

A photograph of a worker wearing a yellow hard hat, safety glasses, and a tool belt, leaning over and working on a large array of solar panels. The background is a bright, hazy sky. The image is overlaid with a semi-transparent purple and green gradient.

# **KING COUNTY GREEN JOBS STRATEGY REPORT**



**King County**

**FEBRUARY 2023**



**King County  
Administration  
Building**

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## ACKNOWLEDGMENTS

Thank you to all the community members who participated in our listening sessions and focus groups, including:

### COMMUNITY MEMBERS

Climate Equity Community Taskforce (CECTF) members  
Foster High School students  
King County YouthSource Program participants

### BUSINESSES AND EMPLOYERS

A & R Solar  
BasilicArts  
Diane's Market Kitchen  
DetailXPerts of Puget Sound  
KunihomArts  
Navix Engineering  
Omnidian  
Omnivore Meats  
PQHost CyberServices  
Refugee Artisan Initiative  
Republic of Cider  
Smash the Box

### CONSULTANT TEAM

Cascadia Consulting Group, Inc.

### ORGANIZATIONS

Alliance for Pioneer Square  
CleanTech Alliance  
Dirt Corps  
EarthLab, University of Washington  
Emerald Cities Collaborative  
IBEW46  
IUPAT DC5  
King County Housing Authority  
Martin Luther King Jr. Labor Council  
North Helpline  
PROTEC 17  
SEIU 925  
Seattle Building Trades  
Seattle College Pre-Apprenticeship Construction Training (PACT) Program  
Seattle College's Wood Technology Center  
Seattle Good Business Network  
South Seattle College Sustainable Building Science Technology Program  
Stewardship Partners  
Teamsters 117  
Teen Feed  
The Nature Conservancy  
WakulimaUSA  
Weldworks  
Workforce Development Council of Seattle-King County

**... and the many job seekers, partners, and employers who took our survey!**

# GLOSSARY OF TERMS

<b>Apprenticeship</b>	A structured, paid training program that combines on-the-job training (OJT) with related supplemental instruction (RSI).	<b>Market transformation programs</b>	Consumer-focused incentives, rebates, and no-to-low-cost services for individuals to invest in clean energy and other climate solutions. <sup>4</sup>
<b>Employment on-ramps</b>	Opportunities for workers who have completed training to participate in paid work using their skills while providing an entry point into employment. Examples include apprenticeships or paid internships with guaranteed interviews for full-time roles upon completion.	<b>Middle-skill workers</b>	Workers who have a high school diploma but do not have a four-year degree.
<b>Frontline communities</b>	Communities disproportionately impacted by climate change due to existing and historical racial, social, environmental, and economic inequities and with limited resources and/or capacity to adapt. <sup>1</sup>	<b>Upskilling</b>	Improving a person's professional aptitude through additional training or education; increasing or enhancing a person's current skill set.
<b>Green jobs</b>	Living wage positions providing environmental benefits (such as clean energy deployment) in high-demand industry sectors of construction, manufacturing, transportation, and professional services.	<b>Wraparound services</b>	A holistic, coordinated, and solution-focused approach to supportive services for job seekers in frontline communities, including youth, centered around relationships and tailored toward building strengths and promoting success.
<b>High-road workforce development</b>	An approach to workforce development that prioritizes training programs and employment on-ramps to connecting workers to "good jobs" with family-sustaining living wages, comprehensive benefits, and opportunities for career advancement. <sup>2</sup>	<b>Workforce development</b>	The practices of preparing a local workforce to meet the local labor market demands. Workforce development includes outreach to job seekers from trusted sources to connect them with training programs offering industry-recognized credentials and preparing them to transition into employment within their area of training. Comprehensive workforce development requires active engagement from local governments, workforce development boards, community organizations, education and training providers, and labor and employers.
<b>Living wages</b>	The hourly rate that individuals in a household must earn to support themselves and their families. The assumption is that the sole provider is working full-time (2,080 hours per year). King County will assess how participants are connected to an opportunity to earn a living wage, as calculated by the <a href="#">MIT Living wage calculator</a> when supporting or designing workforce collaborations. <sup>3</sup>		

1 Washington State Apprenticeship in Public Education Website [\[Link\]](#)  
2 SCAP Sustainable and Resilient Frontline Communities section [\[Link\]](#)  
3 MIT Living Wage Calculator [\[Link\]](#)  
4 High-Road Workforce Guide for City Climate Action [\[Link\]](#)



### What are Green Jobs?

King County is locally defining green jobs based on the needs of our region. King County defines green jobs as living wage positions providing environmental benefits (such as clean energy deployment) in high-demand industry sectors of construction, manufacturing, transportation, and professional services.

## EXECUTIVE SUMMARY

Workforce development is about building meaningful relationships, specifically those leading to employment. The United States is entering a moment of historic investment in addressing climate change through clean energy investments from the Inflation Reduction Act and Bipartisan Infrastructure Law, offering possibilities for climate-connected workforce development. Through productive relationships between employers, training providers, community-based organizations, schools, labor partners and local governments, there is an opportunity to ensure clean energy deployment brings good jobs to communities affected by climate change in King County. The goal of the Green Jobs Strategy is to connect frontline communities to living wage employment opportunities to build a skilled and diverse workforce across the green career spectrum.

The King County Green Jobs Strategy emphasizes integrating workforce development into current County climate initiatives and collaborating with regional partners to grow green jobs through sectors essential to clean energy deployment. The Strategy outlines the recipe for high-road workforce partnerships based on building trusted relationships with job seekers, connecting to partners providing skills training and industry-recognized credentials, and clear employment on-ramps developed with employers and labor partners. The County will utilize its resource network to promote and meaningfully connect local workers to living wage positions by developing high quality workforce partnerships aimed at diversifying and adding climate informed skills building into existing sectors like construction, transportation, manufacturing, and professional services while preparing for the clean energy future.

The County developed the Green Jobs Strategy through qualitative listening sessions and focus groups with critical communities and partners, and quantitative data from a community-wide survey of residents and local job seekers. The collective feedback was vital to developing priority actions around the Strategy's goals and identifying key areas of interest for partnership over the next two years. In 2025 the County will be reassessing the Strategy in alignment with the five-year assessment and update of the County's Strategic Climate Action Plan and will work in collaboration with partners across sectors and the region to refine the Strategy and scale up program models and partnerships with demonstrated impact.

The goals of the Strategy include:

-  **Partner regionally to grow green jobs through climate initiatives.** King County will integrate scalable high-road workforce development into clean energy deployment and County climate initiatives while collaborating with partners to invest in resource networks to increase green jobs regionally.
-  **Facilitate a green jobs pipeline for frontline communities.** King County will materially support organizations committed to building accessible on-ramps to living wage green careers within frontline communities and lead specialized promotion of green industry sectors catered to frontline communities.
-  **Invest in local high-demand industry sectors.** King County will focus County resources and partnerships on existing high-growth sectors based on a regional definition of green jobs centered on creating opportunities for frontline communities now and in the future.
-  **Support greening the County workforce.** King County will develop green career pathways across identified County departments while providing opportunities for the County workforce to obtain energy conservation credentials.



## GOALS/PERFORMANCE MEASURES GRID

Below is a matrix outlining each of the ten Green Jobs priority actions and their intersection with King County’s outlined goals.

Performance Actions		Integration with Green Jobs Goals			
		Partner regionally to grow green jobs through climate initiatives	Facilitate a Green Jobs Pipeline for frontline communities	Invest in local high-demand industry sectors	Support greening the County workforce
1	Integrate equitable high-road workforce development into climate priorities pursued by King County departments, including the newly founded Climate Office	●	●	●	●
2	Convene a Green Jobs Coalition to shape and fund regional priorities in growing green jobs for frontline communities through public private partnerships with key collaborators	●	●	●	
3	Pilot climate workforce development fund to jump start employment partnerships for frontline communities in high-demand industries		●	●	
4	Develop events and promotional campaigns geared toward middle-skill workers and youth (18-24) job seekers to highlight green industry sectors		●	●	●
5	Develop and implement a funding plan for high-road workforce development-focused grants from the Bipartisan Infrastructure Bill and the Inflation Reduction Act based on local high-growth sectors	●	●	●	
6	Grow business outreach and partnerships in high-demand jobs in construction, manufacturing, professional services, and transportation industry sectors	●	●	●	
7	Pilot County career pathways promoting recruitment from frontline communities		●		●
8	Pilot Green Skills Development Fund to increase energy and resource conservation credentials of the County workforce				●
9	Launch NextGen Climate Internship Program to create an equitable pipeline for historically underrepresented students to cultivate leadership skills with a climate policy implementation focus		●		●
10	Develop and comprehensively deploy training resources for King County capital project managers to integrate economic and skills training initiatives into capital projects	●	●		●



## INTRODUCTION

### MISSION

The Green Jobs Strategy mission reads, “Connect frontline communities to living wage employment opportunities to build a skilled and diverse workforce across the career spectrum.” The mission statement went through multiple revision processes. The revision process included input from County staff members and focus groups facilitated by Cascadia Consulting Group. The partner’s focus group, comprised of employers, community-based organizations, and education/training providers, expressed a desire for a specific mission statement clearly identifying who the Strategy served and how. Revisions resulted in a mission statement that defined *who* the Strategy would serve, i.e., frontline communities, and *how*, i.e., connections to living wage employment opportunities.

**Connect frontline communities  
to living wage employment  
opportunities to build a skilled  
and diverse workforce across  
the career spectrum.**



## WHAT ARE GREEN JOBS?

There is not a clear, widely recognized consensus on the definition of green jobs in the workforce development field or the general public. The term “green” can apply in different contexts, including in descriptions of products or services (e.g. green cleaning products or green disposal services). The National Center for Occupational Network Development (O\*Net) created three categories to define and frame green jobs:<sup>5</sup>

-  **Green Increased Demand Occupations:** the greening of the economy (shifts in the economy resulting from market responses to climate adaptation and mitigation, like clean energy deployment) will increase the demand for workers in these already existing occupations, but the nature of their work and skills needed will not significantly change. As the economy greens, there may be an increased need for bus drivers, but drivers do not need significantly new skills to drive electric buses.
-  **Green Enhanced Skills Occupations:** the work, training, and required credentials for these already existing occupations may change as the economy greens, but the overall purpose of their work remains the same. Construction managers and design architects who complete specialized training to learn new building regulations could fit into this category.
-  **New and Emerging Occupations:** new occupations are emerging from the economy’s greening. These occupations could be entirely new or emerge from existing occupations.<sup>6</sup> An automotive engineer specializing in product design and modifying electric vehicles only would fit in this category.



In developing a County-wide Green Jobs Strategy, an ambiguous definition of green jobs could lead to poorly measured outcomes and overstretched resources. Alternatively, an overly rigid definition does not allow the County to be responsive to the current shifting policy, regulatory and technological environment in climate adaptation and mitigation. County staff recognized the need to strike a balance between specificity and adaptability. The County will use the definition of green jobs to equitably invest partnerships and resources in existing jobs and the skills needed to adapt and mitigate the effects of climate change while looking to the future of work in key industry sectors.

King County Ordinance 19041 defines green jobs as employment that “generates an income large enough to support a household in King County and provides a benefit to the environment”. That definition could apply to any of the three categories listed above. In recognition of King County’s resource capacity, feedback received from respondents during the community engagement process, and to achieve alignment across other identified directives in the ordinance, King County has developed a dual-purpose definition of green jobs.



5 Seattle Jobs Initiative/King County Green Jobs Report [\[Link\]](#)

6 Greening of the World of Work: Implications for O\*NET® SOC and New and Emerging Occupations [\[Link\]](#)

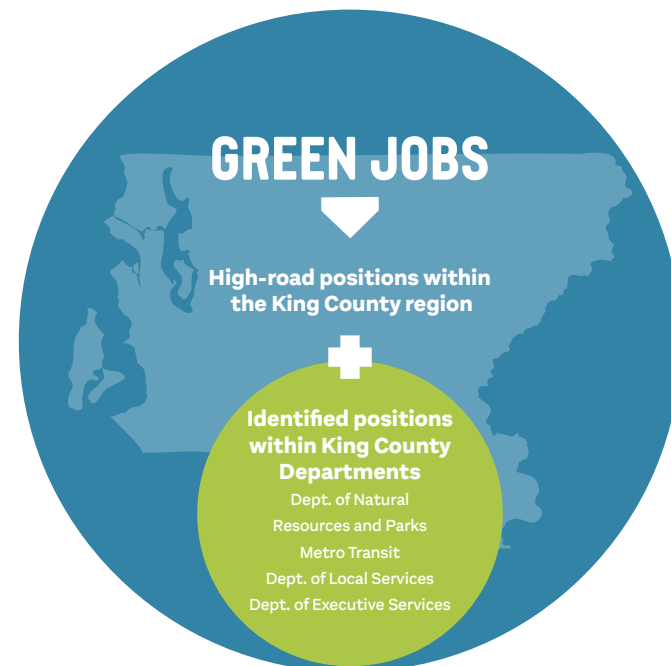


Water sampling technician

The operational definition of green jobs is heavily influenced by research on best practices in integrating workforce development into local government climate action plans centering on greening existing industry sectors.<sup>7</sup>

- 
**(Internal definition) identified positions within the four County departments** (Department of Natural Resources and Parks, Metro Transit, Department of Local Services and Department of Executive Services) currently making financial contributions to King County’s climate work through a cost-sharing formula based on their environmental impact.
  
- 
**(External definition) high-road positions within the King County region** providing a living wage and a benefit to the environment in identified key high-demand industry sectors of construction, manufacturing, transportation, and professional services.

