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Description of document: National Oceanic and Atmospheric Administration (NOAA) External Communications Strategy and Implementation Plan for the National Marine Fisheries Service 2017

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Public Reference Facility (SOU1000)
1315 East-West Highway (SSMC3)
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[DOC FOIA Public Access link](#)
[FOIA.gov website](#)

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UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
NATIONAL MARINE FISHERIES SERVICE
Northeast Fisheries Science Center
166 Water Street
Woods Hole, MA 02543-1026

June 27, 2023

Final Response Letter for FOIA Request DOC-NOAA-2023-010115

This letter is in response to your Freedom of Information Act (FOIA) request which was received by our office on June 13, 2023. Your FOIAXpress request tracking number is **DOC-NOAA-2023-010115**.

You requested:

-records from National Oceanic and Atmospheric Administration (NOAA): a copy of the External Communication Strategy and Implementation Plan for the NMSF/NEFSC Woods Hole, Mass. The plan was developed circa 2017-2018. (Date Range for Record Search: From 1/1/2017 - 12/31/2018).

After a search of available records in our system, we are releasing two records. We separated the document from the appendices. Both are attached, but we redacted some emails and contact phone numbers of private individuals with the (b6) exemption for FOIA. The main document has not been redacted. The main final document was meant to be released in a public manner, but unfortunately was not released. It is attached to your FOIA request.

Although we do not consider this to be a denial of your request, you have the right to file an administrative appeal if you are not satisfied with our response to your FOIA request. All appeals should include a statement of the reasons why you believe the FOIA response was not satisfactory. An appeal based on documents in this release must be received within 90 calendar days of the date of this response letter at the following address:

Assistant General Counsel for Employment, Litigation, and Information
U.S. Department of Commerce
Office of General Counsel
Room 5896
14th and Constitution Avenue, N.W.
Washington, D.C. 20230

An appeal may also be sent by e-mail to FOIAAppeals@doc.gov, or by FOIAonline at <https://foiaonline.regulations.gov/foia/action/public/home#>.

For your appeal to be complete, it must include the following items:

- a copy of the original request,
- our response to your request,
- a statement explaining why the withheld records should be made available, and why the denial of the records was in error.
- “Freedom of Information Act Appeal” must appear on your appeal letter. It should also be written on your envelope, or e-mail subject line.

FOIA appeals posted to the e-mail box, FOIAonline, or Office after normal business hours will be deemed received on the next business day. If the 90th calendar day for submitting an appeal falls on a Saturday, Sunday or legal public holiday, an appeal received by 5:00 p.m., Eastern Time, the next business day will be deemed timely.

FOIA grants requesters the right to challenge an agency's final action in federal court. Before doing so, an adjudication of an administrative appeal is ordinarily required. The Office of Government Information Services (OGIS), an office created within the National Archives and Records Administration, offers free mediation services to FOIA requesters. They may be contacted in any of the following ways:

Office of Government Information Services
National Archives and Records Administration
Room 2510
8601 Adelphi Road
College Park, MD 20740-6001
Email: ogis@nara.gov
Phone: 301-837-1996
Fax: 301-837-0348
Toll-free: 1-877-684-6448

If you have questions regarding this correspondence, please contact Victor A. Nordahl Jr. at vic.nordahl@noaa.gov or the NOAA FOIA Public Liaison Ed Keams at (301) 628-5658.

Sincerely,

NORDAHL.VICTOR
.A.JR.1365818661

Digitally signed by
NORDAHL.VICTOR.A.JR.136581
8661
Date: 2023.06.27 15:16:57 -04'00'

Victor A. Nordahl Jr.
NEFSC FOIA Coordinator

The background of the cover is a photograph of dark blue ocean waves with white foam, viewed from a slightly elevated angle. The image is partially obscured by a large, semi-transparent blue geometric pattern in the lower half of the page.

IMPLEMENTATION PLAN

Northeast Fisheries Science Center
External Communications &
Stakeholder Engagement Strategy

Prepared by:
Kearns & West and CBI

January 27, 2017

Prepared by:

K E A R N S  **W E S T**

and



Photo credit: NEFSC/NOAA

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INTRODUCTION

This implementation plan is the roadmap for achieving the goals identified in the Northeast Fisheries Science Center (NEFSC) External Communications and Stakeholder Engagement Strategy (External Communications Strategy) and increasing the effectiveness of communications across the NEFSC. This purpose of this implementation plan should be to outline the specific activities and actions needed to achieve those goals.

For each of the goals, objectives and activities specified in the NEFSC External Communications Strategy, this implementation plan identifies activities. Priority activities have been highlighted throughout this document based on an assessment of communications needs, which is described in the NEFSC External Communications Strategy.

For each of these activities, the plan articulates:

- ⇒ Recommended actions
- ⇒ Target audiences
- ⇒ Key messages
- ⇒ Resources and tools needed

To help ensure successful implementation, this plan also includes sections on:

- ⇒ Evaluation metrics
- ⇒ Milestones

GOAL A

GOAL A: Increase understanding of NEFSC's role, data, and science

Objective: Create informed stakeholders who understand and can contribute effectively to NEFSC's research.

STRATEGY 1: UNDERSTAND AND ACKNOWLEDGE STAKEHOLDERS' INTERESTS TO TAILOR COMMUNICATIONS AND BUILD TRUST.



PRIORITY ACTIVITY

Gather information directly from stakeholders, particularly the fishing industry, through in-person engagement, interviews or surveys.

1 Action: Create a database of NEFSC stakeholders to document how stakeholders currently engage and what specific interests are known (geographic, gear group, fish species and other marine life, research). Populate the database by:

- Identifying stakeholders through multiple channels by reviewing the following:
 - List of stakeholders generated by NEFSC staff for Communication Strategy interviews (see Appendix A: Stakeholder Contact List),
 - Stakeholder attendees at Council and past NEFSC meetings,

- Leaders of fishing industry and recreational fishing associations, or
- Self-selected stakeholders who sign up to receive NEFSC information through website or other social media.

2 Action: Set up meetings with stakeholder groups and the new director to share NEFSC priorities and listen to stakeholder concerns by:

- Working with director to identify key stakeholder groups to meet with, including:
 - Fishing industry and associations
 - Policy makers (Congress)
 - Environmental NGOs
- Debriefing with the director on the outcomes of the meetings.

3 Action: Collect information about stakeholder interests and concerns through surveys and interviews by:

- Interviewing stakeholders
 - Utilize the stakeholder database to identify interviewees
 - Develop an interview guide that contains questions that focus on the interviewees' needs, interests in the project, and how they would like to be involved in the project moving forward.
- Conduct interviews and summarize findings

- Collecting information via meeting/event evaluation forms.
 - Create a standard form for meeting and event feedback.
 - Provide follow-up online feedback opportunities through a survey tool such as SurveyMonkey or Google form.
 - Evaluate feedback and determine changes in meeting format and content, how information is presented and training needs for NEFSC staff.

4 Action: Document findings in the stakeholder database that details stakeholder group (NGO, fishing industry, etc.), organization, point of contact, level of involvement, and key interests.

TARGET AUDIENCE: Fishing industry

KEY MESSAGES: Clearly communicate the purpose of reaching out is to collect feedback on NEFSC projects. Sample messages include:

- NEFSC wants the fishing industry's feedback on NEFSC activities and priorities.

Resources and Tools Needed:

- **Training:** Train staff on how to communicate with stakeholders and share feedback with the Research Communication Branch director when collected through informal conversations.
- **Opt-in email database:** Create an opt-in form on the website to collect emails from stakeholders who would like to receive updates from NEFSC.
- **Stakeholder database:** Utilize the information collected in the assessment to begin a database cataloging stakeholder interests.
- **Survey tool:** SurveyMonkey (free), Google Form (free), or paper (to be provided at in-person meetings or events)
- **Personnel:**
 1. Stakeholder engagement specialist to conduct targeted outreach to stakeholder groups.
 2. Webmaster to create a form for stakeholders to opt-in for email updates.
 3. NEFSC Director to be available to meet with stakeholder groups.
 4. Research Communications Branch staff are needed to:
 - Develop and maintain a stakeholder database.
 - Develop standard evaluation form for presentations and events.
 - Provide training to NEFSC staff on communicating with stakeholders.
 - Update communications strategy as needed.

