



LIVABLE CITY YEAR 2017-2018
IN PARTNERSHIP WITH
CITY OF TACOMA

CITY OF TACOMA

UNDERSTANDING THE NEEDS OF
PRECARIOUS WORKERS IN TACOMA

UNIVERSITY OF WASHINGTON
ENVIRONMENTAL & OCCUPATIONAL
HEALTH SCIENCES

ENVH 600
INDEPENDENT STUDY

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SPRING 2018





LIVABLE
CITY YEAR

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ACKNOWLEDGMENTS

We would like to express gratitude to all our community partners for making this project come together in such a quick time frame. These organizations include the Rainbow Center, Sound Outreach: Hilltop Center for Strong Families, Tacoma Community House, Centro Latino, Korean Women’s Association, Tacoma Urban League, WorkSource, and Career Path Services. We thank you for sharing your experiences of labor and employment practices. Your generosity and support have made completing this project possible.

We also extend gratitude to the City of Seattle’s Office of Labor Standards for taking the time to meet with us. The time and energy you devoted to teaching us about your approach to collaborating with local organizations and other governmental agencies to form partnerships and to develop programs to address the needs of your communities helped us formulate new and important understandings.

Finally, we thank the City of Tacoma’s Office of Employment Standards for inspiring this project, for supporting us through the investigative process, and for sharing your concern for the health and safety of workers of Tacoma. This project has truly been an excellent way for us to culminate our academic careers.

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Recommended citation: Livable City Year 2018. *Understanding the Needs of Precarious Workers in Tacoma*. University of Washington, Seattle, WA. Prepared for City of Tacoma.

ABOUT LIVABLE CITY YEAR

The University of Washington's Livable City Year (LCY) initiative enables local governments to engage UW faculty and students for one academic year to work on city-defined projects that promote local sustainability and livability goals. The program engages hundreds of students each year in high-priority projects, creating momentum on real-world challenges while enabling the students to serve and learn from communities. Partner cities benefit directly from bold and applied ideas that propel fresh thinking, improve livability for residents and invigorate city staff. Focus areas include environmental sustainability; economic viability; population health; and social equity, inclusion, and access. The program's 2017–2018 partner is the City of Tacoma; this follows a partnership with the City of Auburn in 2016–2017.

The LCY program is led by faculty directors Branden Born (Department of Urban Design and Planning), Jennifer Otten (School of Public Health) and Anne Taufen (Urban Studies Program, UW Tacoma), with support from Program Manager Teri Thomson Randall. The program was launched in 2016 in collaboration with UW Sustainability and Urban@UW, with foundational support from the Association of Washington Cities, the College of Built Environments, the Department of Urban Design and Planning, and Undergraduate Academic Affairs.

LCY is modeled after the University of Oregon's Sustainable City Year Program, and is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), the collection of institutions that have successfully adopted this new model for community innovation and change.

For more information, contact the program at uwlcy@uw.edu.



ABOUT TACOMA

The third largest city in the state of Washington, Tacoma is a diverse, progressive, international gateway to the Pacific Rim. The port city of nearly 210,000 people has evolved considerably over the last two decades, propelled by significant development including the University of Washington Tacoma, the Tacoma Link light rail system, the restored urban waterfront of the Thea Foss Waterway, the expansions of both the MultiCare and CHI Franciscan health systems, and a significant influx of foreign direct investment in its downtown core.

Washington State's highest density of art and history museums are found in Tacoma, which is home to a flourishing creative community of writers, artists, musicians, photographers, filmmakers, chefs, entrepreneurs, and business owners who each add their unique flair to the city's vibrant commercial landscape. The iconic Tacoma Dome has endured as a high-demand venue for some of the largest names in the entertainment industry.


A magnet for families looking for affordable single-family homes in the Puget Sound area, Tacoma also draws those seeking a more urban downtown setting with competitively priced condos and apartments that feature panoramic mountain and water views. The city's natural beauty and proximity to the Puget Sound and Mount Rainier draws hikers, runners, bicyclists, and maritime enthusiasts to the area, while its lively social scene is infused with energy by thousands of students attending the University of Washington Tacoma and other academic institutions.


The City of Tacoma's strategic plan, Tacoma 2025, was adopted in January 2015 following unprecedented public participation and contribution. The plan articulates the City's core values of opportunity, equity, partnerships, and accountability, and expresses the City's deep commitment to apply these values in all of its decisions and programming. Each Livable City Year project ties into the principles and focus areas of this strategic plan. The City of Tacoma is proud of its 2017–2018 Livable City Year partnership with the University of Washington and of the opportunity this brings to its residents.




TACOMA 2025 STRATEGIC PLAN


The *Understanding the Needs of Precarious Workers in Tacoma* project supports the Economy and Workforce and Equity and Accessibility goals of the Tacoma 2025 Strategic Plan and was sponsored by the City of Tacoma's Office of Employment Standards.

