

# Holistic Strategic Plan Update

**New England Fishery Management Council**  
**Mystic, CT and Webinar**  
**June 24, 2026**



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Management Council

# WHAT TO EXPECT AT JUNE COUNCIL MEETING?

## *Report:*

- Update focusing on Implementation Charter and next steps.

## *Council Action:*

- Not required.
- Seeking comment on Implementation Charter and lingering thoughts from April Council meeting.



## *Primary Materials:*

1. Staff Presentation
2. Draft Implementation Charter

## *Background:*

- Holistic Strategic Plan (*April*)



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# Process for Developing Holistic Strategic Plan

## Process Review and Draft Strategic Plan – May 2025-April 2026

- Discovery and Analysis Phases – Report delivered in December 2025
- Workshop on Holistic Strategic Plan – January 2026
- Draft Vision, Mission, Strategic Goals shared with Council and public – January 2026
- Draft Goals, Objectives, and Strategies – February-March 2026
- ✓ Delivery of Draft Strategic Plan to Council – April 15, 2026

## Next: Finalize Strategic Plan and Implementation Plan – April-September 2026

- Key Performance Indicators (KPIs) and alignment with priority setting process
- Include an Implementation Charter



# What to expect by September?

- Holistic Strategic Plan that includes:
  1. Vision, Mission, Goals
  2. Key Performance Indicators aligned with Strategies and Objectives
  3. Implementation Charter
  4. Defined process that links annual priority setting with long-term HSP

| Topic                                     | April                                                                               | June                                                                                  | September                                                                             | December | January | NEPA |
|-------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------|---------|------|
| Holistic Strategic Plan                   |                                                                                     |                                                                                       |                                                                                       |          |         |      |
| Draft Plan and Report – Parnin Group      |  |                                                                                       |                                                                                       |          |         | N/A  |
| Final Plan, Implementation Plan, Outreach |                                                                                     |  |  |          |         | N/A  |



# What is an Implementation Charter?

**Purpose:** Establish a structured framework for operationalizing the Holistic Strategic Plan.

- Bridge the gap between strategic planning (the "what") and execution (the "how").
- Focus on organizational effectiveness vs. management specific outcomes.

The implementation plan has several sections:

|                                                                                                    |                                                                                                      |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>Principles</b> <ul style="list-style-type: none"><li>• Guide implementation</li></ul>           | <b>Roles and Accountability</b> <ul style="list-style-type: none"><li>• Who is responsible</li></ul> |
| <b>Approach</b> <ul style="list-style-type: none"><li>• Integrated with priority setting</li></ul> | <b>Reporting</b> <ul style="list-style-type: none"><li>• Tracking of progress</li></ul>              |



# Implementation Charter

## *Draft Principles*

| Principles – <i>Guide implementation</i>                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organizational Excellence:</b> <i>In striving for organizational excellence, actions will reflect available staff, Council, and partner capacity.</i>                           |
| <b>Representative:</b> <i>In supporting the long-term viability of the entire New England fleet, the public will be engaged early and throughout the Council process.</i>          |
| <b>Stewardship:</b> <i>In operationalizing ecosystem approaches to fisheries management, implementation will proceed incrementally, with early emphasis on achievable actions.</i> |
| <b>Adaptability:</b> <i>In pursuing adaptability, approaches will be adjusted based on experience, feedback, and changing conditions.</i>                                          |
| <b>Trust:</b> <i>In building trust, progress, constraints, and tradeoffs will be communicated directly to the Council.</i>                                                         |



# Implementation Charter

## ***Draft*** Roles and Accountability

### **Roles and Accountability – *Who is responsible***

#### **Council:**

- Sets strategic direction
- Steward of Mission/Vision

#### **Executive Committee:**

- Provide strategic oversight
- Reviews progress & advises on adjustments

#### **Executive Director:**

- Sponsor for implementation
- Confirms priorities, sequencing, pacing
- Alignment with staff capacity

#### **Staff:**

- Track progress, KPIs (FMC)
- Responsible for execution at FMP level (Leads)

### ***August 2026***

Meet with Executive Committee to:

- Review development of KPIs relative to strategies and objectives.
- Feedback on integration of the Council's priority setting process with the HSP.

