



County of Humboldt

Proposal for the Provision of

# Humboldt Supply Chain and Workforce Assessment

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## APPENDIX A TERMS AND CONDITIONS



# 1 SCOPE OF WORK

## 1.1 Scope of Work

The County of Humboldt aims to gain a thorough understanding of local and regional workforce and supply chain needs and opportunities for the offshore wind industry. The first phase of this project involves a stakeholder mapping exercise, which assesses the relevant stakeholders across the local, regional and national offshore wind sector and constructs a database for relationship mapping. Understanding the objectives and influences on the industry of sector stakeholders is important for generating impactful and implementable recommendations from the study. A gap and opportunity assessment will then be conducted on a local and regional level which actively engages key stakeholders, describes local and regional capabilities, analyzes the broader offshore wind landscape, and synthesizes insights into a Strengths Weakness Opportunities and Threats (SWOT) framework. The goal of this project is to develop a roadmap of actions that identifies and prioritizes initiatives for supply chain and workforce development, drawing on lessons from existing programs and detailing key parameters for successful implementation in Humboldt County and the greater Redwood Coast region.

Xodus is committed to a collaborative approach for this project, where we will prioritize coordination with ongoing workforce and supply chain initiatives in the region to enhance the impact and effectiveness of the workforce and supply chain development efforts.

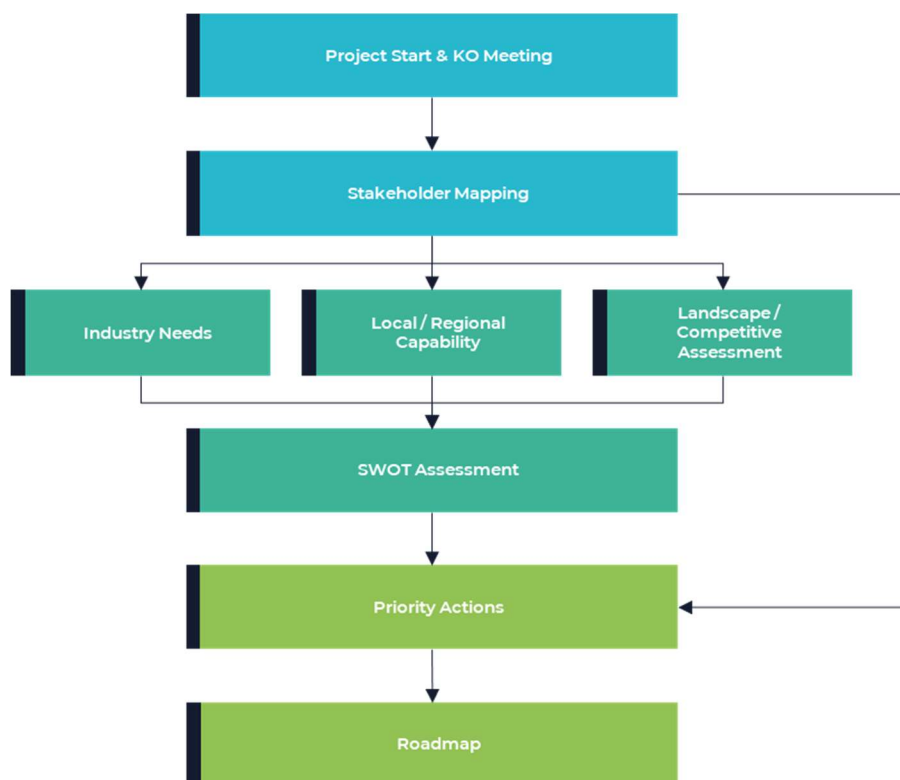


Figure 1.1 - Proposed Scope of Work



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## 1.1.1 Task 1: Stakeholder Mapping

