Request for Proposals: Building the Offshore Wind Workforce - *Reflections from Vineyard Wind 1*

OSW 2026 - 02

Date of Issue: March 16, 2026

Proposals Due: April 6, 2026, by 11:59 PM

Total Funding Available: $125,000

All proposals must be submitted to:

OffshoreWind@MassCEC.com

I. SUMMARY

The Massachusetts Clean Energy Technology Center ("MassCEC") seeks proposals from qualified consultant teams to develop a public-facing, reflective assessment and report examining workforce development lessons learned from Vineyard Wind 1, the first utility-scale offshore wind project in the United States.

Vineyard Wind 1 required the rapid planning, training, coordination and deployment of a new offshore wind workforce under challenging conditions, including project permitting uncertainty, evolving occupational requirements, and limited domestic precedent. As Massachusetts and other states advance future offshore wind projects, there is a timely need to document and reflect on workforce experiences from Vineyard Wind 1 in order to inform more effective, realistic, and coordinated workforce planning going forward.

Through this Request for Proposals (the "RFP"), MassCEC seeks a consultant team with experience in workforce development, qualitative research, and multi-stakeholder engagement – particularly in offshore wind, construction, maritime transport, energy, or similarly complex industries – to produce a reflective report grounded in first-hand stakeholder experience and informed by existing quantitative data. The report is intended to preserve institutional knowledge, surface lessons learned, and translate those lessons into actionable guidance for future offshore wind workforce development efforts.

II. ABOUT MASSCEC

MassCEC is a quasi-state economic development agency dedicated to accelerating the growth of the clean energy sector across the Commonwealth to spur job creation, deliver statewide environmental benefits and to secure long-term economic growth for the people of Massachusetts. MassCEC works to increase the adoption of clean energy while driving down costs and delivering financial, environmental, and economic development benefits to energy users and utility customers across the state.

MassCEC's mission is to accelerate the clean energy and climate solution innovation that is critical to meeting the Commonwealth's climate goals, advancing Massachusetts' position as an international climate leader while growing the state's clean energy economy. MassCEC is committed to creating a diverse, equitable, and inclusive organization where everyone is welcomed, supported, respected, and valued. We are committed to incorporating principles of diversity, equity, inclusion, and environmental justice in all aspects of our work in order to promote the equitable distribution of the health and economic benefits of clean energy and support a diverse and inclusive clean energy

industry. MassCEC strives to lead and innovate in equitable clean energy and climate solutions.

III. PROGRAM GOALS AND DESCRIPTION

This RFP is issued under MassCEC's Offshore Wind Works Program and informed by engagement with MassCEC's Union & Community-Based Organization Offshore Wind Working Groups.

The Vineyard Wind 1 offshore wind project was one of the first in the United States and required industry-specific workforce systems to be developed as the project moved from planning to construction phase with very little lead time. Many workforce decisions, challenges, and adaptations were shaped by project sequencing, global supply chain constraints, regulatory requirements, and the realities of offshore construction labor markets. Much of the resulting institutional knowledge currently resides with a limited number of individuals and organizations.

The goal of this project is to capture and reflect on workforce development lessons from Vineyard Wind 1 while those experiences remain accessible, and to translate those lessons into guidance that can strengthen workforce planning, training investments, and coordination for future offshore wind projects.

This effort is not intended to evaluate individual organizations or to replicate economic impact analyses. Rather, its goal is to provide a balanced, practitioner-focused reflection on what worked, what did not, and what future projects should realistically expect when developing and deploying an offshore wind workforce.

IV. ELIGIBILITY

Applicants may apply individually or as part of a team.

To be eligible, applicants must demonstrate:

- Experience conducting workforce development research and/or qualitative analysis;
- Deep understanding of offshore wind industry with emphasis on workforce, supply chain, and construction logistics;
- Capacity to engage credibly with labor organizations, contractors, and industry stakeholders;

- Experience integrating qualitative stakeholder research with quantitative data from existing reports or datasets to inform analysis and conclusions; and
- Ability to manage sensitive stakeholder engagement and confidential information.