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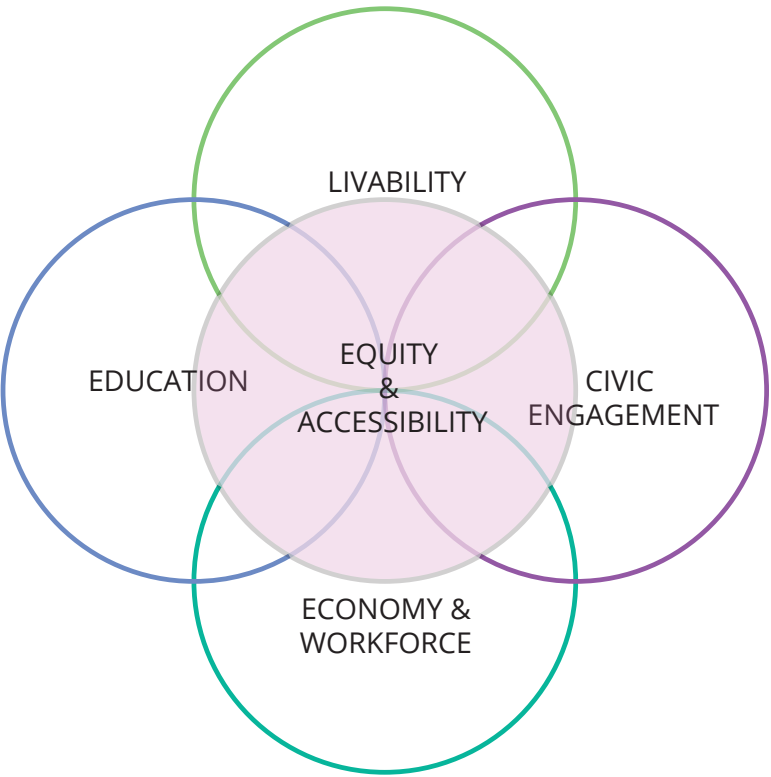
Goal #1 Livability
The City of Tacoma will be a city of choice in the region known for connected neighborhoods, accessible and efficient transportation transit options, and vibrant arts and culture. Residents will be healthy and have access to services and community amenities while maintaining affordability.
- 

Goal #2 Economy and Workforce
By 2025, Tacoma will be a growing economy where Tacoma residents can find livable wage jobs in key industry areas. Tacoma will be a place of choice for employers, professionals, and new graduates.
- 

Goal #3 Education
Tacoma will lead the region in educational attainment amongst youth and adults. In addition to producing more graduates from high school and college, more college graduates will find employment in the region. Lifelong learning and access to education will be prioritized and valued.
- 

Goal #4 Civic Engagement
Tacoma residents will be engaged participants in making Tacoma a well-run city. The leadership of the city, both elected and volunteer, will reflect the diversity of the city and residents and will fully participate in community decision-making.
- 

Goal #5 Equity and Accessibility
Tacoma will ensure that all residents are treated equitably and have access to services, facilities, and financial stability. Disaggregated data will be used to make decisions, direct funding, and develop strategies to address disparate outcomes.



RESOURCES

- Tacoma 2025 Strategic Plan:** https://www.cityoftacoma.org/tacoma_2025
- City of Tacoma's Office of Employment Standards:**
<https://www.washington.edu/livable-city-year/2017-2018-projects/>
- Livable City Year:** <https://www.washington.edu/livable-city-year/>
- Department of Environmental and Occupational Health Sciences:**
<http://deohs.washington.edu/>

ABOUT THIS PROJECT

In the Spring of 2018, the City of Tacoma’s Employment Standards Office (ESO) contracted with Livable City Year (LCY) to investigate how precarious workers in Tacoma engage with two local ordinances: 1) Minimum Wage and 2) Paid Sick Leave. Despite extensive community outreach efforts in the past, including: electronic and mail notifications, partnerships with community organizations and local businesses, television and radio public service announcements, and more than 70 public presentations, offered in multiple languages (an attempt to reach the 19.2% of Tacoma’s population who speak a non-English language) (US Census 2010), the City’s Employment Standards Office generally receives few complaints of violations to these ordinances. Yet, ESO suspects that certain populations of workers— precariously employed workers— likely experience violations of their rights. ESO believes that these workers fail to report violations for a variety of reasons, including fear of retaliation and discrimination.

METHODS

ESO collaborated with Livable City Year (LCY) and the University of Washington (UW) to connect undergraduate and graduate student researchers with local community based organizations (CBOs) to investigate the City’s hypothesis, that precarious workers fail to report violations of their labor rights. In addition, ESO asked students to prepare a set of recommendations for the City to utilize to improve its approach to supporting precarious workers. ESO connected students to the City of Seattle’s Office of Labor Standards (OLS), which enabled them to assess how Seattle supports precarious workers. The students’ review of OLS,



Precarious workers may work long hours, at multiple jobs, and still not earn an adequate wage to care for themselves and their families. WAR ON WANT

along with key insights taken from interviews with local CBOs, inform the recommendations prepared for and compiled in this report.

Students interviewed staff at seven CBOs, all identified by the City of Tacoma to be included in this study: Career Path Services, Centro Latino, the Korean Women’s Association, the Rainbow Center, Sound Outreach, Tacoma Community House, WorkSource, and the Tacoma Urban League. Students asked representatives from these organizations questions related to the needs of precarious workers and about their views on the barriers that prevent workers from reporting employer violations of the City’s Minimum Wage and Paid Sick Leave ordinances.

