



Washington Maritime Blue  
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Seattle, WA 98119

# Washington State Offshore Wind Supply Chain Strategic Framework: Workforce and West Coast Collaborative Analysis

## Request for Proposals (RFP)

Released May 6, 2026

*Amended May 12, 2026: Correction to Apparent Successful Contractor selection date in Project Summary Timeline.*

**Contract Duration:** June 2026 – December 2026

**Client:** Washington Maritime Blue

**Funder:** Washington State Department of Commerce

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## OBJECTIVE

Develop an offshore wind supply chain workforce analysis and an analysis of Washington's collaborative advantage in support of a statewide action plan to activate Washington's role in the West Coast floating offshore wind supply chain. The proposer will conduct outreach to key labor unions, workforce training providers, and education providers to ground previous research in workforce realities in Washington, as well as investigate Washington's role in a collaboratively developed West Coast offshore wind supply chain.

## Background

Washington Maritime Blue is a strategic alliance propelling the Pacific Northwest toward global leadership in ocean-based innovation. We foster collaboration among industry, government,

academia, communities, and investors to create sustainable maritime and ocean industries. We empower our region to thrive in the Blue Economy by accelerating innovation and entrepreneurship, centering equity, addressing climate change, restoring marine ecosystems, and building a diverse workforce. In 2023, with support from the state of Washington and a Leadership Committee made up of labor, regional nonprofits, ports, and other partners, Maritime Blue launched the Blue Wind Supply Chain Collaborative (Blue Wind) as a nonregulatory coalition with a mission to support the strategic development and activation of Washington's participation in the West Coast-wide floating offshore wind supply chain through a collaborative and community benefits approach. Blue Wind works to create mechanisms to convene relevant parties to ensure that this development is equitable, sustainable, and profitable. Blue Wind is staffed by Maritime Blue and operates within Maritime Blue's 501(c)3 nonprofit status.

In 2026, Blue Wind was selected as the Apparent Successful Contractor by the Washington State Dept. of Commerce on RFP NO. OWSCD-12-2025, "Offshore Wind Supply Chain Development". The state is seeking to explore the economic, community, and workforce development opportunities toward the advancement of Washington state's offshore wind supply chain industry, with a specific focus on investigating opportunities related to California development of offshore wind rather than Washington development. The analyses provided in response to this RFP, along with other analyses and engagement by Maritime Blue, will culminate in the development of a statewide action plan in 2027 to strengthen the statewide supply chain that supports the growth and competitiveness of the state's offshore wind supply chain industry while implementing community priorities, concerns, and needs into actionable strategies and partnerships.

## **PROJECT TASKS & DELIVERABLES**

### **Task 1: Workforce Development and Training Pathways Engagement and Analysis**

The subcontractor will engage with workforce leaders to refine findings from prior analyses on the Washington workforce and training pathways for workers to become engaged in the offshore wind supply chain. Through these meetings with key labor unions, workforce training providers, and education providers, the subcontractor will:

- Refine workforce numbers from previous studies, including filling in any information gaps, to create an accurate analysis of Washington's floating offshore wind supply chain opportunity
- Analyze current education and training infrastructure, to identify gaps and areas where expansion or new training pathways can enable Washington to realize supply chain workforce participation
- Identify and evaluate the role of specific mechanisms, such as project-labor agreements, that support workforce retention and high-road employment standards across the supply chain.
- Detail strategies to attract and retain a diverse offshore wind supply chain workforce

### **Stakeholder Engagement**

To ensure the analysis is well-directed, subject matter expertise will also be gathered from at least three key labor unions and workforce training providers, including engagement with the maritime

lead at the State Board for Community and Technical Colleges. Maritime Blue will facilitate engagement outreach by providing strategic introductions and attending all related events. In addition to formal outreach sessions, the contractor is expected to maintain ongoing engagement with key stakeholders as needed throughout the process.

**Deliverable: Workforce Development and Training Pathways Analysis.** This report should transition existing data on job opportunity numbers, training needs, and other workforce-related numbers from high-level regional modeling to an actionable state strategy. This analysis should add to the current understanding of Washington's opportunity with stakeholder-verified data required for state-level investment and policy decisions. Proposals should discover pathways to expanding the workforce to meet maximum participation, and identifying areas where employers could collaborate more closely with labor and training providers to utilize existing training capabilities.

