

Leadership Committee Summary

December 10, 2025

OVERVIEW

The SMF Collaborative Leadership Committee (LC) convened to review industry developments, finalize governance structures, map programmatic funding, and establish strategic priorities for the upcoming year. Faced with compressed timelines to deliver policy recommendations ahead of the 2027 state legislative session, the LC agreed to concentrate immediate resources on scoping a comprehensive Sustainable Maritime Fuel (SMF) deployment gaps analysis study. To maintain this focus, the Secretariat will execute a rigorous, alternating sequence of LC and Subcommittee sessions in the first quarter of 2026, targeting an early March Request for Proposals (RFP) release while temporarily pausing non-essential administrative workstreams.

MEETING HIGHLIGHTS

- **Charter:** Following LC feedback, MB streamlined the Charter and introduced key structural clarifications. The updated Charter establishes The Collaborative as an independent, multi-stakeholder initiative operating as a program of Maritime Blue, where the LC dictates strategic decisions and MB acts as the non-voting, legally and fiscally accountable Secretariat. A clause was also added extending an open invitation for Tribes to join the LC.
- **Funding & capacity mapping:** The Collaborative is currently working towards two primary funding mechanisms through the state and a philanthropic entity. To ensure fiscal stability, the LC approved a strategy to leverage existing funding sources/prospects rather than seeking additional public funds during a restrictive 2026 state legislative session.
- **Workplan prioritization:** To deliver actionable policy recommendations in time for the 2027 legislative window (and build momentum for a targeted 2028 passage), the LC approved compressing the Q1 2026 schedule. Immediate capacity will prioritize drafting the gaps analysis RFP, while LC recruitment, the formal communications plan, and specialized engagement plans are temporarily paused. Key considerations for the upcoming gaps analysis include:
 - Forming a post-COVID study inventory to leverage ongoing work (such as the EPA Clean Ports grant and Green Corridor studies)
 - Focusing on specific local fuel availability barriers while remaining conscious not to undermine broader international fleet strategies with local "patchwork" mandates
 - A series of Subcommittee meetings and extra LC review sessions will be scheduled to support development of the RFP
- **Sustainable Aviation Fuel (SAF) collaboration:** Maritime Blue will engage in regular relationship-building and information sharing with the Cascadia SAF Accelerator. Any

formal, cross-sector collaboration opportunities arising from this will be brought back to the LC for final approval.

LOOKING AHEAD

The Collaborative will kick off the new year by finalizing the organizational signatures for its updated Charter by mid-January 2026. This governance baseline will immediately feed into an accelerated Q1 schedule of alternating subcommittee sessions designed to shape the upcoming SMF gaps analysis RFP for a March release.



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