Xodus recognizes the importance of understanding stakeholder needs ahead of successful design and implementation of new programs dedicated to support offshore wind supply chain and workforce development. The list of relevant stakeholders will encompass a broad range of organisations including local communities, government entities, environmental organizations, private companies and more. Actively involving and analysing the perspective of stakeholders will allow us to understand and design around their interests, concerns, and expectations. The Stakeholder Mapping exercise will include:

- Reviewing relevant state and federal policy regarding offshore wind and local content requirements.
- Mapping all relevant federal, state, regional and local level stakeholders alongside areas of responsibility and influence.
- Working with the client to perform a stakeholder analysis that assesses the role of each stakeholder group in the broader offshore wind industry.
- Conduct in-person visits to build stronger connections with stakeholders in the region.

### **Deliverable 1: Stakeholder Assessment**

Xodus proposes to build a comprehensive stakeholder database and ontology to identify and map relationships, existing programs, etc. to be considered and leveraged when developing actions.

## 1.1.2 Task 2: Gap and Opportunity Assessment

The gap and opportunity assessment will analyze the offshore wind industry demand for supply chain and workforce compared with the existing regional and local capability. This scope of work includes three deliverables; a supply chain assessment, workforce assessment, and a SWOT analysis. The objectives of this scope are to:

- Describe and assess the current local and regional supply chain and workforce capability using a robust, established methodology.
- Describe and assess the relevant developing wider offshore wind landscape to provide necessary context and detail of complementary or competitive activities.
- Synthesize insights into an accessible SWOT framework to articulate current position, enable comparison against established goals and objectives, and support action planning.

### **(1) Supply Chain Assessment**

#### **Taxonomy Definition and Industry Needs**

Xodus will set the scene for the supply chain assessment by suggesting a breakdown of the offshore wind taxonomy based on industry standards and our project experience. A comprehensive description of the offshore wind taxonomy including types of companies and services required, and a timeline for when each supply area is required. Xodus will analyse the project demand to understand the project specifications and preliminary schedule for components. An anticipated project pipeline and timeline for the West Coast will be provided.



Xodus will leverage the Memorandum of Understanding (MoU) between RWE and Vineyard in Humboldt County and engage with the Central Coast lease winners to build an understanding of their needs, potential plans and perspectives regarding California’s supply chain. Additionally, Xodus will interact with original equipment manufacturer (OEM) suppliers to comprehend their supply requirements and assess their interest in entering the California market.

### Industry Landscape

To add necessary context ahead of recommendations setting it is important to examine the industry landscape beyond the confines of the isolated California market. Defining the global and US offshore wind landscape trajectory will shape the SWOT analysis and provide informed recommendations. This exercise involves an analysis of the US and global offshore wind industries, including factors such as market size, trajectory, infrastructure investments, competitive players and regions, and regulatory influence.

### Existing Supply Chain Assessment

Xodus will leverage existing public and private supply chain company databases complimented by any additional information obtained through Task 1 stakeholder engagement to develop a longlist of supply chain companies for assessment, aligned with the defined offshore wind taxonomy. Identified companies will be screened and prioritized based on impact and feasibility to deliver required components and services. Xodus will engage and further assess shortlisted supply chain companies of interest. Xodus will share questionnaires with select companies to evaluate capability and capacity to supply, readiness levels, track record, and interest in and awareness of offshore wind. Xodus will work closely with adjacent supply chain and workforce studies in the region to collate the most up to date information and align on data and results.

