

## 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**.



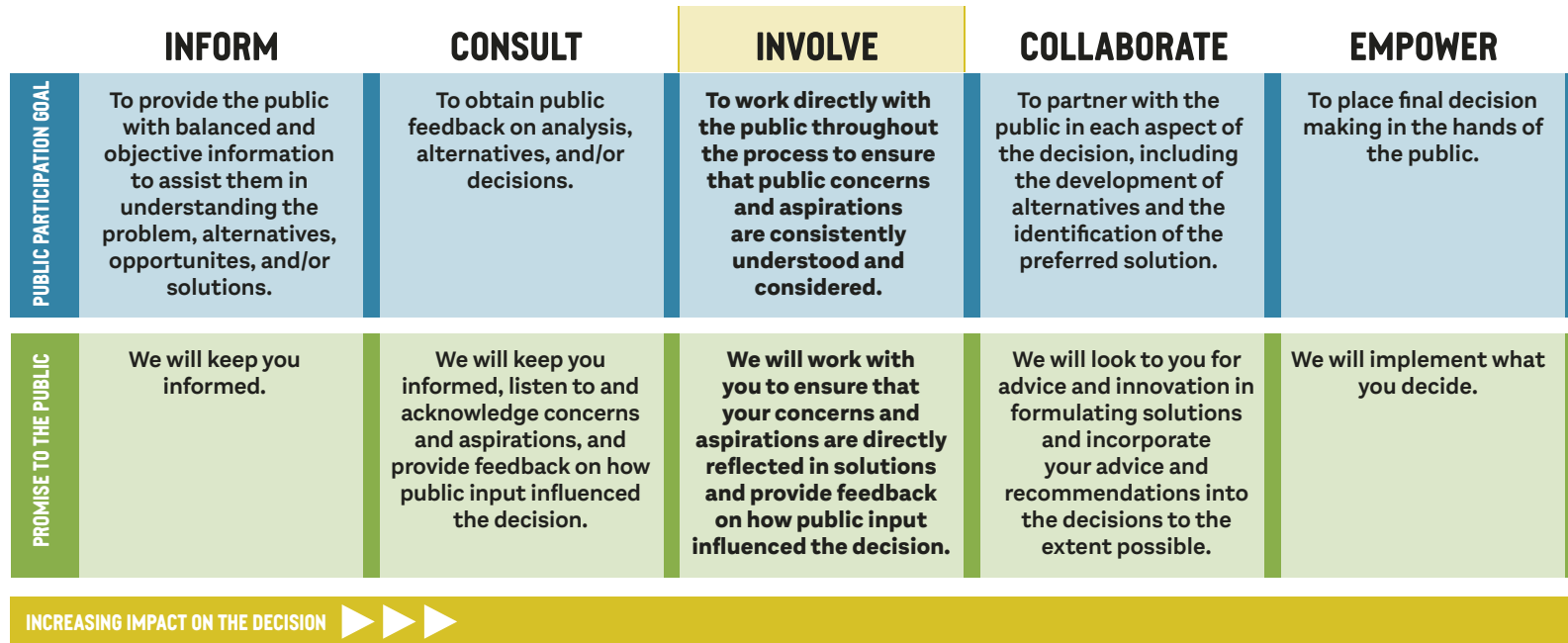
# COMMUNITY ENGAGEMENT

## 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>QUALITATIVE ENGAGEMENT</b>	
 <b>Survey</b>	 <b>Listening Sessions &amp; Interviews</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>