



## FY2025 BUDGET PREPARATION Executive Summary

The Town was able to weather the economic impacts of the pandemic through the FY2021-2023 budgets primarily due to the availability of one-time funds such as the CARES Act and American Rescue Plan Act (ARPA).

These one-time funds allowed the Town to maintain its critical reserve levels and balance budgets throughout the pandemic, and we entered the last budget cycle (the current fiscal year, FY2024) with the goal of ensuring that any operating costs supported by CARES/ARPA were incorporated into the FY2024 budget sustainably.

As we approach the FY2025 budget, there are new challenges that await the community, all of which impact the directives below to Departments, Boards and Committees. These challenges include:

- **Expiring contracts for all unions** (Town and School) as of June 30, 2024;
- **Expiring contract for the Town's solid waste (i.e. trash)** services with EL Harvey's as of June 30, 2024;
- **Health care market** reverberations from pandemic-related losses to insurance providers; the Town is going into the FY2025 budget with the assumption that employee and retiree benefits will be provided through the West Suburban Health Group (WSHG), but all health care providers appear to be experiencing year-over-year increases well above Proposition 2 ½.

But there are also many things to look forward to! Community feedback and hard work from the Envisioning Future Holliston Committee has led to a product currently being finalized (5-Year Strategic Plan) that is chaulk full of "actionable ideas" that Departments, Boards and Committees should review as part of their FY2025 budget process (see attachment 4).

### Summary of Five (5) Step Budget Process for FY25

1. **Departmental Request**, with *Board/Committee approval, if applicable* (due to Town Administrator on Friday, January 19, 2024 at noon); *Superintendent Recommended Budget due by February 15, 2024*
2. **Town Administrator Recommended Budget** (due to Select Board and Finance Committee, Monday, March 4, 2024)
3. **Select Board Recommended Budget** (completed by Monday, March 25, 2024)
4. **Finance Committee Recommended Budget** (completed by Thursday, April 25, 2024)
5. **Town Meeting Approved Budget** (Monday, May 13, 2024) – all steps of budget process will be available to Town Meeting voters, including the original Departmental Request.

A summary of scheduling for the Select Board and Finance Committee, where applicable, is also attached.

**Please review the entirety of the document below**, but the highlights of what should be involved in each departmental request are summarized:

- **Balancing the Budget for FY25** – Departments should identify the projected cost of providing the current level of service to determine their **Level Service Budget**. A Level Service Budget is not a zero-percent budget as it should capture the cost to provide services which changes annually (i.e. the cost of materials, software licenses, etc.). Please note:
  - Personnel costs will be projected and provided by Town Administrator’s Office based on COLA and any other pay structure increases (steps, merit, etc.);
  - **Due to balancing the bottom line budget for the Town in a difficult year, be prepared to discuss ways to get the Departmental Request bottom line to an increase of 2.5% or below from FY24 to FY25;**
    - If a Departmental Request falls below 2.5% net increase, the expectations remain that efforts will be made to reduce any cost areas that will not negatively impact services to the community.
  - If your department has requests above “Level Service” these costs should be clearly defined in the budget narrative and the costs must be separated; if personnel costs are included, see below.
  
- **Staffing Level Request / Wage Charts for FY25** – Departments will be provided with organizational charts showing the structure of Full Time Employees/Equivalents (FTEs); please review these for accuracy and provide any corrections with the Departmental Request.
  - If requesting changes to hours or headcount in FY25, the organizational charts will need to be updated to reflect the request vs. the level staffing model.
  - **Departmental Requests should reflect the COLAs for FY25 (1.5% for non-union; union COLAs based on CBAs); the Town Administrator will provide salary projections based on step increase dates.**
  
- **Budget Request Form for FY25** – as always, each Department will receive a Budget Request form with historical “actual” spending for FY21 thru FY23, with the approved budget for FY24 and a column for the Departmental Request for FY25. Again, Departmental Requests (with Board/Committee vote, when applicable) are due to the Town Administrator by **January 19, 2024**.