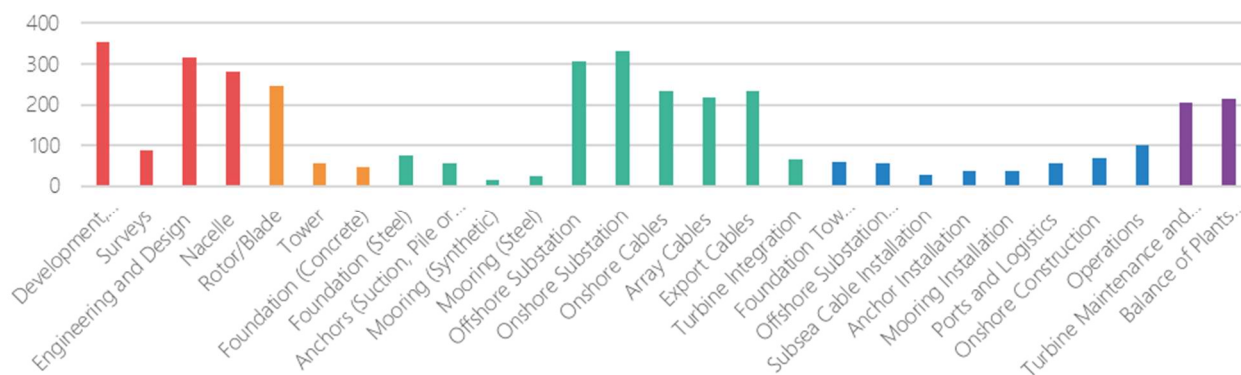


Figure 1.2 - EXAMPLE FIGURE: Local supply chain capability categorized by offshore wind contracting area

### Deliverable 2: Local and Regional Supply Chain Assessment

Xodus will provide a supply chain assessment for the County of Humboldt and the greater Redwood Coast region. The report will describe the offshore wind taxonomy, industry demand and timelines, along with a database of companies that have been screened and prioritized for supporting the offshore wind industry in the regions.



## (2) Workforce Assessment

### Workforce Development Needs

Xodus will identify the workforce required to develop, build, install, and operate a commercial-scale floating offshore wind project. For each taxonomy element described in the supply chain assessment, Xodus will outline the type and quantity of workers associated with the delivery of the constituent products and services. A timeline will be applied to the job roles to understand when in the project lifecycle each role is required. Xodus will further describe the time to train for each role, providing insight of when training facilities shall be prepared, and workers trained to ensure a readily accessible workforce.

Xodus have an established relationship with developers working on California offshore wind projects where we have collaborated on supply chain and workforce analyses and programs on the east coast. We will build on this relationship to better inform our workforce model of developer's workforce needs and timelines, through lessons learned on the east coast. Xodus will specifically collaborate with RWE and Vineyard on this effort.

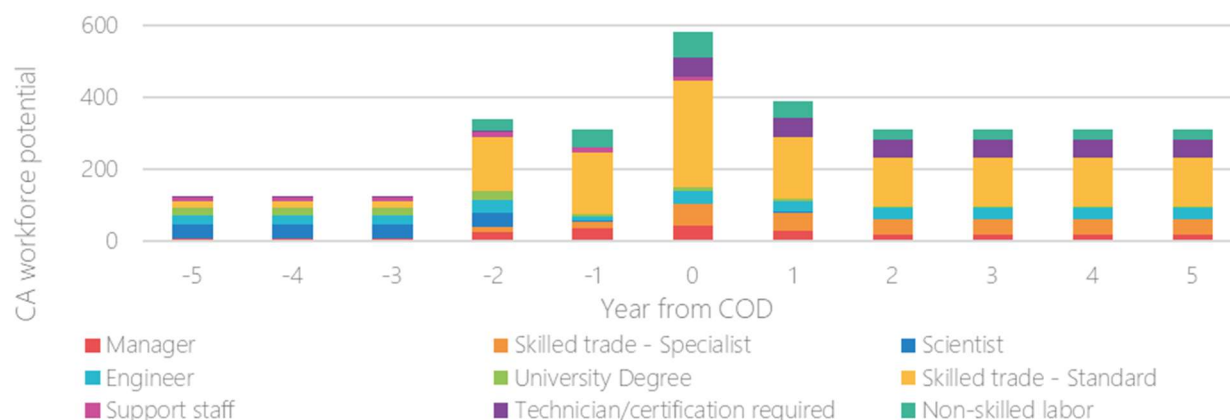


Figure 1.3 - EXAMPLE FIGURE: Workforce quantity and certification with respect to project timeline

### Workforce Landscape

In the workforce landscape analysis we will highlight existing workforce trends observed on the east coast, including existing workforce programs, Project Labor Agreement trends and timelines, and any lessons learned that can be applied to our recommendations. Xodus will present a high-level profile of the workforce in the State of California, focusing on the Bay Area, Central and Southern Coast regions.