GOAL A, continued

Monitor media and social media to understand what stakeholders are saying and sharing.

1 Action: Set up Google News Alerts or use a professional media monitoring service, such as Cision or Meltwater, to crawl for news articles with relevant terms. Suggested keywords include:

- Northeast Fisheries Science Center
- Stock Assessment
- Climate and Ocean
- Fishing Industry or Commercial Fishing
- Recent NEFSC news (e.g. research, personnel changes, events, etc.)

2 Action: Utilize a social media dashboard, such as HootSuite, TweetDeck (free) or IceRocket (free), to monitor for emerging trends. Follow key interest groups (fishing associations, environmental NGOs, etc.) and search for social media posts with relevant topics such as:

- Stock Assessment
- NOAA NEFSC
- Northeast Fisheries Science Center
- Woods Hole Aquarium
- Specific species of interest (e.g. mackerel, salmon, right whale, etc.)
- Northeast and marine

3 Action: Filter results pulling the most relevant articles and posts.

4 Action: Share relevant information with NEFSC staff through email. Information should be used to fine tune messages for stakeholders, prioritize issues of relevance and keep staff informed of hot button issues on the horizon.

TARGET AUDIENCE: Environmental NGOs, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Media

KEY MESSAGES: Information and images should be posted about NEFSC plans and research activities, meetings and events, and accomplishments. Social media should also be used to respond to questions and correct misinformation posted by others.

Resources and Tools Needed:

- **Media Monitoring Tool:** Cision, Meltwater, MediaMiser, Google News Alert (free)
- **Social Media Dashboard:** TweetDeck (free), IceRocket (free), Cision, Meltwater, HootSuite, Google Alert for blogs (free)
- **Personnel:**
 1. NOAA Fisheries Office of Public Affairs provides some media monitoring.
 2. Research Communications Branch staff to provide additional media monitoring with a focus on issues specific to NEFSC. If tools are used, an hour of staff time daily would allow for an individual to sort through articles and identify and share the relevant items.
 3. Social media manager to provide ongoing social media monitoring and response.

Create a fishing industry (commercial and recreational) webpage that is tailored to industry interests (see GARFO's Fishing Industry Homepage: <https://www.greateratlantic.fisheries.noaa.gov/fish/>).

1 Action: Identify relevant information from research division staff.

2 Action: Reframe materials and messages with the fishing industry's interests in mind.

3 Action: Drive traffic to the webpage by promoting the page on social media, through email, and providing links on materials.

4 Action: Evaluate the new webpage's effectiveness through website analytics and survey of the fishing industry (see above process on collecting information on stakeholder interests).

5 Action: Adjust content and format based on feedback

TARGET AUDIENCE: Fishing Industry

KEY MESSAGES: The website should include information tailored to the fishing industry including research, meetings and event. Samples messages include:

- The NEFSC website is a place for the fishing industry to receive up-to-date information on NEFSC research, meetings and events that are relevant to recreational and commercial fishermen.

Resources and Tools Needed:

➤ **Personnel:**

1. Research division staff to provide relevant information.
2. Research Communications Branch staff to review information and reframe messaging based on fishing industry needs and interests.
3. Webmaster to design and update the fishing industry webpage.

GOAL A, continued

STRATEGY 2: COMMUNICATE THE RESEARCH PROCESS, SCHEDULE, AND OPPORTUNITIES FOR STAKEHOLDER INPUT THROUGH MULTIPLE CHANNELS



PRIORITY ACTIVITY

Share research agendas, decision making processes, and stock assessment schedules in a consistent and understandable way.

1 Action: Develop and distribute an easy-to-read, visually appealing annual schedule of NEFSC planned research, stock assessments, and public events. The start of the calendar year is a good time to distribute the schedule by:

- Posting on the NEFSC website and social media.
- Distributing through direct emails to stakeholders.
- Making available at in-person meetings.
- Sharing at scientific conferences.

2 Action: Anticipate and explain any deviations in the planned schedule immediately by:

- Updating schedule if there are changes.
- Sharing updated schedule with stakeholders through targeted emails, website updates, and social media posts.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Environmental NGOs, Policymakers

KEY MESSAGES: The annual schedule should include information about planned research, stock assessments, and public meetings and events and should invite stakeholders to participate in meetings and events.

- The fishing industry can stay abreast of NEFSC activities by providing contact information to receive email updates, participating in meetings and events, and visiting the NEFSC website.

Resources and Tools Needed:

➤ **Email Distribution Tool:** GovDelivery, Constant Contact, or MailChimp

➤ **Personnel:**

1. Graphics specialist to design a visually appealing, easy-to-read document.
2. Webmaster to post the schedule on the website.
3. Research Communications Branch staff to collect information to include in the schedule as well as distribute the schedule.
4. Social media manager to develop and share schedule via social media.



PRIORITY ACTIVITY

Inform and educate stakeholders on the regulatory mandates and opportunities for stakeholder input.

1 Action: Share information on public comment opportunities through social media, website, and email in addition to posting information on the Federal Register.

2 Action: Seek feedback on existing processes and ideas for improvement by:

- Developing survey to collect information on what works with the existing processes for public input and what could be improved. Are there better ways to get public input? Are there topics that the public would like to provide input on but there is no opportunity to do so right now?
- Distributing survey to all stakeholders via email, website, and social media.
- Evaluating findings and identify areas of improvement.

3 Action: Implement changes where feasible.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Environmental NGOs, Policymakers

KEY MESSAGES: Information about public comment opportunities should clearly communicate what feedback is useful, how feedback will be used, and explain any budget, regulatory, or other limitations.

Resources and Tools Needed:

- **Survey Tool:** SurveyMonkey (free), Google Form (free), or paper (to be provided at in-person meetings or events)
- **Personnel:**
 1. Stakeholder engagement specialist to implement public involvement process.
 2. Research Communications Branch staff to develop and distribute information and surveys.
 3. Social media manager to develop social media posts inviting feedback.

GOAL A, continued



PRIORITY ACTIVITY

Update website to share research process, schedule, and opportunities for stakeholder input.

1 Action: Participate in the NOAA HQ to website working group to ensure NEFSC needs and interests are built into the new distributed web model including:

- Creating custom pages tailored to specific audiences.
- Improving search function to allow stakeholders to find information more easily.
- Prioritizing content on program home pages so the most popular content is front and center.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Environmental NGOs, Policymakers

KEY MESSAGES: The website should be the first resource for NEFSC information and research.

Resources and Tools Needed:

➤ **Personnel:**

1. Webmaster to participate in website working group.
2. Research Communications Branch staff to assist with coordinating content changes.

STRATEGY 3: ENSURE INFORMATION IS UNDERSTANDABLE TO A LAY AUDIENCE AND PRESENTED IN A RELEVANT CONTEXT.



PRIORITY ACTIVITY

Create and distribute informational materials on NEFSC research and NEFSC processes.

- 1 Action:** Update NOAA Fisheries logo to include Northeast Fisheries Science Center name and distribute to research divisions for use on informational materials.
- 2 Action:** Develop infographics and succinct summaries for stock assessment and other research findings.
- 3 Action:** Distribute information through the website, social media and in-person meetings and events.
- 4 Action:** Distribute information through email by:
 - Creating an opt-in stakeholder database. Allow people to register for the database on the website and at in-person events. Utilize an email distribution tool, such as GovDelivery, Constant Contact, or MailChimp, to easily send targeted emails to those who have opted-in.
 - Asking NOAA staff to share information directly with their stakeholder contacts.
 - Taking advantage of partnerships and ask that key partners (councils, associations, etc.) share the information with their email lists.
- 5 Action:** Test the effectiveness and understanding of materials periodically by:
 - Requesting informal feedback via email communications or conversations with stakeholders.
 - Requesting formal feedback via formal surveys or interviews.
 - Updating materials to incorporate feedback received.