## Further Details & Explanations

Budget Narratives should include the following, and please see the [Town Administrator's Recommended Budget for FY2024](#) for an example of formatting:

- **Summary and description of the services provided.** *At a minimum, provide narrative for the cost drivers of your budget.*
- **The current fiscal year (FY24) progress or achievements related to departmental goals.** *Brag about what you've accomplished and/or highlight what you're currently trying to accomplish!*
- **The coming fiscal year (FY25) goals that will be achieved with the departmental budget request.** *With approval of your FY25 budget request, what can the Town expect to see from your department?*
- **Personnel / staffing levels for the past two (2) fiscal years (FY23 and FY24) with the staffing request for FY25.** *If you are not requesting change to staffing or hours, skip.*

You will receive the following materials: (1) Budget Request Form, (2) Organizational Chart by Department, if applicable, (3) materials listed as attachments and included in this packet. When putting together your FY25 budget request, please consider the following:

1. **Personnel Costs – Salaries (union and non-union)** will be updated based on scheduled changes (Collective Bargaining Agreements and Personnel By-Laws for COLAs and step increases or other wage adjustments).
  - a. Department Heads should be confirming the correct steps that their employee will be receiving in FY24-25 (hint: confirming anniversary dates is the easiest way to do so);
  - b. CBA Wage Tables available for Departments, where applicable;
  - c. Non Union Wage Tables available; please note:
    - i. FY25 non-union COLA of 1.5% applied to all non-union tables;
    - ii. M-Schedule employees (i.e. Department Heads) should factor 1.5% COLA into Departmental Request; ongoing performance evaluation process will include merit system that will impact Department Head salaries, where applicable;
    - iii. Wage Chart for 100-700 scale employees factors in 1.5% COLA.
2. **Operating Expenses** – As stated, a Level Service Budget allows for line items to change based on the cost of goods and services that are required by departments to provide the same level of service as prior year(s). Other considerations:
  - a. **Departments with non-Tax Levy revenue** (i.e. grant accounts, revolving funds, State Aid) please indicate how those funding sources will support your FY25 operating budget request;
  - b. **Departments with revenue that credits the General Fund**, please be sure to highlight these revenues and any projected changes;
  - c. For any significant changes to operating requests, please provide backup information (for example, quote pricing) to support the request(s);

- d. Review the attached memo for the **new Programmatic Stabilization Fund** to see if your department has opportunities for cost savings (capital or operational) or new revenue generation through an initiative that may require “kick-start” funding.
3. **Capital Outlay** – (where applicable) – the Town Administrator’s Office is responsible for tracking capital requests for all departments. These requests are reflected in the [5-Year Capital Improvement Program \(CIP\)](#) document, and requests should also be vetted by the appropriate Board and Committee, if needed.
  - a. **Capital Outlay in the context of the FY25 Omnibus Budget** is generally a one-time expenditure that impacts a department’s operations and has a useful life beyond the coming fiscal year. For “large” capital requests, please refer to:
  - b. **The 5-Year CIP Request Form** which is included with this packet. Should you have a new capital request that falls within the 5-Year timeline (FY25 to FY29), please fill out the form and return it to the Town Administrator. If you have a previous request that needs to be updated, please coordinate with the Town Administrator.

### **Final Thoughts**

Each Department (and Board/Committee, where applicable) will receive a separate email with the budget request forms, organizational charts, etc.

If you have any questions on the changes to scheduling or approach for the FY25 budget, please reach out for clarification from the Town Administrator. Additionally, please make sure to communicate with your liaisons (liaison contact sheet attached); the liaison network exists, in part, to encourage consistent communication throughout the fiscal year and is especially important during budget development.

### **Attachments:**

1. **Budget Review Schedule** – Select Board & Finance Committee dates (subject to change)
2. **Liaison Contact Sheet** – FY24-25 – each budget category has a liaison assigned for Select Board and Finance Committee
3. **Programmatic Stabilization Fund Memo** – Town Administrator to Select Board & Fincom
4. **5-Year Strategic Plan (FY2025-2029)** – The Envisioning Future Holliston Committee has completed the “backbone” output for the Plan (attached) including “actionable ideas” for each of the seven (7) Strategic Priorities, and a final product with supplemental materials will be finalized and disseminated to the community in early 2024
5. **5-Year CIP Request Form** – available in Excel for filling out requests