**Deliverable: Workforce Timeline.** A timeline of near-, intermediate-, and long-term goals and opportunities for workforce development, scaling maritime training to meet fluctuations in workforce demand, and expanding capacity for training. The deliverable should organize information collected through workforce engagement and the Workforce Development and Training Pathways Analysis into a concise timeline that can be used to determine when, where, and how actors such as apprenticeship and education providers, workers, policymakers, and employers should take action to maximize Washington's workforce opportunity in the offshore wind supply chain. The workforce timeline will be incorporated into a strategic timeline for the overall Washington offshore wind supply chain strategy.

## **Task 2: West Coast Collaborative Strategy and Economic Analysis**

Current state studies on offshore wind, including California's ongoing AB3 analysis and Commerce's 2025 Washington offshore wind supply chain study, have focused on supply chains contained within their respective states. The subcontractor will use publicly available data to determine what Washington can competitively offer to a collaboratively developed West Coast supply chain. Proposals should cover the methodology that subcontractors intend to employ to best analyze collaborative potential, and should highlight the benefits of a collaborative approach along the whole coast as well as to Washington state.

The analysis should include:

- A review of other West Coast states' supply chain studies and potential in adequate detail to provide comparison to Washington's opportunity.
- An assessment of Washington's capability in light of Oregon and California's industries, manufacturers, businesses, etc to identify areas of strength and gaps for Washington's entry into the supply chain
- An assessment of West Coast collaborative potential, such as cost reduction strategies and joint efforts to attract supply chain companies to establish facilities on the West Coast
- Identification of Washington or collaborative West Coast policies that could benefit all involved states and help share risk and costs in supply chain development
- Best practices and recommendations for collaboration between Washington, California, and Oregon for ports, industries, and potentially international partners to most efficiently build out a U.S.-based supply chain.

**Deliverable: West Coast Collaborative Strategy and Economic Analysis.** An analysis that details the economic and collaborative advantage Washington can provide by being engaged in the offshore wind supply chain. The analysis will include best practices and recommendations for collaboration between Washington, California, and Oregon for ports, industries, and more to most efficiently build out a US-based supply chain. The end result should ultimately focus on Washington's role and provide a case for West Coast collaboration based on Washington's strengths. Maritime Blue sits on the steering committee for the [West Coast Offshore Wind Hub](#), which was established to identify, enable, and implement opportunities for West Coast coordination and information sharing on offshore wind. The contractor will also provide a summary of West Coast supply chain collaborative potential and seek feedback from attendees in a one hour, virtual, contractor-led workshop with the West Coast Offshore Wind Hub. The workshop can be held at the time in the scope the subcontractor deems appropriate as aligned with the Hub's workshop calendar.

## PROJECT TIMELINE SUMMARY

<b>Date</b>	<b>Key Activities</b>
June 15	Apparent Successful Contractor Selection
Aug 15	Deadline for workshop for the West Coast Offshore Wind Hub
Sep 1	Workforce and Training Pathways Analysis due to Maritime Blue
Sep 1	West Coast Collaborative Strategy due to Maritime Blue

## COMPENSATION & PAYMENT SCHEDULE

Total budget is not to exceed \$75,000 over the course of the engagement, inclusive of any expenses and travel costs.

Payment schedule to be proposed by contractor as part of the proposal (see Selection Criteria below), with preference for milestone- and/or deliverable-based schedule.

## APPLICANT QUALIFICATIONS

1. Contractors must be licensed to conduct business in the State of Washington or submit a statement of commitment that it will become licensed in Washington within thirty (30) calendar days of being selected as the apparent successful contractor.
2. Contractors must be able to successfully complete a subcontractor risk assessment and demonstrate the ability to receive and manage state funds.
3. Preference for experience with conducting studies related to offshore wind supply chain and workforce analysis.
4. Similar completion of projects involving information collection, public comment and engagement, and reporting to governments.