TARGET AUDIENCE: Fishing and Aquaculture Industries, General Public, Environmental NGOs

KEY MESSAGES: Informational materials should communicate research findings and important NEFSC processes in an easy-to-understand way. Content should avoid technical language, anticipate stakeholders' questions and prepare responses that are understandable, and acknowledge how the findings might impact stakeholders by linking to issues they care about.

Resources and Tools Needed:

- **Survey Tool:** SurveyMonkey (free), Google Form (free), or paper (to be provided at in-person meetings or events)
- **Personnel:**
 1. Graphics specialist to develop infographics and design materials.
 2. Research division staff to identify materials that need to be created and to provide technical content to the Research Communications Branch to develop the materials.
 3. Research Communication Branch staff to guide the development of materials, draft content, test and distribute the final product.
 4. Webmaster to update the website with new materials.
 5. Social media manager to post content to social media as appropriate.

GOAL A, continued



PRIORITY ACTIVITY

Pilot an intensive communication and engagement effort with the fishing industry during the annual stock assessment process to keep them informed, solicit their input, and gather feedback on effectiveness of the engagement efforts.

- 1 Action:** Develop a year-long engagement plan based on lessons learned outlined in the NEFSC Communication Strategy.
- 2 Action:** Seek feedback from stock assessment communication and engagement effort through surveys and interviews.
- 3 Action:** Incorporate feedback into a revised plan for fishing industry engagement in 2018, and use the lessons learned to expand the annual communication/engagement plan to other key stakeholders.

TARGET AUDIENCE: Fishing Industry

KEY MESSAGES: NEFSC is interested in creating a collaborative relationship with the fishing industry on the stock assessment process.

Resources and Tools Needed:

- Survey Tool: SurveyMonkey (free), Google Form (free), or paper (to be provided at in-person meetings or events)
- Personnel:
 1. Stakeholder engagement specialist to work with stock assessment staff to develop and implement



PRIORITY ACTIVITY

Provide communications and messaging training to scientists who will be speaking to the public.

- 1 Action:** Identify staff that are responsible for communicating to the public.
- 2 Action:** Develop and hold training on an annual basis (or more frequently if requested).

Resources and Tools Needed:

- Personnel:
 1. Research division staff to participate in training.
 2. Research Communication Branch staff to develop and deliver message training.

GOAL B

GOAL B - Increase visibility and accessibility of NEFSC's research, accomplishments, and impact

Objective: Make NEFSC the first place stakeholders turn for reliable information about the health of marine life and the ecosystems that support them.

STRATEGY 1: UTILIZE MEDIA AND SOCIAL MEDIA TO EDUCATE STAKEHOLDERS ABOUT NEFSC RESEARCH, ACCOMPLISHMENTS, AND IMPACT



PRIORITY ACTIVITY

Generate positive news articles.

- 1 Action:** Identify positive news from NEFSC division branch staff
- 2 Action:** Coordinate with NOAA Fisheries Office of Public Affairs on outreach strategy to ensure messaging is consistent and outreach to target publications and reporters is not duplicated.
- 3 Action:** Refine media list to target reporters and publications covering the topic based on media monitoring described above.
- 4 Action:** Send targeted pitch emails to key media using a media database, such as Cision or Agility, to identify contact information.
- 5 Action:** Share published articles via social media, website, and email.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Environmental NGOs, Policymakers

KEY MESSAGES: Posts should strive to communicate NEFSC's activities and successes.

Resources and Tools Needed:

- Media Database: Cision or Agility.
- Personnel:
 1. Research Communications Branch staff are needed to develop media pitch and conduct outreach.
 2. Research Division staff are needed to identify positive news.
 3. NOAA Fisheries Office of Public Affairs is needed to coordinate media outreach.

GOAL B, continued



PRIORITY ACTIVITY

Use social media to share NEFSC news and successes.

- 1 Action:** Develop social media editorial calendar that identifies timing of posts related to the release of research and planned events.
- 2 Action:** Create and distribute social media posts.
- 3 Action:** Ask stakeholders to share information via their social networks.

STRATEGY 2: MAKE NEFSC DATA ACCESSIBLE TO STAKEHOLDERS THROUGH EASY-TO-ACCESS WEB PORTALS THAT ALLOW SORTING AND DOWNLOADING.

Share NEFSC data through web portals.

- 1 Action:** Identify existing web portals that may be able to be used to store and share NEFSC data. The Northeast Oceans Data Portal created by the Northeast Regional Oceans Council may be one option.
- 2 Action:** Upload NEFSC data as it becomes available.
- 3 Action:** Promote the data portal through the website, social media posts, and emails.

TARGET AUDIENCE: Science/Academic/ Federal Partners, Councils/ASMFC, General Public, Environmental NGOs

KEY MESSAGES: Posts should strive to communicate NEFSC's activities and successes.

Resources and Tools Needed:

Personnel:

1. Social media manager is needed to develop and distribute social media posts.
2. Research Communications Branch staff are needed to ask stakeholders to share information.

TARGET AUDIENCE: Science/Academic/ Federal Partners, Councils/ASMFC, General Public, Environmental NGOs

KEY MESSAGES: The web portal should contain raw data that academic partners, councils, and other interested parties can access so that they may do independent analysis of data.

Resources and Tools Needed:

Personnel:

1. Social media manager is needed to develop and distribute social media posts.
2. Research Communications Branch staff are needed to ask stakeholders to share information.

GOAL C

GOAL C: Increase trust and confidence in NEFSC's research through effective engagement and collaboration

Objective: Increase stakeholder participation, value of input, and buy-in to results.

STRATEGY 1: TAILOR THE ENGAGEMENT STRATEGY TO THE PURPOSE AND THE STAKEHOLDER GROUP. THE RESOURCE INTENSITY OF IN-PERSON MEETINGS AND TELEPHONE OUTREACH MEANS NEFSC SHOULD RESERVE THIS LEVEL OF EFFORT FOR TARGETED INPUT AT THE EARLY STAGES BEFORE DECISIONS HAVE BEEN MADE, AT LATER STAGES TO SHARE PRELIMINARY AND FINAL RESULTS, AND TO HIGHLIGHT HOW INPUT HAS BEEN USED.

Implement an engagement strategy for specific NEFSC projects.

1 Action: Identify the goal of the engagement and targeted stakeholder group by:

- ≈ Working with division branch staff to understand the project goals.
- ≈ Identifying stakeholder groups who have an interest or will be impacted by the project by talking with division branch staff.

2 Action: Understand the stakeholder group's interests for each project by conducting surveys and interviews.

3 Action: Engage stakeholders as they indicated they would like to be engaged. This could include:

- ≈ Using NGO, academic, fishing industry stakeholders' attendance at fishery management council meetings to schedule informal and effective engagements between stakeholders and NEFSC staff.
- ≈ Meeting with fishermen in locations convenient to them, e.g. scheduled industry association meetings or meetings scheduled in evenings at prominent ports.
- ≈ Using webinar tools to encourage remote participation in NEFSC meetings and events.
- ≈ Implementing lessons learned from 2015 ground fish outreach and Fish Tank meetings for non-scientific stakeholders (see NEFSC Communications Strategy).

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, General Public, Environmental NGOs, Policymakers, Other Industry Groups

KEY MESSAGES: Engagement processes should strive to incorporate stakeholders and their expertise into NEFSC decisions. Engagement should educate stakeholders on existing opportunities to provide input at all stages of research, communicate to stakeholders the NEFSC's research priorities, and educate fishermen about the opportunities to participate in and availability of data and results developed through the Northeast Cooperative Research Program.