FINDINGS

The students’ findings indicate significant ignorance and confusion, expressed by both employers and employees, related to their



Tacoma Community House offers English Language courses to immigrant people. This helps many community members access jobs and navigate the system, including its labor laws. TACOMA COMMUNITY HOUSE

understandings of these ordinances. This is especially true for the Paid Sick Leave ordinance. CBOs shared that precarious workers seldom report employer violations of their rights for the following reasons: confusion about the enforcement process, fear of retaliation from employers, and lack of trust in the government and the legal system. To reduce workers’ ignorance, confusion, fear, and lack of trust, these

Defining Terms

The City of Tacoma, and the students involved in this project, use the term precarity to refer to, “the state of having insecure employment or income” (Oxford 2018). Precarious workers refers to all people who work under poor conditions and who lack strong social and economic safety nets. This group often includes people of color; ethnic minorities; immigrant and refugees, comprised of documented and undocumented individuals; and women and gender minorities, including transgender and non-binary individuals.

organizations recommend that ESO hold targeted, accessible trainings related to these ordinances, as well as to their enforcement processes. They also suggest that ESO adjust its marketing approach to increase community outreach to precarious workers. CBOs expressed their knowledge of additional, work-related issues that impact precarious workers. For example, many struggle with workplace discrimination, on-site physical violence, and job scarcity, while others may lack workforce skills, access to training and education, and affordable housing.

Precarious workers seldom report employer violations of their rights for the following reasons: confusion about the enforcement process, fear of retaliation, and lack of trust in the government and the legal system.



Thousands of migrant workers are hired to work on farms throughout the US. USDA

RECOMMENDATIONS

This report makes the following recommendations to City of Tacoma’s Employment Standards Office:

- 1. Develop strategic relationships with CBOs and utilize them as a conduit for reaching and supporting precarious workers.
- 2. Continue to regularly attend community events and work with CBOs to connect with precarious workers.
- 3. Develop a culturally relevant marketing plan to reach precarious workers and educate them about these ordinances and their enforcement processes.
- 4. Recognize that precarious workers often lack confidence in local government for a multitude of reasons; trust is more likely to develop through ESO’s frequent community engagement.
- 5. Fund CBOs that make it their goal to engage precarious workers in learning about their rights.
- 6. Support precarious workers with other needs: language, immigration, housing, transportation, childcare, healthcare.



Seattle’s Office of Labor Standards met with the students involved with this project to discuss ways it partners with local organizations to support Seattle workers. CITY OF SEATTLE

Seattle’s Office of Labor Standards

The interview conducted by students with the City of Seattle’s Office of Labor Standards (OLS) revealed to them that Seattle’s success in supporting precarious workers is tied to strategically planned, well-funded coalitions formed between the City of Seattle and various CBOs. OLS recommends that other labor and employment-focused municipal departments with fewer financial resources fund CBOs to the extent possible, and work with CBOs to support precarious workers.

UNDERSTANDING PRECARIETY AND LABOR AND EMPLOYMENT PRACTICES IN TACOMA

This research project illuminates the needs of precarious workers in Tacoma and explores how the City of Tacoma's Employment Standards Office (ESO) can be more responsive to their needs.

ESO seeks to holistically understand the health and employment needs of precarious workers in Tacoma and to address the barriers that impede their access to employment benefits and rights. More specifically, ESO is interested in determining how precarious workers engage with two local ordinances: 1) Minimum Wage and 2) Paid Sick Leave (PSL). In doing so, ESO seeks to create sustainable worker and community engagement pathways.

Occupational status positions workers and their families within a social hierarchy which corresponds to predictable health outcomes.