<sup>7</sup> High-Road Workforce Guide for City Climate Action [\[Link\]](#)

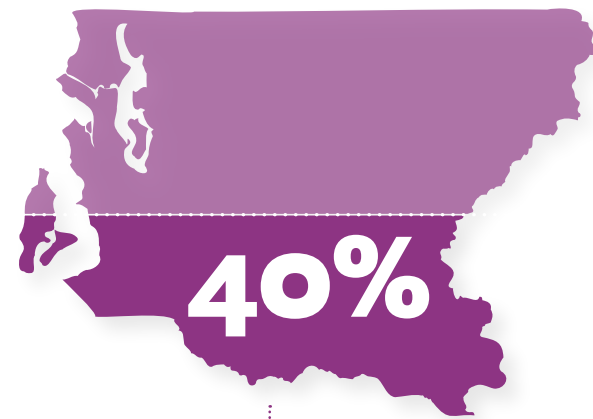




## SUPPORTING JOB SEEKERS FROM FRONTLINE COMMUNITIES

King County’s strategic climate action plan defines *frontline communities* as “those disproportionately impacted by climate change due to existing and historical racial, social, environmental, and economic inequities, and who have limited resources and/or capacity to adapt.” These populations often experience the earliest and most acute impacts of climate change.<sup>8</sup> To create criteria for workforce partnerships leading to living wage jobs, the County will focus on middle-skill workers and youth aged 18-24.

*Middle-skill workers* (and job seekers) are those employed in or seeking positions requiring more education than a high school diploma but less than a four-year degree.<sup>9</sup> While King County has a reputation as a well-educated region, with 53.2% of County residents holding a bachelor’s degree or higher, data from the 2021 American Communities survey reveals that 40% of County residents would fall into the middle-skill workers/job seekers category.<sup>10</sup> While college graduates traditionally have an employment resource network through their alma mater/established social networks, middle-skill workers have less resources in place to support their career development and are ideal candidates for skills training and industry-specific credentials designed for employment.<sup>11</sup> County staff chose to focus on this population due to their potential to learn additional skills and to align with the recruitment focus of traditional education and training providers such as community colleges, labor apprenticeship programs, and nonprofit/community-based pre-apprenticeship programs.



**40%** of County residents would fall into the **middle-skill workers/job seekers** category

8 SCAP Sustainable and Resilient Frontline Communities section [\[Link\]](#)

9 Bridging the Gap [\[Link\]](#)

10 King County Office of Economic and Financial Analysis webpage [\[Link\]](#)

11 The Supply Chain for Middle-Skill Jobs: Education, Training, and Certification Pathways [\[Link\]](#)



Climate Equity Community Taskforce

## BACKGROUND

### STRATEGIC CLIMATE ACTION PLAN + GREEN JOBS

As part of King County’s combined commitment to climate action and its [Equity and Social Justice Strategic Plan](#) (ESJ Plan), the [2020 Strategic Climate Action Plan](#) (SCAP) included a newly added section entitled [Sustainable & Resilient Frontline Communities](#) (SRFC) focused on climate equity and community-driven policy.<sup>12</sup> The SRFC section of the SCAP was created in collaboration with County staff and the Climate Equity Community Taskforce (CECTF). The CECTF is a group of frontline community leaders working with King County to design and implement the priority actions in the SRFC section of the SCAP.<sup>13</sup> The CECTF identified eight focus areas that offer pathways to a more equitable and just climate future, one of which was equitable green jobs and pathways.

The equitable green jobs and pathways strategy development process outlined in the SCAP action plan calls for the development of an initial Green Jobs Strategy in collaboration with County partners for design in 2020-2022 and implementation in 2023-2024 with evaluation and revision of the Strategy in 2025. The equitable green jobs and pathways section of the SCAP also outlines eleven key activities for County departments and partners to support the priority actions in the SCAP. Where possible, these activities have been prioritized in the measures associated with the Green Jobs Strategy to promote integration with the SCAP. The activities are listed on the following page.

12 King County Sustainable and Resilient Frontline Communities SCAP section [\[Link\]](#)

13 King County Sustainable and Resilient Frontline Communities SCAP section [\[Link\]](#)

## Key Activities for County Departments and Partners

 <p><b>Establish interdepartmental Green Jobs Workgroup</b> that includes BIPOC employees in a variety of green jobs and across different seniority levels (including interns) to help inform internal strategies.</p>	 <p><b>Provide resources and staffing</b> to support the development and implementation of a Green Jobs Strategy that aligns with the SCAP, economic development, and Investing in You goals through a collaborative and coordinated process with stakeholders and relevant external partners.</p>	 <p><b>Conduct current state analysis,</b> including collecting quantitative and qualitative data on racial and ethnic diversity (with options for multiracial and Indigenous people), of green jobs across sectors within King County government, including contractors.</p>	 <p><b>Support paid opportunities</b> intentionally targeting underrepresented communities (including BIPOC) such as internships with the Climate Action Team, climate fellowship programs, early career pathway programs, and internal climate-related career development opportunities.</p>
 <p><b>Promote youth engagement</b> by supporting youth training and climate-related job development programs such as job fairs, presentation, workshops, career days, job shadows, informational interview program, and tours.</p>	 <p><b>Equip managers with the skills, tools, and resources</b> to support employees from frontline communities, including skills to lead inclusive and diverse cross-cultural teams, fostering a workplace culture of inclusion and belonging, and practicing allyship and accountability (aligns with ESJ Strategic Plan).</p>	 <p><b>Partner to identify and promote training,</b> educational materials, and technical assistance around sustainable practices and green skill development.</p>	 <p><b>Work with partners and Public Health to promote worker safety,</b> particularly for essential workers and those experiencing climate impacts such as farm and food systems workers exposed to extreme heat and/or wildfire smoke.</p>

The Green Jobs program manager was hired in August 2021 to facilitate the development and implementation of a Green Jobs Strategy. Also this role supports the implementation of the strategy’s priority actions to encourage alignment between the Green Jobs Strategy and the identified priority actions within the SCAP.

## SUMMARY OF ORDINANCE 19041

In December 2019, King County Council adopted Ordinance 19041, facilitating the creation of a King County Green Jobs Strategy requiring:

- Identification of local industry sectors and job types with high demand for green jobs
- Recommendation of specific action steps King County and its partners can take to increase the number of green jobs
- Identification of green jobs within King County's administrative, executive, scientific, policy, and technical workforce; actions to increase pathways to these jobs.
- Actions King County can take to develop the green energy skills of King County's workforce
- A proposal for and budget to develop a green jobs pipeline focusing on historically underserved communities
- Performance measures for the Green Jobs Strategy
- Extensive input from key community partner groups in the development of the Green Jobs Strategy

## WORKFORCE DEVELOPMENT & CLIMATE

According to a 2013 Government Accountability Office (GAO) congressional report, almost \$600 million from the American Recovery and Reinvestment Act of 2009 (ARRA) were allocated for green jobs training and support activities.<sup>14</sup> The Congress passed ARRA in response to the Great Recession and directed federal agencies to ensure funds went out quickly across localities to support workers. Most funded training programs were in the manufacturing and construction fields. The GAO reported that the expedited release of funds led to the funding of training programs before an accurate and complete assessment for the demand for jobs was conducted.<sup>15</sup> Job placement rates were far below targets (under 55%) after training completion, implying the number of trainees exceeded the available jobs.

During engagement for the Green Jobs Strategy, workforce development and labor partners cited a negative perception of green jobs training programs grounded in the less-than-favorable outcomes from ARRA green jobs initiatives. This negative perception was also reflected in background research used for Strategy development.<sup>16</sup> For example, Energy Auditing training programs were prevalent during the ARRA and were framed as an entry point into green jobs, but currently, the Energy Auditing field is expected to shrink by 2% in the next ten years, according to federal government data.<sup>17</sup> Finally, the GAO report accurately framed the difficulty of developing training programs for emerging markets without sufficient analysis of labor demand and encouraged collaboration from relevant local partners with on-the-ground knowledge.

14 Advancing Equitable Workforce Development of Infrastructure Jobs [\[Link\]](#)

15 White House Brief President Biden's Infrastructure Law [\[Link\]](#)

16 Labor's Green Jobs Efforts Highlight Challenges of Targeted Training Programs for Emerging Industries [\[Link\]](#)

17 O\*net Wage Data [\[Link\]](#)

Taking the lessons learned from the GAO report, King County will collaborate regionally with partners across sectors for high-road workforce partnerships connected to industry-recognized credentials and on-ramps to living wage employment in local high-growth sectors. Specifically, King County will prioritize workforce partnerships with clear training objectives for existing in-demand careers while integrating workforce development into clean energy deployment, such as solar installation or electrification.

### **Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA)**

Within the past year, the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) have created an opportunity for states and localities to make significant investments to advance the deployment of clean energy technology to lower Greenhouse Gas (GHG) emissions. According to the White House, the BIL includes more than \$800 million in dedicated investments for workforce development across various infrastructure projects.<sup>18</sup> This funding is in addition to investments of over \$7 billion in building a national network of electric vehicle (EV) charging stations and \$39 billion in new investments to modernize and lower emissions in the public transit sector.<sup>19</sup>

Analysts have reported that the IRA contains approximately \$43 billion in consumer incentives through tax credits aimed at making emissions-lowering technology more affordable, including energy-efficient appliances, rooftop solar and electric vehicles.<sup>20</sup> According to the Department of Energy (DOE) website, Washington state will receive approximately \$166 million to implement the Home Energy Performance-Based, Whole-House Rebate (HOME Rebates)

program, and the high-efficiency electric home rebate program.<sup>21</sup> Both programs offer homeowners and multifamily building owners rebates for energy retrofits with increasing rebates for lower-income populations. These rebates will reduce the costs of installing heat pumps and solar panels in homes, which can be cost prohibitive for low- and middle-income earners.

The IRA has also allocated \$27 billion for a Greenhouse Gas Reduction Fund, a sustainability accelerator with 60% of those funds focused on disadvantaged communities.<sup>22</sup> The fund has earmarked \$7 billion for zero-emission technology deployments such as rooftop and community solar in disadvantaged communities, and \$8 billion in a general fund focused on broad investment promoting environmental justice exclusively in low-income and disadvantaged communities.<sup>23</sup> Clean energy projects previously unfinanced by the private sector will have new funding options, which could increase the need for a well-trained workforce ready to meet increased labor demands.

At the close of 2022, agencies tasked with implementing programs tied to the IRA and BIL are still determining program implementation and funding disbursements. As state and local governments prepare to support the implementation phases of the BIL and IRA, creating locally informed resource networks will be essential to building the workforce needed to implement the equitable clean energy transition intended by these laws. Potential partners in resource networks include community-based organizations, environmental groups, employers, labor partners, and training providers.

18 Greener Reality: Jobs, Skills, and Equity in a Cleaner U.S. Economy [\[Link\]](#)

19 White House Brief President Biden's Infrastructure Law [\[Link\]](#)

20 McKinsey Article The Inflation Reduction Act: Here's what is in it [\[Link\]](#)

21 DOE Webpage (Biden-harris-administration-announces-state-and-tribe-allocations-home-energy-rebate) [\[Link\]](#)

22 Environmental Justice and the Inflation Reduction Act – Senate Democrats [\[Link\]](#)

23 Environmental Justice and the Inflation Reduction Act – Senate Democrats [\[Link\]](#)

## STRATEGY IMPLEMENTATION/EVALUATION TIMELINE

In **2022**, the Green Jobs program manager started initial community engagement efforts with support from Cascadia Consulting Group. This process is described in the flowing section and led to the development of this report.

Following this process, the Strategy will be published in early **2023**. Over the next **two years**, this initial Strategy will be implemented. In **2025**, the Strategy will be assessed and updated in tandem with the SCAP. After this initial update, assessments and updates of the program will occur every **five years**.





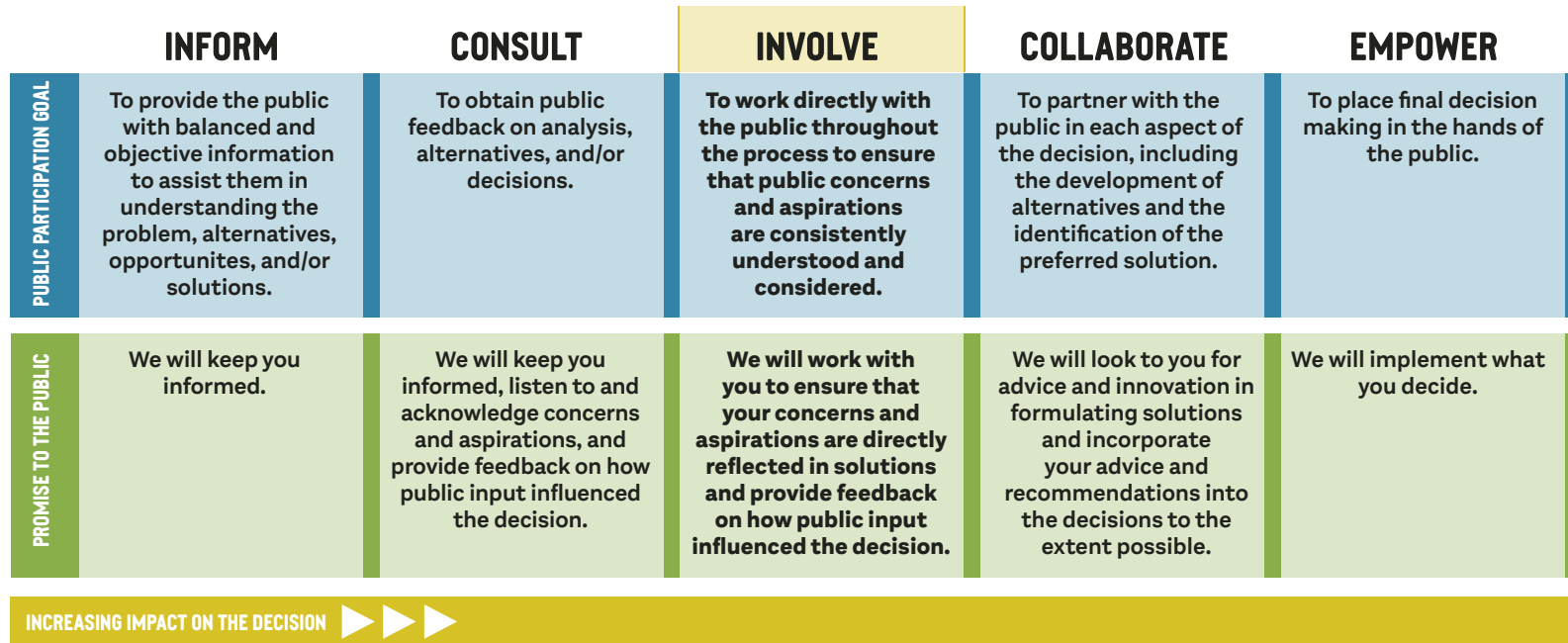
# COMMUNITY ENGAGEMENT

## PARTICIPATION SPECTRUM

A robust community engagement strategy was required by Ordinance 19041. The engagement team, composed of the Green Jobs Program Manager and Cascadia Consulting Group, identified **involvement** as the goal of the community engagement efforts. The International Association for Public Participation’s Spectrum of Public Participation describes five general modes of public participation in democratic decision-making on continuum of increasing community influence.<sup>24</sup>

At the **involve** stage, the goal of engagement is to “work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.” We identified this as the appropriate path for engagement due to the characteristics of the Green Jobs Strategy development thus far. 19041 outlines the goals of the Green Jobs Strategy and will be assessed in 2025; in this initial iteration of the Strategy, we sought to engage community members in shaping how the Strategy will be implemented, but not the intent of the goals. Therefore, an involving process was the highest level of participation we could achieve with those we engaged. In the remainder of this report, we will demonstrate how the feedback we received is incorporated into the Strategy.

