



SUBSTITUTION RESOLUTION NO. 41825

1 BY REQUEST OF MAYOR WOODARDS, DEPUTY MAYOR DANIELS, AND
2 COUNCIL MEMBERS DIAZ AND WALKER

3 A RESOLUTION relating to workforce development; establishing the Tacoma
4 Quality Jobs Framework (“Framework”) with characteristics and
5 definitions for quality jobs, highlighting the City’s role as a convener,
6 investor, and planner to create conditions where quality jobs flourish;
7 and directing the City Manager to use the draft Tacoma Quality Jobs
8 Framework as a guide to further research and bring back
9 recommendations for implementation in 2027.

10 WHEREAS over the last couple years, Mayor Woodards has been working
11 with workforce development, labor, and business partners to develop a draft
12 Tacoma Quality Jobs Framework (“Framework”), grounded in eight characteristics
13 of quality jobs informed by best practices across federal, state, and regional
14 leaders, and aligned with the City’s values of equity, representation, and upward
15 mobility, this Framework supports shared goals around inclusive workforce
16 development and economic opportunity, and

17 WHEREAS this work builds on the foundation of the City’s participation in
18 the Good Jobs, Great Cities Academy (“Academy”) in 2023-2024, a partnership
19 between the National League of Cities and the United States Department of Labor
20 (“DOL”) to help cities connect workers with quality, in-demand jobs in
21 infrastructure, clean energy, and advanced manufacturing, and

22 WHEREAS inspired by the DOL’s Good Jobs Principles under President
23 Biden and learnings from this Academy, the City has developed this local
24 Framework to define what the characteristics of quality employment looks like in
25 our community, and
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1 WHEREAS while aspirational in nature, further research will be needed to
2 ensure implementation balances the goals of the draft framework with what is
3 feasible, cost effective, and right for the City's economy, and

4 WHEREAS to be clear, this Framework document is not intended to and
5 does not establish labor standards or working conditions for City employees or
6 establish a policy for labor negotiations, and

7 WHEREAS quality jobs are the cornerstone of a thriving, inclusive economy
8 where workers, families, and businesses all succeed together, and when jobs
9 provide stability, dignity, and opportunity, they not only improve individual well-
10 being but also strengthen the broader community and local economy, and

11 WHEREAS workers understand the life-changing impact of a job that offers
12 security, fair pay, and respect, and employers, in turn, recognize that being known
13 as a provider of quality jobs enhances their ability to attract and retain top talent,
14 boost performance, and achieve their mission, and

15 WHEREAS this Framework outlines a goal for labor standards in the City
16 that will highlight that all work has value and that every worker deserves a job that
17 supports their growth, health, and contribution to our shared prosperity, and
18 believe that the City has a unique role in shaping the environment for quality jobs
19 to thrive and that we must work closely with businesses and workforce partners to
20 create this environment, and

21 WHEREAS this draft Framework offers a starting place for shared language
22 for both public and private sector leaders to guide collective efforts to support a
23 safe, welcoming, and resilient economy where everyone can thrive, and



1 WHEREAS this foundational understanding of the goals of the City Council
2 will guide the City Manager to work with staff, partners, and the community in a
3 way that brings the best solutions to light that will advance labor standards in a
4 meaningful way while balancing feasibility, costs, and economic impact, and

5 WHEREAS for the City, creating an environment for quality jobs to thrive
6 can take many shapes, and one early step could be to review the City's
7 employment opportunities and organizational culture and how it aligns with this
8 draft Framework so that we can lead by example, and

9 WHEREAS to reiterate, this Framework document is not intended to and
10 does establish labor standards or working conditions for City employees or
11 establish a policy for labor negotiations, and

12 WHEREAS beyond that, the City can advance quality jobs through
13 integrated strategies such as:

14 (1) Workforce pipeline development including Jobs 253, Tacoma Training
15 and Employment Program, Local Employment and Apprenticeship Program, and
16 EPA Brownfields Job Training Programs;

17 (2) Place based economic development focus in areas such as
18 downtown, Nally Valley, the Tideflats, the Tacoma Mall subarea, and neighborhood
19 business districts;

