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Activating Washington's Offshore Wind Supply Chain
to Achieve Equitable Community Benefits

OPERATING PROCEDURES OF THE
MARITIME BLUE WIND SUPPLY CHAIN
COLLABORATIVE

Draft under Revision & Review by the Maritime Blue Wind Planning Group

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Blue Wind Purpose and Guiding Principles

The offshore wind (OSW) market is rapidly growing across the globe as nations and regions increase their renewable energy targets to combat climate change. In the US, the Biden-Harris administration has set a goal of 30GW of OSW deployed in US waters by 2030 and a goal of 15GW of floating OSW by 2035. This target, paired with goals in both California and Oregon of 2-5GW and 3GW of OSW by 2030, respectively, is signaling the coming of OSW power to the West Coast. As the development of these projects progress, the Bureau for Ocean Energy Management (BOEM) has begun setting targets for investment in the regional supply chain, workforce development, and community benefit through bidder credits. Achieving these development goals, as well as investment goals, will require a regional approach that empowers the states to work collectively to build the supply chain, fill gaps, and ensure

the maximum benefits to our underserved communities and US-based businesses.

Mission:

Blue Wind is a nonregulatory coalition whose mission is to support a strategy for and activation of Washington's participation in the West Coast-wide Floating OSW supply chain through a collaborative and community benefits approach.

Goals:

Using a stakeholder-driven approach of intentional convening and inclusive collaboration, The Maritime Blue Wind Supply Chain Collaborative (Blue Wind) will work to better understand the economic, community, and workforce development opportunity for WA's ecosystem to engage in the OSW supply chain through a regional Blue Economy triple bottom line lens that ensures the supply chain develops in a way that is equitable, sustainable, and profitable. Blue Wind will likely have added benefits for other adjacent sectors, including maritime, advanced manufacturing, aerospace, and technology. Blue Wind will execute workshops, facilitate studies, report findings, and, as needed, be available as a first point of contact for Washington entities interested in engaging in the OSW industry as well as out-of-state entities interested in partnering with Washington's ecosystem.

Blue Wind will:

- ? Promote development of a broader West Coast and Floating OSW Supply Chain Strategy and enhance WA's ability to effectively engage in West Coast-wide convenings around West Coast OSW supply chain.
- ? Promote data-driven, targeted, and results-oriented projects that lead to active participation by Washington-based and other entities in the West Coast and Floating OSW supply chain.
- ? Hold the highest level of respect for treaty rights and coordinate actions with Washington State tribes.
- ? Meaningfully engage diverse labor unions that represent workers throughout the West Coast and Floating OSW supply and value chains.
- ? Promote voluntary participation and encourage engagement with the most likely impacted groups from the growing offshore wind industry: tribal nations, coastal communities, and fishermen and their surrounding communities.
- ? Leverage relationships with public, private, and non-profit sector partners to ensure cost-effective and coordinated utilization of resources.

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? Employ "best available science" in decision-making and support data collection to fill gaps as necessary.

? Be transparent and well-documented.

? Reflect equity, diversity, and inclusion in hiring, contracting, participation, and implementation.

Objectives

? Convene the Cluster of activity, stakeholders, and partners

? Seek to understand the economic, community, and workforce development opportunity for our region through focused convenings/workshops

? Identify and map WA's supply and full value chain available to support floating offshore wind along the West Coast of US

? Facilitate a series of Community Benefits from Supply Chain participation discussions through the triple-bottom line lens of OSW in a way that is: Equitable, Sustainable, Profitable

? Support the development of a West Coast-wide Floating OSW supply chain and, as needed, provide a mechanism for WA's engagement in this conversation

? Provide a mechanism for WA's ecosystem to convene, strategize, and activate engagement in the West Coast and Floating OSW industry and, as needed, be a first point of contact for Washington entities interested in engaging in the OSW industry as well as out of state entities interested in partnering with Washington's ecosystem.

Blue Wind Structure and Governance

Role of Washington Maritime Blue: Washington Maritime Blue, a nonprofit organization, convenes and establishes the Blue Wind program to provide a Blue Economy lens (profitable, sustainable, and equitable) to an emerging maritime industry and fill a gap that currently exists in our region. Washington Maritime Blue provides the administrative capacity for Blue Wind and Blue Wind staff are Washington Maritime Blue employees and/or consultants. Washington Maritime Blue will provide internet-accessible storage for Blue Wind deliverables.