**We strove to meet the goal of the involve stage on the IAP2 Spectrum of Public Participation** (image below adapted from IAP2).



24 <https://organizingengagement.org/models/spectrum-of-public-participation>

## ENGAGEMENT METHODOLOGY

Ordinance 19041 defined nine groups of stakeholders. These were:



**Frontline Community members** including members of the Climate Equity Community Taskforce, middle-skill job seekers interested in the green economy, and frontline youth (16-24).

**Workforce Development Organizations** including the Workforce Development Council of Settle-King County and Emerald Cities collaborative.

**Local government organizations** including King County-Cities Climate Collaboration (K4C), the City of Seattle, and the Port of Seattle.

**County labor partners** including the Martin Luther King Jr County Labor Council and the Seattle Buildings and Trades Council.

**Community based organizations** such as The Nature Conservancy and Dirt Corps.

**Academic and scientific community** such as staff, leaders, and faculty from the UW and College of the environment.

**Schools and training providers** such as the Seattle Colleges Pre-Apprenticeship Construction Training program, the Wood Technology Center, and the South Seattle College Sustainable Building Science Technology program.

**King County Staff** such as members of the Green Jobs Now interdepartmental working group.

**Local employers and businesses** such as businesses aligned with Seattle Good Business Network and the EnviroStars sustainability program.

In our outreach, these groups were engaged as three main sectors: job seekers, partners, and employers. Within these, clear overlap arose between academic and training partners, while some community members and businesses needed to be engaged with separately.



Our goal was to engage with at least 32 key partners across these fields. To do so, we selected three methods for participation: a survey, listening session opportunities, and focus groups. Each method offered a variety of forms of feedback and different strategic benefits. Community members were compensated for some of these engagement tactics.

 <b>SURVEY</b> <b>Survey</b>	 <b>QUALITATIVE ENGAGEMENT</b> <b>Listening Sessions &amp; Interviews</b>	 <b>QUALITATIVE ENGAGEMENT</b> <b>Focus Groups</b>
<p>A survey tool offered an opportunity to cast a wide net for quantitative feedback. Most questions focused on ranking options, resulting in strong quantitative information. The survey was promoted on social media, through personal networks and mailing lists, and at events. Three different surveys were created for each target group: job seekers and community members, organizational partners, and employers. Although the survey tool emphasized quantitative questions, it also included a qualitative response opportunity, which returned helpful information from individuals who were not reached by the other methods.</p>	<p>The listening session opportunities provided a way for the engagement team to receive qualitative feedback from many partners. Nine listening sessions were scheduled in collaboration with key partners, who then shared the opportunity with their networks. These sessions provided a high return on time investment for the engagement team, because they offered a way to provide an introduction to the Strategy and receive feedback while simultaneously establishing and strengthening relationships with partners. Two additional one-on-one interviews were held with key partners who could not attend listening sessions or focus groups.</p>	<p>Focus group sessions presented an opportunity to receive in-depth qualitative feedback from key partners and youth who are potential job seekers. Two sessions were conducted with eight participants each. These sessions provided extensive, detailed qualitative feedback on the Strategy and encouraged continued engagement with the Green Jobs program in the future from key partners.</p>

## TIMELINE OF ENGAGEMENT ACTIVITIES

### August 2022

- Engagement kickoff
- Participation strategy developed
- 27** Survey launched

### September 2022

- Listening session method development
- Focus group discussion guide created
- 27** K4C listening session
- 28** CECTF listening session

### October 2022

- 24** First labor listening session
- 27** Youth focus group
- 28** Partners focus group
- 31** Stormwater listening session

### November 2022

- 03** City of Seattle interview
- 04** Job Seeker survey closed
- 07** UW & PACT listening session
- 09** Second labor listening session
- 10** Port of Seattle listening session
- 16** Sphere Solar interview
- 17** Employers listening session
- 17** CCLIA listening session
- 21** Employer survey closed
- 21** Partners survey closed



## ENGAGEMENT PARTICIPATION RESULTS

### Survey

Total responses	262
Job seekers	143
Partners	82
Employers	37

### Listening Sessions and Interviews

	People	Orgs
<b>Total</b>	<b>70</b>	<b>36</b>
Climate Equity Community Taskforce	20	N/A
Local government organizations	6	4
County labor partners	12	7
Community based organizations	12	8
Educators and trainers	7	4
Local employers and businesses	13	13

### Focus Groups

	People	Orgs
<b>Total</b>	<b>16</b>	<b>9</b>
Foster High School	5	1
King County YouthSource Program	3	1
Workforce development organizations	5	4
Local government organizations	1	1
Educators and trainers	1	1
Local employers and businesses	1	1

\*For full engagement participation data and methodology, please refer to Appendix D.

# KEY LEARNINGS

From the qualitative and quantitative data gathered in the engagement process, we identified five primary topics on which participants provided feedback. In the matrix below, a summary of the feedback received on each topic is shown. Key learnings (highlighted) and actions (outlined) are summarized in the matrix and expanded upon in the remainder of this section. Each key learning also includes a change made to the implementation of the Strategy, identified in bold in the following section.

Stakeholder / Tactic	Initial Response	Mission & Goals	Partnerships	Industries	Engagement
<b>Job Seekers</b>	“Create more jobs please! I have a Masters... How are there no entry level opportunities?” & “I can get more job skills training to increase my income.”	“Cooperative experiences in the industry” & “Career planning development and guidance”	39% prefer apprenticeships with partner businesses and 47% would be best supported by one-on-one mentorships.	35% rank Transportation #1, followed closely by Construction.	44% prefer social media. Events are also popular, with most preferring a Talent Jam (40%) or application clinic (29%).
<b>Youth from frontline communities</b>	Excited by opportunities to have a positive impact on the environment through their careers.	Mostly able to understand the goals, are very supportive of the focus on community and partnerships.	Supportive of offering education and career development in addition to the job.	Younger students are interested in transportation, while older students are interested in construction.	Youth recommend using TikTok and other popular social media to highlight jobs in action and community leaders.
<b>CECTF</b>	Community is excited to see budget allocated for frontline communities, youth, and climate.	Curiosity about current level of awareness in the community and happiness among participants.	Need for culturally relevant partnerships to improve accessibility and engage BIPOC youth	Pushed for more data on the number of departments and partner organizations participating.	Encouraged more robust engagement to youth that considers social justice issues.
<b>Partners</b>	Wide variety of potential partners participated (final #), most emphasize building strong relationships with their organizations.	Reframe focus on what the County's goal is (what and how), rather than the why and background first.	Most were interested in opportunities to access King County resources and funding (35%), followed by sharing information (26%).	75% rank construction first or second as the most important sector, followed by 69% voting first or second for transportation.	2/3rds of partners are interested in partnering to support training for County projects and support funding for intersectoral partnerships.
<b>Workforce Development</b>	Emphasize the importance of creating good, living wage jobs.	Important to create strong, bold statements that are easy to understand.	Suggest using partnerships for wrap around support during training.	Ensure that demand is there, that jobs are there, not jobs that are coming.	Interested in alignment of supported programs.
<b>Academics, Educators &amp; Trainers</b>	Energized by opportunities for partnership across levels of education organizations.	Support the creation of training opportunities of varying lengths.	Highlighted opportunities for pairing researchers with practitioners and vocational programs.	Emphasized the separation between people developing technology versus working with it.	Engage through links between training and research opportunities.
<b>Labor Partners</b>	Concerned about how new “green” programs could undermine existing labor and high-road agreements.	Interested in how the Strategy focuses on existing markets rather than emerging markets.	Focus on partnerships that will invest in the training process.	Trades adjust to new technology, but the fundamental sectors and knowledge remain.	Recommend engaging early and often, potentially through monthly coalition meetings.
<b>Local Government</b>	Very supportive of focus on engagement and partnerships in frontline communities.	Mission and goals are aligned with other local governments	Collaborate to build capacity for advocating for clearer career pathways and job pipeline.	Highlighted issue around “branding” or image of green jobs and need to change understanding.	Opportunities to engage and employ youth through social media push.
<b>Community Based Organizations</b>	Curious about the changing definition of green jobs.	Interested in the creation of opportunities that don't require traditional education pathways.	How will existing initiatives be able to support the Green Jobs Strategy?	Can the County be an accessible connector and facilitator for industry	Regular and consistent communication along with resources for collaboration
<b>Employers</b>	Businesses span landscapers, solar, builders, etc.	“Change the narrative that green jobs are only for formally educated individuals and professionals. There needs to be more representation of women of color [in] the green industries.”	50% of businesses are interested in “Contracting directly with King County,” while 1/3rd would benefit from promotion.	Most respondents are interested in investments in Transportation (27%) and Construction (35%).	Nearly 50% of businesses want to participate in Talent Jam or host job shadow opportunities.
<b>Small Business Owners</b>	Businesses from many sectors are interested and engaged in sustainability.	Understanding and excitement around the goals is shared by most business owners, regardless of sector.	Due to leasing space, businesses need landlords to partner to implement many sustainability measures.	Food businesses and those from other non-targeted industries struggle to see how they will interact with the program.	Business owners are busy and often don't hear about programs, but they want to engage and support innovation.

**39% of job seekers preferred apprenticeships with partner businesses and 47% would be best supported by one-on-one mentorships.**

Apprenticeship programs are well established but challenging to scale up to meet demand while also ensuring successful placement into jobs after apprenticeships end. One-on-one mentorships are less common but would be possible to implement with proper facilitation. This feedback has **informed the Green Jobs team to connect partner programs with on-ramps for apprenticeship opportunities through local labor partners and training programs.**

**44% of job seekers preferred social media, with Youth recommending using TikTok and other popular social media to highlight jobs in action and community leaders.**

Job seekers expressed interest in all forms of potential outreach, with an understanding that different methods of outreach can be the most effective for specific purposes or to reach specific people. However, there was an overwhelming trend toward social media, with TikTok specifically recommended by our youth focus group participants. Other partners also echoed that they were shifting their engagement toward TikTok and other social media platforms. In response, **social media campaigns aimed at youth and middle-skilled workers are now one of the activities that the Green Jobs team will implement.**

**Members of the CECTF emphasized the need for culturally relevant partnerships to improve accessibility and engage BIPOC youth.**

During an interactive session, members of the Climate Equity Community Taskforce pushed for the Strategy to ensure that frontline community members would be investing their time wisely in programs operated or supported by the Strategy. For example, members were concerned about how the Strategy would ensure that a job was available for participants after completing

training, that those jobs would offer benefits and growth, and that outreach would be culturally relevant to BIPOC youth. **The Strategy now includes language related to high-road workforce partnerships and has integrated new outreach methods, such as youth-run engagement campaigns.**

**Most partners were interested in opportunities to access King County resources and funding (35%), followed by sharing information (26%).**

Throughout our engagement efforts, we heard that access to resources in support of capacity building is a major barrier to being effective in growing green job opportunities. In addition, partners across all fields expressed that being able to share information and align strategies would help to amplify their work. **King County will facilitate resource sharing and collaboration between partners with funding support.**

**75% of partners ranked construction first or second as the most important sector, followed by 69% voting first or second for transportation.**

The survey provided clear quantitative information on which sectors partners view as the most important to invest in. Their responses of the construction sector and transportation reflect the regional labor demand as well as new technologies that we anticipate will impact the market in the near term. **Initial partnerships will prioritize these sectors.**

**Workforce development organizations emphasized the importance of wrap-around support during training.**

During the partners focus group, workforce development partners cited the need to compensate job seekers high stipends or wages while participating in training or work experience opportunities. As a result, this will provide more financial stability for job seekers. During the partners focus group, workforce development partners cited the need to pay job seekers higher wages/stipends while

participating in training programs. Stipends and funding provide participants with more financial stability while in training. The Strategy includes capacity building grants from the Climate Workforce Development Fund, which can **provide financial support to workforce development partners to increase wages or stipends for their participants.**

**Educators supported the creation of training opportunities of varying lengths and highlighted opportunities for pairing researchers with practitioners and vocational programs.**

Prior to the educator and trainers listening session, the Strategy was geared toward short term training programs (12-20 weeks) over programs that might take years. However, during the listening session, we heard strong feedback on the value that longer-term skill building can offer students and the possibilities for collaboration between researchers and training programs to study and promote best practices. Workforce partnerships tied to the Strategy will **collaborate with researchers and trainers for program evaluation and offer educational pathways in addition to employment on-ramps after training.**

**Labor partners were concerned about new “green” initiatives lacking a commitment to high quality jobs.**

Feedback from labor partners shared a primary concern that workforce partnerships and job growth in existing sectors might not emphasize the high-road agreements that labor partners have negotiated over time. Therefore, **the Strategy will ensure partnerships meet high-road workforce standards.**

**Local government representatives highlighted issues around the “branding” or image of green jobs and the need to change the public’s understanding of what a green job can be.**

Concerns around “greenwashing” are long-standing, and “green jobs” have primarily been seen as more highly-skilled jobs that are accessible to primarily white, middle class communities due to ambiguity in the definition of green jobs. The types of jobs that the Strategy and other local government partners, such as the Port of Seattle, are focused on “greening” do not represent this image, with many more entry level jobs in a wide range of fields. **Engagement strategies moving forward will emphasize accessible education through a local definition relevant to our region.**

**Community based organizations (CBOs) emphasized the need for regular and consistent communication along with resources for collaboration.**

Throughout this engagement process, we heard that organizations and community members have struggled to learn about programs or to share information. The Strategy will **collaborate with organizations through public engagement and partnerships to facilitate information sharing and consistent communication.**

**50% of businesses were interested in “contracting directly with King County,” while a third would benefit from promotion.**

Data from the employers survey clearly demonstrated that employers prefer actions that directly support businesses profitability, either through direct contracting or through marketing and promotion. In listening sessions and focus groups, businesses were excited about opportunities to contract with the County or to partner with the County on initiatives that would bring in more business. **The Strategy will educate businesses about contracting opportunities and will support networking within targeted industries.**

# GREEN JOBS STRATEGY GOALS

## FRAMING THE GOALS

In response to feedback received during the partners’ focus group, the original goals were rewritten to center the goal itself, rather than the background or reason for the goal. This process of refining the goal is demonstrated in the figure below.

