

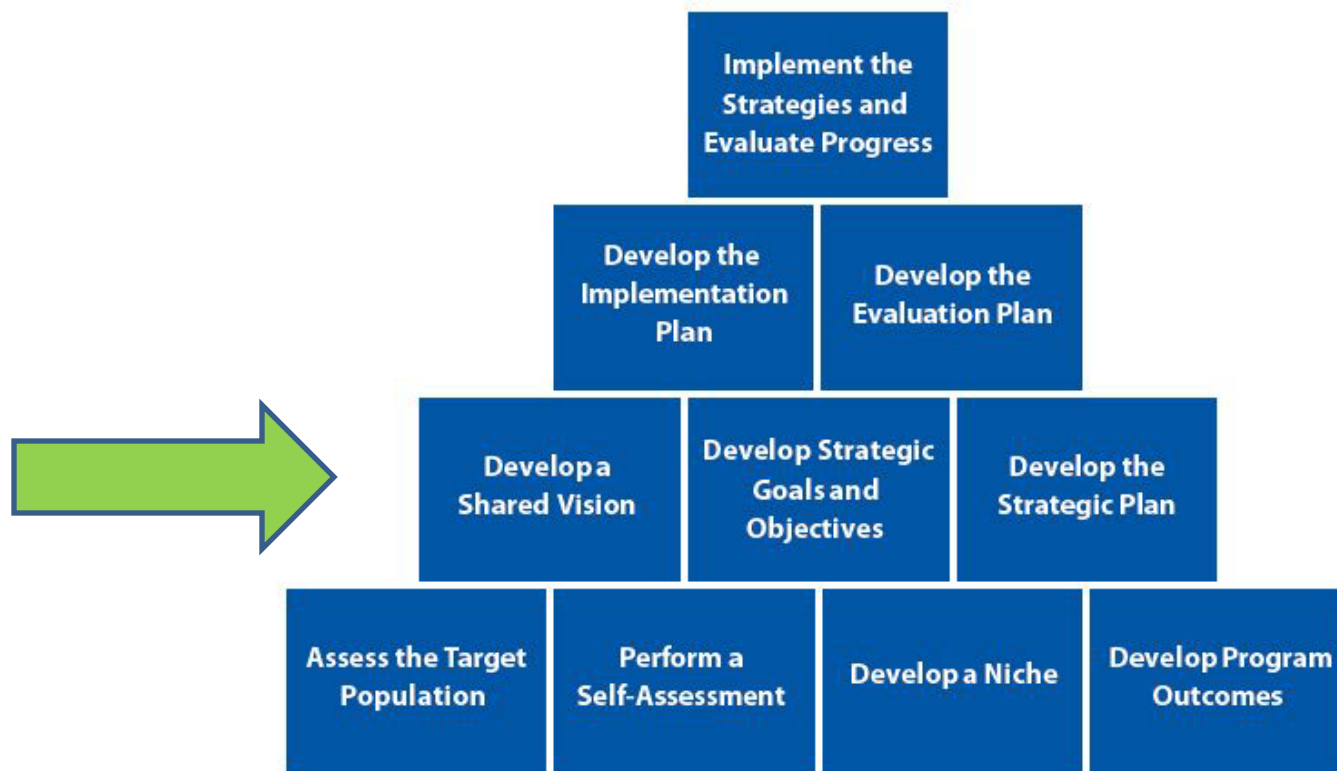
SAFMC Vision Workshop #2



March 2013



Strategic Plan: a long-term plan to guide an organization towards a clearly articulated mission, goals and objectives. It is a process of assessing where an organization is presently, ascertaining the challenges and opportunities that present themselves, and determining what destination is most desirable and how to get there. (Young 2001, Perspectives on Strategic Planning in the Public Sector)



Strategic Planning Pyramid



Aim	Definition
Provide Strategic Direction	<p>In setting direction, three purposes stand out:</p> <ol style="list-style-type: none"> 1) strategic planning sets goals on where an organization wants to go; 2) it indicates where resources are to be concentrated; and 3) it gives top priority and attention to strategic goals.
Guide Priority Use of Resources	<p>Resources are scarce or limited. Strategic planning allows for sound and pointed allocation of resources—human, financial, and material.</p>
Set Standards of Excellence	<p>Strategic planning allows an organization to establish <i>shared</i> values and standards of excellence.</p>
Cope with Environmental Uncertainty and Change	<p>Strategic planning aims to be flexible and provide contingencies for uncertainty and change.</p>
Provide Objective Basis for Control and Evaluation	<p>Strategic planning allows for marking success and failure. Performance measurement or tracking of strategic objectives and action plans are of significance and serve as a basis for control.</p> <p>Source: Jack Koteen (1989). <i>Strategic management in public and nonprofit organizations</i>. New York, NY: Praeger Publishers, pp. 25-26.</p>

Vision

- How do you want the fishery to look?

Goals

- Big picture
- Ultimate impact of Council work
- Difficult or impossible to measure, but you know it when you see it
- What will the South Atlantic fisheries look like in 5/10/15 years?

Objectives

- Specific with an observable outcome
- Should describe the intended impacts or results
- Measurable and realistic
- Can be linked to an identified problem



Problem: I have no energy, I'm grumpy, and my pants don't fit

Vision: I look and feel awesome



Goal: Get healthy

Objectives



Exercise more

Eat better

Lower stress



Strategies

Jog 3x week

Make dinner
at home 5x
week

Yoga 2x week

Yoga 2x week

Reduce
commitments

Take the stairs

Reduce meat

Increase
vegetables



Vision

Example: Sustainable profitable consistent fishing opportunities

Goals

Example 1: Improve social and economic contribution of commercial and for-hire sectors to local economies and community sustainability.

Example 2: Enhance fishing opportunities for private recreational anglers.

Example 3: Efficient, clear, and streamlined management process



Goal

Example 1: Improve social and economic contribution of commercial and for-hire sectors to local economies and community sustainability.

Objectives

- 1) Promote sustainability and facilitate long-run planning.
- 2) Create market-driven harvest pace and increase product continuity.
- 3) Maintain/increase employment in commercial and for-hire sectors.
- 4) Development a management system to allow for year-round fishing.
- 5) Others?

Existing SG objectives



Goal

Example 2: Enhance fishing opportunities for private recreational anglers.

Objectives

- 1) Improve ability of recreational sector to reach the recreational ACL for underutilized species.
- 2) Development a management system to allow for year-round fishing.
- 3) Others?



Goal

Example 3: Efficient, clear, and streamlined management process.

Objectives

- 1) Provide for a flexible management system. Existing SG objective
- 2) Develop management goals and objectives that are used in the decision-making process.
- 3) Create a system to allow the most streamlined method of updating ACLs when the SSC recommends a new ABC.
- 4) Others?



Current FMP Objectives for the Snapper Grouper Fishery

- 1) Prevent overfishing.
- 2) Collect necessary data.
- 3) Promote orderly utilization of the resource.
- 4) Provide for a flexible management system.
- 5) Minimize habitat damage.
- 6) Promote public compliance and enforcement.
- 7) Mechanism to vest participants.
- 8) Promote stability and facilitate long-run planning.
- 9) Create market-driven harvest pace and increase product continuity.
- 10) Minimize gear and area conflicts among fishermen.
- 11) Decrease incentives for overcapitalization.
- 12) Prevent continual dissipation of returns from fishing through open access.
- 13) Evaluate and minimize localized depletion.
- 14) End overfishing of snapper grouper stocks undergoing overfishing.
- 15) Rebuild stocks declared overfished.