20 (3) Promotion of 15-minute Neighborhoods and Complete Streets
21 Initiatives which attracts a high-quality workforce; and

22 (4) Targeted employer recruitment through Community and Economic
23 Development ("CED"), the Economic Development Board, Tacoma-Pierce County
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Chamber of Commerce, and soon to be launched International Soft-Landing
1 Initiative for Sister Cities, and

2 WHEREAS together, these efforts provide a strong foundation for expanding
3 access to quality jobs and fostering an environment where workers and businesses
4 can succeed, and

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6 WHEREAS no one organization is likely to have all these characteristics
7 across their employment opportunities, and some organizations may pursue
8 similar but varied solutions that are in line with their operational needs that align
9 with these definitions, and this Framework is meant to be a starting place to
10 guide further research and engagement with partners to bring forward solutions
11 that work for the City's employees and businesses, and

12
13 WHEREAS over the course of the research this Framework or how we
14 define each characteristic is likely to change, and as such this Framework is not
15 meant to be a prescriptive directive or inflexible definitions, and

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17 WHEREAS by sharing this draft Framework, we are highlighting a starting
18 place together that defines the characteristics that make up a quality job based
19 on our past engagement, and by moving this legislation forward, we are
20 demonstrating the City Council's focus on creating an environment where quality
21 jobs are available and giving our staff direction to further research this
22 Framework and bring forward recommendations that enhance programs and
23 initiatives that support quality jobs in a way that balances our aspirations and the
24 economic reality of our community, and

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1 WHEREAS the eight characteristics that make up the draft Framework are
2 included below as shared aspirations and language for both workers and
3 employers to guide collaborative efforts as further research is conducted, and
4 each characteristic is shown below next to the City's potential role in meeting that
5 definition which gives staff a starting place for future recommendations, and a
6 more in-depth series of definitions for each characteristic is included in the
7 attached draft Framework:

8 (1) Inclusive Access and Representative Workforce: Invest in youth
9 and adult pipelines that provide underrepresented residents access to nearby job
10 opportunities;
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12 (2) Shared Voice and Agency: Promote civic collaboration, public
13 sector leadership, and strong workforce agencies-management relationships;
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15 (3) Fair and Transparent Hiring Practices: Convene employers and
16 workforce partners to promote inclusive and connected taken pathways;
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18 (4) Livable Wages and Fair Compensation: Prioritize sectors and
19 employers that offer upward mobility through CED recruitment;

20 (5) Stability, Safety, and Flexibility at Work: Invest in stable
21 neighborhoods, affordable housing, and transit access to support worker safety;
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23 (6) Comprehensive Benefits: Partner with health, childcare, and
24 training providers to support total worker well-being;

25 (7) Respectful Workplace Culture: Foster inclusive neighborhood
26 spaces and organizational values that reflect the City's diversity; and



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(8) Skill Building and Career Growth: Align city workforce programs to build visible ladders from first jobs to long-term careers, and

WHEREAS by promoting quality jobs this Framework supports an environment for more quality employment opportunities in the City, and supporting meaningful, stable work strengthens pathways to economic mobility, reduces household financial strain, and contributes to a more affordable and livable community where residents are better able to meet basic needs like housing and transportation; Now, Therefore,



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BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

That the City Manager is hereby directed to establish the Tacoma Quality Jobs Framework ("Framework") with characteristics and definitions for quality jobs, highlighting the City's role as a convener, investor, and planner to create conditions where quality jobs flourish; and directing the City Manager to use the draft Tacoma Quality Jobs Framework as a guide to further research and bring back recommendations for implementation in 2027, as more specifically set forth in the attached Exhibit "A."

Adopted _____

Mayor

Attest:

City Clerk

Approved as to form:

City Attorney

Exhibit "A"

TACOMA QUALITY JOBS FRAMEWORK

Quality jobs are the cornerstone of a thriving, inclusive economy where workers, families, and businesses all succeed together. When jobs provide stability, dignity, and opportunity, they not only improve individual well-being but also strengthen the broader community and local economy. Workers understand the life-changing impact of a job that offers security, fair pay, and respect. Employers, in turn, recognize that being known as a provider of quality jobs enhances their ability to attract and retain top talent, boost performance, and achieve their mission.

