An Arkus Innovation Studios publication

People, work and possibilities

The Arkus Signal

Contracting opportunities worth a closer look

CONTRACTS EDITION

TUESDAY, 22 SEPTEMBER 2026

ISSUE 02

A good correction letter keeps a project moving.

Tulalip needs reviewers who can read a building plan carefully and explain what needs to change before work moves ahead.



COVER FEATURE · TURN TO PAGE 04

Tulalip’s plan-review call connects two kinds of attention: examining drawings before construction and inspecting the work that follows. The right team needs the qualifications and the capacity to do both.

DUE THIS FORTNIGHT

First steps that cannot wait.

25 September · Story 03
Proposal deadline

29 September · Story 08
Required intent; optional questions

30 September · Story 04
Proposal deadline

1 October · 3 p.m. PT · Story 02
Proposal deadline

2 October · 5 p.m. PT · Story 01
Required notice of intent

2 October · Story 05
Proposal deadline

2 October · 5 p.m. PT · Story 07
Proposal deadline

Required applicant steps within 14 days of 22 September. Registration instructions are included.

FROM THE EDITOR

Chandler J. Lewis | Managing Director
Arkus Innovation Studios

The date is part of the design.

A beautiful proposal cannot repair a missed entry step. This issue reads the first required notice alongside the final deadline. Where the buyer’s documents disagree, the disagreement deserves space on the page. Confidence is not a substitute for a clear instruction.

READ THIS DETAIL

The deadline before the deadline

The FMS notice of intent is due 2 October. The full proposal follows on 23 October.

Story 01 · page 03

Two instructions, one submission

The LMS form and its PDF differ. Resolve the submission route before the proposal is ready.

Story 08 · page 06

START ANYWHERE

Your next step, in date order.

New means first featured here; Updated means changed coverage; Still open means a returning opportunity. Urgency is separate and uses the first required applicant step.

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Image note: AI-generated imagery. Diagrams summarize call terms; confirm requirements in the official source.

THE PARTNERSHIP DESK

Bring the part you can do well.

A strong bid makes everyone’s contribution easy to understand. Bring the public scope and the part your team can credibly deliver. Arkus can discuss research, strategy, design or AI work alongside the qualified specialists the buyer requires.

The lead contractor holds the main contract. A subcontractor is a partner responsible for an agreed portion. We can discuss either arrangement where the issuer’s rules, our capabilities and the partners’ agreement allow it.

Bring the opportunity to Nadia ↗

01

STATUS: NEW Oregon buyer, United States CLOSES WITHIN 14 DAYS

The spreadsheet should not be the glue.

A call issued on 21 September seeks a cloud finance system that keeps payments moving while replacing the manual work between applications.

An accounting team should not have to rebuild the same answer in a spreadsheet every month. Energy Trust wants to replace Microsoft Dynamics GP with a cloud financial system that connects records, approvals and reporting. Its September 21 invitation describes a familiar problem in unusually concrete terms: spreadsheets, PDF stamps and shared folders have become part of the machinery that keeps the books moving.



The buyer reports around 76,000 payable transactions and 38,000 payments a year. A replacement has to keep that work running while connecting with retained systems. Vendors must distinguish what their product already does from configuration, third-party tools and custom development. The response workbook rules out an on-premises deployment. Energy Trust is buying a working financial system and its implementation, not an independent assessment.

Email the required notice of intent by October 2 at 5 p.m. Pacific; proposals follow October 23 at the same hour. No budget is published. Supply three comparable customer references and a five-year cost projection in the required templates. The proposed timetable targets the first usable system for April 2028. Future capabilities should be explained without quietly adding them to the initial implementation.

ON OFFER

Propose a five-year total cost

No dollar budget or guaranteed award is published. The pricing workbook requests software, implementation, related services and ongoing costs; the main RFP requires a five-year total cost of ownership projection.

NEXT REQUIRED ACTION

2 October 2026 · 5 p.m. PT

Required notice of intent

FINAL SUBMISSION

23 October 2026 · 5 p.m. PT

Proposal deadline

First required step in 10 days (as of 22 September)

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Energy Trust of Oregon · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c01

WHO CAN APPLY

Vendors able to provide, implement and maintain a hosted cloud financial-management platform, with at least three customer references for comparable projects. The response workbook excludes on-premises deployment. Describe product, integration, security, staffing and support capabilities in the required forms.

BEFORE YOU BEGIN

Required emailed intent: October 2, 5 p.m. Pacific. Questions: October 5, same hour. Submit a signed proposal, required response and pricing workbooks, and three references. The narrative has a 20-page limit excluding the cover and required appendices. Use the packet's named recipients and subject line.

02

STATUS: NEW Washington State, United States CLOSES WITHIN 14 DAYS

A wider door for the people who train care teams.

Washington is expanding a seven-category provider pool, adding problem-gambling work and asking for three years of relevant experience.

A training session should help someone do the work waiting on the other side of it. Washington's Health Care Authority is widening its provider pool across seven categories, from prevention to recovery support. Problem gambling is the newly added category, covering curriculum, community events, evaluation and practical support.

