

Holistic Strategic Plan Draft Implementation Plan and KPIs for Goal 1

Executive Committee

September 1, 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

Key Performance Indicators for Goal 1:

The Parnin Group presented Goals, Objectives and Strategies to the Council in April 2026, and staff have focused on drafting Key Performance Indicators (KPI) which will be used to measure and assess the Council's implementation of the HSP. This document includes Goal 1 and its description and objectives.

Draft KPIs have been developed for each of the four strategies associated with Goal 1, as shown in tables below with associated actions .

1. While reviewing KPIs, some questions to ask are:
 - a. Does it align with the goal/objective/strategy? (Does it reflect flexibility, adaptability, and efficiency?)
 - b. Is it measurable? (Can it be realistically tracked?)
 - c. Is it actionable? (Are the associated Actions aligned with meeting the goal/objective/strategy?)

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

Description:

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. The Council will expand capacity for Council members, staff, and partners by aligning intended outcomes with requested analyses, improving process efficiency, and reducing redundancy across operations.

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.

Strategies/KPIs: Review each strategy and set of **Key Performance Indicators. Actions can be revisited at a later date while KPIs are developed for other HSP goals.**

Strategy 1.

Strategy 1.1: Revise the annual priority setting process	
<i>Key Performance Indicators</i>	
1.1.1	<i>Increase the number of FMPs with multi-year strategic plan (as basis for work priorities).</i>
1.1.2	<i>Decrease the number of motions to substitute recommended priorities.</i>
1.1.3	<i>Total Priorities do not exceed resource capacity.</i>

Actions

- a) Identify objectives to inform priority activities.
- b) Build consensus to prioritize top management needs.
- c) Recommend priority activities within realistic capacity parameters, including all partners.

Strategy 2.

Strategy 1.2: Reduce redundancy in information sharing throughout action development	
<i>Key Performance Indicators</i>	
1.2.1	<i>Increase number of joint meetings held by FMP, annually.</i>
1.2.2	<i>Percentage (%) of Actions that have Committee Recommendations (CTE Motion) at Final Action.</i>

Actions

- a) Enhance joint meeting opportunities among Plan Development Teams (PDT), Advisory Panels (AP), and the Committees (CTE).
- b) Encourage participation in stock assessment and SSC meetings.
- c) Focus meeting presentations and materials to target audiences and bundle routine items.

Strategy 3:

Strategy 1.3: Set specifications through streamlined processes, decoupled from other management measures	
<i>Key Performance Indicators</i>	
1.3.1	<i>Optimize the number of days between final action and submission of an action. (Decreasing = -)</i>
1.3.2	<i>Use of SIRs, CE, and in-season authority. (Increasing = +)</i>
1.3.3	<i>Ratio of clean specifications vs. other management actions (by FMP).</i>

Actions

- a) Ensure timely development, review, and implementation of annual catch limits, recreational seasons and bag limits.
- b) Consider revising specifications through in-season adjustment or streamlined analyses.
- c) Allow flexible timelines for the development of management improvement actions.

Strategy 4:

Strategy 1.4: Focus analyses and documentation on identified action objectives	
<i>Key Performance Indicators</i>	
1.4.1	<i>Percentage % of priorities that are linked to HSP Goals and Objectives.</i>
1.4.2	<i>Count Action documents by type, NEPA analysis, length.</i>
1.4.3	<i>Track use of modern tools (e.g. automation) to support decision making. (Increasing = +)</i>

Actions

- a) Optimize the range of alternatives considered for action.
- b) Prepare meeting documents in accordance with required analysis (e.g., NEPA or other statutory requirements).
- c) Use AI/automation tools where applicable to generate summaries for user accessibility.

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	Current KPI	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).	Identify objectives to inform policy activities				Ongoing		
	Deviation from the public process. Cohesion with ExComm list. Number of motions to substitute recommended priorities.	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	Increase number of joint meetings held by FMP, annually.	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		
		Encourage participation in stock assessment and SSC meetings				In Progress		