ORIGINAL GOAL	REWRITTEN GOAL	SOUNDBITE
<p>The Strategic Climate Action Plan (SCAP) team and King County departments are already executing on climate focused demand driven strategies for green job creation with support from the federal government through the Bipartisan Infrastructure Bill and the Inflation Reduction Act. Our goal is to center market transformation and climate conscious capital projects to support the growth of green jobs in our region.</p>	<p>Partner regionally to grow green jobs through climate initiatives. King County will integrate scalable high-road workforce development into clean energy deployment and County climate initiatives while collaborating with partners to invest in resource networks to increase green jobs regionally.</p>	<p><b>Partner regionally to grow green jobs through climate initiatives.</b></p>
<p>The County recognizes that an employment pipeline focused on frontline communities will only be successful through strong relationships with trusted leaders in frontline communities and regional frameworks for action. Our goal is to create a green jobs pipeline for frontline communities through the development of a coalition for regional action and a strong network of local partners.</p>	<p>Facilitate a green jobs pipeline for frontline communities. King County will materially support organizations committed to building accessible on-ramps to living wage green careers within frontline communities and lead specialized promotion of green industry sectors catered to frontline communities.</p>	<p><b>Facilitate a green jobs pipeline for frontline communities.</b></p>
<p>King County recognizes the need for data driven identification and investment in the industry sectors and job types with high demand in King County. Our goal centers on focusing County resources and partnerships on greening existing high growth sectors based on a locally recognized definition of green jobs geared specifically toward creating opportunities for frontline communities now and in the future.</p>	<p>Invest in local high-demand industry sectors. King County will focus County resources on workforce partnerships in existing high-growth sectors based on a regional definition of green jobs centered on creating opportunities for frontline communities now and in the future.</p>	<p><b>Invest in local high-demand industry sectors.</b></p>
<p>The County recognizes the need to support our own workforce by highlighting accessible green career pathways and supporting green skills development within County agencies for tailored outreach, recruitment, and retention of frontline communities. We will create pilot career pathways for the purposes of County recruitment in the Departments of Natural Resources and Parks, Executive Services, Local Services and Metro while piloting a Green Skill Development Fund for employees. Our hope is to provide a model for other large-scale employers in the region to create green career pathways within their organizations.</p>	<p>Support greening the County workforce. King County will develop green career pathways across identified County departments while providing opportunities for the County workforce to obtain energy conservation credentials.</p>	<p><b>Support greening the County workforce.</b></p>



# PARTNER REGIONALLY TO GROW GREEN JOBS THROUGH CLIMATE INITIATIVES

**GOAL: Partner regionally to grow green jobs through climate initiatives. King County will integrate scalable high-road workforce development into clean energy deployment and County climate initiatives while collaborating with partners to invest in resource networks to increase green jobs regionally.**

To increase green jobs, municipalities like King County can enact ordinances and revise policies to increase the demand for technologies that support improved energy efficiency. The increased demand for clean technologies can lead to increased jobs to fulfill that demand.<sup>25,26</sup> For example, large building retrofits necessitated by changes to building performance standards or building codes, have the potential to create four to six jobs per 1 million spent.<sup>27</sup> Market transformation initiatives can incentivize residents to adopt new technologies (like rebates or no-to-low-cost installation) designed to support energy efficiencies, such as heat pumps or solar panels. Public investments can create new infrastructure projects or electric vehicle (EV) charging stations, promoting new job creation. Actions being undertaken in King County and/or stemming from legislation like the Inflation Reduction Act and Bipartisan Infrastructure Bill are already taking effect. Rather than seek to pass additional ordinances or demand-driven policies, the County can work within the next two years to ensure current demand-driven policies and initiatives create high-quality jobs in frontline communities.

King County is already enacting market transformation initiatives such as C-PACER and ENERGIZE. The Commercial Property Assessed Clean Energy + Resiliency (C-PACER) program supports innovative financing methods for increased accessibility for energy-efficiency upgrades for building owners.<sup>28</sup> ENERGIZE will install heat pumps in 150 homes in the North Highline and Skyway-West Hill unincorporated areas. Income-qualified residents may qualify for 100% cost coverage, and other residents may be eligible for additional discounts.<sup>29</sup> Projects and programs like these are ideal candidates for integrated workforce development partnerships designed to support frontline communities.

Connecting local market transformation initiatives to contractors offering employees living wages and quality working conditions can grow high-quality jobs.<sup>30</sup> To grow green jobs in our region, King County should directly integrate workforce development partnerships into climate initiatives. To comprehensively address that goal, the Green Jobs Program Manager will work with departments, including the emerging Climate Office, to develop a resource guide and partner directly with County departments to help shape workforce partnerships. Our intended results will center on providing County departments with a clear framework for structuring climate-focused high-road equitable workforce development projects while increasing partnerships and initiatives supporting living wage employment in frontline communities.

25 Green Workforce Report: Information and Recommendations for Tompkins County [\[Link\]](#)

26 IN DEMAND: Clean Energy, Sustainability and the New American Workforce [\[Link\]](#)

27 High-Road Workforce Guide for City Climate Action [\[Link\]](#)

28 King County C-Pacer Website [\[Link\]](#)

29 King County Energize Website [\[Link\]](#)

30 High-Road Workforce Guide for City Climate Action [\[Link\]](#)

## BUILDING A REGIONAL COALITION

Throughout the community engagement process, participants across fields and areas of expertise emphasized the need for strong collaboration in building high-road workforce partnerships. Extensive feedback during the community engagement process for the Green Jobs Strategy emphasized that King County should work collaboratively to increase green jobs in our region. Community organizations have a role in recruiting and supporting job seekers ready for new opportunities. Training providers and community colleges can ensure prospective employees have the necessary skills for the work. Employers and labor partners are vital for collaborating to ensure high-quality job opportunities after training completion. Integrating workforce development into partnerships with other employers and local businesses, municipalities, education and training providers, labor partners, and community-based organizations is vital to growing high-road employment in frontline communities.<sup>31</sup>

King County will partner with key collaborators to form a regional coalition to shape and fund regional priorities in growing green jobs for frontline communities. This action recognizes that supporting the growth of high-road positions connected to climate adaptation and mitigation is a regional endeavor King County cannot embark on alone. Working with key partners in the region reduces the possibility of duplicative programs and initiatives, funding instability or competition, and poor coordination in resource allocation.<sup>32</sup> Regionally collaborating can improve information sharing and communication, encourage targeted resource deployment and strengthen the comprehensive networks needed for high-road workforce development.

31 High-Road Workforce Guide for City Climate Action [\[Link\]](#)

32 High-Road Workforce Guide for City Climate Action [\[Link\]](#)

## STRATEGY IN ACTION: ENERGIZE WORKFORCE DEVELOPMENT PILOT

In 2022 the Green Jobs program manager worked with Emerald Cities Collaborative, a nonprofit with a local office in Seattle, to help recruit and fund externships for youth from frontline communities who completed Emerald Cities' 16-week HVAC training course. Once youth completed the course, the Green Jobs program worked with King County YouthSource staff to connect training graduates to 240-hour externships earning a living wage of 21.50/hr to use the skills they learned in the classroom in the field and help explore whether HVAC was the right field for them.



**Quan Jones**  
with Nortec Reps

King County YouthSource Program works with youth ages 16-24 to connect youth to education and employment services. King County's YouthSource program included wraparound services and case management with financial incentives to support training course completion for youth. While the youth participants will complete their externship after this report is published, YouthSource staff and the Green Jobs program manager will be planning supportive on-ramps to employment for those not hired on with host businesses after their externship. King County hopes to form similar partnerships with local organizations for career exposure in growing climate-connected fields like HVAC in the future.

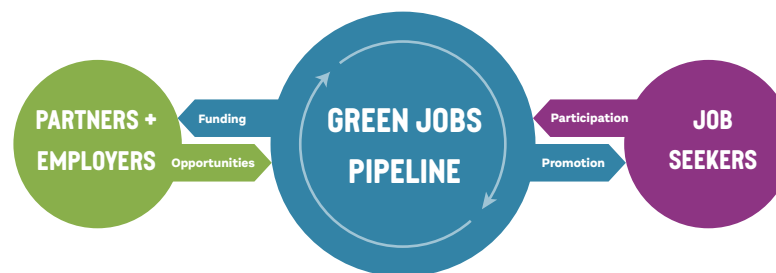


**Max Ortiz-Ramirez**  
Workshop Graduate

# GREEN JOBS PIPELINE FOR FRONTLINE COMMUNITIES

**GOAL:** Facilitate a green jobs pipeline for frontline communities. King County will materially support organizations committed to building accessible on-ramps to living wage green careers within frontline communities and lead specialized promotion of green industry sectors catered to frontline communities.

Local governments can make the mistake of creating climate-associated workforce development programs without considering local labor market needs and in-demand occupations.<sup>33</sup> Integrating a network of community-based organizations, local training providers, labor partners, and employers created through the climate workforce development fund and targeted outreach campaigns tied to locally identified high-demand sectors and positions can support King County in building an employment pipeline for frontline communities informed by local market needs with clearly identified results driven partnerships.



## ENGAGING KEY PARTNERS TO SUPPORT HIGH-ROAD WORKFORCE DEVELOPMENT

King County staff will use the climate workforce development fund to support local organizations that offer skills training and on-ramps to living wage employment in frontline communities. Funds would be designated to support local partners (such as pre-apprenticeship programs and labor partners offering skills training) in collaborating with King County on developing a high-road workforce development component for ENERGIZE. Funds would also be available in the form of grants (selected by County staff and community leaders like the members of the Climate Equity Community Taskforce) to organizations based on submitted projects in relevant industry sectors. King County can use the Workforce Initiative Checklist (WIC), available in the appendix, to ensure organizations applying for funds are adhering to best practices in workforce development.<sup>34</sup> The WIC integrated best practices research and interviews with workforce development providers to develop criteria for best practices for high-road workforce partnerships. These goals and actions support King County in building a network of local organizations to partner with in the future on high-road workforce development initiatives (particularly with opportunities related to the IRA).

33 California Workforce Education and Training Needs Assessment: For Energy Efficiency, Distributed Generation, and Demand Response [\[Link\]](#)

34 High-Road Workforce Guide for City Climate Action [\[Link\]](#)

## FRONTLINE COMMUNITY ENGAGEMENT & OUTREACH

An essential part of building an employment pipeline is engaging eligible job seekers interested in work. The SRFC section of the SCAP shaped by the CECTF calls for “youth engagement by supporting youth training and climate-related job development programs such as job fairs, presentations, workshops, career days, job shadows, informational interview programs, and tours,”<sup>35</sup> and the Green Jobs Strategy will devote resources to creatively implementing events and campaigns to highlight the green economy to frontline communities.

In a youth focus group hosted by Cascadia Consulting Group, respondents recommended using TikTok and other popular social media to highlight jobs in action and community initiatives.

In green jobs survey results, 44% of job seekers preferred to be engaged by the County about workforce development and green industry sectors through social media.

Events also proved a popular model, 69% of respondents were interested in attending events like a Green Jobs Talent Jam<sup>36</sup> (a model for an interactive job fair) and/or an application clinic (a 2-hour workshop designed to prepare job seekers for completing applications and cover letters for County positions).

Events and campaigns can also promote engagement from local employers, creating a network and contact list to support membership in the regional coalition and employers willing to engage in hosting work experiences or hiring graduates from County-sponsored workforce programs.

35 King County SRFC Section of the Strategic Climate Action Plan [\[Link\]](#)

36 Talent Jam website [\[Link\]](#)



### STRATEGY IN ACTION: APPLICATION CLINIC

In 2022, The Green Jobs program manager collaborated with County staff to host an application clinic for workers employed by County contractor WeldWorks. Born and built in Seattle, Weld Works (WW) is an innovative 501c3 nonprofit and social enterprise staffing organization effectively serving the construction, manufacturing, & retail industries while providing a pathway to stability for formerly incarcerated and justice-involved community members.

WW has experience in construction, clean-up and general labor with a pool of individuals interested and ready to work to get the job done. Weldworks unique program provides vulnerable community members in a transition path toward dignified, long-term employment. After WeldWorks completed a demolition and recycling job at the County’s King Street Center location the Green Jobs program manager and DHR staff facilitated an application clinic with the Weldworks workers assigned to the project. The purpose of the application clinic is to better equip community members with resumes that reflect the work conducted on County projects as well as train participants on tactics to effectively navigate the NeoGov application system for open positions, growing the County pool of qualified applicants.

While the workshop does not guarantee employment, it will be a useful steppingstone into using the skills acquired on projects in a longer-term capacity with King County and aid in increasing independence and the skills required for obtaining gainful employment. Visit [www.weldseattle.org/about](http://www.weldseattle.org/about) to learn more.

