

Holistic Strategic Plan

New England Fishery Management Council

Plymouth, MA

September 17, 2026



**New England Fishery
Management Council**

REPORT OVERVIEW

Review:

1. Holistic Strategic Plan (Doc.2)
2. Key Performance Indicators (KPI) for Goal 1 (Doc.3)
3. KPI Tracking and Implementation Plan for 2026 & 2027 (Doc. 4)

Anticipated Outcomes:



1. Final Action to Approve the Holistic Strategic Plan
2. Approval of the Implementation Plan for 2026 & 2027

Report Materials:

1. Staff Presentation
2. Holistic Strategic Plan
3. Goal 1 Key Performance Indicators
4. Implementation Plan for 2026 & 2027 and HSP Tracking
5. Holistic Strategic Plan Overview
6. Correspondence



Holistic Strategic Plan Overview and Next Steps



Review and Finalize

- Consider **Holistic Strategic Plan** (*delivered April 2026*)
- *Recommendation: No changes to Vision, Mission, or Goals*
- *Define Key Performance Indicators for Goal 1 to measure progress against Goals, Strategies, and Objectives*
- ✓ • *HSP includes the Implementation Charter that was presented in June 2026*
- *Implementation, Tracking, Reporting on Goal 1*
- *Development of KPIs for other Goals for June 2027*



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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Guiding Principles

These guiding principles represent our shared values and serve to demonstrate how we work to execute and achieve the goals and objectives of this strategic plan.

Stewardship: We are committed to an integrated strategy that balances environmental, economic, and social factors to operationalize ecosystem approaches to fisheries management.

Trust: We work to build and maintain stakeholder confidence through transparency, actionable feedback loops, and clear and respectful communication.

Organizational Excellence: We uphold the highest standards of analytical rigor and intentional collaboration, striving for excellence by streamlining workflows and supporting the workforce.

Adaptability: We proactively prepare for a dynamic future by moving from reactive decision-making to a system that anticipates and responds to resource conditions in real-time.

Representative: We ensure our actions support the long-term viability of the entire New England fleet, providing attention and opportunity across all managed species and communities.



Holistic Strategic Plan Goals

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 & Adaptability

GOAL 1 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.

1

Strategy 1: Revise the annual priority setting process

2

Strategy 2: Reduce redundancy in information sharing throughout action development

3

Strategy 3: Set specifications through streamlined processes, decoupled from other management measures

4

Strategy 4: Focus analyses and documentation on identified action objectives



Goal 2: Grow and Strengthen Partnerships

GOAL 2 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.

1

Strategy 1: Develop communication tools and practices that support clear, consistent, and accessible information sharing

2

Strategy 2: Increase opportunities for stakeholder input to the scientific process and outputs

3

Strategy 3: Align science priority topics with management and fishing industry objectives



Goal 3: Improve Accessibility, Quality, and Use of Data

GOAL 3 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

1

Strategy 1: Provide and encourage opportunities for all to teach/learn about data sources, treatments, analyses, interpretations, and applications

2

Strategy 2: Expand collaborative pathways for the application of fishery-dependent data

3

Strategy 3: Implement a Risk Policy that considers biological, environmental, and socioeconomic factors

4

Strategy 4: Streamline approaches to incorporate emergent information in a timely manner



Goal 4: Optimize Capacity to Reflect Fishery Resources and Improve Fishing Efficiency and Safety

GOAL 4 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.

1

Strategy 1: Identify a justified investment level for all stocks across FMPs to reflect objectives and human resource capacity

2

Strategy 2: Consider capacity issues in a piecemeal approach with manageable steps

3

Strategy 3: Dedicate resources to directly address fishery capacity issues and questions



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.

Guiding Principles • Guide implementation	Roles and Accountability • Who is responsible
Approach • Integrated with priority setting	Accountability and Reporting • Tracking of progress, communication



Roles and Accountability

COUNCIL

COUNCIL

- Sets strategic direction through approval of annual priorities and major shifts in priorities.
- Receives implementation updates for awareness, guidance, and concurrence.
- Stewards the Council's mission and vision.

EXECUTIVE COMMITTEE

- Provides strategic oversight.
- Reviews progress relative to key performance indicators and advises on adjustments.
- Fosters partnerships with the Northeast Fisheries Science Center and Greater Atlantic Regional Office that support the HSP.

STAFF

EXECUTIVE DIRECTOR

- Serves as Executive Sponsor for implementation.
- Confirms priorities, sequencing, and pacing.
- Ensures alignment with staff capacity and Council direction.
- Liaison for Council's mission and goals with partners (regional and national NOAA, other Councils, and ASMFC).

MANAGEMENT COORDINATOR

- Tracks progress and identifies risks or constraints, monitors Key Performance Indicators.
- Prepares updates for leadership (Executive Director and Executive Committee), the Council, and staff.

FMP Leads / Staff

- Work with Committees and Working groups to execute specific initiatives.
- Knowledge of HSP, support generation of KPIs.