Tribal Participation: Blue Wind will engage early and often with federally recognized Tribes with Treaty Rights within Blue Wind's geographic scope. Blue Wind encourages and appreciates the contributions of Tribes to Blue Wind, in recognition of their treaty rights and jurisdictions in marine areas where Blue Wind may recommend actions related to ocean use for OSW supply chain development.

Adaptive Management of this Governance Document: The Blue Wind Program Director and Leadership Committee may review this document periodically to affirm that it reflects the mission and vision of the program and that the program is able to make progress towards its goals using this framework. This review will take place at a minimum every two years.

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Leadership Committee

Blue Wind Program Leadership Committee Purpose

The purpose of the Blue Wind Leadership Committee is to provide timely contributions to the development and execution of Blue Wind, in support of a common goal: to support a strategy for and activation of Washington's participation in the West Coast-wide Floating OSW supply chain through a collaborative and community benefits approach. Blue Wind actions will add value for other adjacent industries, including but not limited to maritime, aerospace, advanced manufacturing, and technology. The Leadership Committee members should be prepared to contribute advice and ideas to planning discussions, and to publicly represent and promote the interests of the Blue Wind Program as needed. The Leadership Committee will provide direction and support to the program and Working Groups in close coordination with the Program Director. Leadership Committee members are expected to take an active role within their organization(s) to enact and support Blue Wind initiatives.

Leadership Committee Membership

- ? The Leadership Committee may include representation from industry, ports, tribes, research institutions, agencies, labor unions, and nonprofits.
- ? The initial Leadership Committee may comprise members of the Blue Wind Planning Team and other participants as needed to represent the groups mentioned above.
- ? Additional Leadership Committee members may be invited by the Blue Wind Program Director on the recommendation of existing Leadership Committee members.
- ? Leadership Committee members will participate regularly in meetings of the Leadership Committee and working groups and have expertise and availability to contribute to Blue Wind efforts.
- ? Due to the potential for conflict of interest, non-Tribal elected officials are not members of the Leadership Committee.
- ? Leadership Committee members may propose an alternate to participate at meetings when they are unable to attend. Alternates should represent the same organization and the Blue Wind Program Director should be advised of the substitution prior to the meeting. Alternates may vote if the main member is not able to be present.
- ? Members may bring guests/staff/consultants to a Leadership Committee meeting with the prior agreement of the Program Director to address specific topics.
- ? Representation from any one organization should ideally not exceed three individuals per meeting.
- ? When a Leadership Committee member is absent for three or more meetings in succession, the Blue Wind Program Director will review with that member their continued participation on the Leadership Committee.
- ? To promote continuity, organizations in Blue Wind are encouraged to minimize changes to their choice of individual representing their organization or interest, and to work with the Program Director to brief replacements on the mission and strategic plan of Blue Wind.

Leadership Committee Roles and Responsibilities

The Leadership Committee will:

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- ? Provide advice, input, or assistance in the development of solutions for the long-term success and sustainability of the program.
- ? Work collaboratively with other members and the Program staff to sustain a positive and respectful atmosphere within Blue Wind.
- ? Strive to work with other members and program staff to achieve consensus on advice and recommendations where possible.
- ? Bring their organization's perspective to the decision-making table while also seeking opportunities to support the Blue Wind program beyond their organization's interests.
- ? Actively engage with meetings of the Committee by suggesting timely agenda items, reviewing materials, participating in dialogue, and making decisions that move the program forward.

- ? Provide direction for Blue Wind Working Groups on program priorities and budget.
- ? Review and provide feedback on key project reports and other materials commissioned for the Blue Wind program.
- ? Collaborate with the Program Director in their role of representing Blue Wind to elected officials and public/government/private sector audiences.
- ? Assist the Program Director in identifying and pursuing opportunities to advance the Program by connecting the Program Director to funders/stakeholders/interested parties/entities.
- ? Recommend members for relevant Working Groups.
- ? Support outreach and communications by sharing Blue Wind information and providing suggestions to Blue Wind staff for additional outreach.