Applicants can choose one or more categories and activities. The official notice requires three years of relevant service experience in each selected category, plus three years serving diverse staff or populations in the listed settings. A Washington business license is required, or a commitment to obtain one within 30 days of selection. Existing contractors need not rebid their current category; they may bid for another if qualified.

Bids are due October 1 at 3 p.m. Pacific. The questions deadline has passed; the optional subcontractor-interest date was September 21, the source-check date. Download the full packet and amendments through Washington's WEBS system before preparing a response. Work is assigned as needed, with funding set for each assignment. A place in the pool brings no guaranteed work.

ON OFFER

Work orders · no guaranteed amount

No minimum award is stated. Funding and service volume are determined for each work order at HCA's discretion; a contract guarantees neither minimum nor maximum work.

NEXT REQUIRED ACTION

1 October 2026 · 3 p.m. PT

Proposal deadline

FINAL SUBMISSION

1 October 2026 · 3 p.m. PT

Proposal deadline

First required step in 9 days (as of 22 September)



Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Washington State Health Care Authority · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c02

WHO CAN APPLY

Qualified entities and individuals with at least three years providing the selected category's services to the settings listed in the notice, and three years serving diverse staff or populations there. Hold a Washington business license or commit to obtaining one within 30 calendar days of selection. Read the full packet's qualifications and exhibits before bidding.

BEFORE YOU BEGIN

Questions closed September 16. The optional subcontractor-interest date was September 21, with no hour stated; do not assume it remains available. Register in WEBS and download RFQQ 2026HCA01 and amendments. The public notice verifies minimum qualifications and dates; full response exhibits remain behind WEBS.

READ THIS DETAIL

The five-page official notice supports this story. Full response exhibits and amendments require a WEBS login and were not reviewed. Obtain them before bidding.

03 STATUS: NEW Tulalip Reservation, Washington, United States CLOSES WITHIN 14 DAYS

A good correction letter keeps a project moving.

Tulalip needs reviewers who can read a building plan carefully and explain what needs to change before work moves ahead.

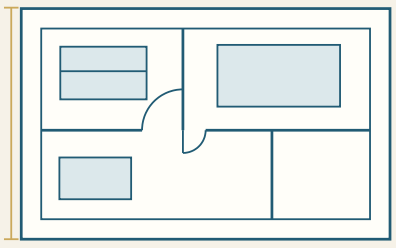
The useful part of a plan review is what happens after someone finds a problem. The Tulalip Tribes needs consultants who can check building and civil plans, explain corrections and inspect the work on site. The assignment covers homes, commercial buildings and infrastructure under the Tribes' adopted codes. A finding has to become something another person can act on.

The packet expects initial reviews within two to four weeks. For incomplete or nonconforming applications, it sets a separate requirement: a review letter within 15 calendar days of the initial request. Inspectors must also be available on the Reservation during specified weekday hours, with emergency support. This is a service with an operating rhythm, not simply a stack of plans to clear.

Proposals close September 25 at 4 p.m., with no time zone stated. Applicants need relevant licenses, certifications and insurance, plus comparable projects from the past five years. No budget is published. Propose hours and rates, and clarify the packet's differing December and January start references.

From a drawing to a usable correction

Two timing rules cover different parts of the review.



Plan and site checks

Initial review
Two to four weeks

Correction letter
15 calendar days
For incomplete or nonconforming applications

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

The Tulalip Tribes Planning Department · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c03

ON OFFER
Propose hours and rates
The packet requests task-level hours and billing rates. No dollar budget is published.

NEXT REQUIRED ACTION
25 September 2026
Proposal deadline
FINAL SUBMISSION
25 September 2026
Proposal deadline
First required step in 3 days (as of 22 September)

WHO CAN APPLY
Consultants qualified for building and civil-engineering plan review and inspection, maintaining all relevant licenses and certifications and professional liability insurance. Recent similar work, Tribal or governmental experience and geographic familiarity are evaluated.

BEFORE YOU BEGIN
Provide comparable projects from the last five years, staff qualifications, task-level hours and rates, and availability. Inspections on the Reservation are expected Monday–Friday, 7 a.m.–3:30 p.m., plus emergencies. Indian preference is evaluated. Email a PDF to the address named in the packet. Confirm the unstated deadline time zone.

READ THIS DETAIL
The September 25 listing and packet give 4 p.m. without a time zone. The packet says the expected contract starts in December 2026, but also says the consultant must be available to begin in January 2027.

04 STATUS: NEW Monroe, Washington, United States CLOSES WITHIN 14 DAYS

The new tank must understand the old plant.

QUALCO's digester expansion needs engineers who can verify what already exists before connecting roughly a million gallons of new capacity.

A new tank is only one part of expanding a working digester. At QUALCO's Monroe facility, the Tulalip Tribes wants a design that connects new mixing, heating, gas handling and controls to the existing plant. The packet makes an unusually useful admission: records of the old electrical and mechanical systems may be incomplete or inaccurate. The selected engineer must check them.