Key Performance Indicators for Goal 1

Key Performance Indicators (KPI) will be used to measure and assess the Council’s implementation of the HSP. KPIs should be (core characteristics):

Quantifiable	Actionable	Strategically Aligned	Time Bound
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While reviewing KPIs, some questions to ask are:

- Does it align with the goal/objective/strategy? (Does it reflect flexibility, adaptability, and efficiency?)
- Is it measurable? (Can it be realistically tracked?)
- Is it actionable? (Are the associated Actions aligned with meeting the goal/strategy?)



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

The Council will:

- Refine its management focus and respond to fishery management needs with greater agility by identifying, prioritizing, and completing initiatives more efficiently and effectively.
- Expand capacity for Council members, staff, and partners by aligning intended outcomes with requested analyses, improving process efficiency, and reducing redundancy across operations.

GOAL 1 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.



KEY PERFORMANCE INDICATORS FOR GOAL 1, STRATEGY 1

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

Strategy 1.1: Revise the annual priority setting process

Actions	Key Performance Indicators
Identify objectives to inform priority activities	1.1.1 Number of FMPs with multi-year strategic plan (as basis for work priorities). (Increase = +)
Build consensus to prioritize top management needs	1.1.2 Number of motions to substitute recommended priorities. (Decrease = -)
Recommend priority activities within realistic capacity parameters, including all partners	1.1.3 Total Priorities do not exceed resource capacity.



KEY PERFORMANCE INDICATORS FOR GOAL 1, STRATEGY 2

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

Strategy 1.2: Reduce redundancy in information sharing throughout action development

Actions	Key Performance Indicators
Enhance joint meeting opportunities among Plan Development Teams, Advisory Panels, and the Committees.	1.2.1 Number of joint meetings held by FMP, annually. (Increase = +)
Focus meeting presentations and materials to target audiences and bundle routine items.	1.2.2 Percentage (%) of Actions that have Committee Recommendations (CTE Motion) at Final Action
Encourage participation in stock assessment and SSC meetings.	Not tied to a formal KPI at this time



KEY PERFORMANCE INDICATORS FOR GOAL 1, STRATEGY 3

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

Strategy 1.3: Set specifications through streamlined processes, decoupled from other management measures

Actions	Key Performance Indicators
Ensure timely development, review, and implementation of annual catch limits, recreational seasons and bag limits	1.3.1 Optimize the number of days between final action and submission of an action. (Decreasing = -)
Consider revising specifications through in-season adjustment or streamlined analyses	1.3.2 Use of SIRs, CE, and in-season authority. (Increasing = +)
Allow flexible timelines for the development of management improvement actions	1.3.3 Percentage of specifications (OFL, ABC, allocations) vs. other management actions (by FMP).



KEY PERFORMANCE INDICATORS FOR GOAL 1, STRATEGY 4

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

Strategy 1.4: Focus analyses and documentation on identified action objectives

Actions	Key Performance Indicators
Optimize the range of alternatives considered for action.	1.4.1 Percentage % of priorities that are linked to HSP Goals and Objectives.
Prepare meeting documents in accordance with required analysis (e.g., NEPA or other statutory requirements).	1.4.2 Count Action documents by type, NEPA analysis, length.
Use AI/automation tools where applicable to generate summaries for user accessibility.	1.4.3 Track use of modern tools (e.g. automation) to support decision making. (Increasing = +)



WHAT WILL KPI TRACKING LOOK LIKE? WHAT TOOLS WILL BE USED?

Tracking Dashboard – Goals and Strategies

NEFMC Strategic Plan Dashboard								
	Strategic Goal	Priority	Status	Lead / Owner	Target Date	Last Updated	KPIs	Notes / Recent Progress
Goal 1: Build Flexibility & Adaptability into FMPs and Streamline Management Processes								
1.1	Revise the Annual Priority Setting Process	High	In Progress					
1.2	Reduce Redundancy in Information Sharing Throughout Action Development	High	In Progress					
1.3	Set Specifications Through Streamlined Processes, Decoupled from Other Measures	High	In Progress					
1.4	Focus Analyses and Documentation on Identified Action Objectives	High	In Progress					
Goal 2: Grow and Strengthen Partnerships Between Science, Management, and Fishing Communities								
2.1	Develop Communication Tools and Practices for Accessible Information Sharing							
2.2	Increase Opportunities for Stakeholder Input to the Scientific Process							
2.3	Align Science Priority Topics with Management and Fishing Industry Objectives							
Goal 3: Improve Accessibility, Quality, and Use of Data to Inform Decisions								
3.1	Provide & Encourage Opportunities to Teach/Learn About Data Sources and Analyses							
3.2	Expand Collaborative Pathways for Application of Fishery-Dependent Data							
3.3	Implement a Risk Policy Considering Biological, Environmental & Socioeconomic Factors							
3.4	Streamline Approaches to Incorporate Emergent Information in a Timely Manner							
Goal 4: Optimize Capacity to Reflect Fishery Resources and Improve Fishing Efficiency and Safety								
4.1	Identify Justified Investment Level for All Stocks Across FMPs							
4.2	Consider Capacity Issues in a Piecemeal Approach with Manageable Steps							
4.3	Dedicate Resources to Directly Address Fishery Capacity Issues and Questions							

