Impact Report 2025
ECC Northwest



Building Brighter Futures

Empowering Communities to Deliver the Clean Energy Future

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COLLABORATIVE
America empowered.

Thank you, Funders!

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Elevate – funded by King County
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Port of Seattle – Seattle/King County Climate Impact Fund
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Washington State Microenterprise Association (WSMA)



Northwest Regional Mission

Emerald Cities Collaborative NW Region partners with communities and industry to advance energy efficiency and renewable energy deployment. We do this by equipping diverse tradespeople, college students, nonprofit partners, and small businesses with information, technical skills, connections, and resources central to delivering a clean energy future. Through bold, replicable strategies focused on fair participation in the economy, we're building toward a clean energy future that works for everyone.

Front cover photo credit: Kate Glantz, Move Over Bob

Sustaining Momentum in 2025

Exceeding Goals. Advancing Beyond Federal Cuts.

In January 2025, Emerald Cities NW Region lost federal funding for multiple efforts, including a competitively bid workforce pilot that was well underway. By July 1st, the NW team of five full-time staff had been reduced to a team of three.

In repsonse, each of us took on more work. We sustained existing programs and launched new services. It was a heavy lift done in a radically changed operating environment for us, but **with teamwork and grit–we succeeded**.

We are proud of new efforts launched in 2025:

Oregon-based work expanded to include two new clients, TRC and Konstrukt. We partnered to gather insights and offer concepts to build workforce skills and commitment to save energy and water in commerical facilities.

Washington-based contractor support effort expanded via the launch of a new three-year partnership with Elevate. Through the *King County Energize – Multi-Family Homes Program*, we will help scores of small businesses connect with projects to boost energy and water efficiency in mutli-family housing across four counties.

Washington-based workforce training expanded into Pierce County with a new college completion effort funded by the City of Tacoma. The *HVAC Career Preparation Scholarship* launched in 2025 with design and recruitment. Scholarship winners start class January 2026 in pursuit of one-year Associate of Applied Technology degrees in HVAC/R at Clover Park Technical College's new Eastside Training Center in Tacoma.

Learn more about our work and help advance it: Contact Regional Director Roz Jenkins at (360) 970-3591 or rjenkins@emeraldcities.org; Monica Guevara at mguevara@emeraldcities.org; and Dewi Ali at dali@emeraldcities.org.



ECC Northwest Regional Team (Left to Right) **Monica Guevara**, Senior Program Manager for Economic Inclusion; **Roz Jenkins**, ECC Northwest Regional Director, and **Dewi Ali**, Community Engagement & Policy Manager.

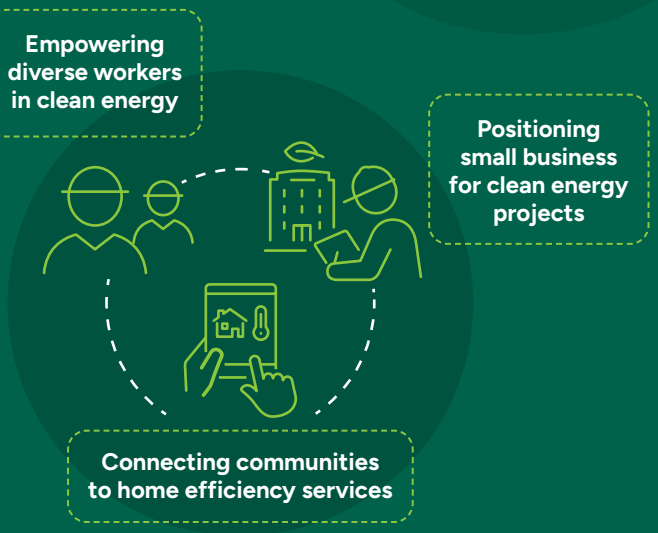
Northwest Regional Theory of Change

Our Approach

The NW Region crafted a theory of action to frame our work: the **Clean Energy Opportunity Hub**. Our plan was to advance clean energy deployment by building skills among diverse workers, growing the capacities of small businesses, and connecting workers and small businesses to suitable projects—to the benefit of all.