Resources and Tools Needed:

- ≈ Webinar tool: GoToMeeting, Adobe Connect, Zoom (free), WebEx
- ≈ Personnel:
 1. Stakeholder engagement specialist is needed to develop and implement engagement strategy.

GOAL C, continued

STRATEGY 2: ADDRESS NEGATIVE FEEDBACK IN A WAY THAT INVITES JOINT PROBLEM SOLVING.



PRIORITY ACTIVITY

Create a plan for monitoring and responding to negative media coverage and employ a rapid response system to address immediate issues.

1 Action: Identify Directorate-level staff to serve a response team to help evaluate the level of response needed and to serve as spokespeople if needed.

2 Action: Identify issue by monitoring media and social media for misinformation and seeking feedback from research division communications leads.

3 Action: Understand impact of negative media coverage. Understand the breadth of rumor (who knows?), influence level (who started the rumor? what is their sphere of influence?), strength of rumor (impact on NEFSC), and speed of action needed (immediate or mid-term).

4 Action: Develop response tailored to the situation. Options could include: calling the person/people who have the wrong information, writing a targeted email, posting clarification on website or social media to address issue, developing a larger response strategy, or not responding at all.

5 Action: Anticipate and develop additional responses for use in the future by identifying potential rumors/issues in a brainstorming session with response team. Prevent rumors by being upfront about uncertainties and what it means for the overall findings will help establish trust and defuse conflict.

TARGET AUDIENCE: Media, General Public, Policymakers

KEY MESSAGES: Responses should be developed with consideration for the audience and their sphere of influence.

Resources and Tools Needed:

Personnel:

1. Research Communication Branch staff are needed to develop and implement plan.
2. Directorate-level staff to serve as response team.

Provide training on how to handle contentious situations and difficult people.

1 Action: Identify staff that are responsible for communicating to the public.

2 Action: Develop and hold training on an annual basis (or more frequently if requested).

TARGET AUDIENCE: Fishing Industry, General Public, Environmental NGOs, Policymakers

KEY MESSAGES: NEFSC is interested in stakeholder concerns and ideas for solutions.

Resources and Tools Needed:

➤ **Personnel:**

1. Research division staff are needed to participate in training.
2. Stakeholder engagement specialist to develop and deliver training.

STRATEGY 3: ENGAGE CONSISTENTLY WITH TRUSTED OPINION LEADERS AMONG STAKEHOLDERS TO CREATE A VALUABLE CONDUIT FOR COMMUNICATION WITH THE BROADER STAKEHOLDER SECTOR.

Identify opinion leaders.

1 Action: Identify opinion leaders through events, media research, and stakeholder discussions by:

- Tracking who is quoted in relevant news articles. Opinion leaders are often cited in the media representing a stakeholder group or viewpoint.
- Seeking feedback from Research Division staff and stakeholders on who are key opinion leaders.
- Noting who is presenting at industry events and conferences.

2 Action: Incorporate information into stakeholder database.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, Environmental NGOs, Policymakers

KEY MESSAGES: NEFSC is interested in creating partnerships with opinion leaders.

Resources and Tools Needed:

➤ **Personnel:**

1. Research Communications Branch staff are needed to identify opinion leaders.

GOAL C, continued



PRIORITY ACTIVITY

Broaden relationships between NEFSC staff and stakeholder opinion leaders by seeking opportunities to interact at planned and regularly scheduled industry meetings, fishery management council meetings, community events, industry association meetings.

1 Action: Identify relevant events by searching scheduled meetings and conferences held by stakeholder groups and publications (see Appendix B: Stakeholder Organizations and Publications for Event Identification).

2 Action: Identify desired participation level (presenter, attendee, exhibitor, or sponsor) and contact meeting organizers to identify opportunities.

3 Action: Develop a comprehensive calendar of events including NOAA-sponsored meetings and events. Include name and date of event, NEFSC participants, key deadlines for abstracts and exhibits, and host organization. Work closely with GARFO and NOAA Fisheries Office of Public Affair to ensure outreach efforts are not duplicative.

Identify potential opportunities for partnership with opinion leaders.

1 Action: Have opinion leader share NEFSC information with their audiences.

2 Action: Invite opinion leaders to participate in key events such as science program reviews.

3 Action: Invite opinion leaders to provide feedback on NEFSC initiatives.

4 Action: Attend event and document lessons learned. Assess whether the event provided an opportunity for NEFSC to share information, make new connections or strengthen existing relationships.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils

KEY MESSAGES: NEFSC is available at events to provide information and collect feedback.

Resources and Tools Needed:

Personnel:

1. Stakeholder engagement specialist to identify events, coordinate NEFSC participation, and track lessons learned.
2. Research Division staff to attend events.
3. Research Communications Branch staff are needed to create tailored materials for the event.
4. Graphics specialist to develop tailored materials for event.

TARGET AUDIENCE: Fishing and Aquaculture Industries, Science/Academic/Federal Partners, Councils/ASMFC, Environmental NGOs, Policymakers

KEY MESSAGES: NEFSC is interested in creating partnerships with opinion leaders.

Resources and Tools Needed:

Personnel:

1. Stakeholder engagement specialist is needed to identify partnership opportunities with opinion leaders.

GOAL D

GOAL D - Build capacity for communications and stakeholder engagement across the NEFSC

Objective: Increase communications and outreach expectations, capacity, and support across the organization.

STRATEGY 1: CONTINUE TO STRENGTHEN THE COMMUNICATION OF DAY-TO-DAY WORK

STRATEGY 2: IDENTIFY STAFF OUTSIDE OF RESEARCH COMMUNICATIONS BRANCH WHO WILL SERVE AS COMMUNICATION LEADS WITH THE DIVISIONS/BRANCHES



PRIORITY ACTIVITY

Involve Research Communications Branch chief at Directorate-level strategic discussions.

Resources and Tools Needed:

Personnel:

1. Research Communications Branch chief is needed to participate in strategic discussions.

GOAL D, continued



PRIORITY ACTIVITY

Create a distributed model for communications.

- 1 Action:** Develop job description at the division level. The communications lead should have training in public communications, a good working relationship with the Research Communications Branch, an ability to work with diverse stakeholders, and be able to provide guidance and support in developing and executing communications plans for their Divisions. A full-time position may be needed for branches that require active stakeholder engagement in order to meet NEFSC's mission. This includes the Population Dynamics branch and Cooperative Research program.
- 2 Action:** Identify communications lead from each division.
- 3 Action:** Develop a process for sharing information between the communication leads and the Research Communications Branch. This could include regular meetings, reports, or ongoing day-to-day interactions.
- 4 Action:** Develop procedures to improve internal communication of upcoming center activities, particularly external meetings, developing controversies, sensitive topics, and stakeholder concerns.

5 Action: Ensure communication resources are allocated to project needs at the division level, which could include:

- hiring an independent contractor to support communications efforts (like the Atlantic Salmon Research Team or the Fisheries Sampling Branch),
- having the project team conduct the outreach, or
- providing sufficient notice to the Research Communications Branch so their staff can be available to assist with outreach.

Resources and Tools Needed:

→ **Personnel:**

1. Research Division chiefs are needed to:
 - Identify communications leads,
 - Modify job descriptions, and
 - Allocate communication resources to projects.
2. Research Communications Branch staff are needed to:
 - Assist with identifying communications leads, and
 - Develop and implement the processes needed to ensure information flows from communications leads to the Research Communications branch.