Report outcomes at 9/1 ExComm.



# Holistic Strategic Plan Overview and Next Steps



# QUESTIONS?



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# BACKGROUND SLIDES



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# Vision Statement

“We are a global leader in fisheries management and directly engage a broad array of stakeholders to provide a trusted, predictable, and well understood process that leads to successful and sustainable fisheries by applying flexible and efficient tools to address emerging and dynamic conditions.”

“We have enduring and abundant fishery resources that support:

- a) adaptive, profitable, and globally competitive fishing industries;
- b) thriving recreational opportunities; and
- c) robust fishing communities.”



# Mission Statement

“The New England Fishery Management Council, one of eight regional councils established by federal legislation in 1976, is charged with conserving and managing fishery resources from three to 200 miles off the coasts of Maine, New Hampshire, Massachusetts, Rhode Island, and Connecticut **to prevent overfishing and rebuild overfished stocks, and to protect, restore, and promote the long-term health and stability of the fisheries.**”



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# Goals, Objectives, and Strategies

**Goal 1** - Build flexibility and adaptability into Fishery Management Plans and streamline the process of developing management measures

**Goal 2** - Grow and strengthen partnerships between science, management, and fishing communities

**Goal 3** – Improve accessibility, quality, and use of data to inform decisions

**Goal 4** - Optimize capacity to reflect fishery resources and improve fishing efficiency and safety



# Goal 1: Build flexibility and adaptability

## Objectives:

- Optimize Council member, staff, and partner time for the development of actions.
- Refine information streams to reduce duplication, minimize preparation time, and streamline products, including the use of artificial intelligence and automation.
- Support the implementation of actions across all plans by the start of the fishing year.
- Increase the ability to adjust management measures in a timely manner.

| Strategy 1: Revise the annual priority setting process                                      | Strategy 2: Reduce redundancy in information sharing throughout action development                                                         | Strategy 3: Set specifications through streamlined processes, decoupled from other management measures | Strategy 4: Focus analyses and documentation on identified action objectives                                 |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Actions:</b><br>Identify objectives to inform priority activities.                       | <b>Actions:</b><br>Enhance joint meeting opportunities among Plan Development Teams (PDT), Advisory Panels (AP), and the Committees (CTE). | <b>Actions:</b><br>Ensure timely development, review, and implementation of annual catch limits.       | <b>Actions:</b><br>Optimize the range of alternatives considered for action.                                 |
| Build consensus to prioritize top management needs.                                         | Encourage participation in stock assessment and SSC meetings.                                                                              | Consider revising specifications through in-season adjustment or streamlined analyses.                 | Prepare meeting documents in accordance with required analyses (e.g., NEPA or other statutory requirements). |
| Recommend priority activities within realistic capacity parameters, including all partners. | Focus meeting presentations and materials to target audiences and bundle routine items.                                                    | Allow flexible timelines for the development of management improvement actions.                        | Use AI/automation tools where applicable to generate summaries for user accessibility.                       |



# Goal 2: Grow and strengthen partnerships

## Objectives:

- Increase participation from all user groups throughout the Council system and processes.
- Enhance the ability to communicate information in a professional and decision-relevant manner.
- Facilitate opportunities to improve science and management decisions by connecting all user groups.
- Ensure representative involvement in the development of science and management products.