## NextGen Climate Internship Annual Report 2022

NextGen interns gain valuable experience in local government by implementing climate policy and action, managing long-term projects, and networking with environmental professionals.

**100+** engagements with subject matter experts  
**30+** climate policy engagement materials created  
**25+** meetings led with internal staff to advance SCAP priority actions

### Key Accomplishments

#### Reducing Greenhouse Gas Emissions

Led a project involving 20+ subject matter experts for 16 greenhouse gas-related focus areas to document the effectiveness of the county's Climate Action Plan.

Reviewed and edited a \$1M+ concept paper for a Department of Energy (DOE) workforce equity grant.

Researched various greenhouse gas reduction strategies to create a well-rounded analysis, and compiled the 30+ page Continuous Improvement report.

#### Climate Preparedness

Co-developed the scoping, material development, and timeline for the project

Engaged with 70+ internal stakeholders on the development of performance measures for a climate preparedness priority action

Performed necessary research on developing our strategic priorities as well as best practices on developing high-quality performance measures

#### Resilient and Sustainable Frontline Communities

Created a tracking survey and sheet in Monday to track internal projects connected to SRFC priority actions

Partnered with 10+ local climate experts to organize the county's first Climate Justice Learning Series to educate 30+ attendees on topics of climate justice

Collaborated with the Climate Equity Community Task Force to create 30+ long-term SRFC performance measures

"Elena has grown in confidence and continue to impress me with her grasp of the issues we encounter in the realm of climate equity."

Vicky Raya, Climate Equity



"Roushda has demonstrated increased confidence in knowing what we hope to do with the project and familiarity with the subject matter at hand".

Matt Kuharic, Climate Change Specialist



"Malik has been extremely helpful in advancing work on climate preparedness performance measures through research, preparing presentations and hosting meetings, and coordinating with staff involved in the Clean Water, Healthy Habitat Initiative."

Lara Whitely-Bender, Climate Preparedness Program Manager

## Meet the Interns



### Malik Dreher

Masters in Public Health, Indiana University-Purdue University Indianapolis, 2023

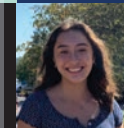
"As a first gen student this program has been incredibly impactful. From the professional development, the connections I have made, and amazing work I get to contribute to."



### Roushda Khan

Economics and Data Science student at the University of Washington, 2023

"Working as a NextGen intern has allowed me to deepen my knowledge about the multiple facets of government climate work and work with talented subject matter experts"



### Elena Hamblin

Political Science and International Studies student at the University of Washington, 2025

"NextGen is a one-of-a-kind program that provides underrepresented students like myself the opportunity to lead the forefront on climate policy implementation."

Contact: Michael Carter, Green Jobs Program Manager | [micarter@kingcounty.gov](mailto:micarter@kingcounty.gov)

The NextGen Climate Internship model integrates creating a supportive community for professional growth with project-based work in climate-focused local government careers.

## STRATEGY IN ACTION: NEXTGEN CLIMATE INTERNSHIP PROFILE

The King County NextGen Climate Internship program is designed to deliver on SCAP priorities in meaningfully engaging frontline communities in paid opportunities to support climate policy and implementation work while shaping the next generation of local government climate leaders. In the 2022 NextGen pilot three interns from frontline communities provided project support to SCAP section leads in the Reducing GHG emissions, Climate Preparedness, and Sustainable Resilient Frontline Communities sections. Interns worked on projects with SCAP section leads to track continuous improvement efforts for lowering GHG emissions, develop performance measures for climate preparedness and organize King County's first climate justice learning series.

Interns were provided training on the County project management tools to track SCAP implementation and given a budget for professional development in project management. Interns also participated in a speaker series with local climate leaders within government and nonprofits. The program model integrates creating a supportive community for professional growth (with peers and supervisors guiding) with project-based work in climate-focused local government careers. The project-based work model allows participants to develop their technical and project management skills and provides real-world experience in shaping climate equity initiatives.

# INVEST IN LOCAL HIGH-DEMAND INDUSTRY SECTORS

**GOAL: Invest in local high-demand industry sectors.** King County will focus County resources on workforce partnerships in existing high-growth sectors based on a regional definition of green jobs centered on creating opportunities for frontline communities now and in the future.

The Green Jobs Program Manager commissioned a report by the nationally recognized Seattle Jobs Initiative (SJI) to conduct analysis on in-demand occupations within local growth sectors. The full report is in the appendix of this report. A summary of that report is below. The goal and actions detailed above created a framework to utilize the report’s information and integrate partners’ feedback on leveraging opportunities created by the Bipartisan Infrastructure Law and Inflation Reduction Act. King County will develop relationships with relevant employers, labor partners, and training providers to support funding for workforce development partnerships tied to the Inflation Reduction Act and Bipartisan Infrastructure Bill.



SCAP community engagement event

## Green job types by sector

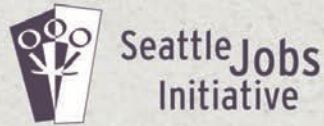
Sector	Sub-sectors	Job Types*
<b>Professional, Scientific, and Technical Services</b>	<ul style="list-style-type: none"> <li>Computer- and tech-related services</li> <li>Geophysical surveying</li> <li>Environmental consulting services</li> </ul>	<ul style="list-style-type: none"> <li>Web developers &amp; Digital Interface Designers</li> <li>Computer network specialists</li> <li>Sales Representatives</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>Commercial and Institutional Building</li> <li>Residential Building</li> <li>Plumbing and HVAC</li> <li>Electrical Installation</li> <li>Drywall and Insulation</li> </ul>	<ul style="list-style-type: none"> <li>Electricians (this includes solar and electric vehicle charging station installers)</li> <li>Plumber Pipefitter and Steamfitters</li> <li>Structural Iron and Steel workers</li> <li>Drywall and Ceiling tile Installers</li> <li>HVAC Mechanics and Installers (including heat pumps)</li> <li>Carpenters</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Road Transportation Support, including charging stations installation and maintenance</li> <li>Freight Trucking</li> <li>Urban Transit</li> <li>Electric Vehicle Maintenance and Repair</li> </ul>	<ul style="list-style-type: none"> <li>Bus drivers, transit and intercity</li> <li>Bus and Truck Mechanics (including electric buses and trucks)</li> <li>Electricians In Electric Vehicle Charging Station Infrastructure</li> </ul>
<b>Green Manufacturing</b>	<ul style="list-style-type: none"> <li>Semiconductor and Related Device Manufacturing</li> <li>Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Prospective opportunities include Heavy Duty Truck and Semiconductor Component Manufacturing but no current job types with growth expected at time of analysis.</li> </ul>

\*A sample of job types with entry level middle wage positions with positive expected growth over the next ten years (2021-2031) available to members of frontline communities

# King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
Kathleen Carson, PhD  
Eileen Calderon



SJI's work supports and informs King County's Green Jobs Strategy. The SJI Policy Research and Evaluation team worked on the following tasks in collaboration with King County Green Jobs Program: Identify prospective high-growth green sectors, including localized industry sector/market opportunity and workforce trends analysis; assessment of high-demand occupations within identified high-growth industries; and recommendations for integration of industry/market sector analysis and occupational assessments into King County's Green Jobs Strategy development process.<sup>37</sup>

SJI's report recommended the County take a holistic and regional approach to grow green jobs in King County through intersectoral partnerships with employers and labor. The recommendations also highlighted the efficacy of regulations in public projects and investment in the infrastructure and quality of training and education resources for current workers and frontline communities.

The following pages present relevant excerpts from the report, which can be viewed or downloaded in full using the link below.

<sup>37</sup> Seattle Jobs Initiatives Green Jobs Strategy Report: Green Sectors and Occupations [\[Link\]](#)

## PROSPECTIVE GREEN SECTORS


Comparing industries identified as "green sectors" in the literature helps understand which industries are most likely to be targeted by green policies. This report uses the sectors identified by the Bureau of Labor Statistics as green as well as a study exploring green policies' impacts at the national and state level state by EPI to identify potential sectors to target.

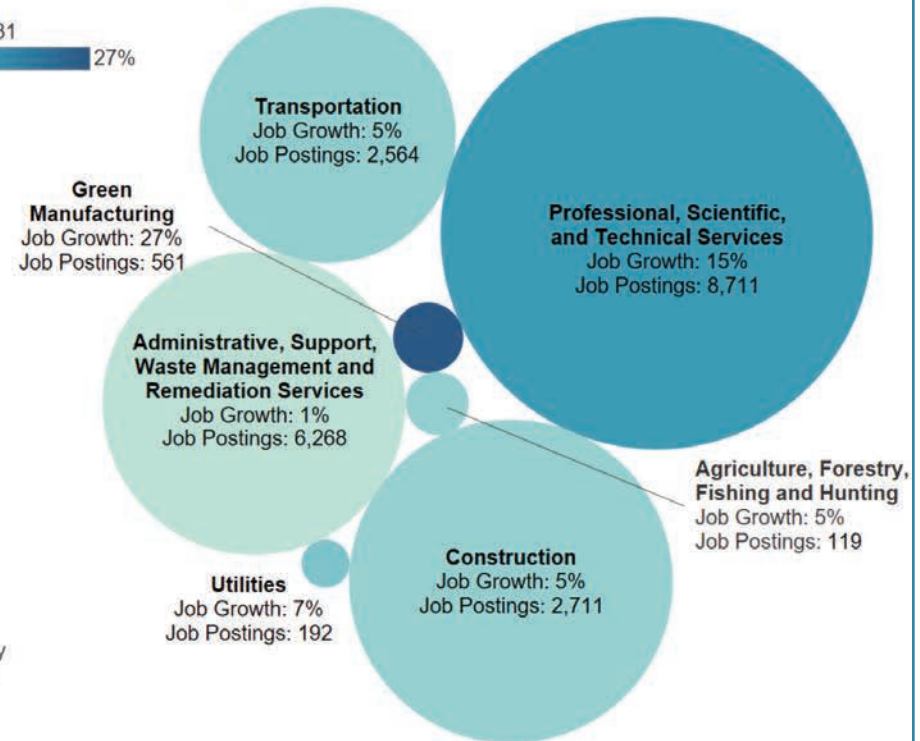
The following seven aggregate industrial sectors had a prominent role in these two studies and frequently come back in the "green jobs" literature, by order of the number of jobs in King County:

1. **Professional, Scientific, and Technical Services**
2. **Administrative, Support, Waste Management, and Remediation Services**
3. **Construction**
4. **Green Manufacturing**
5. **Transportation**
6. **Utilities**
7. **Agriculture, Forestry, Fishing and Hunting**

Prospective green sectors are sized by entry-level job postings in 2021 and colored by expected job growth between 2021 and 2031. Entry-level job postings are defined as requiring between 0 and 3 years of experience and an Associate's degree or less.

Sectors by Size and Job Growth in King County

Job Growth 2021-2031  
1%  27%



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
Kathleen Carson, PhD  
Etienne Collardier



The above content is pulled directly from **page 18** of the King County Green Jobs Strategy Green Sectors & Occupations Report prepared by the Seattle Jobs Initiative, June 2022.

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# PROSPECTIVE GREEN SECTORS COLORED BY EXPECTED JOB GROWTH AND SIZED BY EMPLOYMENT

The first step in the analysis is to assess the current size of the sectors and their projected growth in the next ten years and identify the industries with the most potential. As we can see with the seven sectors identified, there is a wide range in the numbers employed and the projected employment.

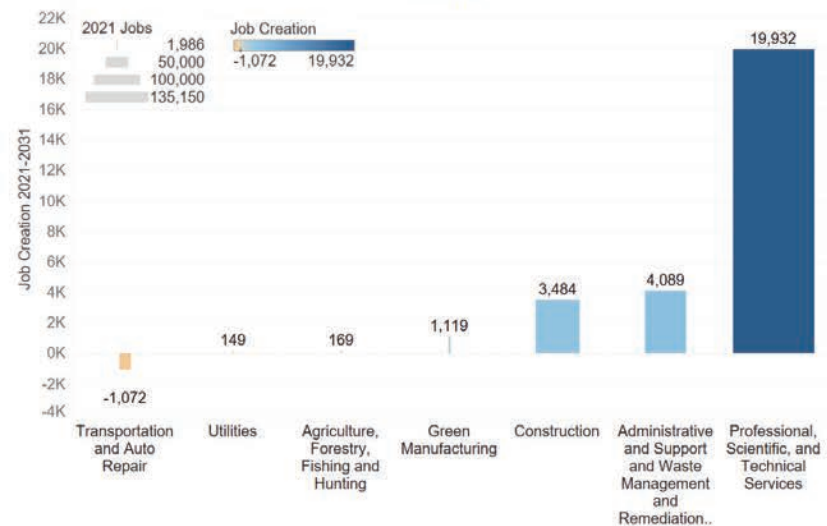
**Professional, Scientific, and Technical Services** is the largest employer and is projected to have the highest growth rate in King County in the next ten years. The Professional Service sector includes many non-green occupations. However, it includes subsectors key in driving the greening of the economy. In contrast, the second-largest employment sector is **Administrative and Waste Management Services**, but only a tiny fraction of this sector, namely Waste Management and Recycling services, directly operates in or supports the green space

**Construction** and **Manufacturing** are mid-sized sectors. But these sectors are central to limiting new carbon emissions and implementing new power infrastructure.

Though **Utilities** and **Agriculture, Forestry, Fishing, and Hunting** are also critical to climate change adaption, they are small sectors with limited growth potential.

Finally, the **Transportation** sector has a much larger employment baseline than the previous two sectors. It does include multiple subsectors with positive expected growth. However, the subsectors most closely related to greening the economy have negative projected growth over the next ten years.

Green Sectors 2021-2031 Job Creation and 2021 Employment



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## King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
Kathleen Carson, PhD  
Eileen Calderon



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## PROSPECTIVE GREEN SECTORS

The next step in the analysis of the sectors is to identify those sub-sectors with significant job growth opportunities to guide policy and workforce development investment. The job growth opportunities are based not only on the rate of growth but the baseline employment that growth is based on. The goal of the Green Jobs Strategy is to create and support equitable quality green job career pathways to build a robust green workforce.