### **Separately Available:**

6. **Wage & Classification Charts** – 100-700 scales, intermittent chart, and M-schedule; all FY25 CBA scales are under negotiation
7. **Organizational Charts, by Department**

## Holliston Select Board

### FY2025 Budget Overview Schedule

- |  |               |
|--|---------------|
| • FY2025 Budget Packet – Sent to Departments / Boards / Committees | Dec. 8, 2023  |
| • Departmental Requests (Level 1) Received by Town Administrator   | Jan. 22, 2024 |
| • Holliston Public Schools (Level 1) Superintendent Budget Request | Feb. 15, 2024 |
| • Town Administrator Recommended Budget (Level 2)                  | Mar. 4, 2024  |
| • Select Board Recommended Budget (Level 3)                        | Mar. 25, 2024 |
| • Finance Committee Recommended Budget (Level 4)                   | Apr. 23, 2024 |
| • Town Meeting Approval of Budget (Level 5)                        | May 13, 2024  |

### Select Board – FY2025 Budget Review Schedule

#### Monday, January 22, 2024 – 7PM

- |  |        |
|--|--------|
| • Water Enterprise Budget (61450) / Water Rate Hearing | 7:00PM |
|--|--------|

#### Saturday, February 17, 2024 – 10AM to 5PM

- |   |         |
|---|---------|
| • FY2025 Revenue Forecast Discussion                                      | 10:00AM |
| • Celebrations (01692) & Trail Committee (01660)                          | 10:15AM |
| • Human Resources (01152) & Economic Development (01182)                  | 10:20AM |
| • Technology (01155)  | 10:35AM |
| • Sustainability (01199)  | 10:45AM |
| • Facilities (01422) & Wastewater Treatment Plant (01440)                 | 10:55AM |
| • Street Lighting (01424)   | 11:15AM |
| • Finance – Treasurer/Collector (01145); Accounting (01135); Debt (01710) | 11:20AM |
| ○ Board of Assessors (01141)  |         |
| • Benefits (01911-01914) and Insurances (01945)                           | 11:45AM |
| • Solid Waste (01433)   | 12:00PM |
| • Veterans District (01543)   | 12:15PM |
| • BREAK   |         |
| • Building Inspection   | 12:30PM |
| • Zoning Board of Appeals (01176)   | 12:50PM |
| • Conservation Commission (01171)   | 1:00PM  |
| • Council on Aging (01541)  | 1:15PM  |
| • Youth & Family Services (01542)   | 1:45PM  |
| • Public Works (Highway & Grounds) (01420)                                | 2:15PM  |
| • Motor Vehicle Fuels (01499)   | 2:45PM  |
| • BREAK   |         |
| • Fire (01220) & Ambulance (01231) & Emergency Management (01291)         | 3:15PM  |
| • Police (01210) & Aux. Police (01211) & Animal Control Officer (01292)   | 4:00PM  |

**Finance Committee - Budget Schedule - FY2025**

Separately Elected	Tuesday	6-Feb	Town Clerk & Elections (01161-2)	Planning Board & ZBA (01175-6)	Board of Health (01512)	Fincom & Reserve Fund (01131-2)				
Separately Elected	Tuesday	13-Feb	Public Library (01610)	Parks & Rec (01650)	Board of Assessors (01141)					
	Tuesday	20-Feb	<b>School Vacation Week</b>							
IT & Facilities	Tuesday	27-Feb	Rail Trail (01660) & Celebrations (01692)	Technology (01155)	Facilities (01422)	Wastewater Treatment (01440)	Sustainability (01199)	Streetlighting (01424)		
TA's Office & Finance	Tuesday	5-Mar	Economic Development (01182)	Select Board (01122)	Human Resources (01152)	Veterans District (01543)	Accounting (01135)	Treasurer/Collector & Debt (01145 & 01710)	Benefits/Pension (01911-4)	
Human Services & Land Use	Tuesday	12-Mar	Council on Aging (01541)	Youth Services (01542)	Conservation Commission (01171)	Building Inspector (01241)	Veterans District (01543)			
Public Works	Tuesday	19-Mar	DPW - Hwy & Grounds (01420)	DPW Water (61450)	Snow & Ice (01423)	Motor Vehicle Fuels (01499)				
Public Safety	Tuesday	26-Mar	Fire (01220)	Ambulance (01231)	Emergency Mgmt (01291)	Police (01210)	Aux. Police (01211)	Animal Control (01292)		
Education	Tuesday	2-Apr	Schools (01300)	Keefe Tech (01371)	Solid Waste (01433)**	Liability Insurance (01945)*				
Deliberate	Tuesday	9-Apr	CPC (if applicable)							
	Tuesday	16-Apr	<b>School Vacation Week</b>							
Deliberate	Week of	22-Apr	FINAL FINCOM REC							
	Tuesday	30-Apr	Warrant Posted							
	Friday	3-May	Fincom Report Published							
	Monday	13-May	Town Meeting							

