



**Mid-Atlantic Fishery Management Council**  
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## MEMORANDUM

**Date:** March 25, 2021  
**To:** Council  
**From:** Kiley Dancy, Staff  
**Subject:** East Coast Climate Change Scenario Planning Initiative: Update

On Wednesday, April 7, the Council will receive an update on the East Coast Climate Change Scenario Planning Initiative. This initiative is in the early stages of development, with the Northeast Region Coordinating Council (NRCC) serving as the primary decision-making body with the addition of South Atlantic representatives. A newly formed core team of technical staff from participating organizations held an initial meeting earlier this month to discuss planning for this process. A facilitator is currently being secured to assist with planning and development of the initiative. Additional information is available in the following briefing materials:

1. Scenario planning core team meeting summary from March 11, 2021
2. DRAFT Scenario Planning Planned Process document as of March 25, 2021

In addition, overview information and past documents are available at a recently created website for this initiative: <https://www.mafmc.org/actions/climate-change-scenario-planning>.

**Attendees:** Kiley Dancy (MAFMC), Deirdre Boelke (NEFMC), Roger Pugliese (SAFMC), Sean Lucey (NEFSC), Toni Kerns (ASMFC), Moira Kelly (NMFS GARFO), Brandon Muffley (MAFMC)

The core team reviewed a draft document with an overview of a proposed east coast climate change scenario planning process. The core team recommended some modifications to this document which will be provided to the Northeast Region Coordinating Council (NRCC), including leadership from the SAFMC, for discussion and approval. A summary of the core team comments during this meeting is provided below.

### **Core Team Membership**

- The core team recommends that the NRCC consider adding Wendy Morrison from NMFS headquarters to the core team, if available. Wendy served on the previous NRCC working group and has valuable experience with other NMFS scenario planning and climate change initiatives.
- The core team also recommends requesting involvement from a Southeast Fisheries Science Center (SEFSC) staff member, if there is someone available with the relevant climate change and fisheries expertise for the South Atlantic region. The core team felt that the group could use another individual with extensive science and climate background. While there was not a specific individual recommended at this time, SAFMC staff will explore potential individuals with relevant expertise that could be requested if the NRCC and SEFSC agree to this participation.

### **Facilitation**

- The core team was supportive of the proposed facilitation contract with Jonathan Star of Scenario Insight LLC and acknowledged throughout their meeting that much of the planning, including development of project objectives, timeline, and process, should be informed by future discussions with an experienced facilitator.
- The group discussed how the timing of bringing a facilitator on board may overlap with the beginning stages of this initiative. A scope of work for a contractor is in development currently, but it is still unknown exactly when a facilitator may start work on this project. This will influence the timing of the beginning stages of the project including scoping.

### **Objectives and Expected Outcomes**

- The core team agreed that identifying clear objectives early is important but noted that the advice of a facilitator on the most effective and efficient way to develop objectives will be important on this subject.
- The core team will draft strawman potential objectives for NRCC feedback, targeting the NRCC's late May meeting. Ideally, the facilitator would be able to provide advice on this subject as well prior to this May meeting, but the timing may be tight. Development of objectives can be an iterative process.

- The core team noted that it would be beneficial to leave objectives and focal questions as draft through the scoping process so that they can be refined if needed based on stakeholder input. This would improve buy-in and allow stakeholders to provide some early direction for this project.
- The NRCC should also review and discuss the preliminary list of possible expected outcomes currently in the draft document. These outcomes are something that the core team, facilitator, and NRCC should continue to develop as this process unfolds, but it will be important to clarify for stakeholders what deliverables they can expect out of this process.
- The draft outcomes in the document are relatively standard for a scenario planning process, but more specificity may be needed eventually to make them more relevant and specific to east coast management processes and enhance understanding by stakeholders.
- Eventually, clarification will be needed on how specific and far reaching the expected outcomes will be. The core team notes that the results will generally be more along the lines of broader organizational planning and strategizing, and recommendations related to governance issues. This process is not likely to result in highly specific fishery management plan level proposed changes. Scenario planning is more strategic and qualitative, not quantitative or species specific like a Management Strategy Evaluation.
- Region-specific applications and recommendations could be considered later in the process, but the core team would be wary of doing so in place of coast-wide recommendations and applications, given that this initiative should be aiming for improved coordination, cooperation, and multi-jurisdictional governance structures.