SJI has identified the following four sectors and the relevant subsectors as having the highest growth potential:

### 1. Professional, Scientific, and Technical Services

- Computer- and tech-related services
- Geophysical surveying
- Environmental consulting services

### 2. Construction

- Commercial and Institutional Building
- Residential Building
- Plumbing and HVAC
- Electrical Installation
- Drywall and Insulation

### 3. Green Manufacturing

- Semiconductor and Related Device Manufacturing
- Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing

### 4. Transportation

- Road Transportation Support, including charging stations installation and maintenance
- Freight Trucking
- Urban Transit
- Electric Vehicle Maintenance and Repair

Employment in these four sectors and related subindustries are explored in greater detail in the following section (additional detail for each sector can be found in Appendix B).



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## King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

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## SECTOR 1: PROFESSIONAL SERVICES

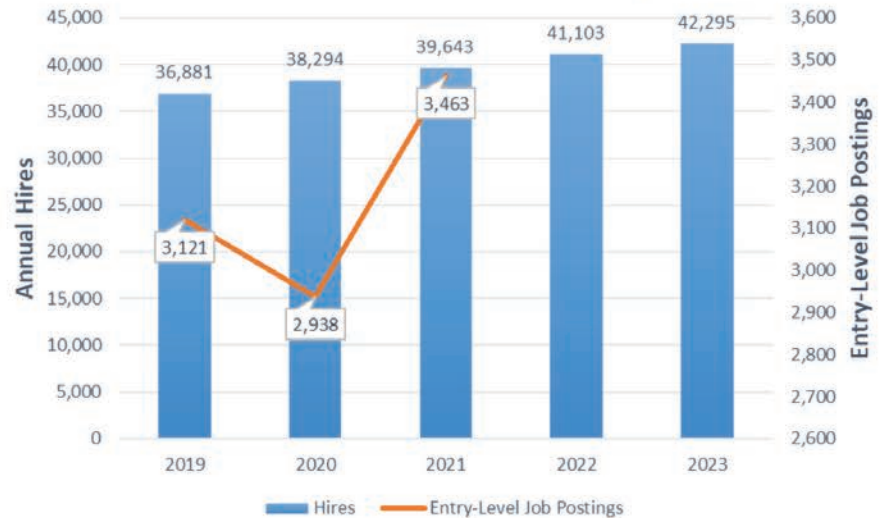
The Professional, Scientific, and Technical Services NAICS Industry encompasses an array of sectors but those most likely to be directly related to emission reduction and carbon sequestration are the following by order of employment.

- *Computer Systems Design*
- *R&D Physical, Engineering, and Life Sciences*
- *Engineering Services*
- *Architectural Services*
- *Environmental Consulting Services*
- *Landscape Architectural Services*

Computer Systems Design Services is by far the largest sub-sector and may support green efforts in many ways, from providing the infrastructure for information exchange to monitoring, managing, and protecting critical utility infrastructure from cyberattacks.

Annual hires among the selected Professional Services have avoided the negative impact of the Covid-19 Pandemic and increased between 2019 and 2020. Unfortunately, entry-level job postings declined in that same time period, indicating that companies prioritized hiring experienced candidates. Entry-level job postings rebounded post-pandemic, increasing by a greater margin than annual hires, indicating an increase in the share of entry-level hires among all hires.

Professional Services  
Hires & Entry-Level Job Postings



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
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Eileen Calderin



The above content is pulled directly from **page 23** of the King County Green Jobs Strategy Green Sectors & Occupations Report prepared by the Seattle Jobs Initiative, June 2022.

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## SECTOR 2: CONSTRUCTION

The overall Construction industry is expected to grow by 5% by 2031 but this hides a range of different growth dynamics among sub-sectors.

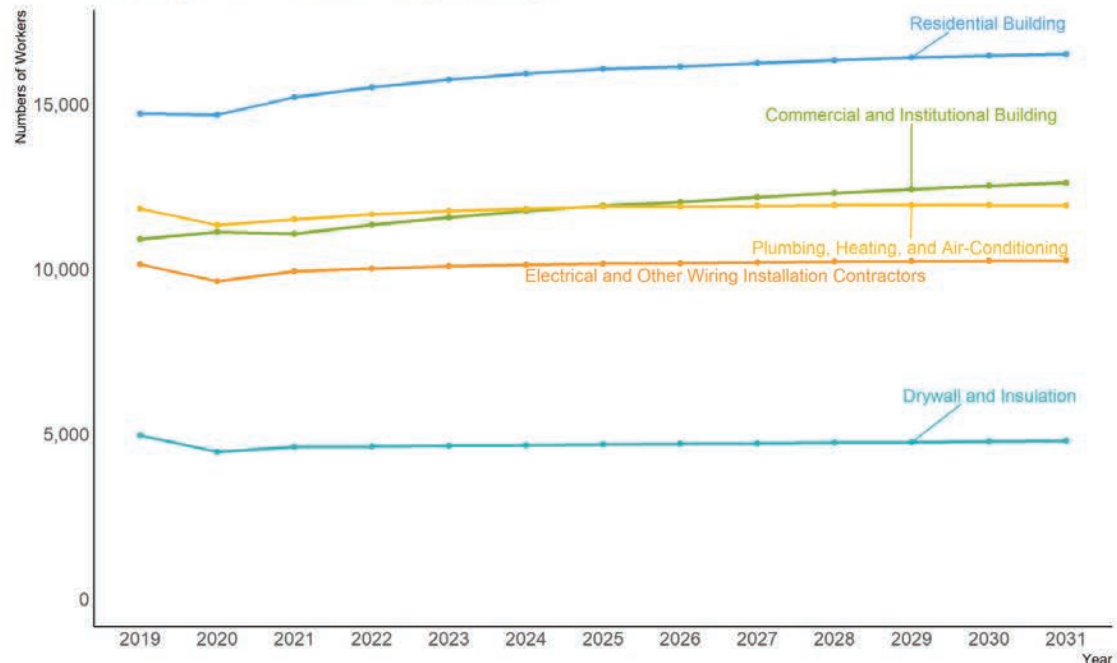
The five sub-sectors with the most workers are outlined in this graph. Construction contractors have the most employees and are also expected to grow the fastest by 2031: an impressive 3.9%. This includes:

- **+14% employment growth for Commercial and Institutional Buildings**
- **+8.6% for Residential Building contractors.**

The other sub-sectors are specialty services contractors and building maintenance firms. Stimulated in part by new energy-efficiency legislation, **Plumbers, HVAC installers, and Insulation businesses are expected to grow by approximately 4%.**

Finally, **electrical wiring contractors**, despite having a large labor pool in 2021 in King County (9,930) are also expected to **grow by 3.2%.**

Employment Trends King County



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
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Eileen Calderin



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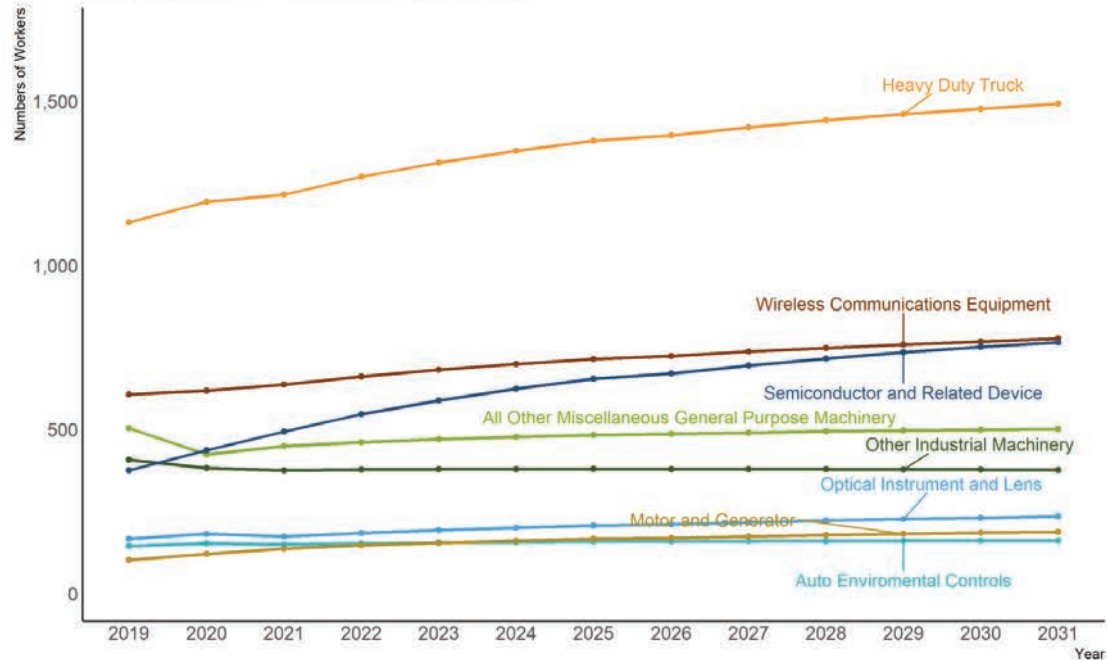
## SECTOR 3: GREEN MANUFACTURING

Heavy Duty Truck Manufacturing is the largest employing industry in the Green Manufacturing sector (1,213 workers in King County in 2021). It is also expected to create an additional 276 occupations by 2031 to support the push for more electric trucks on the roads.

The Semiconductor Manufacturing sector is also expected to grow significantly by adding 272 new jobs in King County. This industry is a federal investment priority, as shown by the CHIPS Act, as semiconductors are a crucial component in electronic devices and communication systems. Supporting a local manufacturing sector for semiconductors would help shield critical utility infrastructure from external influences.

The other manufacturing subsectors are not expected to grow as significantly. Fiber optics manufacturing, essential to support fast and secure information exchange, is only expected to grow by 13 new jobs. At the same time, Automatic Environmental Control Manufacturing, which can help decrease housing-related greenhouse gas emissions, will only create 11 new jobs.

Employment Trends King County



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

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Eileen Callender



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## SECTOR 4: TRANSPORTATION

All the sub-sectors except General Freight Trucking contracted were flat during the Covid-19 Pandemic. Annual hires and employment for the sector rebounded in 2021. However, they are still below their pre-pandemic levels.

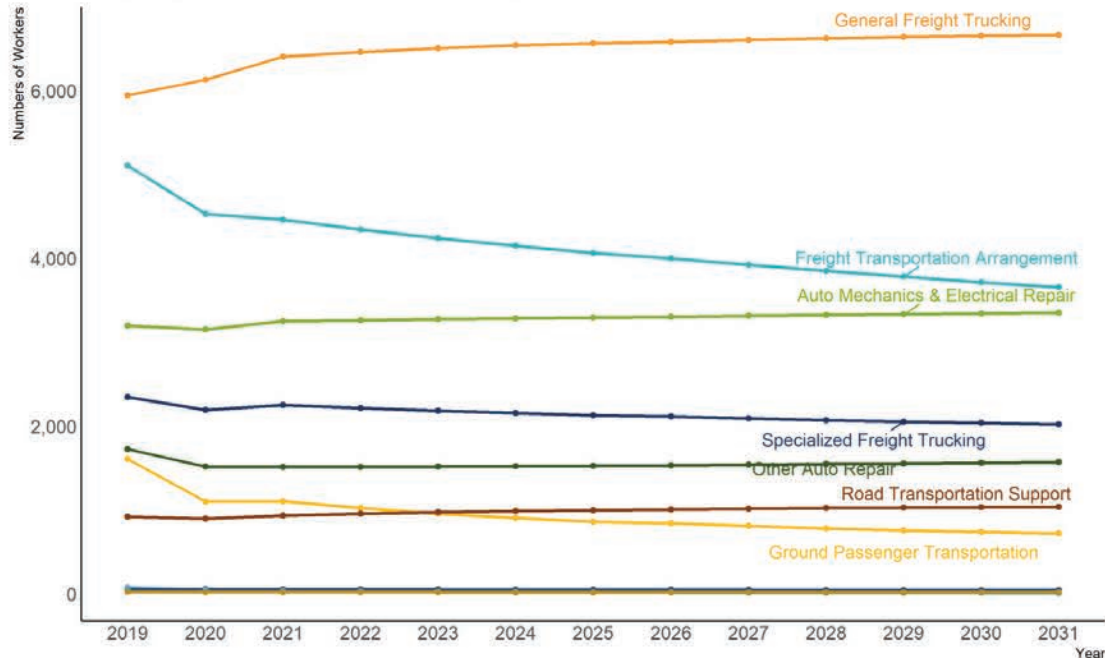
The largest subsectors expected to create more positions by 2031 are:

- **General Freight Trucking**
- **Automotive Repair & Maintenance**
- **Other Auto Repair & Maintenance, which includes emission control services**
- **Road Transportation support**

This last subsector is expected to ramp up annual hires by 4% by 2023.

The fast increase in entry-level job postings between 2019 and 2021 (+49.4%) is a silver lining but requires more research to understand how long this growing trend will last. Job posting trends for all positions (advanced and entry-level) also show that entry-level positions now account for 23% of all job postings, up from 19% in 2019.