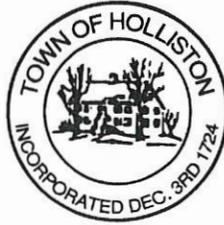
\*Liability Insurance looking for competitive quote to MIIA  
 \*\*Solid Waste can be moved based on contract negotiations  
 Sealer of Weights & Measures has been removed from schedule

Liaison Assignments  
(2023-24- FY25 Budget Development Cycle)

2. Liaison Contact Sheet - FY25 Budget Process

General Government	Chair or Representative	Staff Person	Contact Information *	Finance Committee	Select Board
Accountant		Gita Patel	(508) 429-0600	Mr. Murphy	Ben Sparrell
Assessors / BOA	Mary Greendale	Kevin Rudden	(508) 429-0604	Mr. Whittaker and Mr. Robinson	Ben Sparrell
Cable Television	Barry Sims		contact Town Admin. Office	Ms. Winston	John Cronin
Community Preservation Committee	Frank Chamberlain		contact Town Admin. Office	Mr. Robinson	John Cronin
Conservation Commission	Ann Marie Pilch	Ryan Clapp	(508) 429-0607	Mr. Robinson	Tina Hein
Debt Service		Chris Heymanns	(508) 429-0602	Dr. Szajda	Ben Sparrell
Economic Development	John Drohan	TBD	contact Town Admin. Office	Ms. Winston and Mr. Robinson	Tina Hein
Finance Committee	Dr. Ken Szajda		<a href="mailto:szajdak@fincom.holliston.k12.ma.us">szajdak@fincom.holliston.k12.ma.us</a>		Ben Sparrell
Historical Commission	Frank Chamberlain	Mark Kaferlein	(508) 429-0606	Ms. Zeamer	John Cronin
Housing Trust	Bryan Clancy		contact Town Admin. Office	Mr. Nauss	Tina Hein
Human Resources		Kathleen Buckley	<a href="mailto:ata-hr@holliston.k12.ma.us">ata-hr@holliston.k12.ma.us</a>	Mr. Whittaker	Tina Hein
LRPC - Envisioning Future Holliston	Barbara Peatie	Kathleen Buckley	<a href="mailto:ata-hr@holliston.k12.ma.us">ata-hr@holliston.k12.ma.us</a>	<b>S. Nersessian</b>	Ben Sparrell
Planning Board	Karen Apuzzo Langton	Karen Sherman	(508) 429-0635	Ms. Winston and Mr. Whittaker	Tina Hein
Facilities		James Keast	(508) 958-4416	<b>Subcommittee</b>	John Cronin
Select Board	Tina Hein	Travis Ahern	(508) 429-0608	Ms. Zeamer and Mr. Murphy	N/A
Sustainability		TBD	<a href="mailto:sustainability@holliston.k12.ma.us">sustainability@holliston.k12.ma.us</a>	Ms. Zeamer	John Cronin
Technology		Chris Meo	(508) 429-0685	Dr. Szajda and Mr. Robinson	Ben Sparrell
Town Clerk		Elizabeth Greendale	(508) 429-0601	Mr. Whittaker	Ben Sparrell
Treasurer/Collector		Chris Heymanns	(508) 429-0602	Dr. Szajda	Ben Sparrell
Zoning Board of Appeals	Jay Peabody	Karen Sherman	(508) 429-0635	Mr. Whittaker and Mr. Nauss	Ben Sparrell
Culture & Recreation	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Agriculture Commission	Cherie Hafford		contact Town Admin. Office	Mr. Nauss	Ben Sparrell
Community Farm Advisory	TBD		contact Town Admin. Office	Mr. Nauss	Ben Sparrell
Council on Aging	Yvette Cain	Lisa Borchetta	(508) 429-0622	Ms. Winston and Mr. Whittaker	Ben Sparrell
