement UMass Gerontology Institute Aging Study recommendations by end of FY27.
- **Outcome Measure:** Evaluate and potentially support the development of the new YMCA that would service Holliston, Ashland, Sherborn, and Hopkinton.

Outcome Measure

- Support Library Trustees with grant process to evaluate possibilities of optimizing existing space or alternative facilities solutions.

Objective 6

Maintain an active partnership with Public Safety (Police, Fire and Emergency Medical Services (EMS) in implementing existing strategic plans.

Outcome Measure

- Maintain a high level of professionalism and service at the Holliston Police Department by continuing to commit to the voluntary Accreditation process in addition to new State regulations known as Police Officer Standards and Training (POST).

Milestone Measure

- Complete the steps laid out in the MRI Organizational Evaluation of Holliston's Fire/EMS (Emergency Medical Services) Department intended to achieve Advanced Life Support (ALS) level of Ambulance by the end of FY2026.
- **Outcome Measure:** Invest in personnel and capital costs required to achieve the goal of being licensed as ALS ambulance through Office of Emergency Medical Services (OEMS).

Milestone Measure

- Complete the transition to the Holbrook Regional Emergency Communications Center (RECC) for all public safety dispatching services in Holliston by January 2024.



Acknowledgements

This plan is a result of the hard work and dedication from our community members. The Town would like to extend a thank you to many community member and groups, residents, businesses, schools, youth and volunteers who played a role during the community engagement process.

In addition, we would like to acknowledge

The Holliston community

Town Administrator

Assistant Town Administrator

Envisioning Future Holliston Committee

Town department directors and staff

Town boards and committees

The consultant team with

Berry Dunn McNeil & Parker (BerryDunn)

Diversity

Includes all the ways in which people differ and encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued.

Equity

Equity is the guarantee of fair treatment, advancement, opportunity and access for all individuals while striving to identify and eliminate barriers that have prevented the full participation of some groups and ensuring that all community members have access to community conditions and opportunities to reach their full potential and to experience optimal well-being and quality of life.

Guiding Principles

Guiding principles are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the Town will conduct its business, make decisions, and deliver programs and services to the community.

Inclusion

Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Intergenerational

Intergenerational practice aims to bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contributes to building more cohesive communities. Intergenerational practice is inclusive, building on the positive resources that the younger and older have to offer each other and those around them. (Beth Johnson Foundation, 2009).

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (“MSBA”) is a quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth’s public schools. The MSBA strives to work with local communities to create affordable, sustainable, and energy efficient schools across Massachusetts.

Milestone Measure

A set completion date for a task or action taken to help achieve an objective or goal.

Mission Statement

A mission statement describes an organization’s purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision. It answers the questions: Why do we exist? What do we do?

Outcome Measure

A measure of the ultimate benefits associated with a program or service.

Performance Measure

A numeric measure of an organization’s work and the results of that work.

Strategic Objectives

The precise actions or measurable steps you will take to move closer to the goal. They are usually time-bound with a milestone or schedule for completion.

Vision Statement

A vision statement defines your desired future state and provides directions for where you are going as an organization. It is aspirational and answers the questions: what will the Town look like five years from now?



HOLLISTON

Massachusetts

STRATEGIC PLAN FISCAL YEAR • 2025-2029

