

PRESENT: Select Board Members Bill Greathead, Margaret Scarsdale, and Tony Beattie; Town Administrator, Andrew MacLean; Chuck Walkovich, Deb Fountain, Mark Mathews, Joyce Morrow and Steve Themelis

The meeting was called to order at 9:01 AM. Pledge of Allegiance was said. Mr. Greathead announced that the meeting is being cablecast live, and recorded for future cablecast by Pepperell Community Media.

1. DISCUSSION / ACTION ITEMS

1.1 Assigning Select Board Roles and Priorities to the Master Plan Implementation Process

Margaret Scarsdale reviewed the purpose of the meeting, to review the Master Plan recommendations and to assign specific recommendations to each Select Board member for implementation oversight.

Margaret Scarsdale then reviewed the Eisenhower Priority Scale which the Master Plan Implementation Team had suggested be used to establish short-term and long-term priorities. The scale prioritizes based on effort to achieve and impact of project. (See attached matrix to minutes).

Select Board members then worked through assigning the Eisenhower Priority Scale on 44 recommendations that were considered the responsibility of the Select Board as well as the goals shared jointly between the Select Board and Town departments and committees.

2. ADJOURNMENT

On a motion made by Ms. Scarsdale and seconded by Mr. Beattie, it was unanimously voted to adjourn the meeting at 11:23 AM.

Respectfully submitted,

Tracie Looney, Executive Assistant

APPROVED:

Bill Greathead, Chairman

Margaret Scarsdale, Clerk

Tony Beattie

Remotely Approved: April 12, 2021

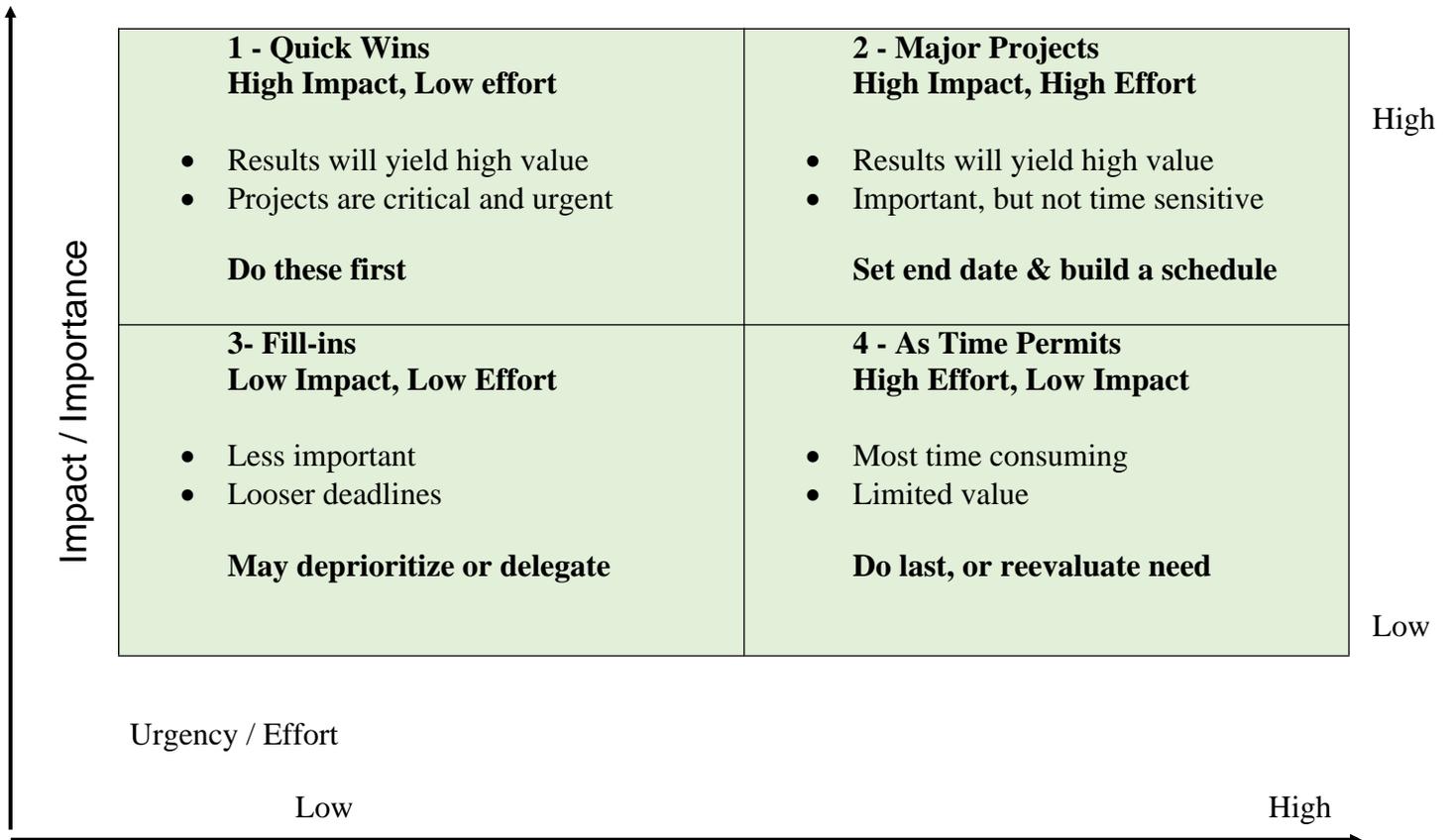
Setting Priorities for Master Plan Implementation of Recommendations