# PROPOSAL REQUIREMENTS

## Proposal Contents

The proposal should be concise, no more than 15 pages in length, not counting a cover page, references, resumes, or any appendices. Excessive use of unrelated images and company branding is discouraged. Longer proposals will be disqualified, and there is no requirement to fill the full amount if qualifications can be articulated in less.

Pages shall be standard 8.5" x 11" letter size, using 10 to 14-point size, with 1 to 1.5-line spacing. All pages must maintain a minimum one-inch margin on all sides, and pages must be consecutively numbered. Proposals that do not adhere to these formatting specifications may be considered non-responsive and will not be evaluated.

The proposal must indicate primary staff contributing to the project and their roles (if relevant), and must include all relevant staff resumes in PDF format.

Proposals should include the following components:

- **Cover Page:** A short summary of your proposal and interest in the project, highlighting key strengths and differentiators.
- **Project Approach:** Outline your proposed approach to the project, including a timeline, milestones, and any unique methodologies.
- **Qualifications and Experience:** Provide information on your team's qualifications and relevant experience for similar projects, including applicable references.
- **Cost Proposal:** Clearly outline the cost of your proposed services, including a detailed breakdown of all associated costs.
- **Compliance:** Confirm your willingness and ability to comply with all applicable laws, regulations, and standards.

## Proposal Submission

All proposals must be submitted by **Wed, May 27, 2026, 3:00 PM PDT**. Late proposals will not be considered.

- Proposals should be submitted to [stephanie@maritimeblue.org](mailto:stephanie@maritimeblue.org).
- Please write "Blue Wind Workforce Proposal - [your name/your company's name]" in the subject line of your email.

## Questions

All questions and communications regarding this RFP should be submitted by Wed, May 20, 2026, 5:00 PM PDT, and should be directed to:

Stephanie Spence  
Blue Wind Senior Program Manager  
[stephanie@maritimeblue.org](mailto:stephanie@maritimeblue.org)

Anonymized questions and answers will be posted on Maritime Blue's website in this document:

[Questions and Answers](#)

## EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

- **Experience and Expertise in Offshore Wind Analysis:** Demonstrated experience and a proven track record of analysis of offshore wind projects, including knowledge of supply chain and Washington workforce practices, strengths, and weaknesses.
- **Understanding of Project Objectives:** Clear understanding of the project's objectives, specifically regarding renewable energy, supply chain, the Blue Wind Collaborative, and the importance of workforce input.
- **Understanding of West Coast state policy landscape:** Demonstrated understanding of at minimum Washington, Oregon, and California's unique approaches to clean energy development, supply chain strengths, and governments. Ability to understand and navigate state politics, with knowledge of West Coast state dynamics, offshore wind development history, and energy policies
- **Proposed Approach and Methodology:** The clarity, feasibility, and effectiveness of the proposed approach and methodology for delivering on each task and working with Maritime Blue.
- **Responsiveness to Timeline:** The proposal's demonstration of the ability to meet the project's aggressive timeline and deliver the required deliverables on schedule.
- **Budget Reasonableness:** The reasonableness and cost-effectiveness of the proposed budget in relation to the proposed scope of work.

## PROPOSAL SCHEDULE

Milestone	Due Date
Issue Request for Proposals (RFP)	Wed, May 6, 2026
Question period open	Wed, May 6, 2026
Last day to submit questions	Wed, May 20, 2026, 5:00 PM PDT
<b>Proposals due</b>	<b>Wed, May 27, 2026, 3:00 PM PDT</b>
Possible interviews of prospective contractors	Mon, June 1 - Wed, June 5, 2026
Announce "Apparent Successful Contractor" and send notification via email to unsuccessful proposers	Mon, June 8, 2026
Earliest date a contractor could be signed with the Successful Contractor	Mon, June 15, 2026
<b>Project Complete</b>	<b>Tues, Dec 15, 2026</b>



# Standard Terms & Conditions



This agreement is made and entered into by and between Washington Maritime Blue and the below named firm, hereinafter referred to as "Subcontractor."

Subcontractor details

NOW THEREFORE, Washington Maritime Blue and Subcontractor mutually agree as follows:

## **PURPOSE AND SCOPE OF WORK**

The purpose of this agreement is to perform the activities and meet the specifications outlined in Attachment A, "Scope of Work," hereinafter referred to as the "Project." Subcontractor will provide services, and otherwise perform all tasks, functions and activities necessary for or incidental to the performance of the scope of work.