The proposed complete-mix digester, which keeps its contents mixed during treatment, would handle dairy and food waste. The specified capacity range is 900,000 to 1.5 million gallons. Work includes the connections that make the tank usable: pumps, heat recovery, gas treatment and monitoring. A larger vessel on a drawing does not settle those questions.



This is a specialist competition. Applicants need Washington engineering credentials, assigned licensed engineers and three successful complete-mix digesters of at least 500,000 gallons. Proposals close September 30, labeled 5 p.m. PST. The optional site visit has passed. Confirm the time zone and conflicting completion dates; the attached project funding totals are not the consultant's fee.

ON OFFER
Design fees to be proposed
No separate design-services budget is stated in the solicitation. The attached project funding figures are not this consultant contract value.

NEXT REQUIRED ACTION
30 September 2026
Proposal deadline
FINAL SUBMISSION
30 September 2026
Proposal deadline
First required step in 8 days (as of 22 September)

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

The Tulalip Tribes and QUALCO Energy · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c04

WHO CAN APPLY
Washington-licensed engineering firms with active Professional Engineer licenses among assigned staff and at least three successfully completed complete-mix anaerobic digesters of 500,000 gallons or larger. Required insurance: $1 million per occurrence and $2 million aggregate.

BEFORE YOU BEGIN
Submit the technical approach, team and relevant projects, schedule and signed time-and-materials cost proposal valid for at least 90 days. Native American-owned business participation is scored. Email the address named in the packet; files over 15 MB require arranged alternatives. The September 11 visit was optional; the September 18 question period has closed.

READ THIS DETAIL
The packet labels the September cutoff PST during daylight-saving time; confirm whether fixed standard time or local Pacific time is intended. The cover targets substantial completion October 15, 2027; the scope and schedule text require services or closeout by September 30, 2027. The issuer must reconcile these dates.

05 STATUS: NEW Tulalip, Washington, United States CLOSES WITHIN 14 DAYS

Good engineers belong on speed dial.

Tulalip's one-year advisory assignment puts breadth of judgment and public-sector experience ahead of a promise of constant work.

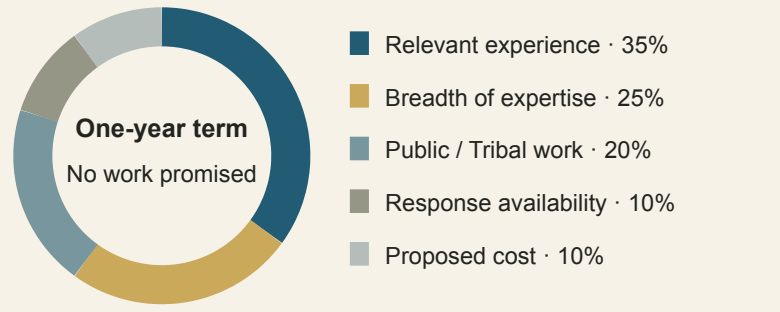
Some engineering decisions begin with a question, rather than a construction contract. Is a proposal feasible? Does a study leave an important risk unexplained? The Tulalip Tribes seeks an on-call adviser for those moments, with work ranging from reviewing plans and specifications to assessing permits, studies and technical risks across disciplines.

The selection weights explain the buyer's priorities. Relevant experience accounts for 35 percent, breadth of expertise 25 percent and government or Tribal experience another 20 percent. Responsiveness and cost account for 10 percent each. Desired qualifications include at least ten years of relevant experience. Professional Engineer registration is preferred; the notice does not make it a universal entry requirement.

The initial term is one year, with possible extensions and no guaranteed minimum workload. Applicants should supply their rates, staff qualifications, comparable work and three references. Proposals are due October 2. The packet gives only the date, while the website displays midnight without a time zone. That small-looking field needs confirmation before anyone treats it as the actual cutoff.

What Tulalip will weigh in its decision

Published selection criteria, shown in their stated proportions.



ON OFFER

Hourly rates requested

One-year on-call engagement with possible extensions. No minimum workload or published dollar value is guaranteed.

NEXT REQUIRED ACTION

2 October 2026

Proposal deadline

FINAL SUBMISSION

2 October 2026

Proposal deadline

First required step in 10 days (as of 22 September)

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

The Tulalip Tribes · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c05

WHO CAN APPLY

Engineering professionals or firms with broad experience across engineering and construction disciplines. The desired qualifications include ten or more years of relevant experience; Professional Engineer registration is preferred, not stated as mandatory.

BEFORE YOU BEGIN

Email a PDF to the address named in the packet with a cover letter, staff resumes, relevant projects, rates, fee schedule, licenses or certifications and three references. Confirm the October 2 cutoff because the packet gives a date only and the website displays midnight without a time zone.

READ THIS DETAIL

The web listing displays October 2 at 12:00 a.m., with no time zone. The packet specifies October 2 only. Confirm whether the web timestamp is an operative cutoff or a default field.

