



## 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;  
and directing the City Manager to incorporate the Framework into the  
City's strategic plans.

7 WHEREAS over the last couple years, Mayor Woodards has been working  
8 with workforce development, labor, and business partners to develop the Tacoma  
9 Quality Jobs Framework ("Framework"), grounded in eight characteristics of quality  
10 jobs informed by best practices across federal, state, and regional leaders, and  
11 aligned with the City's values of equity, representation, and upward mobility, this  
12 Framework supports shared goals around inclusive workforce development and  
13 economic opportunity, and  
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15 WHEREAS this work builds on the foundation of the City's participation in  
16 the Good Jobs, Great Cities Academy ("Academy") in 2023-2024, a partnership  
17 between the National League of Cities and the United States Department of Labor  
18 ("DOL") to help cities connect workers with quality, in-demand jobs in  
19 infrastructure, clean energy, and advanced manufacturing, and  
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21 WHEREAS inspired by the DOL's Good Jobs Principles and learnings from  
22 this Academy, the City has developed this local Framework to define what the  
23 characteristics of quality employment looks like in our community, and  
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25 WHEREAS quality jobs are the cornerstone of a thriving, inclusive economy  
26 where workers, families, and businesses all succeed together, and when jobs



1 provide stability, dignity, and opportunity, they not only improve individual well-  
2 being but also strengthen the broader community and local economy, and

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

8 WHEREAS in the City, we believe that all work has value and that every  
9 worker deserves a job that supports their growth, health, and contribution to our  
10 shared prosperity, and also believe that the City has a unique role in shaping the  
11 environment for quality jobs to thrive and that we must work closely with  
12 businesses and workforce partners to create this environment, and

14 WHEREAS this Framework offers shared language and defined principals  
15 for both public and private sector leaders to guide collective efforts to support a  
16 safe, welcoming, and resilient economy where everyone can thrive, and

18 WHEREAS for the City, creating an environment for quality jobs to thrive  
19 can take many shapes, and the first step is to ensure the City's employment  
20 opportunities and organizational culture align with this Framework so that we can  
21 lead by example, and

22 WHEREAS beyond that, the City can advance quality jobs through  
23 integrated strategies such as:  
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1           (1)     Workforce pipeline development including Jobs 253, Tacoma Training  
2 and Employment Program, Local Employment and Apprenticeship Program, and  
3 EPA Brownfields Job Training Programs;

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

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

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

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

16           WHEREAS no one organization is likely to have all these characteristics  
17 across their employment opportunities, and some organizations may pursue  
18 similar but varied solutions that are in line with their operational needs that align  
19 with these definitions, and these definitions are meant to be a starting place with  
20 shared language and understanding to guide City efforts and partnerships in a  
21 way that works for each organization, and



1 WHEREAS over time these characteristics or how we define them may  
2 change, and as such these characteristics are not meant to be a prescriptive  
3 directive or inflexible definitions, and  
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5 WHEREAS by adopting the Framework, we are highlighting how the City  
6 defines the characteristics that make up a quality job by including them as  
7 definitions in our strategic plans, and by including these definitions in our core  
8 strategic documents, we are demonstrating the City Council's focus on creating  
9 an environment where quality jobs are available and giving staff direction to  
10 enhance and create programs and initiatives that support quality jobs, and  
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12 WHEREAS the eight characteristics that will define our Framework for  
13 quality jobs in the City are included below as shared aspirations and language for  
14 both workers and employers to guide shared ownership and collaborative efforts  
15 for a more inclusive economy, and each characteristic is shown below next to the  
16 City's role in meeting that definition which demonstrates the City's commitment to  
17 supporting this Framework and creating the environment for quality jobs in the  
18 City:  
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20 (1) Inclusive Access and Representative Workforce: Invest in youth  
21 and adult pipelines that provide underrepresented residents access to nearby job  
22 opportunities;  
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24 (2) Shared Voice and Agency: Promote civic collaboration, public  
25 sector leadership, and strong workforce agencies-management relationships;  
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1 (3) Fair and Transparent Hiring Practices: Convene employers and  
workforce partners to promote inclusive and connected taken pathways;

2 (4) Livable Wages and Fair Compensation: Prioritize sectors and  
3 employers that offer upward mobility through CED recruitment;  
4

5 (5) Stability, Safety, and Flexibility at Work: Invest in stable  
6 neighborhoods, affordable housing, and transit access to support worker safety;

7 (6) Comprehensive Benefits: Partner with health, childcare, and  
8 training providers to support total worker well-being;  
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10 (7) Respectful Workplace Culture: Foster inclusive neighborhood  
11 spaces and organizational values that reflect the City's diversity; and

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

14 WHEREAS by promoting quality jobs this Framework supports an  
15 environment for more quality employment opportunities in the City, and  
16 supporting meaningful, stable work strengthens pathways to economic mobility,  
17 reduces household financial strain, and contributes to a more affordable and  
18 livable community where residents are better able to meet basic needs like  
19 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 incorporate the Framework into the City's strategic plans, 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.