

Scope of Work – Maritime Industrial Base Coalition – Convening Consultant Roadmap
FINAL – February 13, 2026

Topline: Washington is yielding its position as a leading maritime state. The award of the latest WSF vessel construction contract to a Florida shipbuilder is the latest example of the sustained challenges facing the state’s maritime industry. The message is clear: Washington must prioritize reclaiming our competitive edge in maritime manufacturing.

There is an imminent infusion of federal funding into the maritime industry, with a stated goal of “restoring America’s maritime dominance.” Additionally, this December, Governor Ferguson announced a proposal to spend \$1 billion to purchase three new state ferries to get closer to meeting the goal of replacing the aging ferry fleets before 2040. These federal and state investments pose significant opportunities for Washington’s maritime sector, with benefits felt far beyond the waterfront, and could mean up to \$30 billion to amplify shipbuilding and maritime industrial base development. Any investment of this magnitude would significantly impact Washington’s maritime sector, with benefits felt far beyond the waterfront.

How can we help restore Washington’s maritime dominance, and what do maritime industry stakeholders need to do to position Washington as a leader in this next phase of investment and activation?

Goal:

- Send a signal that Washington’s strong maritime legacy will power its maritime future.
- Implement policies to position Washington state to be a leader in maritime manufacturing and vessel construction, as well as a maintenance, repair, and overhaul (MRO) hub for the West Coast.
- Support national interest in developing an Arctic support strategy, capitalizing on Washington’s proximity and historical links to Alaska and the Arctic, and Washington’s core capabilities to serve national and international maritime policy priorities.
- Pursue a coordinated advocacy approach to address hurdles – including workforce, permitting, and cost challenges – to a reinvigorated shipbuilding and repair industry.
- Address workforce and training shortages that have developed in shipbuilding and marine industry and rendered us less competitive internationally.

Scope of Work:

- Convene Maritime Industrial Base Coalition
 - o Following passage by WPPA Executive Committee of the proposal to establish a Maritime Industrial Base Coalition, consultant will take the initial step of convening the Coalition Steering Committee.
 - o Steering Committee will initially consist of port members who have expressed interest in serving in a leadership role on the Maritime Industrial Base Coalition.
 - o Steering Committee will meet monthly to receive updates from consultant on progress toward executing scope of work.
 - o Steering Committee will use monthly meetings to propose updates or additions to Scope of Work, as appropriate.

- Convene Leadership Tables:
 - o Host events with stakeholders to identify and discuss opportunities and challenges for our maritime industry.
 - o Identify and strengthen relationships with stakeholders that have specific maritime, manufacturing, technology, or other expertise.
 - o Hold focused meetings with specific stakeholder subsets to gauge interest in pursuing new maritime investment and business opportunities.
 - o Activate support and identify champions to sustain this work.
 - o Convene regular meetings with industry leaders to seek guidance from shipbuilders and maritime manufacturers.

- Conduct a Landscape Analysis:
 - o How do our labor partners view this current challenging moment in maritime manufacturing? Do they view this as a major opportunity to expand their workforce? What are the most persistent challenges? Can we identify strategies to affect change in those challenging areas?
 - o What do the shipyards and shipbuilders think? Do they want this work and do they have the capacity to build more?
 - o What role can Washington's ports play in advancing this work? How can an expanded maritime industrial base support strategic goals of Washington's public ports?
 - o How does the lending /investment/finance industry view the regional maritime sector? What needs to happen for them to invest in the region?
 - o What existing efforts are underway in our region to support maritime industrial base expansion?
 - o What regulatory hurdles and competition (national/global) challenges stand in the way of developing new industrial facilities to serve this new demand?
 - o Is this more than just Washington: should we consider a regional (i.e. multi-state) model?

- What lessons and best practices can be learned from other industries that work together with maritime? Do other industries have shared interests in building workforce capacity to help inform the process and make it more efficient?
- Conduct a Gap Analysis:
 - Workforce development: Evaluate existing training programs and identify unaddressed training needs. Determine ideal workforce size and composition.
 - Develop an understanding of, and identify gaps in, current higher education and technical and training programs that feed into workforce needs.
 - What types of facilities will be needed to train workers?
 - Facilities:
 - What are the current shipyards in the state?
 - What manufacturers currently supply those shipyards?
 - What capacity do those shipyards have to expand?
 - What capacity do their suppliers have to expand?
 - What about the role of “digital shipyards” and other industry innovations?
- Meeting cadence - Tours and outreach for maritime stakeholders:
 - Monthly: Leadership Coalition meets with Coalition Convener/Consultant.
 - Semi-monthly: Industry Leaders Coalition meets with Leadership Coalition.
 - Quarterly: Stakeholders and policymakers visit shipbuilding and maritime industrial facilities.
 - Annual: Large event with tour component, legislatively focused.
- Action plan:
 - Identify necessary policy changes and implementation path.
 - Do no harm: what policies, previously considered, would make this more challenging?
 - Identify sources of funding and incentives from state and federal government to catalyze this work. Determine whether funding programs need modifications to optimize maritime industry impact.
 - Identification of long-term funding strategies (purely private and PPP) and investors.

Phase outline:

Phase 1:

- Q1 2026 – Convene Coalition and Steering Committee, convene industry stakeholder group, convene community partners group; Conduct first round of port and industry interviews, develop work plan
- Q2 2026 – Landscape analysis and gaps analysis – what are we missing?

Phase 2:

- Q3 2026 – Convene stakeholder groups and policymakers in a maritime manufacturing event to socialize outcomes from landscape and gaps analysis
- Q4 2026 – Recommend policy program, funding needs, and legislative advocacy strategy to achieve stated goals

Phase 3:

- 2027 and beyond – Stakeholders agree this is a multi-year, long-horizon initiatives, where new priorities and challenges will develop along the way

Timeline:

Activity	Timeline	Who's Leading?	Who's Engaged?
Develop coalition of Ports, convene broader stakeholder group, develop workplan	November 2025 – December 2025	WPPA	Coalition of Ports and industry partners.
Maritime Industrial Base Coalition officially approved by WPPA Executive Committee	January 26, 2026	WPPA	Coalition of Ports
Signing of MOU between WPPA and Steering Committee Members	February 2026	WPPA	Coalition of Ports
Consultant Research – Landscape Analysis and gaps analysis	February-June 2026	WPPA & consultant	Ports, shipyards, industry, labor groups, community partners, policymakers
Convene coalition and stakeholders to share work plan and seek additional feedback.	April 2026	WPPA & consultant	Ports, shipyards, industry, labor groups, community partners, policymakers
Convene large event with stakeholders and policymakers to socialize outcomes from landscape and gaps analysis	Q3 2026	WPPA & consultant	Ports, shipyards, industry, labor groups, community partners, policymakers
Recommend policy program and funding needs to achieve stated goals	Q4 2026	WPPA & consultant	Ports, shipyards, industry, labor groups, community partners, policymakers
Seek additional funding partners to	Q3-Q4 2026	WPPA	Ports, shipyards, industry, labor groups, community

support 2027 and beyond work			partners, policymakers
Develop action plan and implementation plan	2027 and beyond	WPPA	Ports, shipyards, industry, labor groups, community partners, policymakers