



REQUEST FOR PROPOSALS

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| Title: Demand Estimation and Competitive Analysis Study RFP | Due: July 19, 2026 No later than 5p.m. PST | Contact: Colleen McAleer Executive Director 360.461.2218_ CMcAleer@clallam.org |
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SCHEDULE

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|-----------------------------|---|
| June 19, 2026. | Public announcement of Request for Proposals (RFP) |
| June 30, 2026. | RFP Questions Due |
| July 3, 2026. | Responses to all RFP Questions published online |
| July 17, 2026. | Proposals Due no later than 5pm PST |
| On or before July 31, 2026. | Selection of Consultant and Negotiation of Specific Terms |
| Dec 31, 2026. | Contract Closed Out |

*NOTE: Dates as indicated are best estimates for informational purposes only.

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SUBMITTAL INSTRUCTIONS

Electronic submittal: Submit one (1) electronic proposal and any required attachments, the Submittal Packet first page shall be digitally signed by an authorized representative of the proposer. For easy identification, please list “Demand Estimation and Competitive Analysis Study RFP” in the subject line of the email. Electronic submittals shall be sent to CMcAleer@Clallam.org and must be received by the proposal’s due date referenced on the cover page.

Proposals shall contain all required information as defined herein and be submitted to the Clallam County Economic Development Council electronically no later than the date, time, and place as stated on the cover page of this RFP or as amended. Proposals will not be accepted in any format other than as required above. Late proposals will not be accepted and will be returned to the proposers unopened.

Proposers shall be fully responsible for any and all costs incurred in the preparation and submittal of their proposals.

BACKGROUND AND PROJECT OBJECTIVES

Preface

The available timber and fiber resources of Northwest Washington State, and specifically the Olympic Peninsula, represent a significant opportunity to reinvigorate local economies through market-focused, sustainable investment and the development of value-added forest products.

This comprehensive and interconnected Request for Proposal (RFP) is one component of several initiatives funded by the United States Economic Development Administration (EDA) and awarded to the Clallam Economic Development Council (Clallam EDC) to support economic diversification, retain existing jobs, and create new employment opportunities for the region’s diverse population.

Background

The Clallam EDC applied for funding for a program called the Clallam Forest Products Innovation Program, with this RFP supported through this EDA funding. These investments are intended to address economic challenges within Clallam County by supporting initiatives that create accessible employment opportunities for local residents.

The proposed projects advance a coordinated Peninsula-wide strategy developed through collaboration among local, state, and federal governments, Tribal governments, economic development organizations, private industry, and utility partners.

The region became eligible for this funding due to the closure of the McKinley Mill in August 2024 and its designation as a participant in the Pacific Northwest Mass Timber Tech Hub. The Clallam Forest Products Innovation Program focuses on three primary job creation and economic development categories:

- Offsite Modular Manufacturing for Housing and Other Applications

- Wood Product Manufacturing
- Transportation Infrastructure Improvements
- Workforce Training Initiatives

The RFP sponsors and funding partners recognize that effectively connecting the available fiber resources of the Olympic Peninsula with the capital investment required to create competitive, marketable, and profitable products requires a comprehensive assessment of market demand and the competitive landscape.

The initial phase of this RFP focuses on a demand estimation and competitor analysis of two primary fiber resource streams available within the region:

1. Lumber products
2. Sawmilling residual products

Demand Estimation and Market Opportunity Assessment

The demand estimation component will evaluate opportunities within each fiber stream across three market categories:

- Traditional products used in traditional applications
- Traditional products utilized in non-traditional applications
- Innovative products developed for both traditional and emerging applications

The competitor analysis component will evaluate the existing competitive environment within each product stream, identify potential market opportunities, assess investment risks, and define potential “go/no-go” scenarios supported by market rationale.

The expected outcome of this analysis is the identification of a prioritized list of “best-bet” products, services, or integrated product/service opportunities that can be effectively communicated by project sponsors as viable investment opportunities.