Clean Energy Opportunity Hub

The Hub will connect diverse trainees, incumbent workers, and businesses to real opportunities for advancement. The program is aligned with both industry and community needs to address worker shortages, diverse contractor shortages, and support wealth building, especially for people of color and women in the technical trades.





Economic Inclusion Programs Enabled by Stategic Partnerships

By advancing skill building and economic participation, we have positioned hundreds of people and small businesses to perform technical work central to greening our cities. We are still committed to this "Hub" vision and aspire to sustain our work in Washington while expanding into the State of Oregon.

Vetted HVAC Technical Training

Partnerships allowed us to deliver industry-vetted technical training in heating, ventilation, and air conditioning with emphasis on heat pump technology central to boosting energy efficiency in homes and businesses. See HVAC Career Preparation Academy on pg. 11 →

Pre-apprenticeships

Regionally, partnerships between local government, the Puget Sound Electrical JATC, and diverse communities help fund, populate, and deliver the Electrical Pathways program with direct entry to union electrical apprenticeship. See **Electrical Pathways Pre-Apprenticeship** on pg. 10 →

E-Contractor Training, Networking, and Grants for Diverse Businesses

Partner programs offer training, networking, and grant-making to support minority-, veteran-, and women-owned businesses serving the clean energy and housing sectors. See **E-Contractor Programs** on pg. 12 →

Home Repairs and Retrofits

Place-based nonprofits and government partnerships make essential home repairs and energy-saving retrofits available to help people of modest means save on their power bills. See **Emerald Connections** on pg. 12 →

Regional Trends

Sustaining Momentum: Partnerships and Pathways Forward

Creating, Adapting and Prioritizing in Times of Change

Even as Federal resources tightened, the mission stayed the same: continue serving the people and communities at the center of the work. ECC Northwest does more with less and remains positioned to meet evolving regional needs by:

1.

Creating strong industry partnerships

that ensure program participants are trained, hired, and retained on contracts and in high-road* careers.



2.

Adapting programs

by adding new technical content, more industry connections, and community partnerships to better meet real-world needs.



3.

Raising the bar

Raising standards for workforce program delivery and recruitment. Expanding access to high-road* careers in new cities



*High-road in this context refers to "good jobs" characterized by family-sustaining, living wages, comprehensive benefits, and opportunity for career advancement.

Funding Partners Save New Electrical Pre-Apprenticeship

While this year brought many challenges, including disruptions to federal funding for the Electrical Pathways Pre-Apprenticeship, partners at the City of Seattle's offices of Sustainability and Environment and Finance and Administrative Services stepped in to help. Their support brought new funding that ensured the program's viability and continuation through the three-year start-up period.

Strategic Partnerships Meet Regional Needs

The City of Seattle and the State of Washington adopted Building Performance Standards which require large buildings to meet energy efficiency standards. This fuels demand for HVAC technicians and electricians familiar with energy efficient technologies, such as heat pumps. ECC Northwest's workforce programs are crit-ical to the region's equitable clean energy transition, primarily through the development of skilled workers.

Sustaining Momentum

Advancing Program Quality

With strong industry alignment, expansion into the collegiate space, and growing recognition at the state level, ECC Northwest's programs are broadening access to clean energy careers. Diverse cohorts of graduates are uniquely positioned to help power the future of Washington's clean energy transition.





HVAC Academy Recognized as a State-Registered Pre-Apprenticeship

In July 2025, the Washington State Apprenticeship and Training Council officially recognized the NW Region's HVAC Academy as a registered pre-apprenticeship—the "gold standard" for workforce preparation programs. State registration has already resulted in new public funding to support select program participants with refurbished computers, cell phones, and gas cards.