### Workforce Assessment

Xodus will develop a profile of the available workforce in Humboldt County and the Redwood Coast region. This will include demographics of the region, education attainment, current industries workforce is engaged in, and average age of workforce. This work will be supplemented by the stakeholder mapping and engagement in Task 1. Xodus will produce a map and database of available workforce development and support resources and programs within each region. Xodus will use the database to conduct outreach to labour programs, apprenticeship and training programs to



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understand capability, interest and requirements for expanding and strengthening their programs to support training of an offshore wind workforce.

### **Deliverable 3: Local and Regional Workforce Needs and Capabilities Assessment**

Xodus will provide a workforce needs and capability assessment for the County of Humboldt and the Redwood Coast region. This will describe the workforce demand and map the existing workforce profile and characteristics in the regions against the needs of the offshore wind industry. A database of relevant training institutions and labor unions capable of supporting the industry will be provided.

## **(3) SWOT Analysis**

The insights generated via the supply chain and workforce assessments will serve as the foundation for a SWOT analysis of the region. Understanding the local and regional capabilities in the context of offshore wind will uncover strengths to capitalize on for industry development, as well as gaps that can be transformed into opportunities for growth. Consideration of the wider floating offshore wind industry, US landscape, and neighboring regions is key to understanding how Humboldt and the Redwood Coast region will work in partnership or competition with other US or global supply chain hubs. A holistic assessment of the offshore wind supply chain and workforce development opportunity using an accessible SWOT framework will enable the development and clear communication of priority actions to be taken.

### **Deliverable 4: SWOT Analysis**

Following the workforce and supply chain assessments Xodus will deliver a SWOT analysis, which will be presented as a report describing the regions positioning in the market.

## **1.1.3 Task 3: Roadmap of Actions**

Xodus will integrate results from the previous studies to develop identify and prioritize strategic actions for supply chain and workforce development in the targeted regions. This process includes a comparison and assessment against similar existing programs, extracting lessons learned to inform the purpose, budget, impact, ownership, risks, and other details.

A collaborative workshop will be scheduled with the County of Humboldt's offshore wind team, and other interested stakeholders to identify and agree on impact and difficulty of priority actions. The outcome of this collaborative session will be directly integrated into the recommendations and roadmap of actions.

### **Deliverable 6: Roadmap of Actions**

This deliverable presents a comprehensive report on the recommended actions, describing their purpose and articulating their value alongside ownership of each action. The report will include an infographic illustrating a strategic roadmap of activities related to workforce and supply chain development. The visual guide will describe activities that show proposed timeline, sequencing, duration, ownership, and relationships.





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## 1.1.4 Task 4: Project Management

Xodus have robust project management processes and the associated controls and tools to ensure the efficient and effective support to Humboldt County for this work, as well as to provide good visibility at all stages of our support. Our philosophy comprises:

- **People.** We have an experienced and capable team that possesses industry leading technical and project management competencies.
- **Processes.** Xodus is ISO9000 accredited. This project will be managed through Xodus' Quality Management System that is ISO9001:2015 certified by Bureau Veritas.

The project delivery team will hold weekly internal meetings along with further ad hoc discussions as required to facilitate close collaboration and quality assurance and to ensure project support and ongoing progress for the duration of the project. Bi-Weekly meetings with Humboldt County will be held via Teams facilities in order to present progress and discuss any concerns or issues.

