



ANNUAL REPORT

2024-25

LETTER FROM THE PRESIDENT AND CEO

Since 2018, Maritime Blue has led the charge in positioning the Pacific Northwest as the nation's most impactful, sustainable, and thriving Blue Economy. We have convened partners from industry, government, research institutions, investors, and community leaders to take action, advance shared goals, and prove that the innovation cluster model is a critical tool for creative, systems-level change.



in 2025, Maritime Blue entered a new phase of growth focused on global leadership and transformative scale. Through our growing impact, Maritime Blue is driving regional and global transformation. Our vision is the Pacific Northwest will stand as a global hub for ocean-based innovation by 2030. We will attract world-class innovators, groundbreaking ideas, and strategic capital. We will drive collaboration to solve our greatest maritime challenges. We will create clear, inclusive pathways to build the workforce of the future. And we will ensure that impacted communities and the full maritime value chain are centered in everything we do.

We are happy to share our Annual Report for 2024-25, a year in which we launched our new strategic plan and built the foundation on which our future will grow.

A handwritten signature in black ink, appearing to read 'JB' with a stylized flourish.

Joshua Berger
President and CEO

OUR VISION

The Pacific Northwest is a **global innovation hub** for a thriving maritime industry and Blue Economy, leading on climate action, healthy ocean ecosystems, and equitable communities.

PROGRAM

JOINT INNOVATION

Our team is facilitating **three formal collaboratives** across three of our focus areas, engaging dozens of member organizations to advance early stage markets.



Healthy Ocean Ecosystems



Renewable Ocean Energy



Maritime Decarbonization

QUIET SOUND
A Program of Maritime Blue

WASHINGTON MARITIME
blue | wind
Supply Chain Collaborative

**SUSTAINABLE MARITIME
FUELS COLLABORATIVE**



Collaborative Spotlight: Quiet Sound

In 2025, Quiet Sound installed the West Coast's **first thermal camera to collect whale sightings** using AI and machine learning, detecting southern residents underwater and in poor visibility.

In the program's third annual voluntary slowdown, **66% of vessels slowed down**, reducing broadband median ambient sound levels by 0.5 dB during the slowdown period, resulting in a **12% less noisy soundscape**. Sound levels were reduced by 1.3 dB (35%) in the frequency band used by killer whales for communication and by 0.2 dB (5%) in the frequency band used for echolocation.

*Photo: Thermal camera installation at Point Wilson
Courtesy of E. Becker*



We are growing the Tacoma Blue Edge Network (TBEN), the world's only private, enterprise-scale 5G wireless network.



We're convening partners to explore Washington's emerging seaweed industry.



PROGRAM

BLUE VENTURES

Maritime Blue Innovation Accelerator

For the first time, our accelerator founders didn't just get mentorship — **they also received \$100,000 each in investment.** Backed by Meliorate Partners, this year's companies advanced solutions ranging from recyclable materials to containerized wave energy.



Incubators

From kelp farming to ocean robotics, **eight startups joined our Seattle and Tacoma incubators this year**, gaining workspace, mentors, and connections across Washington's maritime sector."



AERONAUTICA



PROGRAM

COMMUNITY ENGAGEMENT

Maritime Blue facilitates meaningful maritime career exploration for underserved youth through **three programs** serving young people ages 16-24. We reduce barriers by offering stipends, wraparound services, and transportation. ***We connect the maritime industry to the workforce of the future.***

This year by the numbers

95 program participants

\$128,850 stipends delivered

29 interns placed



Participant Spotlight

With no previous experience in the industry, Feven's maritime journey began with our **Winter Skills Week Program** at Port Townsend's Boat Haven Marina Shipyard in February. During the week, she worked on the main mast of the Schooner Adventuress. Feven went on to join our eight-week **Intro to Spring Sailing** course at Sail Sand Point, keen to build on her shipyard experience. Excited to be on the water, she learned keelboat sailing fundamentals through hands-on practice. By course end, Feven confidently maneuvered her boat and sailed independently and is ready to take the next step.

Introducing young people like Feven to the maritime industry is the first critical step in creating pathways to maritime employment.

PROGRAM

BLUE HUB

This year, Maritime Blue launched new partnerships with **Alaska Fisheries Development Foundation** and the **Pacific Marine Expo** and signed the lease to become the anchor tenant of the **Maritime Innovation Center**.

We hosted inbound delegations from **Tasmania, Finland, Brazil**, and the **Indo-Pacific** and participated in outbound delegations to **South Korea** and **Norway**.

Our team traveled the world connecting the Pacific Northwest to global leadership in the Blue Economy.

DELEGATIONS



Finnish delegation including Ambassador Leena-Kaisa Mikkola at the Center for Urban Waters in May

GLOBAL LEADERSHIP



Seattle Delegation in Bergen, Norway on the *Statsraad Lehmkuhl* for One Ocean Week

NETWORKING



Meet & Greet at the Blue Hub with founders and members.