06 STATUS: NEW Tulalip, Washington, United States

A building's costs need a careful explanation.

Tulalip seeks experienced federal lease advisers to connect the use of its facilities with the costs eligible for reimbursement.

A building may house several services, but its expenses do not explain themselves. The Tulalip Tribes wants help working out which facilities and costs qualify for Section 105(l) leases. These are federal arrangements that can compensate eligible facility costs for delivering federally funded Tribal programs. The work begins with understanding what happens inside each building.



The consultant would inventory facilities, assess eligibility, calculate potential compensation and prepare lease packages for negotiation with federal agencies. The brief also reaches beyond a signed lease: staff training, administrative procedures and future facility planning are included in the expected 24-month engagement. The result should be something Tribal staff can continue to manage.

Applicants need at least five years of Section 105(l) development and successful lease negotiations for Tribal governments. General property experience alone does not meet that description. Proposals are due October 9; the listing says 4:30 p.m. without a time zone. The question period has closed. Submit separate technical and cost PDFs, with three project examples, three references and a proposed maximum fee.

ON OFFER

Fee proposal requested

Consultants propose fees and a maximum total for an expected 24-month engagement. No issuer budget is stated.

NEXT REQUIRED ACTION

9 October 2026

Proposal deadline

FINAL SUBMISSION

9 October 2026

Proposal deadline

First required step in 17 days (as of 22 September)

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

The Tulalip Tribes · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c06

WHO CAN APPLY

At least five years of Section 105(l) lease development, successful Tribal lease negotiations, and experience with self-governance and self-determination tribes. Federal reimbursement knowledge, facility assessment and financial analysis are required. Pacific Northwest and Washington experience, multiple federal agencies, and Tribal or Native ownership or leadership are preferences.

BEFORE YOU BEGIN

The September 18 question deadline has passed. Provide three project examples and three references, named staff and a work plan. Email one complete technical PDF and a separate cost PDF to the address named in the packet. The listing's 4:30 p.m. deadline has no time zone; the packet says close of business.

READ THIS DETAIL

The official listing states October 9 at 4:30 p.m. without a time zone; the packet uses close of business. Confirm the precise cutoff before submitting.

07

STATUS: UPDATED Longview, Washington; mostly virtual delivery accepted CLOSES WITHIN 14 DAYS

Three phases on paper. One to start.

Longview's amended brief begins with organizational structure. Later leadership and capability work needs a separate decision.

An organizational chart can look tidy while responsibility remains unclear. The Port of Longview wants a review of how its departments, reporting relationships and decision-making authority work together. The consultant must recommend a practical structure, including whether the chief operating officer role should exist and how its responsibilities should be handled.

A September 16 amendment changes the boundaries of the assignment. Phase I is the initial work; Phases II and III are optional, with scope and fees agreed before either proceeds. The Port accepts an approach that is mostly virtual. It also permits relevant examples and references from proposed partners, provided the proposal identifies who did the work.

Proposals remain due October 2 at 5 p.m. Pacific. No budget is disclosed. Explain the number of interviews included and price additional interviews separately. The ten-page limit for the non-cost proposal now excludes key staff resumes. Price all seven listed deliverables in the same PDF. Send it to both named contacts, with 26-068-PSC and your business name in the subject.

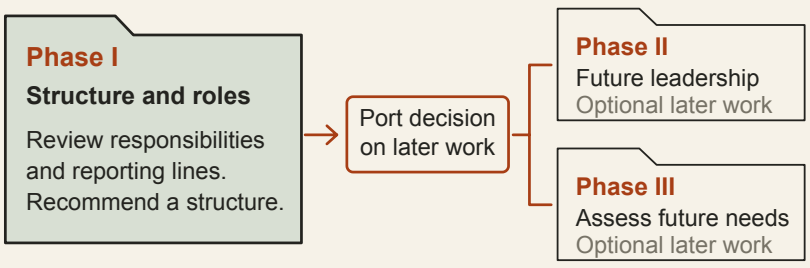
Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Port of Longview · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c07

LONGVIEW: SEPTEMBER 16 AMENDMENT

Three phases on paper. One to start.



Each optional phase needs agreed scope and fees before it begins.

ON OFFER

Fees proposed · no budget disclosed

No published budget or funding ceiling. Propose prices for all seven listed deliverables. Only Phase I is initially authorized. Later phases require Port approval of their scope and fees.

NEXT REQUIRED ACTION

2 October 2026 · 5 p.m. PT

Proposal deadline

FINAL SUBMISSION

2 October 2026 · 5 p.m. PT

Proposal deadline

First required step in 10 days (as of 22 September)

WHO CAN APPLY

Consulting firms experienced in organizational design, leadership models and practical organizational assessments. Public-sector, port or similarly complex organizational experience is highly desirable. Proposed partners' relevant project examples and references may be used with clear attribution.