| Strategy 1: Develop communication tools and practices that support clear, consistent, and accessible information sharing |  |  | Strategy 2: Increase opportunities for stakeholder input to the scientific process and outputs                                          |  |  | Strategy 3: Align science priority topics with management and fishing industry objectives                                             |  |  |
|--------------------------------------------------------------------------------------------------------------------------|--|--|-----------------------------------------------------------------------------------------------------------------------------------------|--|--|---------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Actions:                                                                                                                 |  |  | Actions:                                                                                                                                |  |  | Actions:                                                                                                                              |  |  |
| Host and facilitate joint and multi-user meetings to address complex topics.                                             |  |  | Formalize a community engagement strategy to provide input to stock assessments, survey methods, data treatments, fishery indices, etc. |  |  | Consider input from science partners when determining Council priorities.                                                             |  |  |
| Develop protocols for the use of technology and social media to enhance outreach.                                        |  |  | Develop coupled engagement and retention strategies to reactivate and retain stakeholders in Council activities.                        |  |  | Refine the approach to updating Council Research Priorities, focusing on immediate, near-term, and long-term needs.                   |  |  |
|                                                                                                                          |  |  | Foster routine interactions between stock assessment scientists and fishermen at all stages of the assessment process.                  |  |  | Consider dedicated, collaborative time blocks for interorganizational discussion of FMPs, stocks, species, and regional requirements. |  |  |



# Goal 3: Improve accessibility, quality, and use of data

## Objectives:

- Improve user understanding of data streams (i.e., collection methods, analysis tools, interpretation of results).
- Enhance opportunities to provide input about data needs to external partners.
- Balance consideration of quantitative and qualitative data to support management recommendations, including socioeconomic information.
- Apply the Council's Risk Policy in specification-setting.
- Enhance application of emergent data to inform management recommendations.
- Conduct routine review of reports and analytical documents to ensure summary sections capture key concepts, clear actions/outcomes, and readability for all

| Strategy 1: Provide and encourage opportunities for all to teach/learn about data sources, treatments, analyses, interpretations, and applications | Strategy 2: Expand collaborative pathways for the application of fishery-dependent data | Strategy 3: Implement a Risk Policy that considers biological, environmental, and socioeconomic factors | Strategy 4: Streamline approaches to incorporate emergent information in a timely manner |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Actions:</b>                                                                                                                                    | Actions:                                                                                | Actions:                                                                                                | Actions:                                                                                 |
|                                                                                                                                                    | Strengthen partnerships between fishermen and agencies to broaden data collection.      | Apply the policy iteratively using both quantitative and qualitative approaches.                        | Develop triggers and/or thresholds in harvest control rules for automatic adjustments.   |
| Design/develop new training resources to interpret data/science and promote participation.                                                         | Facilitate training for fishermen on data quality standards and reporting expectations. | Identify data gaps that may be filled through qualitative approaches.                                   | Define criteria and information sources to prompt near real-time management reactions.   |
|                                                                                                                                                    | Develop structured programs for fishermen to provide data for stock assessments.        |                                                                                                         | Allow capacity for adjustments through the priority setting process.                     |



# Goal 4: Optimize capacity to reflect fishery resources and improve fishing efficiency and safety

## Objectives:

- Determine the appropriate level of investment for stocks, management plans, fishery components, and community factors.
- Define “optimal capacity” and establish metrics for harvesting capacity and/or system capacity (e.g., processing, infrastructure, labor, regulatory structures).
- Build consensus for identified objectives related to fleet size and vessel characteristics, community dependence, diversity, and accessibility of permits.

| Strategy 1: Identify a justified investment level for all stocks across FMPs to reflect objectives and human resource capacity | Strategy 2: Consider capacity issues in a piecemeal approach with manageable steps                                                    | Strategy 3: Dedicate resources to directly address fishery capacity issues and questions                    |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Actions:</b><br>Complete the Risk/Value Matrix in collaboration with regional partners and stakeholders.                    | <b>Actions:</b><br>Leverage ongoing Inflation Reduction Act initiatives (e.g., permit portfolios, governance, groundfish transition). | <b>Actions:</b><br>Establish a regional working group and organize listening sessions for target audiences. |
| Consider the use of Ecosystem Component Species designations for current and future management needs.                          | Utilize results from the vessel baseline restriction evaluation.                                                                      | Commit to a process to advance goals with detailed milestones and decision points.                          |