MassCEC encourages proposals from firms with a demonstrated presence in Massachusetts or a clear plan to engage Massachusetts-based stakeholders. Minority-owned, women-owned, and veteran-owned businesses are encouraged to apply.

V. ESTIMATED TIMELINEJ

This timeline is subject to change at MassCEC's discretion.

Release of RFP	March 16, 2026
Questions due to MassCEC via email to OffshoreWind@MassCEC.com	March 27, 2026
Questions with Answers Posted to MassCEC Website	April 3, 2026
Proposals Due	April 6, 2026 by 11:59 PM
Interviews of Top Applicants	Week of April 13th, 2026
Notification of Award	April 2026

Questions must be submitted via email to OffshoreWind@MassCEC.com. Responses will be posted publicly on MassCEC's website.

VI. SCOPE OF WORK

The selected consultant team will be responsible for designing and delivering a reflective, workforce-focused report examining workforce development lessons learned from Vineyard Wind 1. The work will be conducted in close coordination with MassCEC and will prioritize candid, experience-based insights while respecting project sensitivities and stakeholder confidentiality.

A. Project Design & Coordination

The consultant team will:

- Work closely with MassCEC to refine the project scope, engagement strategy, and project guardrails.
- Develop a clear workplan and engagement approach that aligns with the project's reflective purpose and intended audiences.
- Coordinate interviews and other engagement activities with Vineyard Wind representatives, union partners, contractors, training providers, and additional stakeholders identified in collaboration with MassCEC.
- Design an interview and synthesis approach that supports candid feedback, recognizes power dynamics among stakeholders, and accounts for project sensitivities.

B. Stakeholder Engagement

The consultant team will engage a diverse set of stakeholders, expected to include, at a minimum:

- Vineyard Wind 1 project leadership and workforce related staff.
- Union representatives from trades involved in development and construction of Vineyard Wind 1.
- Contractors and subcontractors involved in workforce deployment and training, including firms that:
    - successfully staffed work;
    - faced challenges meeting workforce or training requirements; and
    - bid on project scopes but did not ultimately secure work.
- Additional stakeholders identified in coordination with MassCEC, including workforce training providers, educational institutions, the fishing community, maritime workers, and community-based organizations engaged in offshore wind workforce development.
- Applicants should consult **Attachment 3: Description of Existing OSWW Projects** which gives a description of all programs awarded under MassCEC's Offshore Wind Works program. Applicants should consider these programs in their project design, including capturing feedback from relevant grantees and incorporating those perspectives into their analysis.

Applicants must describe their approach to managing confidentiality, anonymization, and trust building, including how participation will be voluntary and how findings will be

synthesized in a manner that protects individual and organizational identities where necessary.

C. Analysis & Synthesis

The consultant team will analyze and synthesize findings across the following topic areas:

1. Workforce planning under uncertainty
2. Training requirements, certifications, and timing challenges
3. Labor supply, training capacity, workforce transience, and retention between projects
4. Union workforce deployment and contractor staffing models
5. Equity, access, and wraparound workforce supports
6. Local supply chain and service providers
7. Internship, mentorship, and early career pathways
8. Others as identified

Across all topic areas, the report should clearly distinguish between:

- Workforce conditions, outcomes, or practices that are measurable and documented in existing quantitative data; and
- Workforce experiences, challenges, and adaptations that are observed by stakeholders but not easily captured through traditional workforce metrics.

D. Use of Quantitative Data

While this project is primarily qualitative in nature, the consultant team will be expected to:

- Review and reference Vineyard Wind 1's Economic Impact Report and other relevant workforce related data provided by MassCEC and other stakeholders.
- Use quantitative data to anchor and contextualize qualitative findings, including data related to workforce participation, local employment, training outcomes, and continuity of work.
- Identify where quantitative data aligns with stakeholder experience, lacks sufficient context, or risks misinterpretation without qualitative explanation.
- Avoid duplicating, re-analyzing, or independently validating existing economic impact modeling.

