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Holistic Strategic Plan Draft Implementation Plan
 New England Fishery Management Council
 September 4, 2026

Draft Implementation Plan

The NEFMC is expected to approve its Holistic Strategic Plan (HSP) at the September 2026 Council meeting. An Implementation Charter (presented June 2026) has been embedded into the HSP text, and the background section documenting the Council's involvement in HMS and SAFMC Committees has been clarified. No further changes to the draft HSP that the Council reviewed in April 2026 have been made, and staff recommend that the Council approve the current plan in entirety, including Mission, Vision, Goals, Strategies, and Actions. Revisions to specific Actions in the HSP could be considered in the future based on new and evolving processes and information.

Upon approval, staff recommend that the Council initially focus on implementation of Goal 1, and incrementally address additional goals in the HSP in 2027 and beyond. Work on the HSP in 2026 and 2027 would follow this schedule:

- i. September 17, 2026 – Council Meeting, Plymouth, MA
 - a. Council approves Holistic Strategic Plan
 - b. Implementation of Goal 1 and tracking of Key Performance Indicators (KPIs) to focus on the Council's priority-setting process in fall 2026
- ii. January, 2027 – Executive Committee
 - a. First progress report to the Executive Committee
 - b. Review of Goal 1 progress against KPIs
- iii. February 2-4, 2027 – Council Meeting, Portsmouth, NH
 - a. First progress report to Council
 - b. Review of Goal 1 progress against KPIs
- iv. May/June – Executive Committee
 - a. Review Goal 1 progress against KPIs, consider options to build flexibility and adaptability into planned work as the Council considers initiating actions in June 2027
 - b. Present draft KPIs for other HSP goals, solicit feedback
- v. June 22-24, Council Meeting
 - a. Review Goal 1 progress against KPIs, share Executive Committee input on options to build flexibility and adaptability into planned work as the Council considers initiating actions in June 2027
 - b. Seek approval of draft KPIs for other HSP Goals

Table 1 - HSP Tracking Dashboard

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							

STATUS LEGEND

Not Started
In Progress
On Hold
Completed
Ongoing

Table 2 - Example of HSP Strategy and KPI Tracking for Goal 1 (Strategies 1 & 2)

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		