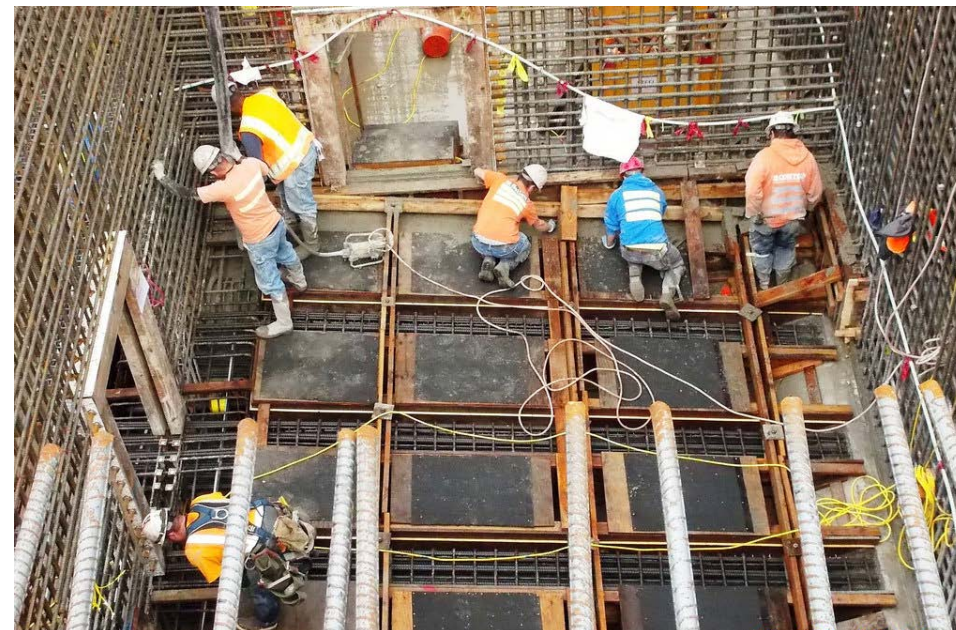
OCCUPATIONAL STATUS AS A DETERMINANT OF HUMAN HEALTH

Occupational status positions workers and their families within a social hierarchy; these positions correspond to predictable health outcomes (Ahonen et al. 2018).

Depending upon where a worker fits into the hierarchy, a certain amount of power, money, prestige, and social connectedness is likely to characterize that person. This informs that person's ability to access health, education, food, and other resources and opportunities. Moreover, research indicates that working conditions also contribute to the health of workers. Exposure to hazards, access to psychosocial resources, and compensation and benefits affect the health outcomes of workers (Ahonen et al. 2018).

Precarious workers are more likely to work in sectors that demand more of them physically, such as construction, agriculture, grounds keeping and maintenance, and domestic and janitorial services. The nature of their work puts them in greater danger of injury and of falling ill. Yet, since precarious workers frequently lack access to psychosocial resources, health benefits, and living wage compensation, they frequently struggle to gain access to health care. As a result, they suffer in a lower tier of the 'social hierarchy' linked to their occupational statuses.

Current foundational studies on health inequities use occupational status to represent a worker's social and economic position in civil society (Ahonen et al. 2018). Even so, most studies related to socioeconomic positionality and health primarily examine income level as it corresponds with educational attainment, race, ethnicity, and gender. This has produced a gap in the research on long and short term health effects linked to occupational status. (Ahonen, et al, 2018).



Precarious workers frequently work in sectors like construction, agriculture, and groundskeeping that require a lot of them physically and that put them at increased risk of injury or illness; simultaneously, they frequently lack access to health care services. WASHINGTON STATE DEPARTMENT OF TRANSPORTATION

WORKING TOWARDS AN EQUITABLE TACOMA

In August, 2016, the City of Tacoma published a Community Needs Assessment. The City connected this report to the goals of its strategic plan, Tacoma 2025. This plan targets a, “community-driven vision, focused on economic opportunity, education, and quality of life” (City of Tacoma 2015). In the Community Needs Assessment, the City identified three priority community needs: 1) Childhood Poverty, 2) Mental Health, and 3) Household Stability. These topics intersect with the labor, workforce development, and employment practices issues previously described.

While more than 80% of Tacoma’s population currently participates in its workforce, more than 10,508 households (17% of Tacoma’s population) earn less than 30% of the Pierce County median household income. This corresponds to a high rate of low-income workers, and their families, who are challenged to meet their basic needs for food, housing, and healthcare. For example, an astonishing 27% of all Tacoma rental households are considered ‘cost burdened,’ meaning they spend more than 30% of their yearly income on housing. This rate is higher than the Washington State average (City of Tacoma 2016).

The City of Tacoma’s Community Needs Assessment presents within its Workforce Development section two aims: 1) Economic Vibrancy and Employment, and 2) Education and Learning. Under Economic Vibrancy and Employment, the City characterizes four desired outcomes:

- 1. Increase quantity and quality of jobs
- 2. Diversify living wage business base
- 3. Improve neighborhood business districts
- 4. Strengthen downtown Tacoma as a business core and residential option

Under Education and Learning, the City proposes two desired outcomes:

- 1. Close the educational achievement gaps
- 2. Prepare people to succeed in Tacoma’s workforce

Within its Community Needs Assessment, the City references barriers to employment, which include language and transportation. These findings link to the needs of precarious workers, who are more likely to be non-English speaking and to lack reliable means of transportation.



The median household income for Tacoma is lower than Seattle's and the national average. DATA USA



The City of Tacoma’s Community Needs Assessment identifies increasing the number and quality of jobs and strengthening the downtown business core as primary aims. The City also refers to common barriers, like language and lack of transportation, as they impact people seeking employment in Tacoma. ROBERT SCHEUERMAN

Language Barriers

Labor force participation in Tacoma is slightly lower for Latino/Hispanic identifying individuals compared to data collected at the Washington State level. In 2014, 8.5% of Tacoma workers spoke English “less than well,” with 7% of the population identifying Spanish as their primary language. In addition to language barriers, these workers frequently face other challenges due to their immigration status.