**Employment Trends King County**



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

Elodie Marlet, PhD  
Kathleen Carson, PhD  
Eileen Calderin



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## SELECTED OCCUPATIONS: ENTRY-LEVEL, MIDDLE-WAGE, AND POSITIVE EXPECTED GROWTH

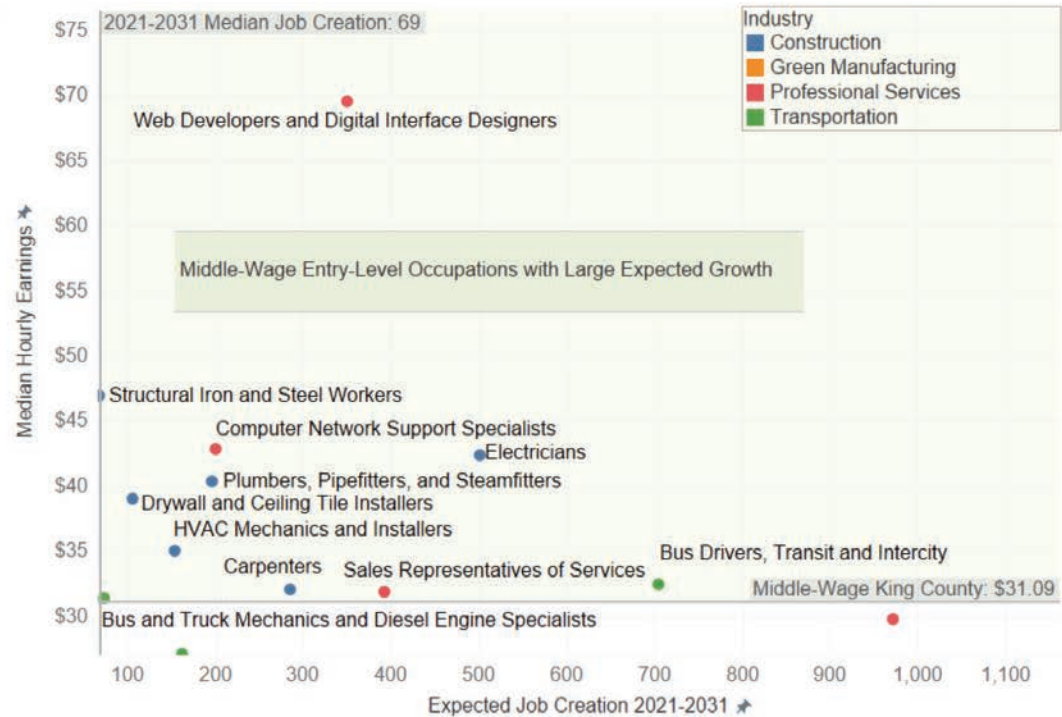
Construction occupations account for the largest number of occupations, five in total, that

- Have a median wage of at least 80% of the region's median and do not require a bachelor's degree
- Are projected to add at least the median projected job creation in the next ten years

Professional Services has three occupations in this category. Web developers and digital interface designers have the highest median wage among the occupations under consideration.

Transportation has two occupations that meet these criteria. Bus Drivers are expected to add the most jobs of all the jobs under consideration. However, Bus and Truck Mechanics are at the thresholds for each of the criteria. This transitional position could be strengthened if the training programs are expanded, and workers were upskilled to support the electrification of bus transit and large trucks.

Finally, there are no Green Manufacturing jobs that meet the above criteria.



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### King County Green Jobs Strategy

Green Sectors & Occupations  
June 22, 2022

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# SUPPORT GREENING THE COUNTY WORKFORCE

**Support greening the County workforce.** King County will develop green career pathways across identified County departments while providing opportunities for the County workforce to obtain energy and resource conservation credentials.

## EMPLOYEE GREEN SKILLS DEVELOPMENT PILOT

The County workforce has thousands of employees across multiple diverse departments, and departments will play a key role in ensuring the County meets its climate goals. Supporting our County workforce in adapting and mitigating the effects of climate change is vital. The County is working to support the energy conservation skills of the workforce through offering training and credentialing to employees. The County is creating a green skills development fund modeled off the County's currently existing professional development fund. The pilot will offer employees in participating departments access to skills-based training through an already existing network of community colleges collaborating with the King County's Department of Human Resources Learning and Development team. The County's goal is to offer accessible sustainability skills training designed to support the County's climate goals and workers' professional development. The County will collaborate with participating labor partners and employees to shape the training offerings and program structure.

Prospective trainings may include the Electric Vehicle Infrastructure Training Program (EVITP), the Green Janitor Certification Program (GJEP), and Leadership in Energy and Environmental Design (LEED) Green Associate Course.



**Electric Vehicle Infrastructure Training Program (EVITP)** is a 20-hour training program for licensed electricians to learn how to install EV charging infrastructure properly and safely.<sup>38</sup>



**Green Janitor Certification Program (GJEP)**, is a 30-hour environmental education program for janitors. The program provides hands-on energy management and green cleaning training to address the Operations and Maintenance (O&M) practices that enable buildings to meet green performance standards.<sup>39</sup>



**Leadership in Energy and Environmental Design (LEED) Green Associate course** is a 40-hour course designed to educate candidates on cutting edge green building and sustainable design practices and enables participants to designate that expertise with an internationally recognized professional credential.<sup>40</sup>

38 Electric Vehicle Infrastructure Training Program website [\[Link\]](#)

39 United States Green Building Council -Los Angeles Green Janitors Education Program Website [\[Link\]](#)

40 South Seattle College Continuing education Website [\[Link\]](#)



## PILOTING GREEN CAREER PATHWAYS IN COUNTY DEPARTMENTS

As a large-scale employer in the region, King County has a role to play in ensuring we are defining green jobs in relevant departments and offering opportunities to connect to job seekers in frontline communities. The Green Jobs Program Manager worked with County departments to assemble workgroups of department-level HR/ recruitment professionals and project managers to develop sample career pathways throughout 2022. That work resulted in pilot career pathways designed to promote recruitment in frontline communities from a diverse range of available County positions in the Department of Natural Resources and Parks (DNRP), Department of Executive Services (DES), and Department of Local Services (DLS). The County identified sample pathways through a months-long process of researching the career pathways development process, identifying positions of interest in each department, and accessing County-specific recruitment and hiring data along with options for sustainability-focused department-relevant training.



## INTEGRATING SKILLS TRAINING AND ECONOMIC OPPORTUNITY AND INTO CAPITAL PROJECTS

Training for County capital projects workforce can also support opportunities to build an employment pipeline for frontline communities in key sectors. Over the next two years, the Green Jobs Program Manager will partner with County staff to develop Countywide training modules for capital project managers. Specifically, the Green Jobs Program Manager will work with a team of County staff to develop a resource guide (complete with local contacts and sample strategies) for project managers. The guide will support project managers in integrating [Equity and Social Justice \(ESJ\) building credits](#) from the sustainable infrastructure scorecard into county capital projects.

The guide will provide King County project managers with specific examples and tools to ensure their projects meaningfully integrate ESJ priorities and economic and career opportunities in King County communities. Properly implementing the ESJ Credits into capital projects not only advances process, distributional, and cross-generational equity in alignment with the King County Equity and Social Justice Policy and Strategic Plan, they also offer tangible and effective ways for capital project managers to operationalize community engagement and economic advancement opportunities into capital projects.



King County Parks Mobile Engagement Team

## STRATEGY IN ACTION: MOBILE ENGAGEMENT TEAM

In the summer of 2022, the Parks and Recreation Division (Parks) of DNRP launched its Mobile Engagement Team (MET) with partial funding from the Climate Equity Capital Pool. The Climate Equity Capital Pool offers one-time funds to support capital projects that center community voices, create green jobs for BIPOC communities, and offer environmental benefits, aligning with the Sustainable and Resilient Frontline Communities (SRFC) section of SCAP. The learning goals of the MET program are to increase competency in parks-related work, build communication skills, and offer youth and young adults career development opportunities in occupational fields, such as parks and recreation, community development, natural resource management, environmental science, urban development, and land conservation.

Under DNRP supervision, three University of Washington students engaged with communities at several parks in unincorporated areas of King County. This engagement included the work necessary for the solar lighting in parks and gathering spaces capital project, which the Climate Equity Capital Pool funded. The team collected public feedback on potential park improvements at Skyway Park, Five Mile Lake, Lake Geneva, South County Ballfields, and White Center's parks. Visitors to these parks were surveyed for the Solar Lighting Project, to collect data that will aid King County Parks in determining where to add lighting around picnic shelters and pathways in South King County parks.

Over the next few years, DNRP plans to add more people to the MET teams to serve different parks and districts, which can increase a sense of safety and security for park visitors. The MET program will also continue to gather general park visitor experiential feedback that will help inform levy goals and priorities in the future.

## CONCLUSION/RECOMMENDATIONS

As resources from the federal, state, and local level are made available, King County, and its partners should be prepared to act collaboratively to ensure frontline communities have economic opportunities during the clean energy transition. King County's work on equitable market transformation initiatives such as ENERGIZE will provide an opportunity to build trusted relationships by providing on-ramps to employment for members of frontline communities. When successful, partnerships can be scaled up to ensure clean energy technologies like solar and heat pumps are gateways to new employment opportunities in locally in-demand fields for middle-skill workers and youth.

Over the next two years, King County will implement the Green Jobs Strategy and its priority actions to make meaningful progress on strategic goals. King County will act regionally to grow green jobs through climate initiatives, facilitate a green jobs pipeline for frontline communities, invest in local high-demand industries, and support greening the county workforce. The progress toward these goals will set a foundation for evaluating and refining a five-year strategy in 2025 aligned with King County's Strategic Climate Action Plan.

Moving forward, it will be imperative to continue to bring the voices of frontline communities and a diverse set of stakeholders to the forefront to share resources, maintain accountability, achieve the goals outlined, and continuously update the implementation efforts to serve the intended audiences. More specifically, it will be critical to bring forward stakeholders to support decision-making so that available resources are provided intentionally, appropriately, and effectively.

The Green Jobs team has made great strides in developing partnerships through the Strategy development process, and it will be critical to continue to engage partners and provide feedback loops. During this Strategy's implementation, the Green Jobs team should engage the community through pre-, during,

and post-implementation phases, both in-person and virtually, and through a balanced mix of qualitative and quantitative engagement tactics.

The Green Jobs Strategy is anchored on partnerships, community building, flexibility, and clear commitments from King County to achieve the goals outlined. Actionable and achievable implementation of the Strategy will require active engagement and contribution from the community, partners, and residents in collaboration with King County.



## **APPENDIX A. PERFORMANCE MEASURES LOGIC MODEL**

## OUR GOAL: PARTNER REGIONALLY TO GROW GREEN JOBS THROUGH CLIMATE INITIATIVES.

King County will integrate scalable high-road workforce development into clean energy deployment and county climate initiatives while collaborating with partners to invest in resource networks to increase green jobs regionally.

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Integrate equitable high-road workforce development, including apprenticeship opportunities, into climate-priority actions pursued by King County departments, including the newly founded Climate Office</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Staff time from the Green Jobs Program Manager and Climate Action Team</li> <li>• Resources from the climate workforce development fund to financially support high-road workforce development partners supporting job opportunities for frontline communities</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>In collaboration with participating departments, the Green Jobs Program Manager will convene an interdepartmental workgroup to develop resources and tools for county departments to integrate equitable workforce development into select King County climate priorities and design high-road workforce development collaborations for identified high-growth industry sectors by June 2023</p> <p>The Green Jobs Program Manager will work in collaboration with King County staff in the department of Local Services and Climate Office and community partners to fund and implement the high road workforce development component of ENERGIZE pilot to create a scalable model of high-road workforce development connected to clean energy deployment by December 2024</p>	<p>County departments will have a clear framework for structuring climate-focused high-road workforce development projects, leading to increased partnerships and initiatives supporting living wage employment in frontline communities</p> <p>King County climate initiatives will integrate scalable workforce development partnerships designed to provide frontline communities with living wage employment opportunities</p>
<p><b>ACTION</b></p> <p>Convene a Green Jobs Coalition with key collaborators to shape and fund regional priorities in growing green jobs for frontline communities</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• FT FUSE Fellow to develop regional partnership framework and liaison with partners</li> <li>• Staff time from the Green Jobs Program Manager</li> <li>• Financial and logistical support from regional partners</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>The Green Jobs Program Manager will work with regional partners to hire and supervise FT mid-career FUSE fellow to develop a regional coalition with identified partners by December 2023 for coalition launch in 2024</p> <p>The regional coalition will develop strategic priorities and a funding plan to increase living wage jobs in green industry sectors for frontline communities in December 2024.</p>	<p>A regional public-private coalition composed of local government, employers, training and education providers, union partners, and community-based organizations will collaborate to build high-performing workforce development partnerships utilizing federal, state, and local resource networks</p>

## OUR GOAL: FACILITATE A GREEN JOBS PIPELINE FOR FRONTLINE COMMUNITIES.

King County will materially support organizations committed to building accessible on-ramps to living wage green careers within frontline communities and lead specialized promotion of green industry sectors catered to frontline communities.

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Pilot climate workforce development fund to catalyze employment partnerships focused on identified industry sectors and connecting frontline communities to industry-recognized training credentials and on-ramps to employment</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>Funding from Climate Workforce Development Fund</li> <li>Staff Time from Green Jobs Program Manager</li> <li>Participation of local partners and stakeholders</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>King County will complete pilot grant design and outreach plan for climate workforce development fund by December 2023.</p> <p>By December 2024, King County will work with a cohort of external stakeholders to fund workforce partnerships across identified sectors for frontline communities and explore long term collaboration options</p>	<p><b>King County will have developed a network of partners with demonstrated effectiveness in creating high-road workforce partnerships in the region and act as a convener and capacity amplifier for partners to continue to build accessible on-ramps to living wage green jobs within frontline communities</b></p>
<p><b>ACTION</b></p> <p>Develop events and promotional campaigns geared toward middle-skill workers and youth (18-24) job seekers to highlight green industry sectors</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>Staff time from Green Skills and Pathways Coordinator full-time position</li> <li>Youth Climate Outreach funding to support partnerships with educational institutions</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>Facilitation of two annual Green Talent Jam events to jumpstart engagement with employers and job seekers in key industry sectors and highlight green careers to frontline communities by December 2024</p> <p>Completion of no less than eight youth-centric career social media campaigns and events in partnership with King County departments and local partners including youth to connect youth and middle-skill workers from frontline communities to green career pathways and highlight high-growth industries by December 2024</p>	<p><b>King County will identify and implement best practices in engaging middle-skill workers and youth for recruitment into green careers in construction, manufacturing, transportation, and professional services.</b></p>

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Launch NextGen Climate Internship Program to create an equitable pipeline for historically underrepresented students to cultivate leadership skills with a climate policy implementation focus</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Staff time from Green Jobs Program Manager</li> <li>• Funding for the NextGen Climate Internship program</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>Green Jobs team collaborate with organizations serving frontline communities and participating county departments to recruit and host two additional yearlong cohorts of NextGen Climate interns for SCAP implementation projects and professional development through December 2024</p> <p>The Green Jobs team will adapt NextGen Climate into a financially sustainable service model to provide King County departments additional capacity for climate projects and interns a high-quality climate-focused mentorship and skills development experience by December 2024</p>	<p><b>Interns develop a strong background in climate policy implementation and project management skills, as evidenced by pre- and post-program surveys, and leave internships prepared for climate-informed careers within local government or the private sector</b></p> <p><b>NextGen Climate cohorts significantly contribute to achieving SCAP goals through added capacity, as evidenced by supervisor pre- and post-program surveys</b></p>

## OUR GOAL: INVEST IN LOCAL HIGH-DEMAND INDUSTRY SECTORS.

King County will focus County resources on workforce partnerships in existing high-growth sectors based on a regional definition of green jobs centered on creating opportunities for frontline communities now and in the future.