Leadership Committee Meetings

In the first year of operation, it is anticipated that the Leadership Committee will meet monthly or bimonthly and that these meetings will last approximately two hours. In future years of operation, at least four meetings of the Leadership Committee will be held each year. It is anticipated that these meetings will be full or half-day meetings. All meetings will:

- ? Be organized and administered by Blue Wind staff
- ? Have meeting materials shared in advance
- ? Be recorded, whether by meeting summary notes or by audio/visual recording, and shared for review by the Leadership Committee.

Additional meetings may be called for some members of the Leadership Committee to focus on a particular topic, as needed.

Leadership Committee members are expected to participate in an annual Blue Wind Forum with the Working Groups as well.

To ensure timely action towards program goals between meetings, Blue Wind staff may seek input from the Leadership Committee collectively or individually between meetings. Members will be informed of program developments by email between meetings.

The Program Director, in coordination with the Leadership Committee, may invite members of the Working Groups, recipients of Blue Wind funding, and other related organizations to attend meetings depending on the agenda.

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The labor and time of each Leadership Committee member is provided by their respective organizations in-kind to Blue Wind, except when compensation of their time by Blue Wind is required to ensure an equitable and inclusive conversation.

Attribution of Information

Blue Wind and the Leadership Committee will recognize the provenance of external data, research or products used in Blue Wind projects by attributing them to their source(s). Blue Wind will not claim external data, research or products that are shared with Blue Wind as its own. Blue Wind will not seek to monetize data, research or projects that have been shared with Blue Wind.

If a Leadership Committee member shares any information (i.e., reports, discussion papers, presentations) with the Committee, that member is responsible for ensuring that they have the right to provide the Committee with that material, and that doing so does not violate any copyright or other proprietary interest.

External Communications

In external communications, Blue Wind staff and Leadership Committee members will acknowledge the roles and membership of the Leadership Committee and Working Groups in achieving accomplishments.

Any Blue Wind-related media enquiries should be forwarded to Blue Wind staff. Blue Wind staff will coordinate a joint response to media enquiries from the Program Director and Leadership Committee. Requests for Blue Wind materials should be forwarded to Blue Wind staff so that the most-up-to-date materials can be provided.

Blue Wind staff will maintain a website and email list that recognizes the contributions of all members of the Leadership Committee and Working Groups.

Conduct and Conflict of Interest

Leadership Committee members are expected to disclose information about their professional and personal affiliations where these are relevant to, and potentially in perceived or real conflict with, the work of Blue Wind. Leadership Committee members should make known their potential personal gain from Blue Wind (for example, if they plan to bid for a Blue Wind contract).

The rights, responsibilities and obligations of individual Leadership Committee members and the organization(s) they represent are not affected in any way through their participation in Blue Wind. Membership in Blue Wind does not limit members' rights to advocate for issues outside of their role in Blue Wind. Members who wish to participate in activities that may impact Blue Wind are encouraged to let Blue Wind Leadership Committee and staff know in advance of these activities.

Decision Making and Consent

The Leadership Committee will work collaboratively to reach consensus on key decisions. Consensus is reached if all members either agree or do not object to a decision. Leadership Committee members, where appropriate, will make reasonable efforts to communicate and resolve issues or concerns within the Leadership Committee space.

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If the Program Director determines that consensus cannot be reached in the timeline needed for the decision, or if a committee member makes a motion to take a vote, a decision will need a majority vote (more than half of the members and any acting alternates agree) of the Leadership Committee to proceed. Leadership Committee members may vote in absentia but are highly encouraged to be present or send alternates for voting meetings, as the committee may make compromises and adaptations before calling a question in order to reach consensus. The Leadership Committee will record members as approving, abstaining, or rejecting a proposal. Minutes of Leadership Committee meetings will record where consensus was and was not reached, and draft minutes will be circulated to members for their input and endorsement prior to finalization. Leadership Committee members will be offered the opportunity to attach a dissenting statement to the minutes of a voting meeting.

There may be times when members need to check with their organization before deciding, moving ahead, or voting. The Program Director will clearly communicate the timeline of a decision and the date by which a response is needed.

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Program Director Roles and Responsibilities

The Program Director will:

? Be the primary face of the program to stakeholders and public

? Lead the program in strategic planning, managing relationships, planning and execution of key meetings and workshops, determining resource requirements, managing deliverables & budgets, interpreting findings, researching issues, short and long-term funding development, coordinating findings, developing communications content, promoting and representing the program nationally and internationally.