BEFORE YOU BEGIN

Read September 16 Addendum 1. Submit one PDF, no larger than 20 MB, to both contacts named in the packet; use 26-068-PSC and the business name in the subject. Observe the non-cost proposal's ten-page limit and stated exclusions, now including key staff resumes. Include at least two similar projects, three references, signed Appendix C, prices for all seven listed deliverables, a maximum total and a separate price for additional interviews. Questions closed September 18; no mandatory intent step is stated.

08

STATUS: STILL OPEN Oregon buyer, United States CLOSES WITHIN 14 DAYS

A course needs someone to mind the shelves.

Energy Trust's learning project includes the less visible work of keeping courses usable, current and accessible after they are built.

A learning platform can accumulate out-of-date courses just as a cupboard accumulates things nobody quite remembers buying. Energy Trust's brief includes the work of keeping that from happening: course versions, archives, user access, reporting and support. It anticipates 20 learning modules, with more possible during the contract, each roughly 10 to 30 minutes long and designed for adults using phones or computers.



The initial two-year budget has a $300,000 ceiling. Applicants need to explain both how they will teach the material and how they will run the system around it. Accessible course design, practical administration and continuing maintenance belong in the same proposal. The term runs from January 2027 through December 2028, with possible extensions.

The next date to act on is September 29, when intent to bid is required and any questions are due. Proposals follow October 30 at 5 p.m. PDT. The proposal packet and online form give different instructions for submission and reporting. Obtain written clarification about the route and required reports before completing the package.

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Energy Trust of Oregon · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c08

ON OFFER

$300,000 ceiling · two years

Maximum stated budget for the initial January 1, 2027 to December 31, 2028 term. Up to two additional one-year extensions are possible at the buyer's discretion. No award is guaranteed.

NEXT REQUIRED ACTION

29 September 2026

Required intent; optional questions

FINAL SUBMISSION

30 October 2026 · 5 p.m. PT

Proposal deadline

First required step in 7 days (as of 22 September)

WHO CAN APPLY

Instructional designers and consultants with adult-learning, accessible course design and practical learning-system implementation and administration experience. The application requests comparable work, named staff and a portfolio.

BEFORE YOU BEGIN

Email intent to bid by September 29; send any questions by the same date. Prepare the signed cover letter, portfolio, task and staff budget, schedule, inclusion responses, insurance and conflict disclosures. The public form and PDF differ on submission and reporting instructions; seek written clarification.

READ THIS DETAIL

The public page directs applicants to an online form; the current PDF requests an emailed PDF proposal and signed cover letter at the address named in the packet. Obtain written clarification of the submission route. The PDF mixes monthly and quarterly reporting language and provides final-revision timing different from the public form. The form gives a November 30, 2028 draft-report date and two-week revision period; the PDF uses an initial report after one year and three weeks for revisions. Confirm the required schedule.

09 STATUS: STILL OPEN Oregon buyer, United States

Good evidence starts with a narrower question.

Energy Trust accepts researchers in four work areas, allowing a specialist to offer one useful method without claiming to do everything.

A customer interview and an energy calculation can both be good evidence. They answer different questions. Energy Trust's research pool makes room for both, covering qualitative research, numerical analysis, engineering analysis and resource planning. Applicants may put themselves forward for one area or several. A tightly explained specialty can therefore be a complete application.



The pool is intended for smaller assignments, generally below $100,000. Its work supports decisions about energy programs, customer needs, savings and future resources. The buyer is looking for people who can choose appropriate methods and explain their findings, with work samples, references and rates to support that claim. Software and information-technology vendors are outside this particular invitation.

Applications remain welcome through December 31 at 5 p.m. PST. Email the qualifications package to the address in the official packet and follow its section limits. Acceptance makes a firm eligible for later work; it promises neither a project nor a share of a fund. The useful next step is identifying the research question your experience equips you to handle.

ON OFFER

Generally below $100,000 per task

The pool is intended for smaller research assignments below $100,000. This is a typical project scale, not a guaranteed award or a budget available to every accepted firm.

NEXT REQUIRED ACTION

31 December 2026 · 5 p.m. PT

Pool application deadline

FINAL SUBMISSION

31 December 2026 · 5 p.m. PT

Pool application deadline

First required step in 100 days (as of 22 September)

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Energy Trust of Oregon · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c09

WHO CAN APPLY

Qualitative or quantitative researchers, energy analysts and resource-planning specialists. Applicants can select one or more work areas. Software and other information-technology vendors are outside the stated purpose.

BEFORE YOU BEGIN

Email the required qualifications to the address named in the packet. Include relevant work samples, three references, staffing and rates, and the required diversity and conflict disclosures. Follow the packet's separate page limits. Entry into the pool guarantees no assignments.

10 STATUS: STILL OPEN Oregon buyer, United States

Make room for a difficult conversation.

Energy Trust wants developmental coaches who combine cultural understanding with practical support for people learning new responsibilities.

Coaching has to make room for both a person and the expectations of their job. Energy Trust seeks coaches who can work one to one with employees at different levels, including people moving into new responsibilities or needing help meeting expectations. The brief calls for empathy, cultural competence and accountability. Those words need to show up in a coach's actual practice.