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Develop and implement a funding plan for high-road workforce development-focused grants from the Bipartisan Infrastructure Bill and the Inflation Reduction Act based on identified local green industry sectors</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Green Jobs Program Manager and FT FUSE fellow staff time</li> <li>• An interdepartmental group of county staff and community members to shape funding priorities</li> <li>• Resources allocated to hiring grant writers and project consultants</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>Convene an interdepartmental group of county staff and community members to identify project funding priorities and specific funding opportunities from federal and state sources connected to the Inflation Reduction Act and the Bipartisan Infrastructure Bill across identified high-growth sectors by June 2023</p> <p>Implement findings from interdepartmental and community partner workgroups to apply for federal, state, and local funding opportunities for high-road workforce partnerships in identified industry sectors by December 2024</p>	<p><b>King County will have the resource infrastructure in place for workforce development partnerships in local high-growth sectors</b></p>
<p><b>ACTION</b></p> <p>Grow business outreach and intersectoral partnerships in high-growth industry sectors of construction, manufacturing, professional services</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Staff time from coalition partners, including King County and Green Jobs Program Manager</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>In collaboration with regional partners, county climate and economic development staff, convene meetings of representatives from industry and labor groups across identified high-growth sectors to advise and collaborate workforce partnerships and engagement campaigns by December 2024.</p>	<p><b>King County will actively involve and update industry sector and labor partners in the development and implementation of high-road workforce partnerships as a part of the regional green jobs coalition</b></p>



## OUR GOAL: SUPPORT GREENING THE COUNTY WORKFORCE.

King County will develop green career pathways across identified county departments while providing opportunities for the county workforce to obtain energy conservation credentials.

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Pilot Green Skills Development Fund to increase energy and resource conservation credentials of the County workforce.</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Staff time of Green Skills Development and Pathways Coordinator and Green Jobs Program Manager</li> <li>• Funds to support training costs</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>The Green Job team will collaborate with labor partners and Department of Human Resources Learning and Development team to design and structure the Green Skills Development Fund for King County employees to access sustainability-focused certifications and training at local community colleges by December 2023</p> <p>The Green Jobs team will pilot Green Skill Development Fund for participating county departments contributing to the climate cost share budget to provide at least 50 employees with access to short-term training and credentials in sustainability-related fields by December 2024.</p>	<p><b>King County will have a knowledge framework for increasing employee energy conservation credentials and have information to form the next steps in allocating resources for continued employee credentialing</b></p>
<p><b>ACTION</b></p> <p>Develop and comprehensibly deploy training resources for King County capital project managers to integrate economic and skills training initiatives into capital projects</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• The Green Jobs Program Manager will partner with the Green Building team and the capital project training team to create resources and materials to be distributed to the county workforce</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>Green Jobs Program Manager and county staff will develop a comprehensive resource guide (to be shared during orientation and ongoing training sessions) for KC capital project managers to increase ESJ building credit understanding and documented usage in capital projects by June 2023</p> <p>Green Jobs Program Manager will partner with the capital project training team and Green Building team to create training materials and resources focused on community partnerships, apprenticeship, and pre-apprenticeship aligned the ESJ building credits frameworks for capital project managers in multiple formats by December 2024</p>	<p><b>Increased and varied training resources will improve the skills of the county workforce and promote improved understanding and usage of ESJ credit for capital projects increasing economic and career skills opportunities for frontline communities connected to capital projects</b></p>

Our Strategy	Our Tactics	Our Intended Results
<p><b>ACTION</b></p> <p>Pilot County career pathways promoting recruitment from frontline communities.</p> <p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Staff time of Green Jobs Program Manager and Green Skills development and Pathways Coordinator position</li> <li>• Green Career pathways development guide provided to departments in quarter 1 of 2023</li> <li>• Youth climate outreach funding to support recruitment events</li> </ul>	<p><b>WHAT WE WILL DO</b></p> <p>Participating County departments will identify positions for green career pathways for recruitment within frontline communities by December 2023</p> <p>The green jobs team will collaborate with departments to plan and complete no less than four total specialized recruitment events and/or social media campaigns highlighting green career pathways within participating departments by December 2024</p>	<p><b>Participating county departments produce plans for green career pathways aligning and supporting existing department recruitment while contributing to highlighting green careers in frontline communities</b></p> <p><b>Participating King County departments will receive support in integrating a climate and sustainability lens into recruitment efforts within frontline communities.</b></p> <p><b>Participating King County departments will develop tangible relationships with frontline communities and the organizations that serve them through the recruitment lens</b></p>

## **APPENDIX B. RESOURCES**

# RESOURCES

Below are links to three of the key resources referenced throughout this strategy report.

## **King County Green Jobs Strategy Development**

<https://sites.google.com/view/cectf/our-work/green-jobs-strategy>

## **Seattle Jobs Initiative Green Jobs Report**

[https://www.seattlejobsinitiative.com/wp-content/uploads/KCGJ\\_GreenJobsReport\\_FINAL.pdf](https://www.seattlejobsinitiative.com/wp-content/uploads/KCGJ_GreenJobsReport_FINAL.pdf)

## **King County 2020 Strategic Climate Action Plan**

<https://your.kingcounty.gov/dnrp/climate/documents/scap-2020-approved/2020-king-county-strategic-climate-action-plan.pdf>

## **APPENDIX C. WORKFORCE INITIATIVE CHECKLIST**

# Workforce Initiative Checklist

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- Partnership Development Logistics
- Training/Certification Components
- Supportive Services Network
- Employer Integration
- Funding/Financial Planning
- Community Engagement/Recruitment
- Data Tracking Metrics
- Logistical Needs



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## Checklist Description

This checklist will give state and local workforce boards, local governments, community colleges, and community-based organizations and nonprofits a framework for the essential areas of consideration when developing workforce development partnerships, initiatives, and pilot projects. The principal organizers of a project should carefully review each section through clear communication and consideration for their projects current progress. This checklist can be a helpful resource when pursuing grant funding for projects, onboarding partners, or structuring frameworks for scaling or replicating existing projects or collaborations.

## Directions for Completion

The Workforce Initiative Checklist (WIC) provides a framework for discussion and thorough planning for projects and partnerships. Review the sections listed below and check the boxes provided if your project lead or partners have addressed the question posed in that section. Notes on project progress can be documented in the Progress Notes section.

## Partnership Development Logistics

---

**Have the principal partners for collaboration been identified?**

*(Does a clear written or verbal commitment from the leadership of the main partners exist?)*

Progress Notes

**Have project liaisons or leaders been identified from each participating organization?**

*(Are the roles and responsibilities for each participating partner outlined in a shared document or visual?)*

Progress Notes

**Is a defined lead organization facilitating the completion of targets and goals?**

*(which organization is taking the lead to ensure project completion?)*

Progress Notes



## Training/Certification Components

---

- Will project participants be able to complete this training with recognized industry-related certifications or licenses?**

*(Will this project offer participants credentials relevant to the field?)*

Progress Notes

- Have criteria for training prerequisites, including physical ability, education, and skill levels, been identified?**

*(Have organizers identified the requirements/ eligibility for participants to succeed in training?)*

Progress Notes

- Is training support in place to ensure participants can complete the course?**

*(Are there tutoring options available, options to retake failed exams, or a pre-qualifying assessment to ensure readiness?)*

Progress Notes

## Supportive Services Network

---

- Does the project plan offer supportive services to participants to ensure successful completion? Which partners are responsible for the administration of supportive services?

*(Some examples include transportation assistance, financial assistance, or childcare support)*

Progress Notes

- Have project liaisons or leaders been identified from each participating organization?

*(Are the roles and responsibilities for each participating partner outlined in a shared document or visual?)*

Progress Notes

- Is a defined lead organization facilitating the completion of targets and goals?

*(Which organization is taking the lead to ensure project completion?)*

Progress Notes

## Community Engagement/ Recruitment

---

**Has the project identified a focus area for participant recruitment?**

*(Some examples of target recruitment populations include individuals that are unemployed or underemployed, experiencing housing insecurity, youth that are neither in school nor working, immigrant job seekers, low-income communities, and communities experiencing disproportionate unemployment)*

Progress Notes

**Are there steps to ensure potential participants know the program entry and completion requirements?**

*(have participant's eligibility requirements been communicated to recruitment partners in written form for inclusion in recruitment materials?)*

Progress Notes

**Has the project developed a process for engaging community members in outreach activities?**

*(Some examples include focus groups, presentations to community leaders and organizations, advertisements, and interest surveys)*

Progress Notes

## Data Tracking Metrics

---

- Has the project outlined clear quantitative or qualitative goals toward project output?**

*(Outputs are the results of the project, examples include the number of people trained or certifications earned)*

Progress Notes

- Has the project defined clear quantitative or qualitative goals toward project outcomes?**

*(Outcomes detail the impact of project outputs examples to include the number of people employed post-training or the retention rate of positions post-hire date)*

Progress Notes

- Are clearly outlined data tracking processes connected to the intended project outputs and outcomes? Which partner will be responsible for data tracking?**

*(Is it clear how project outputs and outcomes will be measured, and who is accountable for monitoring?)*

Progress Notes

## Employer Integration

---

- Has the project identified a market or industry for job placement for successful participants locally or nationally?**

*(Do organizers have data from O\*Net or another reputable source to prove a viable market for participants post-project?)*

Progress Notes

- Has the lead organization or other partners identified or connected with local employers willing to hire or participate in an internship or work experience opportunity with participants?**

Progress Notes

- Does the project engage living wage employers compensating at rates appropriate for the work and region?**

*(as determined by the MIT Living Wage calculator)*

Progress Notes

## Funding/ Financial Planning

---

- Has the project identified short-term funders (3-12 months) to support project implementation?**

*(funders could include private foundations, local, state, or federal funding, community college partnerships, or employer sponsorship)*

Progress Notes

- Has the project identified long-term (13-26 months) funders to support project implementation?**

Progress Notes

- Is there a clear delineation and understanding of the financial responsibilities of each participating organization?**

Progress Notes

## **APPENDIX D. ENGAGEMENT METHODOLOGY**

# ENGAGEMENT METHODOLOGY & RESULTS

## SURVEY



The survey was sent over distributed at events, via social media, and through email. The promotional materials included a raffle for a gift card. Social media promotion therefore led to a spike in scam responses seeking to be entered in the raffle.

These responses were filtered by two engagement specialists at Cascadia Consulting, using the following criteria:

- Repeated IP addresses were removed, except for those that appeared to be used for legitimate reasons (returning later, multiple people in the same home/org completing, etc.)
- Responses to open-ended questions were assessed. Some scammers spoofed their IP, but used the same phrase on consecutive surveys. Other responses were excluded as non-serious/comprehending comments which suggest the survey was completed to be entered in the raffle, possibly with AI answers in this field.
- Entries with emails that fit fake email styles that we've seen in the past, such as "FirstLastname####" from the same email host.
- Start time and the length of time needed to complete the survey were assessed. Series of entries started within seconds of each other and lasting for the exact same amount of time, plus the emails share the same pattern, were excluded.
- Brief research was conducted on partner organizations and business names for legitimacy if provided.

This led to a legitimate response rate of 13% overall.

	All	Real	% real
<b>Total responses</b>	<b>2,092</b>	<b>262</b>	<b>13%</b>
<b>Job seekers:</b>	<b>1,170</b>	<b>143</b>	<b>12%</b>
<b>Partners:</b>	<b>584</b>	<b>82</b>	<b>14%</b>
<b>Employers:</b>	<b>338</b>	<b>37</b>	<b>11%</b>

## FOCUS GROUPS RECRUITMENT



**Youth focus group:** We partnered with two programs to recruit youth 16-24 to participate in the focus group, Foster High School Environmental Science Program and YouthSource, a King County Program supporting youth 16-24 who have fallen

behind or dropped out of high school. Participants were screened and recruited by their teacher or case manager. Students were compensated for their time with a gift card.

**Partner focus group:** Individuals from partner organizations who were already in contact or informed about the Green Jobs Strategy were invited to participate. 15 individuals from 14 organizations were initially invited to participate. Six were unable to attend the chosen time and two did not respond to attempts to engage. One individual was unable to attend but referred two staff from the organization to join, leading to a total of eight participants. Of the six who were unable to attend, three participated in listening sessions or interviews.





## LISTENING SESSION RECRUITMENT

Initial listening sessions were scheduled for 15 to 20 minutes as agenda items in organizations' existing meetings. However, this method did not have successful uptake, so the engagement team pivoted to identifying key partners who

could recruit additional participants for uniquely scheduled 60 minute sessions. This new method included using Doodle polls to identify a time that worked for coalitions of key partners, followed by promotion to a wider range of potential participants. Additional sessions were scheduled independently and promoted to large audiences in partnership with Seattle Good Business Network.

- 2 short sessions were scheduled within organization agendas
- 5 sessions were scheduled in collaboration with key partners
- 1 session was scheduled for an individual partner organization
- 2 one-on-one interviews were held with partners who could not attend other sessions
- 2 sessions were held in partnership with Seattle Good Business Network and EnviroStars
  - Eligible small business owner participants were compensated for their time in these sessions.