## 1.2 Data/Information Requirements

Where data is not publicly available, we will request Humboldt County and relevant stakeholder to provide the following information to aid in our analysis:

- Databases containing information on companies at both local and regional level.
- Relevant workforce and economic data specific to each region.
- Databases containing information on Minority and Women-Owned Business Enterprises (MWBES).
- Relevant ongoing and/or historical studies within the region related to workforce, supply chain, economic development, and offshore wind.

## 1.3 Health, Safety, Environment and Security

Xodus Group operates a HSES management system which is fully integrated with our work business management system. The Xodus HSES Procedures Manual (XIQ-HSE-PROC-01) represents the arrangements, systems and activities put in place for HSES management in Xodus Group in line with the principles of ISO 14001:2015 and ISO 45001:2018. The objective of HSES management is protect our staff, visitors and any others working in our premises and on projects from potential exposure to harm and to provide information, expectations and guidance to stakeholders to ensure that we undertake our operations with no harm to the environment. The system is immediately accessible to all employees through the Xodus Business Operating System (XBOS).

## 1.4 Quality Management

Xodus Group operates a quality management system (Xodus Integrated Quality, XIQ) which is fully integrated with our work processes and is in compliance with and accredited to the requirements of ISO 9001:2015. XIQ is immediately accessible to all employees through XBOS and is applicable for the execution of this project.



## 2 SCHEDULE

### 2.1 Schedule

Xodus proposes a schedule that allows the project to be completed within 28 weeks upon execution of the contract. The milestones and duration of each scope of work are highlighted in the schedule below. The project is estimated to be completed within 24 weeks, with an additional 4 weeks of contingency included to account for unexpected delays (such as availability of partners, suppliers, stakeholders etc. for participation) and/or beneficial delays (such as waiting on development of plans or initiatives by partners, stakeholders, etc. for consideration). Xodus commits to maintaining transparent communication with the County of Humboldt throughout the delivery of the project and providing regular updates on the expected timeline of work should any delays be foreseen.

Xodus is committed to a collaborative approach and is open to working closely with the County of Humboldt on any necessary modifications to this schedule to accommodate changing project needs or unforeseen circumstances.

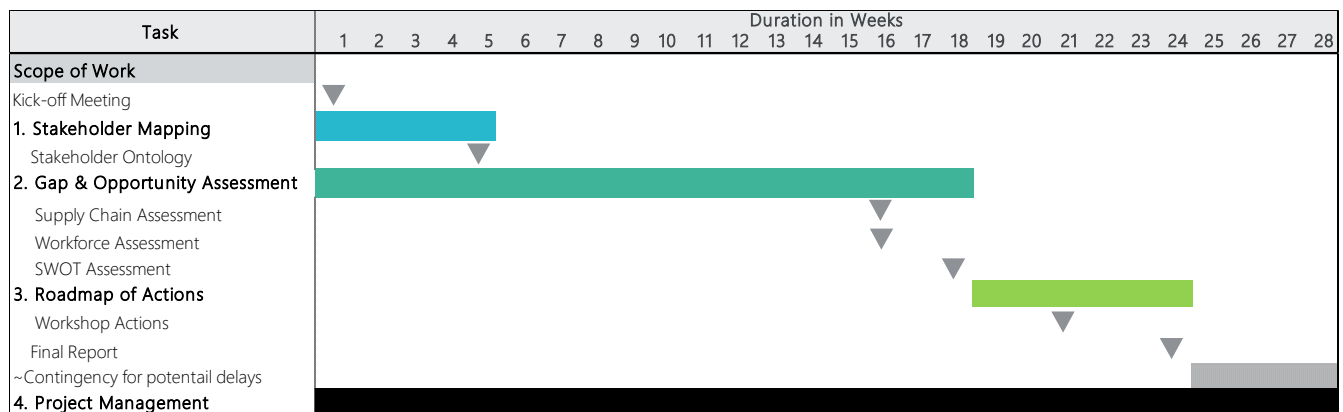


Figure 2.1 - Project Schedule



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## APPENDIX A TERMS AND CONDITIONS

*Contract negotiations pending, per client's T&Cs.*