ON OFFER

Rates requested · no promised work

No fixed budget or minimum workload is published. Future work depends on the buyer's needs, funding, the coach's availability and suitability.

NEXT REQUIRED ACTION

Choose your date

Rolling applications

FINAL SUBMISSION

Choose your date

No fixed deadline

Rolling call · choose a reminder date (as of 22 September)

The buyer will consider experience with diverse clients, familiarity with nonprofit organizations, training, credentials, references and pricing. International Coaching Federation certification is asked about, but is not stated as a prerequisite. Applicants still need to show the training and experience behind their approach.



The pool accepts applications on a rolling basis. Submit biographies or resumes for proposed coaches, rates, three references and the requested disclosures through the official form. There is no published budget or guaranteed workload. Selection gives Energy Trust a group it can draw on when a suitable need arises; it makes no promise about how many sessions will follow.

Application and details ↗ Official source ↗ Talk to Nadia at Arkus ↗

Energy Trust of Oregon · Official information checked 21 September 2026.

Official source: signal.arkusinnovationstudios.com/r/02/c10

WHO CAN APPLY

Coaches with culturally responsive practice, diverse-client experience and familiarity with nonprofit organizations. The buyer assesses qualifications, experience, training, credentials, interview, price, inclusion responses and references.

BEFORE YOU BEGIN

Apply through the official online form with resumes or biographies, pricing, three references and conflict disclosures. The form asks about International Coaching Federation certification with yes and no choices; it is not stated as a universal prerequisite. Selection creates no guaranteed work.

MARK YOUR CALENDAR

Put the first step in the calendar.

Required applicant steps first. Confirm the issuer's latest notice before acting.

25 SEPT

A good correction letter keeps a project moving.

Next: Proposal deadline · 25 September 2026

The source states 4 p.m. without a time zone, so the calendar reminder is all-day.

Story 03 · page 04

29 SEPT

A course needs someone to mind the shelves.

Next: Required intent; optional questions · 29 September 2026

Final: 30 October 2026 · 5 p.m. PT

Intent to bid is required by September 29. Questions are optional and share that deadline. No cutoff hour is stated.

Story 08 · page 06

30 SEPT

The new tank must understand the old plant.

Next: Proposal deadline · 30 September 2026

The packet says 5 p.m. PST during daylight-saving time. Use an all-day reminder until the issuer resolves the time zone.

Story 04 · page 04

01 OCT

A wider door for the people who train care teams.

Next: Proposal deadline · 1 October 2026 · 3 p.m. PT

The HCA official notice and OMWBE listing both specify October 1 at 3 p.m. Pacific Time. Check WEBS for amendments.

Story 02 · page 03

02 OCT

The spreadsheet should not be the glue.

Next: Required notice of intent · 2 October 2026 · 5 p.m. PT

Final: 23 October 2026 · 5 p.m. PT

A written notice of intent must reach Andy Schiestl, with Jenny Urbina copied, by 5 p.m. Pacific.

Story 01 · page 03

02 OCT

Good engineers belong on speed dial.

Next: Proposal deadline · 2 October 2026

Date-only packet and unexplained midnight web timestamp; all-day reminder until clarified.

Story 05 · page 05

02 OCT

Three phases on paper. One to start.

Next: Proposal deadline · 2 October 2026 · 5 p.m. PT

The original schedule specifies Pacific Time. September 16 Addendum 1 keeps the deadline unchanged. Email one PDF to both named contacts.

Story 07 · page 06

09 OCT

A building's costs need a careful explanation.

Next: Proposal deadline · 9 October 2026

The listing gives 4:30 p.m. without a time zone and the packet says close of business. All-day reminder preserves the date without inventing an instant.

Story 06 · page 05

31 DEC

Good evidence starts with a narrower question.

Next: Pool application deadline · 31 December 2026 · 5 p.m. PT

The packet specifies December 31 at 5 p.m. PST, consistent with Pacific standard time on that date.

Story 09 · page 07

YOUR DATE

Make room for a difficult conversation.

Next: Choose your reminder · Choose your date

No fixed deadline is published.

Story 10 · page 07

THIS WEEK'S WORD LADDER

From cost to care, in three edits.

Change exactly one letter at each step. Keep the other letters in place. Two missing words connect the top row to the bottom row. The clues name both answers.

Start here	C O S T
A group of actors	☐ ☐ ☐ ☐
An argument to make	☐ ☐ ☐ ☐
Finish here	C A R E

MAKE THE NEXT STEP CONCRETE

A ten-minute application check.

1. The first gate

Record the earliest required notice, registration instruction or submission. If it has passed, ask the issuer whether proceeding is possible.

Opportunity / first action / owner

2. The evidence

List the eligibility rule and one document that proves it. Check the official call for amendments and conflicting instructions.

Rule / evidence / question to resolve

3. The working date

Choose an internal review date before the official deadline. Give each partner a named task and confirm the submission route.

