



Edgartown Planning Board

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“Mission / Goals / Strategies / Tactics”

A Suggested Organizational Method for Development of the Edgartown Comprehensive Master Plan

For those who might ever have developed a business plan for a business or organization is likely familiar with Mission/Vision/Goals/Strategies/Tactics hierarchy.

This means of classifying information while preparing a long-term planning document is useful, provided that the terms are clearly defined and used consistently.

For purposes of clarity, and in order to provide distinction between the terms, the term “Mission” and “Vision” will be considered synonymous as we apply these terms to the development and organization of a Municipal Master Plan for the Town of Edgartown.

MISSION

One might define the term **Mission** as ‘the ultimate goals of the town’.

Another way to define the Mission would be to answer to the question: “Why does the Town of Edgartown, as a incorporated entity, exist?”

Answering this question is the most critical task of the Steering Committee. A Mission should be self-evident, clearly stated, and represent the broadest consensus of the Town. Edgartown’s Mission should not be time specific; it should be as valid thirty years from now, as it is today.

One example of a Mission might be: The Town provides highly-effective public safety, emergency medical and fire prevention services.

Another example might be: The Town strives to pay for Town services through a fair and proportional assessment of service costs to residents and businesses.

GOALS

A Master Plan should define the Town’s **Goals**. The Town’s Goals should be more specific than its Vision, and should be future-focused. Each Goal should answer the question: “Where are we going to? how do we want to get there?” The Town’s Goals originate from its Mission.

One example of a Goal might be: The Town will improve public safety through new department initiatives, and public participation and comment.

Another example might be: The Town will seek new revenues to offset property tax burdens.

STRATEGIES

A Master Plan should establish **Strategies**. A Strategy can be thought of as a “battle plan”, prepared in advance, and answering the question: what do we propose to do in order to achieve this Goal? A Strategy is somewhat specific, but does not obligate the Town to a single course of action.

One example of a strategy might be: The Town will utilize publicly available technology to solicit public comments and suggestions, direct feedback to designated staff, and directly respond to such comments and suggestions.

Another example might be: The Town will seek out opportunities to monetize public lands through implementation of renewable energy installations, such as solar photovoltaic or wind-energy conversion technology.

TACTICS

If a Strategy defines a ‘battle plan’, Tactics are the specific courses of actions that are undertaken to implement that plan.

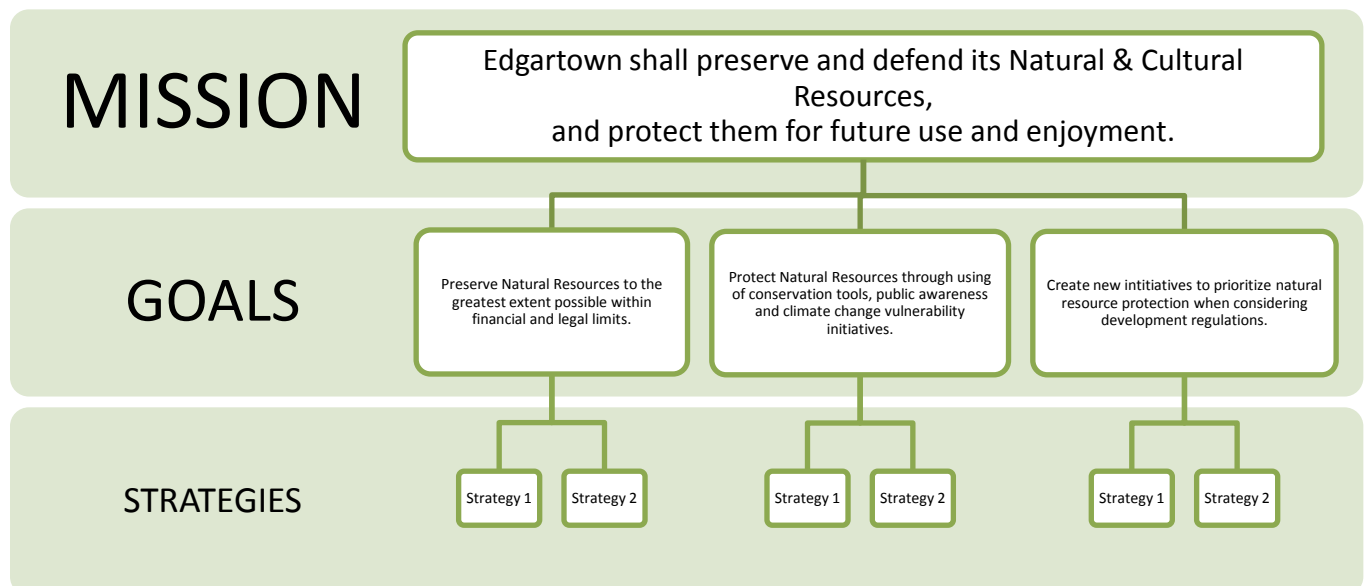
Tactics are very specific. Any given Strategy can be achieved by various potential Tactics. Depending on the personal preferences of elected or appointed officials, technology, timing, financial ability, economic conditions, and other factors, tactics might change over time. Since a Master Plan is intended to state in broad terms the vision and goals of the Town, tactics should be left to individual boards, committees and departments to develop, refine, and implement as they see fit.

One example of a tactic might be: The Police Department will seek services from a vendor that can provide internet-based tools to allow citizens to report incidents or concerns; dispatch officers will monitor submissions; Police Chief will establish base policies to address submissions, etc.

Another example of a tactic might be: The Edgartown Board of Selectmen will seek authorization from Town Meeting to accept bids for commercial solar “carports” to be placed at the Dark Woods Parking area; installation to be town owned, financed by bond, etc.

Tactics should not be included by a Master Plan.

An organization illustrating the relationship between these three components might look like this:



In this organizational structure, each Strategy helps to fulfill a Goal, and each Goal is drawn directly from the Mission.

Please note: this organizational method is just one example of how a Master Plan might be organized. A more specific and appropriate organizational method might be developed, depending on the Vision of the town, or the specific expectations of the Steering Committee.