### **Timeline**

- Overall, the group felt that the tentative timeline presented to the NRCC in November 2020 (see Nov. 4 memo from MAFMC staff<sup>1</sup>) was overly ambitious and will likely need to be pushed back especially in the beginning stages. A facilitator has not yet started work on this process, and in addition, the group noted that scoping is likely to take longer than initially planned (see “Process and Scoping” below).
- The aim to have a scenario building workshop in late Fall 2021 may be reasonable but it depends on how quickly the scoping process gets started and how extensive the scoping phase is (e.g., use of surveys, multiple public meetings, etc.) as well as workshop preparation.
- NRCC feedback is needed on the feasibility of the draft timeline presented in the proposed process document as well as commitment from each body to provide adequate staff and resources.

### **Process and Scoping**

- Because scenario planning will be new to most participants (i.e., managers and stakeholders) and may cause confusion, the core team recommends investing the time and effort into ensuring that participating organizations and their stakeholders are well-informed about scenario planning basics and the goals of this project. Making sure the

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<sup>1</sup> Available at <https://www.mafmc.org/s/Scenario-planning-Nov-2020-for-NRCC.pdf>

scoping process is done well will help the NRCC get useful scoping input and help build stakeholder buy-in for this initiative.

- One way to contribute to up-front education would be some kind of kick off webinar and/or introductory video or presentation that could be presented to each management body, distributed to interested stakeholders, and posted online.
- Facilitator advice should be sought on the appropriate level of scoping and introductory materials. This might depend on the overall plan for how in-depth this process will be and the level of stakeholder engagement at each step. Scoping could involve regional workshops to get regional concerns first, followed by potential areas of overlap in concerns, but this should be further discussed with a facilitator.
- The core team noted that scoping feedback does have the potential to be overwhelming given the number and diversity of stakeholders involved along east coast. The need to get useful, focused input in a manageable way will have to be balanced with transparency in the process and reaching out to a broad stakeholder audience. More open-ended feedback would be more difficult to analyze, so the core team may need to consider asking fairly targeted questions.
- The proposed two-workshop model process provides a few major opportunities for potential stakeholder involvement: during scoping/development of information leading up to the first workshop, participating in the scenario building process (first workshop), and participating in the process to address applications of the scenarios (potential second workshop). Taking a broader initial approach to stakeholder engagement during scoping should be considered, while the workshops and latter stages of the process will likely need to be more focused and limited in terms of participation.

### **Other Comments**

- The group discussed how to coordinate updates and discussions for individual management bodies. For example, the MAFMC and NEFMC will coordinate information for updates on this topic at their respective April meetings. The ASMFC intends to use similar information to discuss this topic at their spring meeting in May, prior to the NRCC meeting. However, the SAFMC met in March and will not meet again until June, so they would be unable to review and discuss this topic as a full body before the NRCC discusses this topic in May. Due to different timing of various meetings, the level of information or discussion for each group may be different throughout this process but coordination of timing and messaging to the extent possible would be helpful and the core team discussed preparing consistent slides and documents for future presentations.
- The core team noted that SAFMC representation on the NRCC for discussions related to this initiative is currently expected to consist of the SAFMC Executive Director. The core team noted that it may also be beneficial to include SAFMC Council leadership (e.g., the Council chair) in these discussions.

# Proposed Framework for East Coast Climate Change Scenario Planning Initiative

## DRAFT for NRCC Review

*March 2021*

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### Overview

In November 2020, the Northeast Region Coordinating Council (NRCC) agreed to move forward with an east coast scenario planning initiative as a way to explore jurisdictional and governance issues related to climate change and shifting fishery stocks. The NRCC consists of leadership from the Atlantic States Marine Fisheries Commission (ASMFC), Greater Atlantic Regional Fisheries Office (GARFO), Mid-Atlantic Fishery Management Council (MAFMC), New England Fishery Management Council (NEFMC), and Northeast Fisheries Science Center (NEFSC). In addition, the NRCC and the South Atlantic Fishery Management Council (SAFMC) agreed that the SAFMC should participate in the process as well given that governance issues related to climate change and shifting stocks will need to be addressed along the entire East Coast.

