



# Frequently Asked Questions

*Offshore Wind Works Business Ready Program (2026)*

## 1. What exactly is this program?

The program is designed to help Massachusetts businesses improve their readiness and competitiveness to work on contracts on offshore wind, maritime, and other complex infrastructure projects. Participating businesses will complete a Capability Assessment, work with industry consultants to identify areas for improvement, and receive a customized Growth Plan—developed with industry experts from [Xodus Group](#)—with recommendations to strengthen readiness for larger and more complex projects.

For interested businesses, Massachusetts Clean Energy Center (MassCEC) has made fund available to share the costs of making the changes identified during of the program.

## 2. Is this only for companies already working in offshore wind?

No. The program is intended both for businesses already participating in offshore wind and for businesses with relevant capabilities in adjacent industries such as maritime services, construction, logistics, manufacturing, engineering, fabrication, industrial services, and marine infrastructure.

## 3. What kinds of businesses are the best fit for the program?

The strongest fit is usually businesses that:

- already provide technical, industrial, maritime, or infrastructure-related services,
- are interested in growing into larger or more complex projects,
- and are open to investing time and resources in improving operational systems, processes, or capabilities to become more competitive.

## 4. What does the Business Capability Assessment involve?

The Business Capability Assessment is an online, self-paced process that asks detailed questions about your business operations, experience, systems, certifications, safety practices, and overall readiness for complex projects. The assessment helps consultants understand your business strengths and identify practical opportunities for improvement.

## 5. How much time should we expect this to take?

Businesses should expect to dedicate meaningful time throughout the process. This includes completing the assessment, participating in meetings with consultants, and collaborating on the development of a Growth Plan.

- The Expression of Interest will take 5–10 minutes to complete.
- The Capability Assessment may require businesses to gather information outside of the survey. We expect the entire process to take approximately 1 hour to complete.
- The Growth Plans will be largely completed by industry expert consultants, but will require several live discussions with participant businesses and additional information sharing, if necessary. We estimate the entire process to take between 3–4 hours.

The exact time commitment will vary depending on the size and complexity of the business.

## 6. Will our business information remain confidential?

Yes. Information shared through the assessment process is intended to support the consultant team's evaluation and recommendations. Business-specific information will not be shared directly with project sponsors at Massachusetts Clean Energy Center without permission from the participating business.

## 7. Is this a grant program?

The program is primarily meant to provide participating businesses with improved competitiveness and readiness to work on offshore wind contracts or in other complex contracts. Participating businesses receive assessments, consulting support, and customized recommendations. Program sponsors at MassCEC have committed to in-kind financial support to businesses that fully complete the Capability Assessment and Growth plan to implement selected improvements identified through the program.

## 8. What kinds of improvements could the program help support?

That depends on the business and the assessment results. Examples could include improvements to technical, operational or strategic plans such as product/service development plans, project delivery and management capabilities, business development and marketing plans, safety systems and quality management, certifications, operational procedures, or other competitiveness-related investments.

## 9. Does participating guarantee contracts or introductions to offshore wind developers?

No. The program does not guarantee contracts. The goal is to help businesses strengthen their competitiveness and readiness for opportunities in offshore wind and adjacent industries. Participating businesses may also receive introductions and business development connections where appropriate.

## 10. What happens after the Expression of Interest form?

The Expression of Interest is the first step in the selection process. The program team will review submissions to determine whether the program appears to be a strong fit for the business. Selected businesses may then be contacted for follow-up discussions and invited to participate in the full Capability Assessment process.

The contact information entered into the Expression of Interest will be used by the NBOC to get in touch, schedule time to talk, and send your unique survey links. Information gathered by the program, assessments, and more will not be shared with MassCEC or any other party, unless written permission is given by the business.