? Be an active participant in facilitating and directing the conversations with the Leadership Committee.

? Synchronize the Working Groups - aligning priorities, helping everyone focus on the main programmatic goals, addressing unaligned interests as needed.

? Work closely with the Working Groups and their Leads to put together a comprehensive annual budget proposal that considers the program's overall goals and aligns the priorities of the Working Groups. This single budget proposal will then go to the Leadership Committee for approval.

? Work with Leadership Committee members to give Blue Wind briefings to elected officials, executives and senior-level leadership from participating entities.

? Coordinate with US and foreign key organizations (such as the Department of Energy (DOE), Bureau of Ocean Energy Management (BOEM), Economic Development Administration (EDA), and international economic development agencies, innovation clusters) and individuals who can help further the Blue Wind mission

? Oversee any additional staff and administrative support provided to the program through Washington Maritime Blue

External Communications and Media Relations

Blue Wind staff will coordinate a joint response to media enquiries based on input from the Program

Director and Leadership Committee.

Blue Wind staff will coordinate public communications, which will include:

- ? Blue Wind website with regular updates, including Leadership Committee notes
- ? Email updates to interested parties
- ? Press releases for major accomplishments
- ? Conference talks

Elected Official and Executive Coordination

Blue Wind staff will conduct regular briefings for elected officials and executives at the request of their organization and invite elected officials and executives to an annual dedicated Blue Wind meeting through their representatives on the Leadership Committee or Working Groups.

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Work Groups

Work Groups Structure

Blue Wind envisions the following potential work groups:

- ? Community Outreach
- ? Workforce Development
- ? Supply Chain Mapping
- ? West Coast Collaboration
- ? Ports & Final Assembly
- ? Vessel Needs & Construction
- ? Economic Cost Benefit Analysis

Purpose

The purpose of the Blue Wind Work Groups is to provide specific specialist advice and subject matter expertise in the development and execution of research, strategies, and management of projects and initiatives to support a strategy for and activation of Washington's participation in the West Coast-wide Floating OSW supply chain through a collaborative and community benefits approach. Blue Wind staff and the Leadership Committee will seek advice and perspectives from a diversity of subject matter experts to solve complex problems with practical solutions. These work groups are expected to share conclusions and findings with each other in a collaborative and adaptive process.

Work Groups will be formalized on an as needed basis, based on the priorities established by the Leadership Committee and Blue Wind staff.

Membership

Work Groups will be chaired or co-chaired by Leadership Committee members and the Program Director. Leadership Committee members who chair Working Groups are encouraged to lead the Work Groups with the overall needs of the Blue Wind program in mind.

Blue Wind Work Groups are composed of individuals bringing expertise from relevant fields of study, backgrounds, perspectives, and interests who share the common goal of activating an equitable and sustainable OSW supply chain across the West Coast. The Chair of the Work Group will work with the Blue Wind Program Director to determine membership needs and invite Work Group members.

Work Group Co-Chairs may include non-Leadership Committee members, at the recommendation of the Work Group Chair or Program Director and with approval from the Leadership Committee.

Meetings

Work Groups will be convened as needed to bring in diverse perspectives and to inform the strategy, scope of work, and provide expertise to specific projects and areas of interest for Blue Wind. All meetings will:

- ? Be organized and administered by Blue Wind staff and the Work Group Chair(s)
- ? Have meeting materials shared in advance
- ? Be recorded, whether by meeting summary notes or by audio/visual recording, and shared on the Blue Wind website

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Additional meetings may be called for some members of the Work Group to focus on a particular topic or project, as needed. Additionally, Blue Wind hopes that Work Group members will participate in an annual Blue Wind Summit with the Leadership Committee and Blue Wind staff.

To ensure timely action towards program goals between meetings, Blue Wind staff and the Leadership Committee may seek input from Work Group members collectively or individually between meetings.

Members will be informed of program developments by email between meetings.

The Program Director, in coordination with the Chair, may invite members of the Leadership Committee, other Working Groups, recipients of Blue Wind funding, and other related organizations to attend

meetings depending on the agenda.

Compensation

The labor and time of Work Group members is provided by their respective organizations in-kind to Blue Wind, except when compensation of their time by Blue Wind is required to ensure an equitable and inclusive conversation.