Golf Course Advisory Committee	Deborah Moore		contact Town Admin. Office	Mr. Robinson	Ben Sparrell
Library	Karla Alfred	Deric Wilson	(508) 429-0617	Mr. Murphy and Mr. Whittaker	Tina Hein
Open Space Committee	Lixy Carey		contact Town Admin. Office	Ms. Zeamer	Tina Hein
Parks	Shaw Lively	Mark Frank	(508) 429-2149	Mr. Murphy and Mr. Robinson	John Cronin
Trails Committee	Robert Weidknecht		contact Town Admin. Office	Mr. Robinson	Tina Hein
Youth Services	Matt Putvinski	Jaclyn Winer	(508) 429-0620	Ms. Winston	Tina Hein
Pension & Benefits	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Country Retirement		Chris Heymanns	(508) 429-0602	Dr. Szajda and Mr. Murphy	John Cronin
Health Insurance		Kathleen Buckley	(508) 429-0602	Dr. Szajda and Mr. Murphy	John Cronin
Medicare		Kathleen Buckley	(508) 429-0602	Dr. Szajda and Mr. Murphy	John Cronin
Sick Leave Reserve		Kathleen Buckley	(508) 429-0602	Dr. Szajda	John Cronin
Unemployment Insurance		Kathleen Buckley	(508) 429-0602	Dr. Szajda	John Cronin
Veterans' Benefits		Sarah Bateman	(508) 429-0629	Ms. Winston	Ben Sparrell
Public Safety	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Ambulance/Fire		Chief Michael Cassidy	(508) 429-4631	Mr. Robinson and Ms. Zeamer	Ben Sparrell
Animal Control Officer		Dona Walsh, ACO	(508) 429-1212	Mr. Nauss	John Cronin
Auxiliary Police/Police		Chief Matthew Stone	(508) 429-1212	Mr. Whittaker and Dr. Szajda	Tina Hein
Board of Health	Jay Leary	Scott Moles	(508) 429-0605	Ms. Zeamer	Tina Hein
Building Inspector		Mark Kaferlein	(508) 429-0606	Ms. Zeamer	Tina Hein
Emergency Management		Chief Michael Cassidy	(508) 429-4631	Mr. Whittaker	John Cronin
Sealer of Weights & Measures	Louis Sakin		contact Town Admin. Office	Ms. Winston	John Cronin
Traffic Advisory Committee (TAC)	Ofc. Grace	Ofc. Grace & Robert Walker	(508) 429-1212	Ms. Winston	Tina Hein
Public Works	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
DPW		Sean Reese	(508) 429-0603	Mr. Robinson and Mr. Murphy	Tina Hein
Motor Vehicle Fuels		Sean Reese	(508) 429-0603	Mr. Nauss	John Cronin
Solid Waste/Recycling		Travis Ahern	(508) 429-0608	Ms. Zeamer and Mr. Murphy	John Cronin
Street Lighting		Travis Ahern	(508) 429-0608	Mr. Whittaker	Ben Sparrell
Tree Warden		Sean Reese	(508) 429-0603	Mr. Murphy	John Cronin
Schools	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Keefe Tech		Jonathan Evans	(508) 416-2250	Mr. Robinson and Dr. Szajda	Tina Hein
School Department	Dan Alfred	Dr. Susan Kustka	(508) 429-0654 x1	Dr. Szajda, Ms. Winston, Ms. Zeamer	John Cronin

\*Unless otherwise noted, the email address for the "Staff Point Person" is LAST NAME, FIRST INITIAL @ Holliston.k12.ma.us (no space between last name and first initial)