E. Presentation of Findings

At the conclusion of the project, the consultant team will produce a public-facing, reflective workforce report that clearly synthesizes findings from stakeholder engagement and relevant quantitative data into accessible, practitioner-oriented insights.

The consultant team will be responsible for:

- Presenting findings in a clear, organized, and accessible format that supports use by a range of audiences, including workforce practitioners, unions, developers, contractors, training providers, policymakers, and community-based organizations.
- Clearly articulating lessons learned, including both effective practices and challenges encountered, and describing the conditions under which those outcomes occurred.
- Translating findings into actionable insights that can inform workforce expectations, planning, coordination, and investment decisions for future offshore wind projects.

In addition to reflecting on lessons learned, MassCEC expects the report to inform the assessment by the organization and other stakeholders of several big-picture offshore wind workforce questions, which may include, but are not limited to:

- How much did uncertainty related to project timelines and workforce requirements result in over-training, under-training, or mis-timed training of workers?
- What challenges emerged around training requirements, certifications, and timing, and how did those challenges affect workforce availability and deployment?
- How did coordination among developers, contractors, unions, and training providers affect workforce outcomes?
- Of the workforce programs that were advanced by MassCEC and Vineyard Wind during the project, did the results justify the effort and expended cost?
- What expectations placed on workforce systems during Vineyard Wind 1 proved unrealistic, and what expectations could be recalibrated for future projects?
- What guidance can be drawn from Vineyard Wind 1 to support more effective, transparent, and coordinated offshore wind workforce development going forward?

The applicant team should describe how findings will be structured and presented to ensure that the final report preserves institutional knowledge, supports candid reflection, and provides practical value to those planning and implementing future offshore wind workforce development efforts.

VII. HOW TO APPLY

Applicants must submit a complete proposal package electronically in PDF format to OffshoreWind@MassCEC.com by the deadline listed in Section V.

Applications must include the following components:

1. **Cover Letter**
    a. Brief overview of the applicant or team
    b. Identification of the primary point of contact
2. **Project Narrative**
    a. Understanding of project goals and context
    b. Proposed approach and methodology
    c. Stakeholder engagement strategy
    d. Approach to confidentiality and anonymization, including proposed "rules of the road" for handling sensitive or non-public information (e.g., Confidential Business Information) that may arise during stakeholder engagement
3. **Team Qualifications**
    a. If team, identification of lead applicant and primary point of contact
    b. Description of relevant experience across applicant and partners
    c. Roles and responsibilities of key personnel
    d. Examples of comparable projects
4. **Project Schedule**
    a. Proposed timeline and key milestones
5. **Budget and Cost Narrative**
    a. Detailed budget consistent with Section IX
6. **Authorized Applicant's Signature and Acceptance Form**
7. **Optional DEI and/or Environmental Justice Statement**
8. **Disclosure of Generative AI Use** (if applicable)

Under no circumstances will MassCEC accept responses past the deadline.

Please disclose to MassCEC in your application any use of, or planned use of, generative AI either in responding to this RFP or in carrying out the scope of work required for the project or services, if awarded. MassCEC reserves the right to review submitted materials to determine whether generative AI was likely used, including using detection tools, linguistic analysis, or verification methods as appropriate. MassCEC further reserves the right to accept or reject any proposed uses of generative AI, or request supplemental non-AI

generative materials from applicants, or cancel or rescind an award where generative AI has been used without MassCEC approval.

VIII. SELECTION CRITERIA

Proposals will be evaluated based on the following criteria:

- Demonstrated understanding of the project's goals, context, and sensitivities;
- Strength and appropriateness of the proposed engagement and research methodology;
- Experience working with labor organizations and workforce stakeholders;
- Ability to translate qualitative and quantitative information into practical, actionable insights;
- Qualifications and experience of the proposed team; and
- Cost-effectiveness and alignment with the proposed budget.