Scenario planning is a tool that managers can use to test decisions or develop strategy in a context of uncontrollable and uncertain environmental, social, political, economic, or technical factors.<sup>1</sup> It is a structured process for managers to explore and describe multiple plausible futures and to consider how to best adapt and respond to them. Scenario planning is not a tool for predicting future conditions; rather, scenarios are essentially stories about plausible combinations of future conditions that allow for explicit consideration of uncertainty in future conditions. Scenarios are created in response to a focal question developed based on a major strategic challenge faced by an organization.

This document describes a proposed plan for a coordinated East Coast Scenario Planning Initiative. Some of the content below is adapted from the July 2020 recommendations of an NRCC scenario planning working group,<sup>2</sup> which was formed in 2020 to explore this concept and provide recommendations to the NRCC. The working group included representatives from all NRCC partners as well as NMFS Headquarters and the SAFMC.

As this process develops, additional information and documents will be posted to a dedicated website: <https://www.mafmc.org/actions/climate-change-scenario-planning>.

### Core Team

The core team for this project, listed below, will serve as the primary technical group working on this project in coordination with a contracted facilitator. Along with the facilitator, the core team will be responsible for much of the research, planning, coordination, and compiling of materials for this process. The core team is analogous to a Fishery Management Action Team (FMAT) or Plan Development Team (PDT) used in the development of Council management actions. The NRCC may determine that additional expertise is needed on this technical working group.

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<sup>1</sup> National Park Service, 2013. Using Scenarios to Explore Climate Change: A Handbook for Practitioners. National Park Service Climate Change Response Program. Fort Collins, Colorado. Available at: [https://www.nps.gov/parkhistory/online\\_books/climate/CCScenariosHandbookJuly2013.pdf](https://www.nps.gov/parkhistory/online_books/climate/CCScenariosHandbookJuly2013.pdf).

<sup>2</sup> Available at: [link to be added]

<b>Organization</b>	<b>Representative</b>
MAFMC	Kiley Dancy
ASMFC	Toni Kerns
NMFS GARFO	Moira Kelly
NEFMC	Deirdre Boelke
NMFS NEFSC	Sean Lucey
SAFMC	Roger Pugliese

### **Facilitation**

The NRCC agreed that an experienced process facilitator should be contracted to support the scenario planning exercise through the majority of the process. The scope of work for a facilitator is in development as of March 2021. The facilitator will be expected to work with the core team on major steps of this process including conducting a scoping process for gathering preliminary stakeholder input, developing materials and logistics for a scenario building workshop, facilitating and summarizing a scenario building workshop, and facilitating a follow up process to explore applications of the scenario building outcomes.

Funding for the facilitator will be provided by The Nature Conservancy (TNC), which was awarded a grant from the Gordon and Betty Moore Foundation to support East Coast scenario planning efforts in partnership with the NRCC. The Atlantic States Marine Fisheries Commission has agreed to administer these funds, which are expected to cover some costs of this initiative including process facilitation, meeting facilities and/or technology contracts for remote meeting platforms, potentially public invitational travel, and other miscellaneous expenditures such as printing, outreach, or scoping surveys. It is expected that the Councils, Commission, and agency personnel would have their respective participation costs paid by their organization.

### **Benefits of Scenario Planning**

As noted above, scenario planning is a tool that managers can use to test decisions or develop robust strategies in a context of uncontrollable and uncertain environmental, social, political, economic, or technical factors. In the case of the NRCC, conducting an east coast scenario planning exercise will be designed to evaluate challenging climate change related management and governance issues in a changing ocean environment across multiple jurisdictions. Scenario planning can be a useful tool in not only exploring and describing multiple plausible futures, but also to advance discussion of how an organization can plan for or adapt to different possible future scenarios.

Scenario planning can consider broader uncertain forces in the world such as societal change, climate and environmental change, as well as changes in the policy and legal environment, and consider how these drivers that are outside of the organization's control may affect organizational priorities and planning. Some benefits of scenario planning are that this process:

- Forces participants to explore their underlying assumptions and perceptions about the range of possible future conditions.
- Reduces the tendency for managers to become overconfident in their expectations of future conditions, too focused on a limited view of the future, or paralyzed by uncertainty.
- Provides a way to organize complex information about changing conditions and stimulates creative and innovative thinking about how to prepare for change, in a way that is disconnected from the typical regulatory process.