Kiln Drying Feasibility Assessment

The second component of this RFP is directly connected to the development of both traditional and innovative wood products identified through the market assessment process.

The RFP sponsors recognize that kiln drying and other fiber enhancement processes can significantly improve product performance, expand market applications, and strengthen overall product value propositions.

Proponents will be expected to undertake a kiln drying feasibility assessment focused on Pacific Northwest wood species and potential product outputs. This work may proceed partially in parallel with, or sequentially following, the demand estimation and competitor analysis activities.

The scope and technical parameters of the kiln drying feasibility assessment will be further refined as the “best-bet” product opportunities are identified. A subsequent phase of the kiln drying assessment, including engineering analysis and environmental review, is also included within the scope of this RFP.

Modular Manufacturing Facility Assessment

The third component of the RFP is an assessment of the feasibility of establishing a modular manufacturing facility utilizing cost-effective commodity lumber products and locally produced value-added wood products.

This assessment will evaluate the economic viability of a potential modular manufacturing operation by integrating:

- Market demand and competitor analysis findings from the initial assessment phase
- Cost and product placement advantages created through locally available kiln dried structural and architectural wood products
- The potential advantages of regional manufacturing, supply chain integration, and workforce development

The objective is to determine whether a locally based modular manufacturing facility can competitively produce market-responsive products in sufficient quantities to sustain profitability while supporting regional economic development and job creation.

Project Budget

The **\$100,000** Demand Estimation and Competitive Analysis Study will inform these projects: a **\$135,000** Feasibility Assessment for a Manufacturing Facility to Produce Modular Factory Assembled Structures using Timber Indigenous to the North Olympic Peninsula, a **\$250,000** Feasibility Study for a Publicly Owned Kiln, and a **\$330,000** Publicly owned kiln Preliminary Engineering Report and Environmental Narrative, totaling **\$815,000**.

These interrelated projects will require specific technical expertise thus a team approach may be required. The Clallam EDC is required to publish four RFPs, one for each of the four separate projects. We may award the contract to one applicant for all four RFPs or award contracts to up to four separate companies, one for each project.

Project Objectives

In close partnership and with guidance by the Clallam EDC Executive Director and CFPIP Program Manager, the study will assess both established and potential emerging markets for wood fiber sourced from established Olympic Peninsula timberland holders.

The results of the study will be used to support investment decisions, business planning, product development, manufacturing strategy, and market diversification initiatives.

The primary objectives of this study are to:

1. Conduct a comprehensive literature review and situational analysis of timber resources on the North Olympic Peninsula, including, but not limited to:
 - Timberland ownership patterns and key stakeholder groups;
 - Current timber harvest volumes and sustainable harvest potential;
 - Existing lumber production, wood residual generation, and related processing activities;

- Regional forestry, manufacturing, and market trends affecting resource utilization.
- 2. Assess the availability of additional and underutilized timber resources within the region, including:
 - Quantification of potentially available timber volumes;
 - Identification of operational, regulatory, economic, environmental, infrastructure, and workforce constraints that may limit increased harvesting and utilization;
 - Evaluation of opportunities to expand sustainable timber supply.
- 3. Identify and evaluate market opportunities for both traditional and emerging applications of Olympic Peninsula lumber products and wood residuals in domestic and international markets.
- 4. Develop and prioritize a portfolio of “best-bet” opportunities for innovative and value-added products that can be manufactured from currently available and/or underutilized regional timber resources and residual wood streams.
- 5. Estimate market demand and growth potential for each prioritized opportunity, including market size, demand drivers, customer segments, and anticipated future trends.
- 6. Conduct a direct and indirect competitive analysis for the prioritized opportunities, including:
 - Existing competitors and substitute products;
 - Competitive advantages and disadvantages;
 - Barriers to market entry;
 - Pricing structures and market dynamics;
 - Market-entry pathways and commercialization strategies;
 - Potential growth and expansion opportunities.
- 7. Provide strategic recommendations regarding:
 - Product and market prioritization and target segments;
 - Product development and commercialization pathways;
 - Investment and business development opportunities;
 - Actions required to advance selected opportunities toward implementation.