Benefits of State registration/recognition include:

- Access to dedicated funds for participant support
- Industry-vetted training that meets state standards
- Expanded program promotion funded by the State
- College credit potential for completed coursework


Certificate of Program Registration

THIS IS TO CERTIFY THAT

HVAC Training and Career Preparation Academy

Johnstone Supply Elevates Service Delivery & Industry Partner Access

Through Instructor Dave Norman, the NW Region is now partnering with Johnstone Supply, a regional HVAC wholesaler. HVAC Academy classes and workshops are now delivered at Johnstone's state-of-the art learning center and hands-on laboratory in Sumner, WA, south of Seattle. This gives HVAC pre-apprentices experience working on the latest heating and cooling equipment. This also supports the addition of new content to the HVAC Academy curriculum slated for 2026, including the restoration of the EPA 608 Type 2 certification and customer service coursework specific to HVAC.

New HVAC Scholarship Grows the Clean Energy Trades Pipeline

Scholarship Launch: This year the NW Region partnered with Clover Park Technical College to launch the HVAC Career Prep Scholarship. ECC selected 15 diverse candi-dates for the program. Eight enrolled at Clover Park and accepted the scholarship which covers 50% of all tuition, fees, books, and supplies for a one-year Associate of Applied Technology degree in HVAC/R. Scholarship winners are among the first students to attend classes at Clover Park's new Eastside Training Center in Tacoma, near neighborhoods that lack training access. Special thanks to the City of Tacoma for funding this pilot.

Sustaining Momentum

Expanding Reach and Influence

Emerald Cities values the insights of industry partners, nonprofit partners, program participants, and the diverse communities we serve. We listen and apply key learnings, adapting our programs to real-time feedback. We also serve as a bridge, sharing learnings with policymakers via advocacy and board roles.





NW Regional Expansion into Oregon

New Program: In 2025 we began work on Energy Trust of Oregon's New Buildings program, alongside Konstrukt, ClearResult, Empress Rules, and Elite Renewable Energy Consult. The resulting new offer, Studio 2050, will deliver technical workshops, high performance building tours, professional networking, mentoring, and paid internships to students at the University of Oregon, Oregon State, and Portland State in 2026.

Workshop content and internships will build skills in energy efficiency among students of engineering, architecture, construction management, and real estate development. Energy Trust of Oregon is funding the effort.

Advancing Grassroots Policy Action

Outreach For Building Performance: In collaboration with Africatown Community Land Trust, Front & Centered, and Rural People's Voice (three regional organizations committed to environmental advances and social justice) the NW Region developed a community-led outreach plan for building owners focused on supporting their compliance with Washington State's 2019 Clean Buildings Performance Standard.

Weatherization Bill: The NW Region continued working with advocacy partners Shift Zero Alliance and the Weatherization Workgroup. This work culminated in a weatherization bill for the 2026 state legislative session.

Green New Deal City Appointment

New Appointments and Recognition: On July 11th, NW Regional Director Roz Jenkins was appointed Workforce Training Representative for the City of Seattle's **Green New Deal Oversight Board**. The 19-member oversight board gathers representatives from environmental justice communities, labor unions, community-based organi-za-tions, and workforce training organizations. The Board develops proposals for new policies, investments, programs, projects, and changes to City environmental initiatives that advance a Green New Deal for Seattle.

Jenkins also is a member of the following:

- GNDOB Policy, Programs, and Projects Committee
- Seattle Colleges District Workforce Advisory Board
- Seattle City Light Integrated Resource Plan EAC
- Regional Pre-Apprenticeship Advisory Collaboration
- Founding Steering Cmte., Coalition for Climate Careers
- AWHI Equity Working Group, New Buildings Institute

Pictured above on July 11th at Seattle City Hall are board members and staff (Left to Right) **Elise Rasmussen**, City of Seattle Interim Climate Justice Advisor; **Roz Jenkins**, ECC Northwest Regional Director; **Nina Oliver**, King County Circular Economy Program Manager; **Akiksha Chatterji**, 350 Seattle Campaign Director, and **Jazzmin Fragiacomo**, City of Seattle Climate Justice Planning & Development Specialist.



Our Partners

Powering Impact Through Partnership

This work would not be possible without the generous support and contributions of our partners. Emerald Cities Collaborative deeply appreciates all partners who fund this work, provide training and support job placement, implement energy efficiency upgraders, and connect ECC to the community.