- Provides an opportunity for proactive thinking and planning, allows participant groups to be well positioned to be collectively ahead of the curve instead of merely reacting to new and dynamic information as it occurs.
- Can enhance stakeholder engagement, provide diversity and equity in decision making, and foster creativity and social innovations from stakeholders.

### **Project Objectives and Expected Outcomes**

The NRCC has identified the major issue to be addressed through this process as governance and management issues related to climate-driven changes in the fisheries, particularly changing stock distribution. The core team, facilitator, and NRCC will work to refine specific project objectives and focal questions to be addressed, as it is important to clarify the objectives of scenario planning at an early stage. In addition, these groups will identify a future time scale over which to evaluate driving forces in the fisheries and develop scenarios of future conditions, i.e., should the process consider possible conditions over the next 10, 20, 30 years or more? The time frame should be long enough to sufficiently consider longer term uncertainties and changes in conditions but should be short enough that near-term actions and strategies would still be relevant to influencing responses to future conditions. These objectives and time frame may need to be refined as the project progresses, particularly following a stakeholder scoping process.

The core team, facilitator, and NRCC will also work to further clarify the expected outcomes and products of this initiative. Some possibilities include:

- Development of near-term and long-term management priorities related to scenario outcomes. Specifically, managers can use the resulting scenarios to prioritize near-term actions that are likely to be beneficial under a range of future conditions and by planning to avoid actions that may reduce flexibility or increase the difficulty of adapting to future conditions. These recommendations may be organization-specific, broadly applicable across organizations, or some combination of both.
- Develop a better understanding of the limitations of current systems that may not be nimble enough to respond to change.
- Develop policy recommendations for broader governance changes that would improve our ability to adapt to varying future scenarios.
- Develop a list of data gaps, research needs, and monitoring needs for changing conditions.

### **Structure for Oversight and Participation**

The ultimate decision-making management body for this process will be the NRCC with the addition of at least one South Atlantic representative. Given the number of management groups involved and the variation in their decision-making processes and timelines, it is unlikely to be feasible to seek explicit approval at each process step from each management body. Instead, it is expected that participating organization representatives will provide periodic updates to their respective management bodies and seek their feedback for incorporation into the core team/NRCC process.

It is also possible that Council and Commission advisory bodies could be used to inform various parts of the process where appropriate. Specifically, Committees, Advisory Panels, Technical Committees, and/or SSCs could provide input during the scoping process, during the developing of specific driving forces to be explored during a scenario building workshop, and in the development of applications and products from this process. Members of these groups could also be identified to participate directly in the planned

workshops. The core team should discuss the feasibility of involvement of these groups, weighing the additional complexity of involving many different groups.

As the process develops, further discussion will occur to identify how participants will be directly involved in the development of the scenarios and/or the development of applications and recommendations.

**Proposed Scenario Planning Process and Timeline**

The proposed scenario planning process consists of six major steps and is outlined in the table below. This process is adapted from the recommendations of the NRCC working group in July 2020 and is loosely based on the scenario planning process outlined in the NPS 2013 scenario planning handbook.

The NRCC working group recommended that the NRCC adopt a two-workshop model: the first workshop would be held to develop the draft scenarios in phase 4, and the second workshop would be held in phase 5 to discuss how the insights from these scenarios should be applied in the management process, including developing recommendations for management and governance strategies and priorities.