DESIRED PROPOSAL

The Clallam EDC desires a proposal that provides a single point of contact for professional services that are tracked hourly. The consultant should be able to provide the services described in the scope of work below and identify an approximate number of hours of availability monthly for each part of the scope of work. This includes all elements of the proposal with details outlining subcontracts and hourly rates for each professional service. Proposals should present information in a direct and concise manner while ensuring complete and detailed descriptions of the firm’s (including the prime, key team members, and sub-consultants) ability to meet the requirements and provide the required services of this RFP. Emphasis will be on the completeness of the content. **The total for this project will not exceed \$100,000.**

SCOPE OF WORK

The successful proponent shall complete the following tasks.

Task 1 – Industry and Resource Assessment

The consultant shall:

- Characterize the Pacific Northwest lumber resource base.
- Review major commercially available species including:
 - Douglas-fir
 - Western Hemlock
 - Sitka Spruce
 - Western Red Cedar
 - Alaska Yellow Cedar
 - True Firs
 - Lodgepole Pine
 - Other commercially significant regional species
- Assess available residual fiber streams including:
 - Sawdust
 - Wood chips
 - Bark
 - Hog fuel
 - Shavings
 - Veneer residuals
 - Wood flour
 - Biomass fractions

Task 2 – Demand Estimation: Traditional Lumber Markets

The consultant shall assess current and projected demand for lumber products used in traditional applications including:

Residential Construction

- Single-family housing
- Multifamily housing
- Light commercial structures
- Remodeling and renovation

Structural Building Products

- Dimensional lumber
- Engineered wood products
- Glulam
- Laminated veneer lumber (LVL)
- Mass timber
- Cross-laminated timber (CLT)

Industrial Applications

- Packaging
- Crating
- Pallets
- Utility poles
- Agricultural structures

Appearance and Specialty Markets

- Decking
- Siding
- Millwork
- Moldings
- Outdoor products
- Marine applications

For each market segment the consultant shall estimate:

- Current annual demand
- Historical demand trends
- Five-, ten-, and twenty-year demand forecasts
- Geographic demand distribution
- Major buyers and procurement channels
- Pricing trends
- Growth drivers and risks

Task 3 – Demand Estimation: Innovative and Non-Traditional Lumber and Residual Products

The consultant shall identify and evaluate innovative applications for Pacific Northwest lumber and residual products including but not limited to:

Advanced Wood Construction

- Modular construction
- Prefabricated housing
- Hybrid timber structures
- Tall wood buildings
- Industrialized construction systems

Engineered and Composite Products

- Advanced mass timber products
- Thermally modified wood products
- Wood-plastic composites
- Structural composite panels
- Bio-based composites

Bioeconomy and Renewable Materials

- Biochemicals
- Biochar
- Biofuels
- Sustainable aviation fuel feedstocks
- Renewable carbon products

Manufacturing and Industrial Applications

- Furniture components
- Industrial components
- Transportation applications
- Marine and aerospace specialty products

Environmental and Carbon Markets

- Carbon sequestration products
- Long-life wood products
- Carbon credit opportunities
- Climate-smart construction materials

Emerging Technologies

- Nanocellulose
- Engineered fiber products
- Wood-based insulation
- Wood-based textiles
- Biomaterials
- Circular economy applications

For each identified opportunity, the consultant shall evaluate:

- Current market size
- Forecast market growth
- Technology readiness
- Commercial maturity
- Investment requirements
- Profitability potential
- Regulatory considerations
- Supply chain requirements

Task 4 – Residual Product Market Assessment

The consultant shall evaluate markets for residual wood products including:

Existing Markets

- Pulp and paper
- Biomass energy
- Landscaping products
- Animal bedding

Emerging Markets

- Biochar applications

- Soil amendment, water quality treatment, contaminated soil remediation, in-forest application to promote soil moisture retention
- Carbon products
- Bioplastics
- Biochemicals
- Renewable fuels
- Specialty fiber products

The analysis shall identify:

- Market demand
- Customer requirements
- Pricing structures
- Competitor positioning
- Value-added opportunities

Task 5 – Competitor Analysis

The consultant shall conduct a comprehensive competitor assessment.