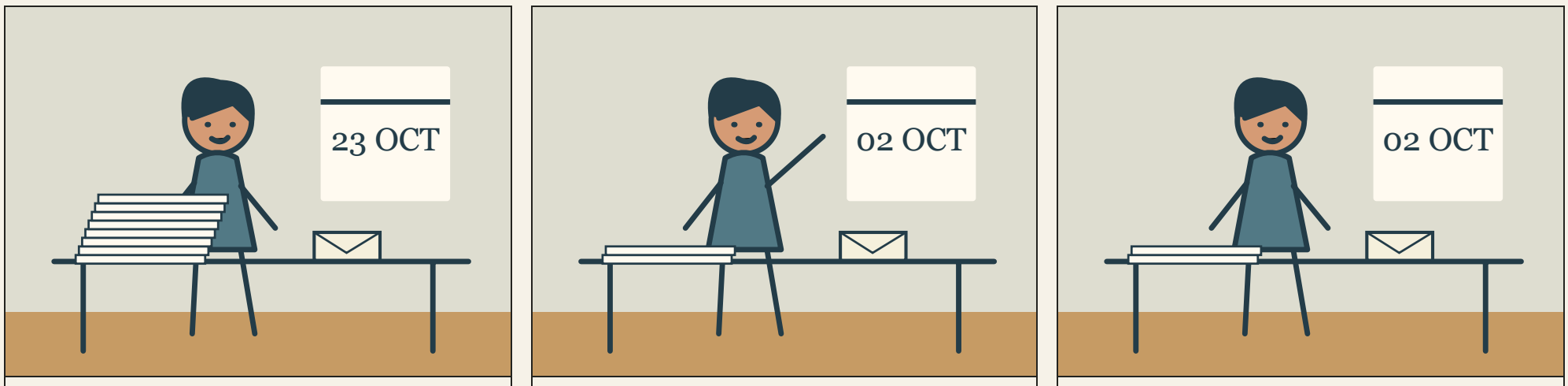
Review date / reviewer / submission owner

A SIDEWAYS LOOK

The small print gets a scene.

An early notice, a saved draft, and a rather early celebration.

First things first



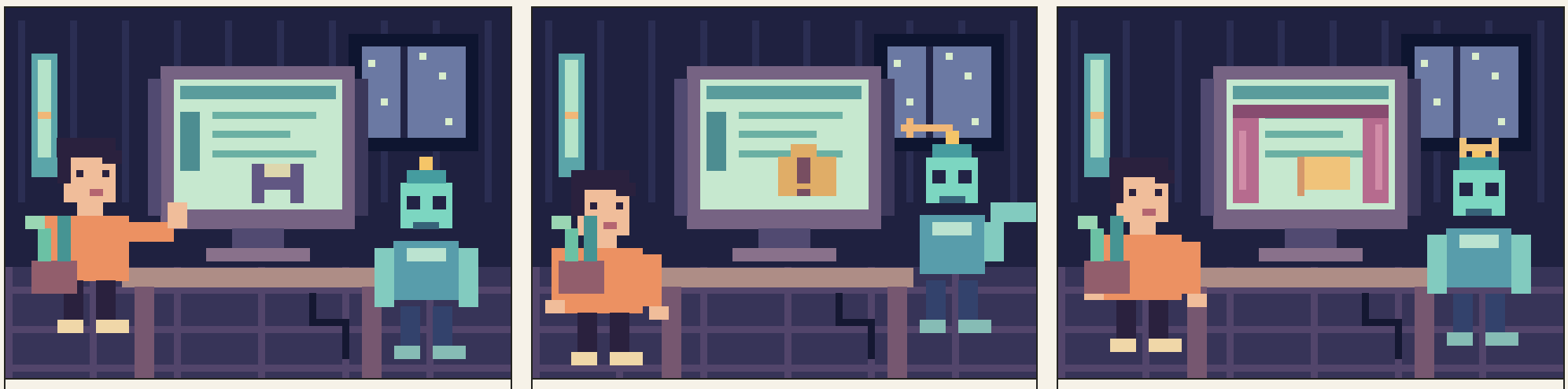
“The proposal is ready for October 23.”

“The notice of intent is due October 2.”

“A smaller envelope. A more immediate problem.”

Energy Trust’s financial-management-system call requires notice of intent by 2 October, before the 23 October proposal deadline. Story 01 · page 03.