STRATEGY 3: IDENTIFY AND BUILD INTO BUDGET PLANNING THE EXPERTISE NEEDED TO SUPPORT THE COMMUNICATION STRATEGY



PRIORITY ACTIVITY

Fill needed communications capacity through contractors or full-time hires. Staff is needed in the following areas:

- ⇒ Stakeholder Engagement Specialist: responsible for overseeing stakeholder relationships including executing engagement strategies at the project level.
- ⇒ Social Media Manager: responsible for creating and managing social media outreach, including social media monitoring and response.
- ⇒ Graphic Design: responsible for providing tailored graphics and design for informational materials.

Resources and Tools Needed:

⇒ Personnel:

1. Research Communications Branch staff are needed to identify viable candidates and provide oversight to new hires or contract support.

EVALUATION

On a quarterly basis, metrics should be tracked to ensure communications activities are making strides towards communications objectives. Success will be measured by:

- Reduction in inaccurate news articles
- Increase of positive news articles
- Increased participation in meetings and events by NEFSC staff

- Increased stakeholder participation in NEFSC meetings and events
- Outputs and Performance (how many messages vs. the value of the message. A sample metrics tracking report is included below:

FY2017 *				
OUTREACH METRICS	Activities Quarter	Stakeholders Reached Quarter	YTD Activities	YTD Reached
	2	2	FY2017	FY2017
Events	4	2,500	7	10,000
Meetings	4	6	8	100
Outreach Emails Sent	10	5,000	20	10,000
Outreach Phone Calls Made	50	50	100	100
NEFSC Social Media Posts	12	1,200	24	2,400
Positive News Articles	3	30,000	5	50,000
TOTAL	33	38,756	64	72,600
Negative News Articles	0	0	1	10,000
TOTAL	0	0	1	10,000

*These Values are for sample purposes only

Qualitative feedback will be measured by:

- Positive feedback on meeting and event questionnaires (track quarterly)
- Positive feedback on communications from GARFO survey (track annually).

Research Communications Branch Staff Milestones

The following identifies milestones to achieve the strategies and goals outlined in the Communications Strategy. They allow for a phased approach to integrating the recommendations in the strategy and implementation plan which allows communications capability to ramp up across the NEFSC over the next five years.

PHASE		
Near-Term (FY17-FY18) High-priority milestones or those that can be accomplished with existing resources	Medium-Term (FY19-FY20) Milestones that can be accomplished with new resources or those that will continue to build effective communications	Long-Term (FY21-FY22) Milestones that can be accomplished with expanded internal communications and those that will continue to build effective communications
<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholder database created and populated (Goal A, Strategy 1, Task A.1, A.3) <input type="checkbox"/> Opt-in form created and posted on website (Goal A, Strategy 1, Task A.1) <input type="checkbox"/> Stakeholder meetings with director conducted (Goal A, Strategy 1, Task A.2) <input type="checkbox"/> Meeting and event evaluation form created (Goal A, Strategy 1, Task A.3) <input type="checkbox"/> Media and social media monitoring established (Goal A, Strategy 1, Task B) <input type="checkbox"/> Annual schedule of research, stock assessments, and public events developed and distributed (Goal A, Strategy 2, Task A) <input type="checkbox"/> NOAA Fisheries logo updated and distributed to research divisions for use (Goal A, Strategy 3, Task A.1) <input type="checkbox"/> Research Communications Branch staff participating in website working group (Goal A, Strategy 2, Task C) <input type="checkbox"/> Fishing industry engagement plan developed and implemented (Goal A, Strategy 3, Task B.1) 	<ul style="list-style-type: none"> <input type="checkbox"/> Continued monitoring of media and social media (Goal A, Strategy 1, Task B) <input type="checkbox"/> Information on public comment opportunities shared (Goal A, Strategy 2, Task B.1) <input type="checkbox"/> Feedback on public comment processes collected (Goal A, Strategy 2, Task B.2) <input type="checkbox"/> Website recommendations implemented (Goal A, Strategy 2, Task C) <input type="checkbox"/> Tailored informational materials created for NEFSC research and processes (Goal A, Strategy 3, Task A) <input type="checkbox"/> Email updates distributed as needed (Goal A, Strategy 3, Task A.4) <input type="checkbox"/> Feedback collected on fishing industry engagement (Goal A, Strategy 3, Task B.2) <input type="checkbox"/> Fishing industry engagement plan revised (Goal A, Strategy 3, Task B.3) <input type="checkbox"/> Communications training provided to scientists presenting to the public (Goal A, Strategy 3, Task C) <input type="checkbox"/> Relationships established with opinion leaders (Goal C, Strategy 3, Task B) 	<ul style="list-style-type: none"> <input type="checkbox"/> Audience-specific webpages created (Goal A Strategy 1, Task C) <input type="checkbox"/> Email updates tailored by topic regularly distributed (Goal A, Strategy 3, Task A.4) <input type="checkbox"/> Continued development of tailored materials and graphics (Goal A, Strategy 3, Task A) <input type="checkbox"/> Continued communications training provided to scientists presenting to the public (Goal A, Strategy 3, Task C) <input type="checkbox"/> Long-lead or feature stories identified and secured in media (Goal B, Strategy 1, Task A) <input type="checkbox"/> Social media regularly updated (Goal B, Strategy 1, Task B) <input type="checkbox"/> Web portal for data sharing developed (Goal B, Strategy 2, Task A) <input type="checkbox"/> Regular webinars held to update interested stakeholders on NEFSC activities (Goal C, Strategy 1, Task A.3)

PHASE, CONTINUED		
Near-Term (FY17-FY18) High-priority milestones or those that can be accomplished with existing resources	Medium-Term (FY19-FY20) Milestones that can be accomplished with new resources or those that will continue to build effective communications	Long-Term (FY21-FY22) Milestones that can be accomplished with expanded internal communications and those that will continue to build effective communications
<ul style="list-style-type: none"> <input type="checkbox"/> Media list updated (Goal B, Strategy 1, Task A.3) <input type="checkbox"/> Social media platforms established and editorial calendar developed (Goal B, Strategy 1, Task B.1) <input type="checkbox"/> Response plan for negative media coverage created (Goal C, Strategy 2, Task A) <input type="checkbox"/> Industry events identified (Goal C, Strategy 3, Tasks A.1-A.3) <input type="checkbox"/> Events and meetings staffed as requested (Goal C, Strategy 3, Task A.4) <input type="checkbox"/> Research Communications Branch director participating in all Directorate-level strategic discussions (Goal D, Strategy 1, Task A) <input type="checkbox"/> Communications metrics tracked quarterly (Evaluation) 	<ul style="list-style-type: none"> <input type="checkbox"/> Social media regularly updated (Goal B, Strategy 1, Task B) <input type="checkbox"/> Engagement strategies developed for NEFSC projects (Goal C, Strategy 1, Task A) <input type="checkbox"/> Webinars held as needed to update interested stakeholders (Goal C, Strategy 1, Task A.3) <input type="checkbox"/> Conflict management training provided to NEFSC staff (Goal C, Strategy 2, Task B) <input type="checkbox"/> Active solicitation of participation in industry events and meetings (Goal C, Strategy 3, Tasks A.2-A.3) <input type="checkbox"/> Internal communications assessment completed (Goal D, Strategy 1, Task B) <input type="checkbox"/> Research division communications leads identified (Goal D, Strategy 2, Task A) <input type="checkbox"/> Research Communications Branch Staff expanded to include graphic design, social media, and stakeholder engagement leads (Goal D, Strategy 3, Task A) <input type="checkbox"/> Communications metrics tracked quarterly (Evaluation) 	<ul style="list-style-type: none"> <input type="checkbox"/> Continued active solicitation of participation in industry events and meetings (Goal C, Strategy 3, Tasks A.2-A.3) <input type="checkbox"/> Public presentations reviewed and approved by communications leads (Goal D, Strategy 2, Task A.4) <input type="checkbox"/> Communications metrics tracked quarterly (Evaluation)

APPENDICES

Stakeholder
Contact List

Stakeholder
Organizations &
Publications for
Event Identification

APPENDIX A

Appendix A: Stakeholder Contact List

The following list of external stakeholders were identified during the communications assessment process. This list may be used as a starting point for developing a stakeholder database, but should be vetted with individuals listed to ensure they consent to contact from NOAA and are categorized correctly.