## **ACKNOWLEDGEMENT OF SUBAWARD**

Subcontractor acknowledges that this agreement constitutes a subaward of funds originally awarded by (agency) as grant (number). Subcontractor agrees to comply with the terms & conditions of the prime award, included herein as Attachment B.

## **TERM OF AGREEMENT**

This agreement shall commence on (date) and terminate on (date). Washington Maritime Blue and Subcontractor agree to review and/or renegotiate the terms of this agreement not later than thirty (30) days before its conclusion. Altered and/or added terms, and date(s) of extension, shall be memorialized in a signed amendment. Future amendments to change and/or extend this agreement and/or its amendment(s) are allowed ad infinitum so long as this agreement or one of its amendments remains in effect.

In such case that the agreement is signed by all parties after the agreement's stated effective date, it is to be understood by all parties that by signing this agreement all performance and activities under this agreement are retroactively approved and authorized pursuant to the date that performance commenced.

## **STOP WORK AND TERMINATION**

Washington Maritime Blue may, by written order to the Subcontractor, require the Subcontractor to stop all, or any part, of the work called for by this agreement upon the occurrence of any of the following enumerated circumstances:

- A. Subcontractor is adjudged or becomes bankrupt or insolvent, is unable to pay its debts as they become due, or makes an assignment for the benefit of its creditors; or,
- B. Subcontractor voluntarily or involuntarily undertakes to dissolve or wind up its affairs; or,
- C. Subcontractor is suspended or debarred by the United States government; or,

- D. Subcontractor is in noncompliance with any term of this agreement, including reporting and performance requirements; or,
- E. Washington Maritime Blue learns that Subcontractor has an organizational conflict of interest, or any other conflict of interest, as determined in the sole discretion of Washington Maritime Blue, that Washington Maritime Blue believes, in its sole discretion, cannot be mitigated; or,
- F. The funding source with which Washington Maritime Blue is financing this activity issues an early termination covering all or part of the Project.

A stop work order issued under this section may be applied to the Project in its entirety, or to any portion thereunder. Such an order shall take effect immediately upon receipt by the Subcontractor of Washington Maritime Blue's written order to stop work. Upon receipt of the order, Subcontractor shall immediately comply with its terms. Washington Maritime Blue shall not be liable for costs incurred by the Subcontractor during the period covered by the stop work order, unless such costs are explicitly allowed in said order.

Within a period of 90 calendar days after a stop-work order is delivered to the Subcontractor, or within any extension of that period to which the parties shall have agreed, Washington Maritime Blue shall either cancel the stop-work order or terminate the agreement.

Additionally, either party may terminate this agreement by providing thirty (30) days written notice of such termination.

## **TERMINATION PROCEDURES**

In the event of termination of this agreement prior to project completion, Subcontractor shall immediately (unless otherwise directed by Washington Maritime Blue in its notice if Washington Maritime Blue initiated the termination) undertake all reasonable steps to wind down the project cooperatively with Washington Maritime Blue, including but not limited to the following:

- A. Stop any portion of the project's work that is incomplete (unless work to be completed and a different date for termination of work are specified in Washington Maritime Blue's notice).
- B. Place no further work orders or enter into any further subawards or contracts for materials, services, or facilities, except as necessary to complete work as specified in Washington Maritime Blue's notice.
- C. Terminate all pending project work orders, subawards, and contracts for work that has not yet commenced.
- D. With the prior written consent of Washington Maritime Blue, promptly take all other reasonable and feasible steps to minimize and/or mitigate any damages that may be caused by the failure to complete the project, including but not limited to reasonable settlements of any outstanding claims arising out of termination of project work orders, subawards, and contracts.
- E. Deliver or make available to Washington Maritime Blue all data, drawings, specification reports, estimates, summaries, and such other information and material as may have been accumulated under this Agreement, whether completed or in progress.

In the event of termination, Washington Maritime Blue shall be liable only for those payments for services rendered prior to the effective date of termination and for which Washington Maritime Blue has received payment from the funding source.