It is important that workforce program participants earn the skills and certificates they need to succeed, and that they have a clear path to a high-road job and career. ECC works with fantastic industry partners like JumpStart King County and Johnstone Supply. Through JumpStart an HVAC Career Prep Academy graduate is now employed at MacDonald Miller Facility Solutions and will soon join the UA32 pipetrades union.



“Emerald Cities’ HVAC pre-apprenticeship program is industry-specific, inclusive, unique in the region, and directly tied to employment pathways. Employers struggle to find talent … and as a young person, it can be really challenging to get your foot in the door. Barriers to getting an interview are eliminated through our program and we help with the handoff to employers. With ECC, candidates are pre-vetted … employers know that the candidate will show up and do a good job.”

Dani Hurula, JumpStart King County

JumpStart and HVAC Academy alumnus **Manasseh M.** works to replace a furnace with an energy efficient heatpump on an EcoSpark Heat Pumps job site. Photo Credit: King County JumpStart/Rising Tide Creative.

Program Spotlights

Impact Through Partnerships

Electrical Pathways Pre-Apprenticeship Program

The first cohort of the Electrical Pathways Pre-Apprenticeship program started classes in April 2025. This new partnership between the Puget Sound Electrical Joint Apprenticeship Training Committee (JATC) and Emerald Cities Collaborative features a direct entry articulation, allowing top graduates to directly enter electrical union apprenticeships.

Like all ECC workforce programs, the evening/weekend schedule and dinner meals provided for free supports participation by working people. Supplemental math classes taught by a master electrician with a Master's degree in teaching helps graduates tackle math comprehension screening tests when they seek apprenticeship entry.

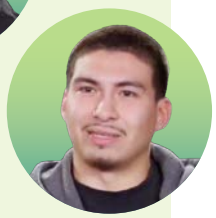
In 2025, ECC's inaugural Electrical Pathways cohort trained 24 pre-apprentices, leading to direct-entry union apprenticeship offers for nine top graduates with the Puget Sound Electrical JATC in Renton, Washington. This underscores ECC's commitment to preparing diverse groups of pre-apprentices for the demanding union track, thereby providing a pipeline of highly qualified workers for the electrical trade.

- **250+ applicants and 30 accepted**
- **24 completed training**
- **9 top grads earn union placement offers**

Electrical Pathways Graduate Spotlight

Diego de la Rosa, Spring 2025





Diego de la Rosa always knew he wanted to follow in his father Daniel's footsteps and become an electrician. Though he worked for his father's company and applied for an apprenticeship with IBEW Local 46 at age 18, he didn't get into the extremely competitive program after years of trying. His father recommended the Electrical Pathways pre-apprenticeship program after completing another ECC program, E-Contractor Academy.

Diego enrolled in Electrical Pathways and excelled. Over nine weeks he learned electrical theory and job readiness skills to complement his hands-on experience at Vulpine Electric, the family-owned business. After graduating, Diego sought a seat in the most demanding apprenticeship, the (01) Inside Wire.



This program is managed by Roz Jenkins, ECC Northwest Regional Director

Apprentices who "journey out" of the (01) program can do the most challenging and lucrative work in the field.

Father and son plan to grow the business and expand into more clean energy technologies. When Daniel retires, he will pass Vulpine Electric down to Diego. ECC Northwest's "***Clean Energy Opportunity Hub***" supports this vision as a prime example of how aligned workforce and contractor development ventures support clean energy adoption and wealth building in diverse commuities.

> **"I previously applied for the apprenticeship with JATC. I tested and did my interview ... but I didn't get in. I went through Electrical Pathways and was able to get in. It really helped."**
>
> ***Diego de la Rosa, (01) Inside Wire Apprentice, PSEJATC Electrical Pathways Pre-Apprenticeship graduate***

HVAC Career Prep Academy and King County JumpStart

As technicians continue to retire at high rates and heat pumps gain ever greater popularity, demand for heating/ventilation/air conditioning/refrigration (HVAC/R) technicians will continue to outstrip supply. In response, ECC Northwest established the HVAC/R Training and Career Preparation Academy in 2018. In 2025, the 10th and 11th cohorts completed the 12-week program designed to lead to full-time work and career advancement.