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Sebastian Belle	Director, Maine Aquaculture Association	Aquaculture	Info@MaineAquaculture.com	207-622-0136 (main company number)	Interviewed for NEFSC Strategic Science Plan	
Johnny Shockley	Vice President, Hoopers Island Oyster Aquaculture Co.	Aquaculture	[REDACTED]		Interviewed for NEFSC Strategic Science Plan	
Marc Stettner	fisherman/ private angler	Commercial & recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	
Hank Lackner	Fishing/squid boat captain and owner	Commercial fishermen/ industry	[REDACTED]			John Manderson
Robert Ruhle	Fisherman	Commercial fishermen/ industry	[REDACTED]			John Manderson
Jim Ruhle	President, Commercial Fishermen of America; Captain, F/V Darana R	Commercial fishermen/ industry	fvadaranar@aol.com	252-423-0238		Dave Richardson
David Goethel	Owner and operator of fishing trawler, F/V Ellen Diane, (previously worked at the New England Aquarium as a research biologist)	Commercial fishermen/ industry			Interviewed for NEFSC Strategic Science Plan	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Bill Gerencer	Seafood buyer and former commercial fisherman; has served on the Portland Fish Exchange board, the New England Fishery Management Council's Groundfish Advisory Panel and the Office of Sustainable Fisheries' Highly Migratory Species Advisory Panel.	Commercial fishermen/ Industry			Invites to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Robert Ruhle	Fisherman	Commercial fishermen/ industry	[REDACTED]			John Manderson
Richard Burgess	H&H Fisheries	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Al Cottone	Northeast Fishery Sector II	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Joe Jurk	Fisherman	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
David Leveille	Northeast Fishery Sector II	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
John Montgomery	F/V Chandelle	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Joe Orlando	Northeast Fishery Sector II	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Russ Sherman	Northeast Fishery Sector II	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Don Smith	F/V Ryan Zachary	Commercial fishermen/ industry representatives			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Bill Amaru	Joanne-A III	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Ed Barrett	F/V Sirius	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Marnie Barrett	F/V Sirius	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Ron Borjeson	F/V Angenette	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Frank Mirarchi	Boat Kam Inc	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Kevin Norton	Yankee Rose	Commercial fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Marty Odlin	Atlantic Trawlers	Commercial fishermen/ industry representatives			Attendee at Portland Fish Tank Port meeting (Commercial)	
Lucy Van Hook	Maine Coast Fishermen's Association	Commercial fishermen/ industry representatives			Attendee at Portland Fish Tank Port meeting (Commercial)	
Carl Bouchard	fisherman	Commercial fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Peter Flanigan	F/V Wendy Lee	Commercial fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	
Ellen Goethel	F/V Ellen Diane	Commercial fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	
Peter Kendall	New England Fishery Management Council; Yankee Co-op	Commercial fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	
Chris Brown	Rhode Island Commercial Fishermen's Alliance	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Donald Fox	Lightning Bay	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
John Haran	Northeast Fishery Sector 13	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Jim Jordan	fisherman	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Jon Knight	Superior Trawl	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Fred Mattera	Commercial Fisheries Research Foundation	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Daniel Salerno	Northeast Fishery Sector 5/11	Commercial fishermen/ industry representatives			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Rich Seagraves	Senior Scientist, Mid-Atlantic Fishery Management Council	Council	rseagraves@mafmc.org		Interviewed for NEFSC Strategic Science Plan	
Mary Beth Nickell-Tooley	Voting Council Member, New England Fishery Management Council	Council	mbtooley@live.com		Interviewed for NEFSC Strategic Science Plan	
Jake Kritzer	New England Fishery Management Council Scientific and Statistical Committee; Senior Fisheries Scientist for Environmental Defense Fund	Council	Online form available here: https://www.edf.org/email/node/316/field_email		NEFSC Groundfish Operational Assessment Meetings (Assessment Oversight Panel); Attendee at Plymouth Fish Tank Port meeting	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
J.J. Maguire	New England Fishery Management Council Scientific and Statistical Committee	Council	jeanjacquesmaguire@gmail.com		NEFSC Groundfish Operational Assessment Meetings (Assessment Oversight Panel)	
Tom Nies	New England Fishery Management Council	Council			Attendee at Portland Fish Tank Port meeting (Commercial)	
Kevin Wark	Advisor to the Mid-Atlantic Fishery Management Council, the New England Council, the New Jersey Marine Fisheries Council and the Atlantic States Marine Fisheries Commission	Fishermen/ industry	kevinwark@comcast.net		GSSA board member	John Manderson and Peter Plantamura
Greg DiDomenico	Executive Director, Garden State Seafood Association; in-shore pelagic fishermen	Fishermen/ industry	gregdi@voicenet.com	(609) 675-0202		John Manderson; BOEM stakeholder
Charlie Quinn	F/V Celtic - scallop and others	Fishermen/ industry			BOEM stakeholders	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Steve Welch	Groundfish Trawl, Northeast Seafood Coalition	Fishermen/ industry	[REDACTED]	[REDACTED]	BOEM stakeholders	
Laurie Nolan	F/V Sea Capture - finfish New York	Fishermen/ industry	[REDACTED]	[REDACTED]	BOEM stakeholders	
Danielle Buonantony	Marine Resources Specialist for the Pentagon's chief of naval operations	Government	danielle.buonantony@navy.mil		Interviewed for NEFSC Strategic Science Plan	
Rodney Cluck	Division of Environmental Sciences Chief, BOEM	Government	rodney.cluck@boem.gov		Interviewed for NEFSC Strategic Science Plan	
John Pierson	Office Deputy Assistant Secretary of the Navy - Environment (National Marine Protected Areas FAC)	Government	john.c.pierson@navy.mil		Interviewed for NEFSC Strategic Science Plan	
Richie Canastra	New Bedford and Boston Seafood Auctions	industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Angelo Ciocca	President and CEO, Nova Seafood	Industry	[REDACTED]	[REDACTED]	Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Libby Etrie	Program Director, Northeast Sector Service Network	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Vito Giacalone	President, Gloucester Fishing Community Preservation Fund	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Drew Minkiewicz	Partner, Kelley, Drye, and Warren (represents Fisheries Survival Fund)	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Jackie Odell	Northeast Seafood Coalition	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Jim Odlin	Atlantic Trawlers	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee); Attendee at Portland Fish Tank Port meeting	Chris Legault