Adult Residents Engaged in Tacoma’s Workforce

Age	Percent in Workforce
25-44	77%
45-54	64%
55-64	64%

Educational Attainment of Tacoma’s Workforce

Educational Attainment	Percent of Workforce
Some high school	59%
High school graduates	73%
Some college or an Associate’s degree	78%
Bachelor’s degree or higher	87%

Tacoma’s Trending Growth

Tacoma boasts one of the fastest growing populations in Washington State (Puget Sound Regional Council 2018). The number of Tacoma residents in 2017 increased by 1.48%, reaching a total population of 213,418 (Jackson 2017). It is important to note that as Tacoma’s population expands, the cost of living within its city limits increases too. In 2017, the Federal Transit Administration reported that “many existing [Tacoma] residents, particularly renters, cannot keep pace with rising housing costs.” This lends to gentrification, marked by displacement of a city’s or neighborhood’s historic residents. Gentrification particularly threatens to displace Tacoma’s low-income communities and people of color. The Federal Transit Administration’s community assessment reported that historically black neighborhoods in Tacoma, including the Hilltop, experience displacement at nationally disproportionate rates (2017). For example, while 39% of all Tacoma households are cost-burdened—meaning they spend more than 30% of their monthly income on housing — 45% of Hilltop households are cost-burdened. This indicates that a greater number of Hilltop households struggle to afford other basic needs like food, transportation, and health care, and may lack financial safety nets to get through emergency situations. In an effort to respond to this discrepancy, the City of Tacoma provides a variety of incentives to housing developers and community services, including tax incentives for developers willing to build mixed-income housing (Seattle Times 2018). The City also invests in workforce training that target Hilltop residents interested in construction jobs for upcoming developments in their neighborhood (Vinh 2018).

PRECARIOUS WORKERS AND THE ECONOMIC RECESSION

The 2008 financial crisis, and subsequent economic recession, deeply impacted Tacoma’s labor force. Between 2009 and 2010,Tacoma lost 3,800 jobs, shedding approximately 3.9% of its employment base. This rate of loss exceeded that of Pierce County (-2.3%) and Washington State (-3.0%). Since 2010, the labor market has steadily improved. However, Tacoma’s unemployment rate remains higher than Pierce County’s rate, especially for those with a high school education and higher. The service sector, retail industry, and government employment dominate Tacoma’s labor market. In 2014, these sectors represented 72,000 of 101,000 total jobs.



With tremendous growth on Tacoma’s horizon, many low-income residents wonder where they will live and find work. SEATTLE TIMES



As the cost of living rises in Tacoma, gentrification threatens to displace many low-income workers, which adds to their level of precarity. Tacoma’s Hilltop neighborhood currently experiences displacement at a nationally disproportionate rate. JACOB ROSE

Student researchers from the UW collaborated with the City of Tacoma Employment Standards Office (ESO) to obtain information from well-placed, community based organizations (CBOs) about labor rights violations, the need for city engagement, and barriers to accessing available services and resources by precarious workers. Students also connected with representatives of Seattle’s Office of Labor Standards (OLS) to generate broader understandings of ways a city can support precarious workers.

The City helped identify eight potential CBOs that serve Tacoma workers and the students arranged to interview representatives from each organization. Table 1 lists each organization by name, as well as the communities each serves, and the main policy issues each addresses. The interview questions students used are presented by Appendix II. Additional content is provided within summaries of each of interview, presented by Appendix III. Within this report, students provide an overview of their findings, which they derived from the interviews. They also include a set of recommendations for the City of Tacoma, informed, in part, by their review of Seattle’s Office of Labor Standards (OLS) and by other federal-level and state-level policy frameworks. Their recommendations aim to support precarious workers residing within Tacoma city limits.



Student researchers Rachel Alger (center) and Natasha M Pietila (left) present their findings to staff of the City of Tacoma Employment Standards Office. TERI THOMSON RANDALL