The program offers evening lectures/demonstrations, weekend hands-on laboratory sessions, and industry partner class visits. This mix builds trade-centric skills for the diverse cohorts participating. Applicants are referred from scores of nonprofit partners and 120+ program alumni working in HVAC and allied fields across the region. The program's flexibility makes it ideal for those eager to start a career in residential, small commercial HVAC, or building operations, then grow in skill and pursue promotion and/or apprenticeship.

- **160+ applicants and 24 accepted**
- **22 graduates**



"I recommend the program for everybody looking for a career, not just a job. Every day I learned something. This program paved the way for me to be a building engineer."

Mohammed Rafi, Building Operations Engineer, JLL
HVAC/R Training and Career Preparation Academy graduate

HVAC Academy Graduate Spotlight

Woody Loyko, Spring 2025



Like many high schoolers, Woody Loyko wasn't sure what career path he wanted to pursue after graduation. He knew college would be expensive and he preferred working with his hands rather than sitting at a desk all day. His mother Patty suggested he apply for ECC Northwest's HVAC/R Training and Career Preparation Academy. She completed the program the year prior and thought Woody would benefit from it, too.

Woody resonated with instructor Dave Noman and enjoyed both the theoritcal and hands-on learning. Through ECC Northwest, Woody enrolled in King County JumpStart, a partner program connecting him to additional climate and job readiness training to boost his building efficiency knowledge and interviewing skills. Through JumpStart he leveraged his HVAC training to land an **internship** with **MacDonald Miller Facility Solutions**. He is now interviewing for **an apprenticeship with UA Local 32**, the United Association of Plumbers, Pipefitters, and HVAC/R Service Technicians. At the age of 18, Woody is already on track to a fulfilling career and eventually owning his own business. He also is helping to financially support his family.



This program is managed by Dewi Ali, Community Engagement & Policy Manager, ECC Northwest

"I really like wildlife and am interested in preserving the earth. These programs solidified how important it is that we switch to clean energy ... and why our work installing systems matters."

Woody Loyko, Intern, MacDonald Miller Facilities Solutions
HVAC/R Training and Career Preparation Academy graduate

Program Spotlights

Sustaining our 'Impact Hub' Vision

E-Contractor Program and Network

E-Contractor Academy and E-Contractor Network comprise an integrated program that positions diverse small businesses to build skills and connections that help them grow their revenues. E-Contractor Academy delivers a cohort-based technical training series. E-Contractor Network offers all Academy graduates live, one-on-one technical assistance and connections to new business opportunities in the clean energy, infrastructure, and multi-family housing sectors.

In 2024, E-Contractor Network launched a competitive Grant Program capitalized with $125,000.00. The goal was to give winners direct access to capital needed to expand into new lines of business, purchase equipment, upskill personnel, hire staff, secure industry recognized certifications, and bid on larger projects. Results are in.

Projects won by E-Contractor Program graduates include installing a commercial solar array, installing Level 2 Electric Vehicle Chargers in multi-family housing, delivering weatherization assistance retrofits, and participating in energy efficiency direct-install programs.

65 E-contractor Network Members

Grants totaling $125K



"Without E-Contractor, we couldn't have grown the business as fast as we've been able to do. We've created two apprentice jobs and three journeyman jobs. Our goal was to bring more diversity into the trades, and we've been able to do that. This program gives folks access to resources like capital, mentorship, and connections that they might not otherwise have."

Liz Daldalian, Co-Owner of Andrew's Electric
E-Contractor Program graduate



This program is managed by Monica Guervara, Economic Inclusion Manager, ECC Northwest

Emerald Connections

Emerald Connections provides low-income communities access to home efficiency retrofits that reduce energy and water use. In 2025, the program referred 23 homes for upgrades. An additional 20 projects are scheduled for upgrades in early 2026, exceeding ECC Northwest's goal of serving 40 families with federal funds during the two-year pilot project.