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
John Pappalardo	Cape Cod Commercial Fishermen's Association; Ground fish fisherman; NEFMC member (former chairman)	Commercial fishing industry; Council	john@ccchfa.org	508-945-2432	Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee); BOEM stakeholder	Chris Legault
Paul Parker	Director, Cape Cod Fisheries Trust	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Maggie Raymond	Director, Associated Fisheries of Maine (trade association)	Industry	maggieraymond@attbi.com	207-384-4854	Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Joyce Rowley	Field Correspondent, Commercial Fisheries News	Industry			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Shanna Madsen	Atlantic States Marine Fisheries Commission	Industry			Attendee at Warwick Fish Tank Port meeting (Commercial)	
John Williamson	Sea Keeper Consulting; Captain	Industry representatives	john@seakeeper.org		Interviewed for NEFSC Strategic Science Plan	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Meghan Lapp	Industry Representative for Seafreeze, Ltd and Secretary, Center for Sustainable Fisheries	Industry representatives	Meghan@seafreezeltd.com			John Manderson, Michael Ball
Katie Almeida	Fisheries Policy Analyst, The Town Dock	Industry representatives	kalmeida@towndock.com			John Manderson
Jeff Kaelin	Government Relations, Lund's Fisheries	Industry representatives	jkaelin@lundsfish.com	609.884.7600 extension 213	GSSA board member	John Manderson and Peter Plantamura
Rodney Avila	New England Fishery Management Council; Fishing Safety training instructor	Industry/council			Invitees to the upcoming TRAC (Transboundary Resources Assessment Committee)	Chris Legault
Doug Grout	Marine Division Chief, New Hampshire Fish and Game	Local government	douglas.grout@wildlife.nh.gov		Interviewed for NEFSC Strategic Science Plan	
Bill Hoffman	Massachusetts Division of Marine Fisheries	Local government			Attendee at Gloucester Fish Tank Port meeting (Commercial)	
Jessica Joyce	Massachusetts Division of Marine Fisheries	Local government			Attendee at New England Fish Tank Port meetings (Commercial) & Recreational Fish Tank Port meetings	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Meredith Mendelson	Maine Department of Marine Resources	Local government			Attendee at Portland Fish Tank Port meeting (Commercial)	
Sally Sherman	Maine Department of Marine Resources	Local government			Attendee at Portland Fish Tank Port meeting (Commercial)	
Carl Wilson	Maine Department of Marine Resources	Local government			Attendee at Portland Fish Tank Port meeting (Commercial)	
Jason McNamee	Rhode Island Department of Environmental Management	Local government			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Matt Ayer	Massachusetts Division of Marine Fisheries	Local government			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Peter Shelley	Senior Counsel, Conservation Law Foundation	NGO	pshelley@clf.org		Interviewed for NEFSC Strategic Science Plan	
Chris McGuire	Marine Program Director, The Nature Conservancy	NGO			Interviewed for NEFSC Strategic Science Plan; Attendee at Plymouth Fish Tank Port meeting	
Steve Koenig	Executive Director, Project SHARE	NGO				Mark Renkawitz

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Peg Parker	Commercial Fisheries Research Foundation	NGO/research	pparker@cfrfoundation.org cfrfoundation.org		BOEM stakeholders; Attendee at Warwick Fish Tank Port Meeting (Commercial)	
Bill Mook	Owner, Mook Sea Farms	Oyster farmer	mkseafarm@gmail.com		Interviewed for NEFSC Strategic Science Plan	
Glenn Goodwin		Processors/dealers	Glenn3@verizon.net			John Manderson
Wayne Reichle	Vice President & International Sales, Lund's Fisheries	Processors/dealers	wreichle@lundsfish.com			John Manderson and Peter Plantamura
Gerry O'Neill	Production Manager, Cape Seafoods	Processors/dealers	gerryjr@capeseafoods.com			John Manderson
Monty Hawkins	Fishing Captain - Charter Boat Captain, Recreational Fishing	Recreational fishermen/ industry representatives	capt.montyhawkins@gmail.com	443-235-5531		John Manderson
Rich Antonino	Black Rose Fishing Charters	Recreational fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Recreational)	
Patrick Paquette	Basic Strategies	Recreational fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Recreational)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Mike Pierdinock	Stellwagen Bank Charter Boat Association, Recreational Fishing Alliance, CPF Charters	Recreational fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Recreational)	
Charlie Wade	Stellwagen Bank Charter Boat Association	Recreational fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Recreational)	
Dave Waldrip	Relentless Charters	Recreational fishermen/ industry representatives			Attendee at Plymouth Fish Tank Port meeting (Recreational)	
Les Eastman	Eastman's Fishing Fleet	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Mark Godfroy	Eastman's Fishing Fleet	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Shawn Joyce	private angler	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Brian McCarthy	Eastman's Fishing Fleet	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Scott McGuire	Summer Job Fishing Charters	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Tommy Scanlon	Mariners Sportfishing Charters	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Michael Sosik	Northeast Charterboat Captain's Association	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Kevin Twombly	Kayman Charters	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Ritchie White	private angler, Atlantic States Marine Fisheries Commission	Recreational fishermen/ industry representatives			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Chris Roebuck	Skipper and Owner, Karen Elizabeth	Scallop fishermen	[REDACTED]		Interviewed for NEFSC Strategic Science Plan	John Manderson, Dave Richardson
Peter Hughes	Atlantic Capes Fisheries Scallop fisherman	Scallop fishermen	[REDACTED]	[REDACTED]	BOEM stakeholders	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Mary Hudson	Fisheries Technical Assistance Program Gulf of Maine Research Institute	Scientist/ Academic	<a href="mailto:Mary.Hudson<mhudson@Gmri.org>">Mary Hudson <mhudson@Gmri.org>	(207) 228-1666	Attendee at Gloucester Fish Tank Port meeting (Commercial) & Recreational Fish Tank Port meetings	
Jason Roberts	Duke University Marine Geospatial Ecology Lab	Scientist/ Academic	jason.roberts@duke.edu	(206) 619-2736		Christin Khan
Jeremy Collie	University of Rhode Island Coastal Institute	Scientist/ Academic	jcollie@uri.edu		Interviewed for NEFSC Strategic Science Plan	
Bonnie McCay	Professor, Rutgers University	Scientist/ Academic	mccay@aesop.rutgers.edu		Interviewed for NEFSC Strategic Science Plan	
Matt McKenzie	Associate Professor of History, University of Connecticut (specialty in marine environmental history)	Scientist/ Academic	Matthew.McKenzie@uconn.edu		Interviewed for NEFSC Strategic Science Plan	
Scott Kraus	Director, NE Aquarium Right Whale Research Program	Scientist/ Academic	skraus@neaq.org	617.973.5457		Christin Khan
Philip Hamilton	Research Scientist, NE Aquarium Right Whale Research Program	Scientist/ Academic				Christin Khan

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
David Rudders	Virginia Institute of Marine Science	Scientist/ Academic	rudders@vims.edu	(804) 684-7531	Participant in Northeast Cooperative Research Program	
Ronald Smolowitz	Coonamessett Farm	Scientist/ Academic	cfarm@capecod.net		Participant in Northeast Cooperative Research Program	
Farrell Davis	Coonamessett Farm Foundation	Scientist/ Academic	fdavis@cfarm.org		Participant in Northeast Cooperative Research Program	
Christopher Parkins	Coonamessett Farm Foundation	Scientist/ Academic	cparkins@cfarm.org		Participant in Northeast Cooperative Research Program	
Melissa Campbell	Coonamessett Farm Foundation	Scientist/ Academic	mcampbell@cfarm.org		Participant in Northeast Cooperative Research Program	
Carl Huntsberger	Coonamessett Farm Foundation	Scientist/ Academic	chuntsberger@cfarm.org		Participant in Northeast Cooperative Research Program	
Jasper Leavitt	Coonamessett Farm Foundation	Scientist/ Academic	jleavitt@cfarm.org		Participant in Northeast Cooperative Research Program	

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Rachel Simpson	Coonamessett Farm Foundation	Scientist/ Academic	rsimpson@cfarm.org		Participant in Northeast Cooperative Research Program	
Liese Siemann	Research Biologist, Coonamessett Farm Foundation	Scientist/ Academic	lsiemann@cfarm.org		Participant in Northeast Cooperative Research Program	
Jennifer Koop	University of Massachusetts - Dartmouth	Scientist/ Academic	jkoop@umassd.edu			
Steven Cadrin	UMass Dartmouth School for Marine Science and Technology	Scientist/ Academic	scadrin@umassd.edu	(508) 910-6358	NEFSC Groundfish Operational Assessment Meetings (Assessment Oversight Panel); Attendee at Warwick Fish Tank Port meeting	
Alexa Dayton	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at New England Fish Tank Port meetings (Commercial & Recreational)	
Steve Eayrs	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Gloucester Fish Tank Port meeting (Commercial)	

