

Leadership Committee Summary

June 3, 2026

OVERVIEW

The SMF Collaborative Leadership Committee (LC) convened to formalize plans for regional stakeholder engagement, discuss state legislative policy strategizing, and manage LC expansion. The American Waterways Operators (AWO) and Clean Fuels Alliance (CFA) officially joined the LC for their first meeting.

MEETING HIGHLIGHTS

Operations

- **SMF Collaborative budget:** The LC approved the FY2026-2027 SMF Collaborative budget with contingencies, including convening a new Funding Subcommittee to map out long-term fundraising benchmarks and ensure the financial sustainability of the Collaborative.
- **Analysis contract:** Maritime Blue selected and signed with a contractor to execute the PNW SMF Impediments & Policy Analysis.

Interested Parties' Engagement Plan

The LC reviewed the *Interested Parties' Engagement Plan*, which was developed to produce high-level philosophy and approach for SMF Collaborative communications, community engagement, and Tribal engagement. Engagement for each Collaborative activity, including the upcoming analyses, will be planned in accordance with this guidance. The plan was derived from foundational frameworks developed by subcontractors for the Collaborative at its launch in early 2025. Additionally, the plan defines the Collaborative's role as an administrative facilitator that empowers local communities and developers to interact productively, rather than an active project developer or site-specific community relations manager.

Legislative Policy Strategy

The Policy Subcommittee delivered its initial recommendations to maximize the impact of the upcoming study findings during the 2027 and 2028 legislative sessions. The LC approved a two-part legislative recommendations package to be produced by December 2026, consisting of a concise, maximum 10-page, white paper alongside a scannable one-page executive summary. As

the Collaborative is not an advocacy body, the Policy Subcommittee will help make recommendations on how to best engage with or support legislative initiatives.

To maintain a familiar construct to lawmakers, the Collaborative will model its recommendation materials after the consensus-driven Alternative Jet Fuel (AJF) Workgroup. Highly technical or polarizing specifics will be isolated within appended technical reports, leaving the core legislative white paper focused on high-level, consensus-backed recommendations. Moving forward, the subcommittee will cross-reference live policy initiatives, identify legislative champions, and coordinate committee days or other sessions to ensure legislators are aware of the Collaborative's activities and recommendations.

LC Expansion

The LC discussed expanding its membership, focusing on balancing operational scale with equity and inclusion. Members cautioned against enforcing double standards on new applicants, particularly regarding concerns around reaching consensus given the Collaborative's consensus model of decision-making. However, any organization invited to join in the future should make sure that they are committed to the principles and stated mission in the SMF Collaborative Charter before signing onto participate on the LC. The LC affirmed that localized entities bring transferable workforce and maritime health expertise that benefits the entire region and agreed that alignment should be measured by a shared commitment to the net-zero 2050 timeline rather than a single technological pathway. Moving forward, organizations being considered for the LC will have numerous opportunities to engage through working groups, studies, and workshops.

LOOKING AHEAD

The Collaborative is entering the summer deployment phase, with Maritime Blue conducting contract oversight of the study team and significant engagement planning in support of the analyses. Concurrently, the newly minted Funding Subcommittee will launch, and the Policy Subcommittee will continue with its policy strategizing agenda.



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