Emerald Connections was designed to test two theories:

1. A hyper-local, place-based nonprofit partner could find low-income households that had not been served and are eligible for subsidized home energy efficiency retrofits.
2. Weatherization Assistance Funds could be invested in critical home repairs required before federally subsidized home energy efficiency retrofits could be done.

Both theories proved to be sound. Emerald Connections found eligible homes that had not been served, helped them apply for retrofits, funded repairs to those homes so they qualfied for public energy retrofit dollars, facilitated the repairs and the retrofits. The result was lower energy bills and improved in-home comfort for residents.

40 homes repaired

$455,000 invested in needed repairs



"Before I had baseboard heaters in every room with separate thermostats. Now I have a heat pump outside—it's regulated and very efficient. Compared to the baseboards, my light bill is half of what is was before."

Madrea de la Cruz, Emerald Connections participant



This program is managed by Dewi Ali, Community Engagement & Policy Manager, ECC Northwest



2025 in Review

Impact Metrics

83%+
average pre-apprentice completion rate in workforce programs

50%
average growth in full-time employees for E-Contractor Network program participants

40
low-income families received repairs that allow energy- saving retrofits via Emerald Connections

67%
increase in regional operating efficiency–3 FTEs delivered the same programs in 2025 as 5 FTEs did in 2024

$455K
Invested for repairs that made even more funding available for low-income home retrofits

70%+
average Black and LatinX representation across all workforce and business development programs



Program Spotlight



Dave Norman and Johnstone Supply

Pre-apprentices in the ECC Northwest HVAC/R Career Prep Academy consistently share great accliam for Senior Instructor Dave Norman. He is a deeply admired figure that we treasure as a partner.

The program's high retention rate results from Dave's vast knowledge, effective instruction, and generosity of spirit. Norman has led instruction at the HVAC/R Training & Career Preparation Academy since its inception in 2018.

With decades of experience as an expert technician and instructor, Norman creates a learning space that many pre-apprentices describe as a "second home." Participants receive quality instruction, hands-on experience, and a home-cooked meal at nearly every session, courtesy of Kim Norman, Dave's wife.

Through Norman's partnership, Academy training is now delivered at Johnstone Supply's state-of-the-art learning center in Sumner and learning laboratories in both Sumner and Lacey, WA.

Through the partnership with Johnstone Supply, Dave is building larger training labs and developing "train the trainers" models, so the work can continue when he retires.

"I'm a real firm believer in hands-on... getting out in the lab and applying what we've learned in the classroom. I'm building bigger labs at Johnstone Supply now, so we can have those hands-on classes and continue this Emerald Cities relationship through them."

Dave Norman, Instructor
HVAC/R Training & Career Prep Academy



"Dave is an awesome guy. He has a lot of patience. He showed us everything from A to Z."

Jurea Rubit, Graduate
HVAC/R Training & Career Prep Academy

KEY METRIC: HVAC/R technicians retire in large numbers every year. The U.S. Bureau of Statistics projects 40,100 new openings in HVAC/R nationally each year through 2034, largely to replace retirees. In response, Dave is on a mission to train as many new technicians as he can to fill the gap.



Dave Norman and HVAC Career Prep Academy Cohorts #1 and #2, Building Engineering Field Trip 2019 hosted by Wright Runstad & Company.

Thank you, Partners!

OREGON
Service Delivery Partners
Konstrukt
TRC Companies

WASHINGTON
Service Delivery Partners
Puget Sound Electrical JATC Johnstone Supply
Clover Park Technical College Jai Briar, M.Ed.
El Centro de la Raza
King County JumpStart Seattle Jobs Initiative

Advocacy Allies
Shift Zero Alliance – Weatherization Work Group
Front & Centered
Rural People's Voice
Africatown Community Land Trust
Spark Northwest
Firelands Workers United



"We're all in this space together. We breathe the same air; we travel the same routes. It's incumbent upon us to make sure that we really are looking out not only for now, but for the future. We are building momentum towards that."

Larry Adeyemi, Multidisciplinary Engineer E-Contractor Program graduate



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