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Lisa Kerr	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at New England Fish Tank Port meetings (Commercial)	
Cate O'Keefe	UMass School for Marine Science and Technology	Scientist/ Academic			Attendee at Gloucester and Plymouth Fish Tank Port meetings (Commercial)	
Jonathon Peros	New England Fishery Management Council	Scientist/ Academic			Attendee at Gloucester Fish Tank Port meeting (Commercial) & Recreational Fish Tank Port meetings	
Doug Zemeckis	UMass School for Marine Science and Technology	Scientist/ Academic			Attendee at Gloucester Fish Tank Port meeting (Commercial) & Recreational Fish Tank Port meetings	
Greg DeCelles	UMass School for Marine Science and Technology	Scientist/ Academic			Attendee at Plymouth Fish Tank Port meeting (Commercial)	
Bill Duffy	Greater Atlantic Regional Fisheries Office	Scientist/ Academic			Attendee at Plymouth Fish Tank Port meeting (Commercial)	

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Michelle Brown	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Portland Fish Tank Port meeting (Commercial)	
Andy Pershing	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Portland Fish Tank Port meeting (Commercial) & Recreational Fish Tank Port meetings	
Graham Sherwood	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at New England Fish Tank Port meetings (Commercial)	
Adam Baukus	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Portsmouth and Warwick Fish Tank Port meetings (Commercial) & Plymouth Fish Tank Port meetings (Recreational)	
Patty Collins	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	
Chris Glass	University of New Hampshire	Scientist/ Academic			Attendee at Portsmouth Fish Tank Port meeting (Commercial)	

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Kathy Mills	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Portsmouth Fish Tank Port meeting (Commercial) & Recreational Fish Tank Port meetings	
Crista Bank	UMass School for Marine Science and Technology	Scientist/ Academic			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Jim Gartland	Virginia Institute of Marine Science	Scientist/ Academic			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Mark Hager	Gulf of Maine Research Institute	Scientist/ Academic			Attendee at Warwick Fish Tank Port meeting (Commercial)	
Walt Golet	Gulf of Maine Research Institute, University of Maine	Scientist/ Academic			Attendee at Portsmouth Fish Tank Port meeting (Recreational)	
Ernie Panacek	Viking Village	Commercial fishing industry	██████████		GSSA board member	Peter Plantamura
Jim Lovgren	Point Pleasant Cooperative	Commercial fishing industry			GSSA board member	Peter Plantamura

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Michael Danko	New Jersey Sea Grant, Assistant Director Extension, Marine Recreation Agent: Fisheries and Boating			732-872-1300 x29		Peter Plantamura
Lars Axelsson	F/V Flicka owner (Study Fleet vessel); SMB Fishery	Commercial fishing industry	fvflicka@comcast.net			Peter Plantamura
Jim Gutowski	Owner F/V Ms. Manya (Study Fleet vessel); NEFMC Sea Scallop Advisory Panel vice chair	Commercial fishing industry	jamesgutowski@comcast.net			Peter Plantamura
Brady Lybarger	Captain F/V Jersey Cape (Study Fleet vessel); NEFMC Sea Scallop Advisory Panel	Commercial fishing industry	jettyhunter@mac.com			Peter Plantamura
Tom Dameron	Fleet Manager, Clam Fishery, OQ & SC, Yannis Karavia, LLC, Surfside Foods, LLC	Commercial fishing industry	capttomd@gmail.com			Peter Plantamura
Robert Deal	Executive Director, Atlantic States Marine Fisheries Commission	Commission	rbeal@asmfc.org			
Thomas Niles	Executive Director, NEFMC	Council	tnies@nefmc.org	(978) 465-0492 (ext. 113)		

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Chris Moore	Executive Director, MAFMC	Council	cmoore@mafmc.org	(302) 526-5255		
Moe Brown	New England Aquarium	Scientist/ Academic	[REDACTED]			Christin Khan
Amy Knowlton	New England Aquarium	Scientist/ Academic	[REDACTED]			Christin Khan
Monica Zani	New England Aquarium	Scientist/ Academic	[REDACTED]			Christin Khan
Richard Delaney	Center for Coastal Studies, Director	Scientist/ Academic	delaney@coastalstudies.org			Christin Khan
Stormy Mayo	Center for Coastal Studies, Plankton/right whale habitat	Scientist/ Academic	c.mayoiii@comcast.net			Christin Khan
Corey Accardo	Center for Coastal Studies, right whale aerial surveys	Scientist/ Academic	caccardo@coastalstudies.org			Christin Khan
Scott Landry	Center for Coastal Studies, disentanglement or large whales and turtles	Scientist/ Academic	sclandry@coastalstudies.org			Christin Khan
Jooke Robbins	Center for Coastal Studies, humpback research	Scientist/ Academic	jrobbins@coastalstudies.org			Christin Khan
Michael Moore	WHOI, marine biologist	Scientist/ Academic	[REDACTED]			Christin Khan
Brad Wellock	Massport		BWellock@massport.com		holds monthly Port Operators Group meetings	Christin Khan

NAME	AFFILIATION	STAKEHOLDER GROUP	EMAIL ADDRESS	PHONE NUMBER	ASSOCIATION WITH NOAA	REFERRED BY
Regina Silvia	whale advocate for Whale and Dolphin Conservation	NGO	regina.asmutis-silvia@whales.org			Christin Khan
Robert Kenney	Database manager, URI	Scientist/ Academic	rkenney@uri.edu		database manager where NOAA archives its right whale aerial survey data at URI	Christin Khan
Monty Hawkins	Fishing Captain - Charter Boat Captain, Recreational Fishing	Recreational fishing industry				John Manderson
Josh Kohut	Rutgers University Center for Ocean Observation Leadership; MARACOOS	Scientist/ Academic	kohut@marine.rutgers.edu			John Manderson
Ed Basset	Passamaquoddy Tribe of Indians	Tribal	edb@wabanaki.com	(207) 853-2600 EXT. 255		John Manderson
J. Ru Morrison	NERACOOS	Scientist/ Academic	ru@neracoos.org			John Manderson

APPENDIX B

Appendix B: Stakeholder Organizations and Publications for Event Identification

The following list of organizations and publications can be a resource to identify relevant events:

- ⇒ Atlantic States Marine Fisheries Commission (<http://www.asafc.org/calendar/>)
- ⇒ New England Fisheries Management Council (<http://www.nefmc.org/calendar>)
- ⇒ Mid Atlantic Fisheries Management Council (<http://www.mafmc.org/council-events/>)
- ⇒ Marine Fisheries Council (<http://www.state.nj.us/dep/fgw/mcnclmtg.htm>)
- ⇒ NJ Shell Fisheries Council (<http://www.state.nj.us/dep/fgw/mcnclmtg.htm>)
- ⇒ Consortium for Ocean Leadership Public Policy Forum (<http://policy.oceanleadership.org/events/public-policy-forum/>)
- ⇒ American Fisheries Society (<http://fisheries.org/events/>)
- ⇒ Capitol Hill Ocean Week (<https://www.marinesanctuary.org/chow/>)
- ⇒ National Fisheries Institute (<http://www.aboutseafood.com/about/>)
- ⇒ Northeast Seafood Coalition (<http://northeastseafoodcoalition.org/category/events/>)
- ⇒ Cape Cod Fishermen's Alliance (<http://www.capecodfishermen.org/events>)
- ⇒ Massachusetts Lobstermen's Association (<http://lobstermen.com/calendar-of-events/>)
- ⇒ The Fisherman Magazine (https://www.thefisherman.com/index.cfm?fuseaction=page.display&page_id=56)
- ⇒ Gulf of Maine Research Institute (<http://www.gmri.org/events/calendar>)
- ⇒ Maryland Watermen's Association (<http://www.marylandwatermen.com/events.html>)
- ⇒ Delaware Mobile Surf Fishermen Club (<https://www.dmsclub.org/events.html>)
- ⇒ White Marlin Open (<http://whitemarlinopen.com/>)