Traditional Markets

Identify and evaluate major competitors including:

- Pacific Northwest producers
- Canadian producers
- Southern Yellow Pine producers
- Scandinavian producers
- European suppliers
- Other global competitors

Innovative Markets

Identify:

- Emerging technology leaders
- Mass timber manufacturers
- Modular construction companies
- Biomaterial developers
- Bioeconomy enterprises

For each competitor the consultant shall assess:

- Products
- Capacity
- Geographic reach
- Market share
- Cost position

- Strategic advantages
- Technology capabilities
- Recent investments
- Partnerships and alliances

Task 6 – Market Opportunity Prioritization

The consultant shall develop a market attractiveness framework for the top three best bets evaluating:

- Market size
- Growth potential
- Profitability
- Competitive intensity
- Capital requirements
- Supply chain complexity
- Strategic fit
- Sustainability considerations

Opportunities shall be ranked according to:

- Near-term opportunities (0–5 years)
- Medium-term opportunities (5–10 years)
- Long-term opportunities (10+ years)

Task 7 – Strategic Recommendations

Provide recommendations regarding:

- Market entry strategies
- Product portfolio development
- Investment priorities
- Partnership opportunities
- Manufacturing considerations
- Risk mitigation strategies
- Indigenous economic development opportunities where applicable

Deliverables

The successful proponent shall provide:

Deliverable 1: Project work plan and methodology.

Deliverable 2: Interim findings report.

Deliverable 3: Demand estimation report.

Deliverable 4: Competitor analysis report.

Deliverable 5: Market opportunity assessment report.

Deliverable 6: Final integrated report including:

- Executive summary
- Detailed findings
- Market forecasts
- Competitive analysis
- Opportunity rankings
- Strategic recommendations

CONTRACT LENGTH

This contract and any renewal must terminate no later than 12/31/2026.

PROPOSAL SUBMITTAL REQUIREMENTS

To ensure that all information provided is properly evaluated, please organize and label proposals in the structure provided below. Submittals shall not exceed ten (10) pages total including all required components; proposer(s) will not be graded upon the length of their proposal or effort to reach the 10-page maximum. Proposer(s) are encouraged to focus on quality and brevity in their proposal.

Proposals (submittals) shall include, at a minimum, the following:

- 1) **Transmittal Letter with Signature:** A cover letter generally outlining the proposer’s ability to perform the services outlined in this RFP, signed by an authorized individual representing the Proposer’s firm in contractual obligations.
- 2) **Proposed Monthly Hours to complete both scopes of work and Hourly Rate:** Proposer shall provide their desired consultant services rate to provide all services referenced in this RFP for the relevant period using the table below:

| Month | Hours Available for Scope of Work | Monthly Hourly Total | Hourly Rate | Monthly Total |
|-----------|-----------------------------------|----------------------|-------------|---------------|
| Aug 2026 | | | | |
| Sept 2026 | | | | |
| Oct 2026 | | | | |
| Nov 2026 | | | | |
| Dec 2026 | | | | |

3) **Proposed Scope of Work:** Proposer shall provide a more detailed overview of the method and strategy they intend to employ in fulfilling the needs of the Clallam EDC as described in the ‘Desired Proposal’ section.

4) **Experience:** The Proposer should demonstrate:

- i) **Track Record** – Documented successes with multiple clients on comparable projects.
- ii) **List the Proposer’s top three (3) business references** for the type of work most relevant to the content of this RFP. Listing for each reference should provide the references business name or d.b.a., lead staff contact, staff contact phone, staff contact email, and a short description of the services rendered.