To: Select Board & Finance Committee Members

From: Travis Ahern, Town Administrator

TJA

Date: Sept. 19, 2022

RE: **Programmatic Stabilization Fund**

Establishing a Programmatic Stabilization Fund at the October 17, 2022 Fall Town Meeting is intended to work as follows:

**STATED PURPOSE:**

*The fund is intended to provide the necessary upfront costs of programs or initiatives demonstrating long-term cost savings, or increased revenue generation, which offset operational or capital costs – or in some instances, partially offset these costs.*

*The fund can be used to “kick-start” these programs or initiatives, with the eventual financial benefits of the programs or initiatives used to replenish the fund in the future.*

*The ideal project is able to replenish the fund with cost-savings or increased revenue, or both, within 3-5 fiscal years after use of upfront funding.*

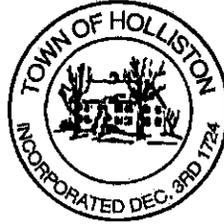
To provide a key example of how this fund is intended to work, below is a general approach to one of the Town’s Public Safety functions in the coming 3-5 years. In this example, it is shown how the fund allows the Town to navigate increased costs against future savings for operational and capital costs, and increased revenue sources:

**Example: Ambulance Service, striving for Advanced Life Support (ALS) Licensure (from BLS)**

**Summary:** On May 31, 2022, Municipal Resources, Inc. (MRI) presented their findings on the Fire & EMS Organizational Evaluation to the Select Board.

One of the most significant recommendations includes striving for an ALS Licensure (from the current BLS Licensure) within 3-5 years, using the Town’s current “Call” model. The steps required to achieve ALS are listed below and each come with significant cost, but MRI specifically references the partial offset that is provided when the ALS Licensure is acquired, namely the increase in billable costs to insurance providers when responding as an ALS Ambulance Service, as opposed to a BLS Ambulance Service.

It should be noted that the Town can also achieve ALS Licensure through a private Ambulance Provider, but in this scenario would forgo all revenue offsets to the new Provider, which MRI does not recommend.



To achieve ALS Licensure, the below table shows increased costs and projected timelines above, and potential offsets below:

<u>Steps to Achieve ALS</u>	<u>Proposed Timeline</u>	<u>Estimated Cost</u>
1. EMT Rate "Fixes" to Market	Oct. 2022 FTM	\$205,000/yr
2. Hire EMS Coordinator (+Benefits)	Oct. 2022 FTM or May 2023 ATM	\$102,000/yr
3. Advanced Training of Existing & New	May 2023 ATM (FY24 Budget)	\$50,000/yr
4. Capital Improvements to Ambulances	May 2023 ATM or Oct. 2023 FTM	\$350,000/initial
5. Certification from OEMS	3-5 Years	See Above
<u>Cost Reductions or Revenue Offsets</u>	<u>Proposed Timeline</u>	<u>Estimated Offset*</u>
1. Billable Rates (BLS to ALS)	3-5 Years	\$175,000/yr

*\*Estimated offset is based on data provided by MRI on page 55 of the [Report \(link\)](#) comparing ALS and BLS rates for transport.*

**Conclusion:**

Recent collaboration between the Finance Committee and Select Board has resulted in beneficial change and progress for Holliston, and this Fund would be an important tool in continuing these efforts. Specific recent examples include:

- **FY2020** – The **creation of the Facilities Manager** position that currently manages all municipal buildings, less school buildings;
- **FY2022** – The **removal of fees for Full Day Kindergarten** to provide equitable access to all Holliston families; utilizing ARPA for initial costs, and balancing ongoing costs through future budget cycles which included an increase in Chapter 70 funding in FY2023 related to changes in student enrollment calculations;
- **FY2023** – The **creation of a Grounds Division** (within DPW) to provide service level improvements to Parks & Recreation, Schools, Town properties, and Rail Trail; revenue from Recreation Revolving used to partially offset costs.

The establishment of the Programmatic Stabilization Fund will allow the Town to continue to pursue improvements to service level across all departments, especially beneficial to those that can demonstrate opportunities for future cost savings or generation of new revenue.