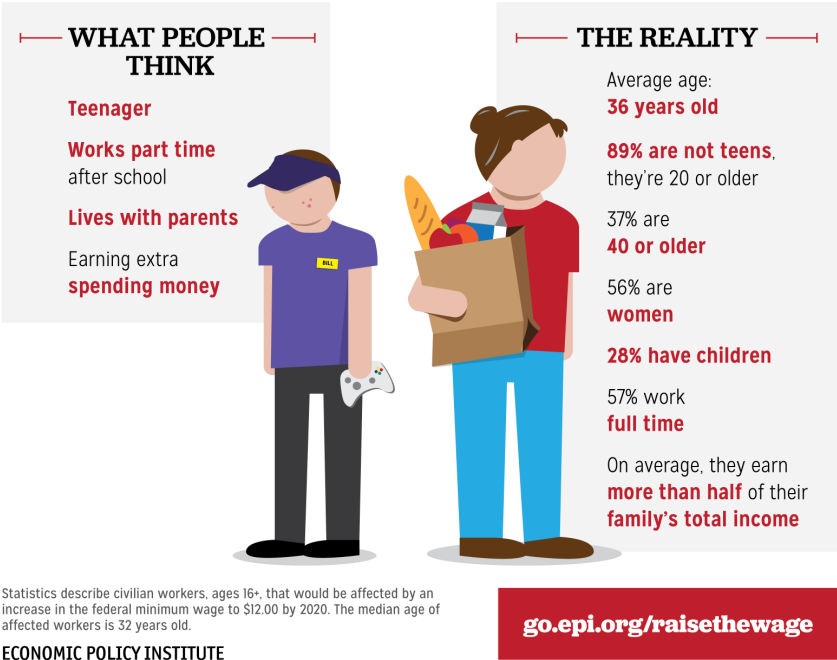
Table 1. Participating Organizations

Name of Organization	Target Communities	Issues Addressed
Career Path Services	Underemployed/unemployed	Resumes workshops, trainings, and job fairs
Centro Latino	Latino and Indigenous communities	Family support, rape and sexual assault prevention, wellness for men of color and LGBTQ communities, work support, ESL classes and translation services, technology education, and employment support
Korean Women's Center	Korean community with broader focus on immigrant and refugee populations	In-home care, immigration and naturalization, health and mental health care, domestic violence and affordable housing
Rainbow Center	LGBTQ communities	Social services and resources for discrimination and harassment experiences
Sound Outreach: Hilltop Center for Strong Families	Underemployed/unemployed	Employment skills coaching, interview skills, financial management, tax preparation, and Medicare support
Tacoma Community House	Refugee and immigrant populations	Education, immigration, housing and employment resources; domestic violence and sexual assault prevention
Tacoma Urban League	African American communities, communities of color, other marginalized communities, broader Tacoma community	Affordable housing, livable wage, and workforce development
WorkSource	Underemployed/unemployed, employers	Employment workshops, hiring events, health insurance, and unemployment benefits

TWO LOCAL ORDINANCES THAT CONCERN WORKERS' RIGHTS

The City of Tacoma states within its ordinances that as of January 1, 2018, Tacoma employers must pay employees a minimum rate of \$12.00 per hour, employers must provide employees with a minimum of one hour of paid sick leave for every 40 hours worked, and employees are entitled to use accrued paid sick leave beginning on the 90th calendar day from the start of their employment (City of Tacoma 2018). The City's Minimum Wage and Paid Sick Leave ordinances apply to all employees who work within the geographical boundaries of Tacoma and who work more than 80 hours in a calendar year. These ordinances stand for all employees, regardless of whether their employers are physically located within the bounds of Tacoma city limits.

Who benefits from a higher minimum wage?



Employers must compensate their employees at or above the minimum wage, according to law. Unfortunately, many Americans work full time, receive minimum wage pay, and struggle or fail to meet their basic needs. ECONOMIC POLICY INSTITUTE

Minimum Wage

Federal Level

Minimum Wage is the lowest wage that an employer can legally pay their employees. The US enacted its first minimum wage law in 1938, with the Fair Labor Standards Act (FLSA). According to US law, all workers must be paid the federal minimum wage, currently \$7.25 an hour. Some workers are exempt from the federal minimum wage; these include tipped employees, youth workers, full time students, and disabled workers. In 1997, states began establishing their own minimum wage laws.

State Level

Through legislation, states can, and do, set higher minimum wages than the national standard. Take Washington State, for example: in 2016, its voters approved a plan to raise minimum wage, in increments, to \$13.50 an hour by 2020. As of 2018, Washington State has raised minimum wage to \$11.50 an hour; this ranks Washington State's minimum wages among the highest in the nation (NCSL 2018). The State's Minimum Wage law enables exceptions similar to those of the nation's Minimum Wage law. For example, student workers and student learners may earn 75% of the minimum wage and workers under age 16 may earn 85% of the minimum wage. The State also allows exceptions to the law for apprentices and workers with disabilities (LNI n.d.).

City Level

The City of Tacoma's Minimum Wage ordinance took effect in 2016, after Tacoma voters approved a minimum wage initiative in 2015, (City of Tacoma n.d.). The City planned to increase its minimum wage, in increments, to \$12.00 an hour by 2018. This will help the City prepare to meet the State's even higher minimum wage, of \$13.50 by 2020. Tacoma's new Minimum Wage law applies to almost all workers in Tacoma who work at least 80 hours per year. Tacoma's Minimum Wage law excludes workers under the age of 16 and all workers covered by special State certificates (e.g., disabled workers, learners, student learners, apprentices, and student workers) (City of Tacoma 2018).

Paid Family and Medical Leave and Paid Sick Leave

Federal Level

At the national level, Paid Family and Medical Leave (PFML) refers to an employee's partially- or fully-compensated time away from work for specific, significant, family caregiving responsibilities, such as caring for an

As of 2018, Washington State has raised its minimum wage to \$11.50 an hour; this ranks Washington State's minimum wages among the highest in the nation.

elderly or sick family member, or preparing for the arrival of a new child (Institute for Women’s Policy Research 2014). While the Federal Family and Medical Leave Act (FMLA) of 1993 guarantees all eligible workers federal entitlement to unpaid leave for family caregiving, no federal law requires that private employers offer paid leave to their employees (Donovan 2017). In recent years, specific state legislatures have passed their own Paid Family and Medical Leave policies; this includes Washington State in 2017.

State Level

In 2017, Washington State passed the most progressive PFML policy in the US, to be implemented during the summer of 2018 (Office of Governor Jay Inslee 2017). In this instance, Paid Sick Leave (PSL) and Paid Family and Medical Leave (PFML) are combined to protect an employee’s need



Paid sick leave policies reduce barriers to accessing medical care. WORLD BANK PHOTO COLLECTION

Does Access to PFML Equal Usage by Workers?