5) **Licensing:** A Unique Entity Identifier (UEI) number obtained from Sam.gov and Unified Business Identifier (UBI) number issued by Dor.wa.gov will be required prior to contract execution with Clallam EDC. Clallam EDC staff will provide assistance in obtaining these registrations if requested.

6) **Debarment Statement:** Proposer must not be debarred, suspended or otherwise ineligible to contract with the Clallam EDC. Applicant shall show proof they are not debarred to contract with the federal government. The proof is obtained through Sam.gov. The Clallam EDC will help obtain proof the applicant is not on the debarment list if requested.

7) **Statement affirming the contractor will not receive duplicative reimbursements:** The Program Manager may not be reimbursed by multiple funders for the same cost (double-dipping). No duplicate payments or supplanting of other costs are allowed.

8) **Ability to Contract:** Proposer shall have the ability to negotiate a contract with the Clallam EDC.

9) **Legal Action:** Disclose any current or recent (within past five years) legal action in progress or taken against the firm or individuals.

10) **Disclosure:** List all business transactions and relations within the past five years that may create or be perceived to create a conflict of interest. Any business dealings or recommendations of a product or firm that may conflict with this project shall be disclosed.

EVALUATION CRITERIA

| Criteria | Value |
|---|-------|
| Transmittal Letter | 10% |
| Proposed Rate | 10% |
| Proposed Scope of Work (Understanding of project objectives, Methodology and creativity in problem solving, Cost structure and clarity) | 35% |
| Experience (expertise, references and outcomes demonstrated on similar projects) | 45% |

| The following questions must be answered, or the proposal will be deemed “unresponsive”. | |
|---|--------|
| Licensing (Does the business have applicable licenses – UEI & UBI or provide complete application to obtain?) | Y or N |
| Ability to Contract (Is the proposer and their business able to contract during the period?) | Y or N |
| Legal Action (Does legal action exist?) | Y or N |
| Disclosure (Does a conflict exist?) | Y or N |

1) The Clallam EDC may choose to invite one or more of the proposers to demonstrate their solutions or interview with Clallam EDC.

2) The Clallam EDC reserves the right to award a contract with the single highest rated proposer without preceding interviews or demonstrations.

3) Ownership of Material. The rights to any work or other intangible property produced or acquired under a Federal award are determined by 2 CFR § 200.315 (Intangible property). The recipient or subrecipient owns any work produced or purchased under a Federal award subject to US Department of Commerce’s (DOC) royalty-free, nonexclusive, and irrevocable right to obtain, reproduce, publish, or otherwise use the work or authorize others to receive, reproduce, publish, or otherwise use the work for Government purposes.

Works jointly authored by DOC and recipient or subrecipient employees may be copyrighted, but only the part of such works authored by the recipient or subrecipient is protectable in the United States because, under 17 U.S.C. § 105, copyright protection is not available within the United States for any work of the United States Government. On occasion and as permitted under 17 U.S.C. § 105, DOC may require the recipient or subrecipient to transfer to DOC a copyright in a particular work for Government purposes or when DOC is undertaking primary dissemination of the work.

4) Freedom of Information Act (FOIA). In response to a FOIA request for research data relating to published research findings (as defined by 2 CFR § 200.315(e)(2)) produced under a Federal award that were used by the Federal government in developing an agency action that has the force and effect of law, DOC will request, and the recipient or subrecipient must provide, within a reasonable time, the research data so that they can be made available to the public through the procedures established under the FOIA.

5) With regard to submittal of a proposal (individually and collectively referred to as “response”), the proposer agrees to and hereby waive any and all claims it has or may have against the Clallam EDC, and its director’s, persons, officers, commissioner’s, committee’s, employees, or agents arising out of or in connection with (1) the administration, evaluation, or recommendation of any response; (2) any requirements under the solicitation, the RFP, or related documents; (3) the rejection of any response or any part of any response; (4) waiver by the Clallam EDC of any technicalities in the RFP package or any response; (5) waiver or change in any non-material provision of the RFP solicitation package or materials that do not adversely and specifically affect the previously submitted response; and/or (6) the award of a contract, if any.