MEMBERS

Thank you to our supporting members (listed below). For a comprehensive list of members, visit our website: maritimeblue.org/membership

INNOVATOR MEMBERS



IMPACT MEMBERS



SUSTAINING MEMBERS



The membership of Maritime Blue represents the breadth of the Blue Economy in the Pacific Northwest and around the world. Members include **multinational maritime corporations, small maritime firms, workforce development and training organizations, nonprofits and advocacy groups, state and municipal government, and research institutions.** Members make possible the work of Maritime Blue through active engagement, participating in joint innovation projects, strategic initiatives, hosting interns, mentoring startup founders, and supporting the organization through member dues.

Interested in becoming a member? Contact bjorn@maritimeblue.org

FINANCES

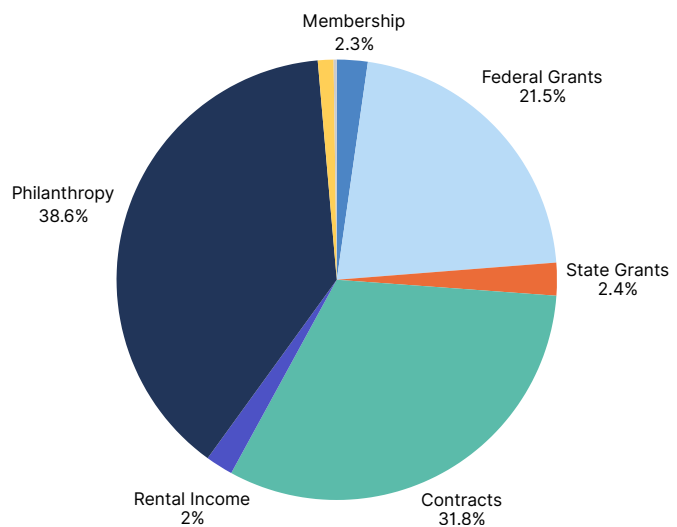
July 1 - June 30

Maritime Blue maintains a diverse funding mix from public and private sources, grants, contracts, service income, membership, and in-kind support. We are dedicated to building a best-in-class, sustainable, financial model to support our mission and our team.

FY 2024-25 Expenses

EXPENSES	\$3,996,184
Payroll	\$1,989,353
Programming	\$1,147,109
Professional Services	\$404,781
Facilities	\$173,813
Travel	\$77,505
Business Expenses & Tech	\$71,081
Other Expenses*	\$76,654
In-Kind Services	\$55,890
NET INCOME	\$862,203

FY 2024-25 Funding Mix



Maritime Blue is proud to be a Candid Gold organization for 2025. Our 990 is always available upon request.

*Other expenses include: depreciation expense, external engagement & marketing expenses, board and staff events, professional development, insurance, dues and fees.

STAFF



Sara Adams
Quiet Sound



Rachel Aronson
Quiet Sound Director



Gonzalo Banda-Cruz
Quiet Sound



Willow Battista
Joint Innovation



Joshua Berger
President / CEO



Cassidy Fisher
Joint Innovation Director



Kidist Gashaw
Community Engagement



Brian Hoffman
Blue Ventures Director



LeAsia Johnson
Community Engagement
Director



Dontay Proctor-Mills
Community Engagement



Daniel Pulse
CFO & CGO



Camille Smith
Contract and Finance Manager



Stephanie Spence
Joint Innovation



Bjorn Thorpe
Blue Hub



Devon Emily Thorsell
COO



Margaret Woodbridge
Joint Innovation

BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

CHAIR, **Nico De Golia** | Microsoft

VICE CHAIR, **Caitlin Hardy** | Ness Sea Consulting

VICE CHAIR, **Stephanie Jones Stebbins** | Port of Seattle

TREASURER, **Pat Beard** | City of Tacoma

SECRETARY, **Mike Complita** | Elliott Bay Design Group

PAST CHAIR, **Simon Geerlofs** | Pacific Northwest National Laboratory

BOARD MEMBERS

Ann Avary | Center of Excellence in Marine Manufacturing and Technology

Kristy Clement | Alaska Fisheries Development Foundation (AFDF)

Julie Hampden | HNTB

Jason Jordan | Northwest Seaport Alliance

Eleanor Kirtley | Green Marine

Vesa Koivumaa | Wärtsilä

Chris Mack, Jr. | Tidewater

Brian Surratt | Greater Seattle Partners

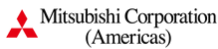
Senator Liz Lovelett, *ex officio* | Washington State Senate, District 40

Commissioner Sam Cho, *ex officio* | Port of Seattle

THANK YOU

to our funders across the Blue Economy

Industry



Public Agencies



Foundations



BUILDERS VISION



CONTACT US



info@maritimeblue.org



www.maritimeblue.org



1900 W Nickerson Street, Suite 301
Seattle, WA 98119

GET INVOLVED

ENGAGE in collaborative technology and market development

ACCESS new markets and strategic growth opportunities

MENTOR early-stage startups to increase impact and access to capital

HOST interns for equitable access to career-connected learning

SUPPORT events, organizational capacity, and impactful programs