While there is scant literature available for review that examines worker access to and usage of PFML benefits in the United States, especially linking such access to specific labor markets and social outcomes, findings of one California study indicate that access to PFML increases incidence of parental leave taking (Rossin-Slater et al. 2013). The study considered the effects of California’s PFML policy, implemented in 2004, on the incidence of leave taking. The study revealed, “evidence that increase in leave taking was particularly pronounced among women who [were] less educated, unmarried, or nonwhite” (Rossin-Slater et al. 2013). Although this study indicates that access to PFML is positively correlated with increased parental leave taking, it also shows that workers typically take less than the six-week entitlement offered them by California’s policy. This may suggest that additional barriers exist beyond mere access to PFML, such as pressures put upon employees by their employers and financial constraints.

to take a personal sick leave and/or a period of leave to care for a family member or new child. All employers in Washington State must provide up to 12 weeks of paid leave to workers who have been employed for at least 680 hours. The law requires that employers offer leave to their employees for the birth of a child or for the placement of a child up for adoption or in foster care. It also requires employers to grant leave to employees experiencing medical conditions that interfere with their ability to perform job functions, or to care for a family member with a serious health condition (NCSL 2016).



In 2017, Washington State passed its own Paid Family and Medical Leave policy; it protects employees’ right to take a period of paid leave to deal with their own medical problems, to care for a sick family member, or to have a baby or put a child up for adoption. PXHERE

City Level

In 2018, the City of Tacoma amended its own Paid Sick Leave (PSL) policy, bringing it into compliance with the State’s new PFML law. According to the City’s policy, and consistent with Washington State law, workers become eligible to use their accrued paid sick leave beginning 90 days after their initial hire, and they earn an hour of paid sick leave for every 40 hours they work. The policy stands for all employees, including overtime-exempt employees and employees who telecommute from Tacoma, regardless of an employer’s location within or outside city limits (City of Tacoma 2018). There is no annual cap on the number of hours that can be accrued and up to 40 unused hours carry over to the next year. The policy permits employers to ask for medical documentation for any absence that exceeds three days.

CITY OF TACOMA EMPLOYMENT STANDARDS OFFICE: PREVIOUS COMMUNITY OUTREACH APPROACH

Tacoma's Employment Standards Office (ESO) has engaged in ongoing, multipronged outreach efforts since the City's passage of Minimum Wage (2015) and Paid Sick Leave (2016) employment policies. The City's efforts include digital and mail outreach, targeted partnerships with community organizations and businesses, television, and radio public service announcements, and more than 70 public presentations. Many of the materials and public service announcements produced by ESO have been translated into and/or presented in languages such as Spanish, Russian, and Korean. This is important since nearly 7% of Tacoma's total population speaks non-English languages (Data USA n.d.). In some neighborhoods, like the Eastside, the proportion of non-English speakers is much higher. See Appendix I to view the City of Tacoma Office of Employment Standards Outreach Log.

CITY OF SEATTLE OFFICE OF LABOR STANDARDS: PROGRAM MODEL AND COMMUNITY OUTREACH APPROACH

The City of Seattle established its Office of Labor Standards (OLS) as a new division of its Office of Civil Rights in 2015. OLS is responsible for enforcement of several policies: Paid Sick and Safe Time, Minimum Wage, Fair Chance Employment, Wage Theft, Secure Scheduling, and Hotel Employees Health and Safety Initiative.

To educate the public about labor rights and employment standards, OLS established a Community Outreach and Education Fund in 2015 and a Business Outreach and Education Fund in 2016. These funds provide resources to community based organizations (CBOs), which in turn conduct trainings, connect employees and employers to resources, and increase awareness of the aforementioned policies. This fund helps sustain advocacy and education efforts of various CBOs involved with supporting precarious workers. Due in part to the connections previously established between CBOs and communities characterized by precarity, CBOs appear better positioned to reach these individuals and their families with advocacy and education efforts than local government agencies and departments.

Seattle's Office of Labor Standards: A Model for Supporting Precarious Workers

In 2017, OLS more than doubled in its size. Its full-time staff grew from 10 to 23 employees. OLS staff now includes 10 investigators, 1 policy analyst, 2 business liaisons, and 1 community liaison (Seattle Office of Labor Standards 2017). Prior to 2017, OLS investigated cases on a first-come-first-serve manner. Today, their policies allow case prioritization based on additional criteria, including multiple complaints from the same employer or sector. This allows investigators to focus their efforts where violations of employment standards occur more frequently. In addition, workers facing greater financial duress receive priority over workers with greater financial security.