6) The Clallam EDC reserves the right to reject any or all responses, to waive any irregularities and/or technicalities in response received or not award. The Clallam EDC, in its sole discretion, will determine whether any or all the responses are responsive and reserves the right to make a determination as to whether any one or more Proposals are qualified. The submission of a response to this RFP is an offer by the Proposer to contract only and does not constitute a contract. There will be no contractual obligations on the part of the Clallam EDC to any Proposer, nor will any Proposer have any property interest or other right in the contract unless and until all terms of the contract have been agreed upon by the Clallam EDC, including, without limitation, all provisions of the contract have been negotiated to the satisfaction of the Clallam EDC; the contract is unconditionally signed by the Clallam EDC and the selected Proposer the contract is delivered by all parties; and all conditions to be fulfilled by the Proposer prior to contracting have either been fulfilled by the Proposer or waived in the writing by the Clallam EDC.

RFP QUESTIONS AND CLARIFICATIONS

Questions shall be submitted to the Clallam EDC by email to: Cmcaleer@clallam.org no later than the date and time referenced in the Schedule on the title page. Please reference the “Demand Estimation and Competitive Analysis Study” in the subject line when submitting questions via email.

Oral questions will not be answered. Questions must be in written form, by email. To the extent any oral questions are answered, those answers will be considered non-binding. An addendum to this RFP may be issued by the Clallam EDC as a result of the questions generated under this competitive solicitation to all plan holders.

ADDENDA

If at any time, the Clallam EDC changes, revises, deletes, clarifies, increases, or otherwise modifies the RFP, the Clallam EDC will issue a written addendum to the RFP. It is the Proposer’s responsibility to check for addenda and other new documents on-line at Clallam.org.

SUBMITTAL EFFECTIVE DATE

The submittals shall remain in effect for 180 days after the RFP due date, unless extended by mutual agreement between the Clallam EDC and the applicable proposers.

DEBRIEF PROCEDURES

After award, submitters may contact the Clallam EDC to request a phone or in person debrief conference.

INSURANCE REQUIREMENTS AND INDEMNIFICATION

Evidence of financial stability and credit worthiness; ability to meet Clallam EDC's insurance requirements is mandatory. The contractor is required to carry *commercial general liability* insurance in the amount determined by the contractor to be adequate to cover the activities outlined in the subcontract. The insurance and contract terms will be covered during contract negotiations.

Clallam EDC and US Department of Commerce Economic Development Administration will not be liable for claims or damages arising from any contract with the Clallam EDC.

TITLE VI (FEDERAL) NON-DISCRIMINATION

The Clallam EDC assures that no person shall on the grounds of race, color, national origin, or sex as provided by Title VI of the Civil Rights Act of 1964, as amended, and the Civil Rights Restoration Act 1987 (P.L. 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any Clallam EDC sponsored program or activity. The Clallam EDC further assures every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

CLALLAM EDC NON-DISCRIMINATION

By signing and submitting a response to this RFP, the proposer (firm or individual) certifies that, in the event it is awarded a contract under this competitive solicitation (i.e., becomes the “successful proposer”), and as of the date of contract award, it shall comply with the “Anti-Discrimination Clause” provided below:

Non-discrimination. Clallam EDC complies with applicable federal civil rights and Washington state civil rights laws and does not discriminate on the basis of race, color, national origin, religion, sex, families with children, marital status, honorably-discharged veteran or military status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability, in the administration of its programs and activities.

The Vendor shall comply with the substantive requirements of RCW 49.60, which are incorporated herein by this reference. Execution of this Agreement constitutes a certification by the Vendor of the Vendor's compliance with the requirements of Chapter RCW 49.60. If the Vendor is found to have violated this provision, or to have furnished false or misleading information in an investigation or proceeding conducted pursuant to this Agreement or Chapter RCW 49.60, this Agreement may be subject to a declaration of default and termination at the Clallam EDC's discretion. This provision shall not affect the Vendor's obligations under other federal, state, or local laws against discrimination.