**Table 1: Proposed process for scenario planning, adapted from NRCC working group July 2020 recommendations and based loosely on NPS 2013 Handbook stepwise process. Approximate timeline is tentative pending further NRCC discussion.**

	Goal	Steps	Outcomes/Products	Who/What	When
<b>Phase 1: Orientation</b>	Establish project objectives, guidance structure, process, and timeline	<ul style="list-style-type: none"> <li>Form core team</li> <li>Develop facilitation contract</li> <li>Establish process, purpose, and scope of project, including focal issue (strategic challenge) to explore</li> <li>Determine decision-making structure</li> <li>Determine type of desired outcomes</li> <li>Plan for scoping process</li> </ul>	<ul style="list-style-type: none"> <li>Framework and timeline for a proposed process</li> <li>Contract with outside scenario planning expert/facilitator</li> <li>An understanding of the purpose, desired outcomes, focal issue, and scope of project</li> <li>Plan for scoping</li> </ul>	<ul style="list-style-type: none"> <li>Core team and facilitator with input from NRCC if needed</li> </ul>	Late 2020 – Early Summer 2021
<b>Phase 2: Scoping</b>	Gain stakeholder perspectives on focal issue and external driving forces for east coast fisheries	<ul style="list-style-type: none"> <li>Work with core team and facilitator to conduct structured outreach (“scoping” process)</li> <li>Refine project objectives and focal question if needed based on scoping feedback</li> </ul>	<ul style="list-style-type: none"> <li>Synthesize public and stakeholder input for further use in process, particularly regarding focal question and external driving forces to be further explored during scenario building workshop</li> <li>Introduce stakeholders to scenario planning and potential application in this context</li> <li>Build preliminary list of possible workshop participants</li> </ul>	<ul style="list-style-type: none"> <li>Core team, facilitator, interested stakeholders and public</li> </ul>	Summer 2021



	Goal	Steps	Outcomes/Products	Who/What	When
<b>Phase 3: Exploration</b>	Identify and analyze drivers, variables, trends, and uncertainties	<ul style="list-style-type: none"> <li>Identify and describe drivers, variables, and uncertainties from interviews with experts, advisory bodies, core team, public input results</li> <li>Identify potential impacts of these drivers</li> <li>Plan for discussion during synthesis phase (i.e., scenario building workshop)</li> </ul>	<ul style="list-style-type: none"> <li>A list of drivers, variables, or uncertainties that are likely to impact east coast fisheries over the specified time horizon</li> <li>Supporting introductory information on these drivers, such as overview text, tables, conceptual models, charts, or maps that will help process participants discuss potential impacts</li> </ul>	<ul style="list-style-type: none"> <li>Core team &amp; facilitator, with input from experts, management &amp; advisory bodies, stakeholders</li> </ul>	Fall 2021
<b>Phase 4: Synthesize &amp; Create Scenarios</b>	Produce small number of scenarios using critical drivers and potential impacts identified in Phase 3	<ul style="list-style-type: none"> <li>Determine critical uncertainties with large impact on focal issue</li> <li>Hold workshop to build scenario frameworks and choose scenarios</li> <li>Develop scenario narratives</li> <li>Review scenarios for plausibility</li> </ul>	<ul style="list-style-type: none"> <li>3-5 plausible, relevant, challenging and divergent scenarios using critical uncertainties to inform, inspire and test actions/strategies</li> </ul>	<ul style="list-style-type: none"> <li>Core team works with input from NRCC, others.</li> <li>Planned workshop to create scenarios</li> </ul>	Late 2021- Early 2022
<b>Phase 5: Applications</b>	Answer “So what?” questions: What are the impacts of these plausible futures? What can we do about it?	<ul style="list-style-type: none"> <li>Identify scenario implications</li> <li>Use scenarios to inform development of management strategies and priorities, and policy recommendations for future governance and research</li> <li>Develop recommendations applicable to collective group of participants and/or individual management organizations</li> </ul>	<ul style="list-style-type: none"> <li>Report with list of actions, strategies, or areas for additional research based on discussions initiated by scenarios</li> </ul>	<ul style="list-style-type: none"> <li>Core team works with input from NRCC, others.</li> <li>Workshop to understand management implications</li> </ul>	Spring/Summer 2022
<b>Phase 6: Monitoring</b>	Identify important indicators (trigger points) that can signal changes in the environment as future unfolds	<ul style="list-style-type: none"> <li>Select indicators to monitor</li> <li>Monitor environment changes</li> </ul>	<ul style="list-style-type: none"> <li>List of indicators and early warning signals for continued research and monitoring</li> <li>A monitoring strategy</li> </ul>	<ul style="list-style-type: none"> <li>Core team works with input from NRCC, others</li> </ul>	Summer/Fall 2022