This framework outlines the characteristics of quality jobs in Tacoma that will highlight that all work has value and that every worker deserves a job that supports their growth, health, and contribution to our shared prosperity. Inspired by the U.S. Department of Labor's Good Jobs Principles, we have developed this draft local framework to define what quality employment could look like in our community. It offers a shared vision and set of aspirational goals for both public and private sectors to guide workforce practices that support a safe, welcoming, and resilient economy where everyone can thrive. While aspirational in nature, further analysis will be needed to ensure that any future recommended practices and actions to achieve the goals of the Quality Jobs Framework balances those goals with what is feasible, cost effective, and right for Tacoma's economy. To be clear, this framework document is not intended to operate as a policy of the City and does not establish labor standards, working conditions for employees, a policy or practice for labor negotiations, or form the basis for terms and conditions of employment. It is intended only as a guide for evaluation of potential future City Council Action.

No one organization is likely to have all these characteristics across their employment opportunities, and some organizations may pursue similar but varied solutions that are in line with their operational needs that align with these definitions. This framework is meant to be a starting place to guide further research and engagement with partners to bring forward solutions that work for Tacoma's employees and businesses. Over the course of the research, this framework or how we define each characteristic is likely to change, and as such this framework is not meant to be a prescriptive directive or inflexible definitions.

Inclusive Access and Representative Workforce:

Employers and employees share a commitment to building inclusive workplaces where individuals from all backgrounds can enter, thrive, and grow. Workforce demographics strive to reflect the communities served, and employers proactively identify and remove systemic barriers to hiring, retention, and advancement. Regular training and open dialogue reinforce equity as a foundational workplace practice.

Shared Voice and Agency:

Employees are respected as essential contributors and are empowered to influence their work and the direction of the organization. Employers foster a culture of open communication, where workers can freely organize, join unions, or engage in protected activities without interference or retaliation. Structures for employee input and feedback are embedded in organizational decision-making.

Fair and Transparent Hiring Practices:

Recruitment and hiring processes are open, inclusive, and skills-based. Employers clearly communicate compensation and job expectations from the outset. Outreach strategies are intentional, ensuring a diverse and qualified applicant pool. Hiring focuses on relevant competencies, minimizing unnecessary credentialing requirements that can exclude capable candidates.

Livable Wages and Fair Compensation:

Employers ensure all workers receive consistent, livable wages—before tips, overtime, or commissions—that reflect local costs of living. Compensation structures are transparent and equitable, with pay progression tied to skill growth and experience. Workers are offered performance-based opportunities that recognize their contributions and support career advancement.

Stability, Safety, and Flexibility in the Workplace:

Workplaces prioritize health, safety, and accessibility, informed by employee input. Workers are protected from arbitrary discipline or dismissal, and scheduling practices are stable and predictable. Use of technology, monitoring, and data is transparent and guided by clear policies and worker engagement. Employers support flexible work options, including remote and alternative scheduling, where feasible, to promote well-being and work-life balance.

Comprehensive Benefits:

All workers, regardless of status, have access to family-supporting benefits such as healthcare, retirement savings, paid leave, and caregiving supports. Benefits packages are developed in consultation with employees and adapted to meet evolving needs. Workers are informed, empowered, and encouraged to use the benefits available to them, enhancing their security and mobility.

Respectful Workplace Culture:

Workplace culture is rooted in mutual respect, fairness, and transparency. Employers actively cultivate environments where all employees feel valued, trusted, and included. Leadership models and reinforces a culture of dignity and autonomy, with clear expectations and opportunities for meaningful participation across the organization.

Skill Building and Career Growth:

Employers invest in skills-based training, mentorship, and career pathways that align with employee goals and organizational needs. Development opportunities are accessible to all workers and connected to real prospects for advancement, ensuring long-term value for both employees and the organization.