Requests for reasonable expenses will be considered by the Blue Wind Program Director on a case-by-case basis.

Specialist consultants may be engaged to participate on Blue Wind's behalf in the work groups, as needed.

Attribution of Information

Blue Wind groups will recognize the provenance of external data, research or products used in Blue Wind projects by attributing them to their source(s). Blue Wind groups will not claim external data, research or products that are shared with Blue Wind as its own.

If a Work Group member shares any information (such as reports, discussion papers, presentations) with Blue Wind, that member is responsible for ensuring that they have the right to provide Blue Wind with that material, and that doing so does not violate any copyright or other proprietary interest.

External Communications

In external communications, Blue Wind staff and Work Group members will acknowledge the roles of the Leadership Committee and Work Groups in achieving accomplishments.

Any Blue Wind-related media enquiries should be forwarded to Blue Wind staff. Blue Wind staff will coordinate a joint response to media enquiries from the Program Director and Leadership Committee. Requests for Blue Wind materials should be forwarded to Blue Wind staff so that the most-up-to-date materials can be provided.

Blue Wind staff will maintain webpages and an email list that recognize the contributions of all members of the Leadership Committee and Working Groups.

Conduct and Conflict of Interest

Work Group members are expected to disclose information about their professional and personal affiliations where these are relevant to, and potentially in perceived or real conflict with, the work of Blue

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Wind. Work Group members should make known their potential personal gain from Blue Wind (for example, if they plan to bid for a Blue Wind contract).

The rights, responsibilities and obligations of individual Work Group members and the organization(s) they represent are not affected in any way through their participation in Blue Wind.

Membership in Blue Wind does not limit members' rights to advocate for issues outside of their role in Blue Wind. Members who wish to participate in activities that may impact Blue Wind are encouraged to let Blue Wind Leadership Committee and staff know in advance of these activities.

Consensus on Work Group Recommendations to the Leadership Committee

Work Groups will work collaboratively to reach consensus on key decisions. Consensus is reached if all members either agree or do not object to a decision. Work Group members, where appropriate, will make reasonable efforts to communicate and resolve such issues or concerns within the Work Group space.

When putting forth a recommendation or request to the Leadership Committee, the Work Groups are encouraged to seek consensus. However, if consensus cannot be reached, the Chair will work with Work Group members to characterize the nature of the disagreement and convey that to the Leadership Committee so that the Leadership Committee may make an informed decision.

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Blue Wind Annual Workplan

The Blue Wind Annual Workplan will include a work plan and budget, and a communications calendar.

Blue Wind's Work Plan/Budget Process:

? The Blue Wind fiscal year is July 1- June 30, in concordance with the State of Washington and Washington Maritime Blue.

? Work Groups develop proposed annual work plans and budgets (if relevant and needed) in October and November of the preceding year and submit proposed work plans and budgets for the coming fiscal year to the Program Director in December.

? The Program Director compiles a Maritime Blue Wind work plan and proposed budget in January and February.

? The Program Director presents it to the Leadership Committee in March for final approval by the end of April.

? Blue Wind staff and the Leadership Committee will present the Blue Wind budget to Blue's board at their May meeting. Blue's board will incorporate the Blue Wind budget into the Blue budget at their July meeting.

? The Program Director and Leadership Committee will work throughout the calendar year to secure funding for approved projects.

? The budget may be amended throughout the year by Leadership Committee consensus to spend the amount of funding available.

? The Program Director has discretion to move projects forward outside of this budget process based on fiscal opportunities and project needs.

Communications Calendar:

Blue Wind recognizes the need to accommodate the interested public and will accomplish this in three ways: periodic public meetings/updates to solicit input; post leadership meeting notes on the Washington Maritime Blue website; and responses to inquiries from the public, as needed, as outlined in the communications plan.

? Blue Wind staff, on an annual basis, will review offshore wind supply chain and related events/opportunities for amplifying Blue Wind work and create an annual calendar of events, such as:

- o Conferences

- o Invited briefings for elected officials

- o Quarterly (August, November, February and May) public communications releases (website, email, or live meetings TBD).

? If Work Group members wish to give a public presentation about Blue Wind, they are asked to review their presentation with the Program Director for consistency of messaging.