Please feel free to reach out with any questions, and I would like to end with a clarifying statement regarding the immediate positive impact this Fund can have on Holliston: **we have significant needs in the next 3-5 years to provide additional resources to our public safety departments – HPD, HFD, Ambulance, Emergency Management – but we also have a number of opportunities to offset these costs, including the use of grant funding, and this fund can be a valuable tool in allowing us to address our needs while making every attempt at avoiding an operational Override of the Tax Levy.**

CC: Department Heads  
Chairs of Boards/Committees

## Town of Holliston Strategic Plan – Final November 30, 2023 – Fiscal Year (FY) 25

### 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 well-being.

*The following objectives are listed in alphabetical order.*

### **Strategic Priorities, Goals, Objectives, and Measures**

#### **Strategic Priority: Diversity, Equity, and Inclusion (DEI)**

**Goal Statement:** Embrace our differences by supporting internal and external DEI initiatives; creating a welcoming, inclusive community; and attracting and retaining a diverse pool of workers, residents, and businesses.

#### **Objectives**

- 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.
  - **Milestone 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).
- 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 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 by 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%.
- 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.
- 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.

- 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.
  - **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.
- 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 townwide Equity Audit to be included in the FY25 budget development process following presentation of the 2023 Equity Audit performed by the Holliston Public Schools.

## Strategic Priority: Education and Enrichment

**Goal Statement:** Cultivate a culture of learning among residents and municipal employees to drive innovation, enhance skills, and help ensure the sustainable development of our town.

### Objectives

- 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+.
- 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 (currently assumed in FY23-27 Five-Year Capital Improvement Plan (CIP) at 50/50 split with MSBA and Town-share of \$150 million).
- 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.
- 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).

## Strategic Priority: Environmental Sustainability and Natural Resources

**Goal Statement:** 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.

### Objectives

- 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.
- 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.
- 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, 2024.
    - 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 Measure:** 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.
- 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 is 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 trail committee on conducting a resident's survey to measure trail connectivity satisfaction.
- 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 x additional spaces near trails by June 30, 2025.
  - **Outcome Measures:** Install solar panels on municipal buildings utilizing new grant opportunities (FY25-FY27), annual reporting of energy and budgetary savings.
- 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).

## Strategic Priority: Financial Stability

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

### Objectives

- 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].
- Review current Town government structure and explore ways to improve continuity in policymaking 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).
- Maintain financial policy to guide policymakers in decision-making.
  - **Milestone Measure:** Bi-annual review of financial policies to ensure they are up to date.

## Strategic Priority: Flourishing Economy

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

### Objectives

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



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- 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.

## Strategic Priority: Robust Infrastructure

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

### Objectives

- 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.
- Increase and diversify the Town's housing stock, especially rental and multi-family 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 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.
- 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
- 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].
- Prioritize municipal facilities projects outline 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.

## Strategic Priority: Thriving and Engaged Community

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

### Objectives

- 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
- Promote volunteer opportunities to involve more residents.
  - **Milestone Measure:** Monthly updates on the Town's website and quarterly communications regarding open Appointed or Elected seats on Holliston Boards and Committees to 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.
- 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.
- 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.
- 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 October 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.
- Maintain an active partnership with Public Safety (Police and Fire/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 Department intended to achieve Advanced Life Support (ALS) level of ambulance service 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 the 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.

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## Glossary of Terms (ICMA)

**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?

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						<i>If existing asset is being replaced</i>		
Project Title:		Department:		Yr. Acquired	Est. Value	Disposition		
Department Contact:		Division/Location:			\$ -	\$ -		
Description, Justification and Life Expectancy:						Image/Map Attached:		Yes/No
						Impact on Future Operating Budgets, and/or Impact on other Departments:		
<b>RECOMMENDED FINANCING PLAN</b>	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
1. Planning, Design, Engineering							\$ -	
2. Land, ROW, Site Improvements							\$ -	
3. Construction							\$ -	
4. Equipment							\$ -	
5. Other							\$ -	
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
6. Est. Annual Maint./Repair							\$ -	
<b>Town Administrator Use Only</b>								
APPROVED          DENIED DEFERRED to FY ____		<u>Funding Sources:</u> 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				<u>Priority Category (1-6):</u> 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		
Notes:								