The Master Plan contains 217 recommendations, many of which are inter-related, assigned to multiple offices, and involve complex processes and coordination. Establishing a standard approach to prioritizing the work to accomplish the Master Plan recommendations can help to align and focus our organizations around common strategic plans or goals and reduce delays in completing tasks. There are many industry methods used to prioritize work; we have chosen a very basic approach that is easily applied and can ensure resources are focused and used to best advantage.

When two or more organizations are assigned to work together on recommendations, it is particularly important that there is a consensus on work priorities. The role of each organization may vary from minor to major, but once the parties involved agree on a designated priority for the recommendation, they can schedule their resources accordingly. The Master Plan Implementation Team (MPIT) recommends using an **Eisenhower Priority Matrix**.

The Eisenhower Priority Matrix is a time and project management tool that helps focus on what matters most and keeps critical projects on track. Based on four time-management quadrants developed former President Dwight Eisenhower, and further improved by business leader Stephen Covey, this prioritization matrix breaks tasks out into two dimensions: urgency and importance, impact and effort.

Process: Apply bulletized criteria to each recommendation to determine priority, and then list them in the appropriate box quadrants



The below priority lists were created by the Master Plan Advisory Committee and the Select Board. While there are variations in wording and level of focus, the basic elements are essentially the same. These lists are included for information only.

The accompanying Excel worksheet will help walk the involved boards through the decision-making process of assigning priorities using the Eisenhower Priority Matrix to their Master Plan work.

Top 10 Priority List - from page 10 of the Master Plan

1. Implement sustainable development principles and focus on climate change and resiliency.
2. Pursue renewable energy options, such as solar.
3. Encourage senior housing, multi-family housing and starter homes.
4. Focus on village-style development and maintain the town's rural character.
5. Update and modernize the zoning bylaw and improve the Open Space and Residential Development (OSRD) regulations.
6. Develop a strategy for attracting and retaining businesses.
7. Encourage reinvestment and mixed-use development in Railroad Square and along the Main Street corridor that respect the historic character of the area.
8. Adopt the Community Preservation Act as a means to finance open space protection, recreation, affordable housing initiatives, and historic preservation.
9. Build upon the town's natural, recreational, historic, and agricultural assets to attract tourism and retain small businesses, including those that foster increased tourism, such as hospitality, recreation, and agricultural enterprises.
10. Develop a long-term maintenance and management plan for municipal facilities.

Select Board Priorities - 2021

1. Affordable Housing
2. Capital Planning and Infrastructure
3. Communications
4. Economic Development
5. Financial Planning
6. Open Space, Conservation Lands, and Recreation Area
7. Staffing and Administration
8. Sustainability and Resiliency