Saved suspense



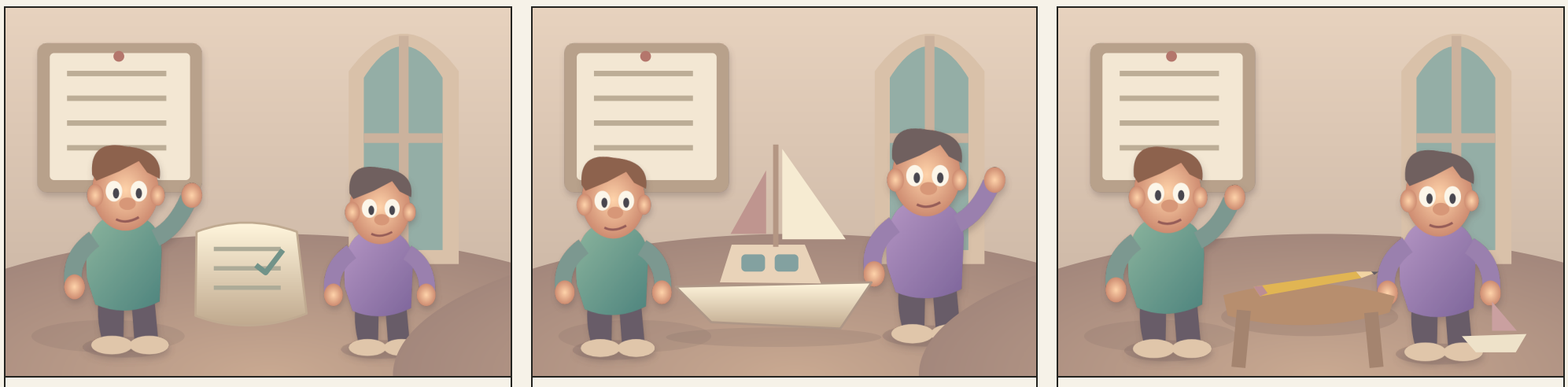
Saved the form. Ready to celebrate?

The button says “Save Draft.”

Very thoughtful. It saved the suspense.

Funding edition · WSMA’s application instructions allow Save Draft and say submitted applications cannot be edited. Review the application before the final submission step. **Read the official source ↗**

The first purchase



We made the supplier list.

Should we order a yacht?

Perhaps start with a pencil.

Energy Trust’s research pool qualifies firms for future assignments. Acceptance does not guarantee work or funding. **Read the official source ↗**

AN EDITORIAL OBSERVATION

Ask the question while it can help.

> An unanswered question becomes more expensive as a project moves forward.

An unanswered question becomes more expensive as a project moves forward. A small uncertainty in a drawing can become a larger uncertainty on site. The same is true of a brief: clarify the requirement while the answer can still change the team, the fee or the proposed approach. This is an editorial observation about the work, not an issuer's evaluation criterion.

A clarification is most useful when it names a decision. Ask which instruction controls, describe the conflict precisely and explain what changes depending on the answer. Keep the response with the documents the team will actually use. A quiet correction before submission can protect far more work than an elegant explanation after the deadline. The skill is recognizing which uncertainty matters soon enough to do something about it.

THE PROCESS AT A GLANCE

The plan has to survive the site.

An editorial view of the two connected jobs in Tulalip's plan-review opportunity.

Read the proposed work: Review drawings and the applicable requirements before construction moves ahead.

Inspect the actual work: The scope includes on-reservation inspections, not only reviewing files at a desk.

Keep the handoff clear: The article identifies the required qualifications and the published submission instructions.

MEET THE STUDIO

Meet Arkus Innovation Studios

A good decision has something solid underneath it.



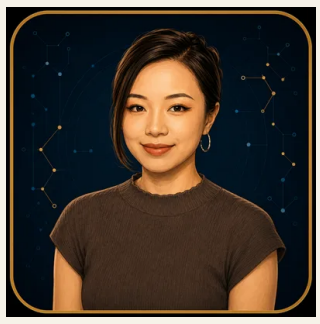
Chandler Lewis
Founder · Managing Director



Walter Benadof
Partner · Global Markets and Investments



Nadia Lerouge
Deputy Managing Director



Cloud (Yiyun) Qiu
Partner · Design and Innovation Strategy



Aarav Ghai
Research Analyst

Arkus Innovation Studios is a commercial advisory and delivery studio for founders, investors and organizations deciding what to build, improve or pursue. We examine the evidence behind an idea and turn it into a practical recommendation. A promising story deserves a fair test. So does the uncomfortable question that could change the plan.

Our Startup Diagnostic examines a single venture or product. The Portfolio Diagnostic compares a group of initiatives. AI workflow work begins with the way a team actually operates: where information arrives, what people decide and which task might improve with a carefully scoped use of technology. The method starts with the work, rather than a favorite tool.

Research, design and operating experience belong in the same conversation. A market finding matters when it changes a choice. A prototype matters when someone can use it to learn. We connect those pieces so leaders can see the case for moving forward, the conditions that still need testing and the questions that remain open.

To explore working together, send Nadia the public opportunity link, a short description of your organization and the part you want to lead. We can discuss a defined research, strategy, design or AI contribution, with responsibilities agreed around the actual scope. For funded projects and contracts, the applicant and every delivery partner must meet the issuer's rules. Start with the question you need answered; the conversation can establish whether Arkus is the right fit.

More about Arkus ↗ **Start a conversation with Nadia ↗** **nadia@arkusinnovationstudios.com**

Word ladder solution: COST → CAST → CASE → CARE. Each step changes one letter.