MassCEC may invite top-ranked applicants to participate in interviews prior to final selection.

IX. BUDGET

The anticipated budget for this project is approximately $125,000.

Applicants should propose a scope of work that is appropriately scaled to the available funding and clearly explain any tradeoffs or assumptions reflected in their budget.

MassCEC may increase or decrease funding at its sole discretion.

X. CONTACT INFORMATION FOR QUESTIONS

All questions regarding this RFP should be submitted to Lauren Farnsworth, Sr. Program Manager, MassCEC via email: OffshoreWind@MassCEC.com.

XI. GENERAL REQUEST FOR PROPOSALS CONDITIONS

Notice of Public Disclosure

As a public entity, MassCEC is subject to Massachusetts' Public Records Law, codified at Chapter 66 of the Massachusetts General Laws ("Public Records Law"). Applicant acknowledges and agrees that any documentary material, data, or other information

submitted to MassCEC is presumed to be public records. An exemption to the Public Records Law may apply to certain records, including materials that fall under certain categories under a statutory or common law exemption, including the limited exemption at Massachusetts General Laws Chapter 23J, Section 2(k) regarding certain types of confidential information submitted to MassCEC by an applicant for any form of assistance. Applicant acknowledges and agrees that MassCEC, in its sole discretion, shall determine whether any particular document, material, data or other information is exempt from or subject to public disclosure. Thus, MassCEC urges applicant to carefully consider what documents, materials, data and other information is submitted to MassCEC in connection with this RFP. If confidential information is submitted as part of the application and not clearly marked as confidential, such information may be made publicly available by MassCEC without further notice to the Applicant.

Confidentiality and Handling of Sensitive Information

Applicants shall not submit Confidential Business Information (CBI), proprietary, or other sensitive information as part of their application in response to this RFP. As part of the Project Narrative (see Section VII. How to Apply), applicants must describe their proposed "rules of the road" for handling sensitive or non-public information that may arise during project execution, including their approach to confidentiality, anonymization, data handling and stakeholder protections in the context of interviews and other qualitative engagement. The selected consultant team may be required, as part of the awarded contract, to implement confidentiality measures with participating stakeholders. Any such requirements will be further defined through the contracting process and subject to applicable law and MassCEC review.

As a public entity, MassCEC is subject to Massachusetts' Public Records Law, codified at Chapter 66 of the Massachusetts General Laws. Thus, any documentary material, data, or other information received by MassCEC from an applicant is a public record subject to disclosure. Applicants shall not send MassCEC any confidential or sensitive information in response to this RFP. If confidential information is submitted as part of the application and not clearly marked as confidential, such information may be made publicly available by MassCEC without further notice to the Applicant.

Please note: consultant rate sheets will be considered a public record subject to disclosure.

Disclaimer & Waiver Authority

This RFP does not commit MassCEC to award any funds, pay any costs incurred in preparing an application, or procure or contract for services or supplies. MassCEC reserves the right to accept or reject any or all applications received, waive minor

irregularities in submittal requirements, modify the anticipated timeline, request modification of the application, negotiate with all qualified Applicants, cancel or modify the RFP in part or in its entirety, or change the application guidelines, when it is in MassCEC's best interests.

This RFP has been distributed electronically using MassCEC's website. It is the responsibility of Applicants to check the website for any addenda or modifications to an RFP to which they intend to respond. MassCEC accepts no liability and will provide no accommodation to Applicants who submit an application based on an out-of-date RFP document.

Contract Requirements

Upon MassCEC's authorization to proceed with the proposal, MassCEC and the awarded applicant(s) will execute a contract, substantially in the form of the template agreement attached hereto as **Attachment 2** which will set forth the respective roles and responsibilities of the parties.

XII. LIST OF ATTACHMENTS

Attachment 1: Authorized Applicant's Signature and Acceptance Form

Attachment 2: Sample Agreement

Attachment 3: Description Of Existing OSWW Projects