## **COMPENSATION**

Total compensation payable to Subcontractor for satisfactory performance of the work under this agreement shall not exceed \$75,000.

## **BILLING PROCEDURES AND PAYMENT**

Company will pay Subcontractor upon acceptance of services provided and receipt of a properly completed invoice, which shall be submitted to the Company's Billing Contact not more than once each calendar month. Invoices must be submitted no later than the 10th calendar day of the month following provision of services. The invoice shall be transmitted to the Billing Contact at the address specified below:

Camille Smith, Contract and Finance Manager  
finance@maritimeblue.org  
(360) 230-8184

Invoices shall describe and document, to the Company's satisfaction, a statement of actual services performed and progress of the project.

Payment will be made on a cost reimbursable basis. Invoices must specify the billing rate and hours of work performed. Non-personnel expenses must be accompanied by a receipt to be eligible for reimbursement. Reimbursement of indirect costs shall be in accordance with 2 CFR 200.414 (Indirect Costs). At any time, Washington Maritime Blue reserves the right to require submission of source documentation, including but not limited to timesheets, cash receipts, contracts or subaward agreements, for any costs where the Subcontractor is seeking reimbursement.

Payment shall be considered timely if made by Washington Maritime Blue within thirty (30) calendar days after receipt of properly completed invoices, subject to receipt of funds from the awarding agency. Payment shall be sent to the address designated by the Subcontractor.

## **PROJECT MANAGEMENT**

The Company's Project Manager shall be responsible for the day-to-day management of and shall be the principal point of contact for the Subcontractor on all matters other than Contract Execution and Amendment. Company's Project Manager is identified as follows:

Name  
email

Subcontractor's Project Manager is identified as follows:

Name

email

## **CONTRACT EXECUTION AND AMENDMENT**

The individuals identified below shall be the individuals designated by the parties to execute the agreement and any amendments thereto. No Contract or Amendment shall be deemed valid unless signed by the designated parties.

Company Representative: Joshua Berger, President/CEO, Washington Maritime Blue

Subcontractor Representative: Name, Title, Organization

## **ASSURANCES**

Company and the Subcontractor agree that all activity pursuant to this agreement will be in accordance with all the applicable current federal, state and local laws, rules, and regulations.

## **SUSPENSION AND DEBARMENT**

Contractor certifies that it has not been suspended or debarred from doing business with the federal government.

## **INDEMNIFICATION**

To the extent permitted by law, and for the limited purposes set forth in this agreement, Company and Subcontractor shall protect, defend, indemnify and hold harmless the other party, their officers, elected officials, agents and employees, while acting within the scope of their duties as such, from and against any and all claims (including demands, suits, penalties liabilities, damages, costs, expenses, or losses of any kind or nature whatsoever) arising out of or in any way resulting from such Party's own negligent acts or omissions related to performance of this agreement.

Company and Subcontractor agree that their obligations under this subsection extend to any claim, demand, and/or cause of action brought by or on behalf of any of its employees or agents. For this purpose, Company and Subcontractor, by mutual negotiation, hereby waive, with respect to the other party only, any immunity that would otherwise be available against such claims under the industrial insurance act provision of Title 51 RCW. This section shall survive termination or expiration of this agreement.

## **ENTIRE AGREEMENT**

This agreement represents all the terms and conditions agreed upon by the parties. No other statements or representations, written or oral, shall be deemed a part hereof.

## **CONFORMANCE**

If any provision of this agreement violates any statute or rule of law of the state of Washington, it is considered modified to conform to that statute or rule of law.

## **DELIVERABLES AND BUDGET**

Subcontractor agrees that all work performed for this agreement is uniquely funded by Washington Maritime Blue, such that the Subcontractor is not being paid by others for the same work.

## **REPORTING**

Washington Maritime Blue will request any data that it finds useful to demonstrate the effectiveness of services, performance measures, and objectives.

## **APPROVAL**

This agreement shall be subject to the written approval of the Company's authorized representative and shall not be binding until so approved. The agreement may be altered, amended, or waived only by a written amendment executed by both parties. This agreement is executed by the persons signing below, who warrant they have the authority to execute the agreement.

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Signature  
Company Authorized Representative

Date

Signature  
Subcontractor Authorized Representative

Date