Goal Specific – KPI, Actions, Status

NEFMC Strategic Plan | Goal 1: Build Flexibility & Adaptability into FMPs and Streamline Management Processes

OBJECTIVES:

- Optimize Council member, staff, and partner time for the development of actions
- Refine information streams to avoid duplication and streamline products, including use of AI and automation
- Support 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	KPI	ACTIONS	Lead / Owner	Priority	Status	Target Date	Last Updated
Strategy 1.1 Revise the Annual Priority Setting Process	Number of FMPs with multi-year strategic plan (as basis for work priorities). (Increase = +)	Identify objectives to inform policy activities			Ongoing		
	Number of motions to substitute recommended priorities. (Decrease = -)	Build consensus to prioritize top management needs			In Progress		
	Total Priorities do not exceed resource capacity.	Recommend priority activities within budget and resource capacity.			In Progress		
Strategy 1.2 Reduce Redundancy in Information Sharing Throughout Action Development	Number of joint meetings held by FMP, annually. (Increase = +)	Enhance joint meeting opportunities among Plan Development Teams (PDT), Advisory Panels (AP), and the Committees (CTE).			In Progress		
	% of Actions that have Committee Recommendations (CTE Motion) at Final Action.	Focus meeting presentations and materials to target audiences and bundle routine items.			In Progress		
	Not tied to formal KPI at this time.	Encourage participation in stock assessment and SSC meetings			In Progress		



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What could count as an FMP Strategic Plan? (KPI 1.1.1)

Scallop Strategic Plan and Work Plan



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Scallop Fishery Management Plan 2026-2030 Strategic Plan

Overview

In response to ongoing discussions about future challenges and opportunities for the Atlantic sea scallop fishery and resource, the New England Fishery Management Council (Council) launched development of a long-term Strategic Plan in 2024 and approved the plan in December 2025. This Strategic Plan for the fishery outlines the Council’s goals and potential strategies and actions.

Grounded in a collective vision and other partners, this document is the product of the Council’s Advisory Panel (AP), Scallop Council’s commitment to providing a viable scallop fishery. It is intended to guide the Council, NOAA Fisheries, and the Council’s Holistic Strategic

2027 Scallop Work Plan - DRAFT			
Purpose	Priority Type	Description	Timeline
Strategy 1.3, 3.2	Required	Complete and submit FW42	Complete Spring 2027
Strategy 1.4, Required	Required	Complete and submit 2027 Specifications Package	Complete Winter 2027
Required	Required	Set ABC/ACL for scallop stock with specifications for FY 2028 (FY 2029 default)	2027
Strategy 4.2	Discretionary	Framework to set management measures for FY 2028 Northern Edge access (TBD, dependent on Habitat)	TBD, dependent on Habitat
Strategy 7.2	Ongoing	Scallop RSA Management (Share-Day, if needed 2028 RSA priorities)	Ongoing
Strategy 2.1, 2.2	Ongoing	Scallop Stock Projection Methods	Summer 2027
Strategy 5.1	Discretionary	Joint PDT/AP working group to develop white paper on improving scallop fishing practices, including a working definition of ‘high-grading’	2027
Strategy 5.1, 8.1	Ongoing	Scallop Strategic Plan Ongoing Work	Ongoing
Strategy 1.1, 2.4	Discretionary	Coordinate review of Automated Detection technology for use in scallop surveys with sub-group of SSC & NOAA Science Center	2027

Staggering of Work Priorities over Multiple Years

	2027	2028	2029	2030	2031
Specs (5yr)					
Exemption Programs					
Monitoring					
Time Area Closures					

What Will Implementation Look Like in 2026 & 2027?

- Incremental, focusing first of Goal 1 while developing KPIs for other Goals in 2027.

First HSP Progress Report January / February 2027

Review of Goal 1 Progress

- **JAN - Executive Committee**
- **FEB 2-4, 2027 – Council Meeting**

Second HSP Progress Report May / June 2027

- **MAY/JUN - Executive Committee**
 - Review of Goal 1 Progress
 - Consider options to incorporate change into 2027 actions
 - Present draft KPIs, seek input
- **JUN 22-24, 2027 – Council Meeting**
 - Review of Goal 1 Progress
 - Consider recommendations
 - Approval of KPIs for other Goals



Today's Final Action & Recommendations

- Staff recommend that the Council approve the current HSP in its entirety, including Mission, Vision, Goals, Strategies, Actions, and KPIs.
- Revisions to specific elements in the HSP could be considered in the future based on new and evolving processes and information.



QUESTIONS?



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