During its first year in operation (2015), OLS issued a request for proposals under its Community Outreach and Education Fund, initially funded at \$1 million. This funding was distributed to CBOs for labor laws outreach and education purposes. That amount of funding more than tripled by 2017, to \$3.2 million, to support 21 organizations in two-year contracts. OLS also provides funding through its Business Outreach and Education Fund; in 2016, this fund generated \$475,000 for recipients. Thanks to OLS funding, CBOs throughout Seattle, reached more than 36,000 workers, in 616 outreach activities, 247 trainings, and 613 report intakes of workers with potential labor standards violations (City of Seattle Office of Labor Standards 2017). Because OLS funded CBOs that work primarily with marginalized communities – such as communities of color – this funding helped OLS to reach populations in impactful and culturally relevant ways. Additionally, 85% of the workers reached identified as persons of color, 64% spoke a primary language other than English, 65% identified as foreign born, 11% reported experiencing homelessness or housing insecurity, 6% labeled themselves transgender or gender non-conforming, and 23% identified themselves as LGBTQ (City of Seattle Office of Labor Standards 2017). These figures demonstrate that Seattle's funding supports local organizations that help workers of historically disadvantaged and marginalized populations gain access to government services and protections.

By funding CBOs, OLS promotes efforts to educate the public about employment standards and helps strengthen efforts to enforce employer

violations of workers’ rights. These actions help build community members’ confidence and trust in local government. Another benefit of partnering with CBOs is the production of more local leaders and experts who are knowledgeable about labor standards. Finally, coalition forming with local organizations enables OLS to combat the effects of widespread misinformation about new city ordinances, particularly regarding minimum wage increases. It took approximately eight months of consistent outreach and engagement efforts, on the part of OLS and other CBOs, before workers began to consistently report employer violations of the new Minimum Wage law. Their reports resulted in a sum of more than \$504,900 returned to workers to remedy violations committed by employers in 2017 (City of Seattle Office of Labor Standards 2017).

OLS: AT A GLANCE

The OLS website offers a breadth of information about its work in 13 non-English languages. These topics include:

- Case studies
- Investigation processes
- Monthly enforcement data
- Newsletters

Recognizing that other local municipalities lack the access to funding and resources that Seattle possesses, OLS recommends that other government-run labor and employment agencies engage in strategic, implies intentional community outreach and rapport-building. To better analyze and synthesize outreach efforts, OLS recommends that other municipalities engage in the following:

- Goals Assessment:
 - What communities and organizations are prioritized?
 - What partnerships and outreach strategies will produce the greatest positive impact across the community?
 - What is tangible and “winnable” in the short-term and long-term?
- Public Outreach:
 - Seek input from established and trusted CBOs regarding methods that yield greatest impact on different populations.
 - Develop relationships and form coalitions with local organizations and resource these organizations to the degree feasible.



These logos represent the seven community-based organizations that contributed to the findings of this report. The City of Tacoma can work with these organizations to improve systems of support for precarious workers.

VIOLATIONS AND BARRIERS TO ENFORCEMENT OF MINIMUM WAGE AND PAID SICK LEAVE LAWS

Public Outreach

Feedback from interview participants who represent a range of CBOs revealed conflicting perspectives about ESO's previous community outreach methods as they pertain to the City's Minimum Wage and Paid Sick Leave laws. While CBOs' recommendations for ESO generally aligned, their assessments of ESO's outreach strategies varied widely. Whereas some CBOs detailed their understanding of ESO's efforts and described working closely with the office, other CBOs expressed not even knowing that ESO exists as part of the City of Tacoma's structure. In light of the variability of organizations' level of awareness of and interaction with ESO, it is difficult to assess how the City's previous outreach efforts may impact workers and employers on a large-scale.

The interview process revealed the following set of deficiencies and barriers related to the City's past outreach methods. Findings have been organized in categories: marketing methods and access, education, and enforcement.

Marketing Methods and Access

- Career Path Services believes that clients struggle to understand ordinance information displayed on posters because it appears in legalese.
- The Korean Women's Association (KWA) reports that clients fail to access the City's Paid Sick Leave ordinance advertisements as regularly as its Minimum Wage ordinance advertisements because advertising has not been conducted in ethnically and culturally diverse media outlets, including print and radio formats.
- KWA also reports that many of their clients work non-traditional hours. Marketing methods that target a traditional Monday-Friday, 9-5 routine exclude these individuals. This prevents many precarious workers from learning about their rights.

Education

CBOs report that some workers require more education about their rights, especially with regard to Minimum Wage and PSL standards. The largest degree of ordinance ignorance appears to exist among small businesses and in the construction, service, retail, and hospitality industries. While a majority of CBOs represented in this report indicate

that clients are aware of their rights, Career Path Services, Centro Latino, and KWA each identify key knowledge gaps and barriers to education that impact their clients, summed up by: reporting process, fear and apprehension, and accessibility of information.

1. Reporting process
 - Centro Latino reports widespread ignorance of and confusion about the reporting process for violations of workers' rights.
2. Fear and apprehension
 - Many of Centro Latino's clients hesitate to report violations because they fear employer retaliation and/or the need to engage the legal system. Many of Centro Latino's clients fear possible detainment and deportation by Immigration and Customs Enforcement (ICE).
 - Centro Latino notes that many clients lack trust in local government and in the legal system. Clients express their widespread disbelief that the government can or will protect their rights.
 - Career Path Services explains that their constituents also fear reporting violations by their employers. Contributing factors to this claim require further investigation.
3. Accessibility of information
 - Many of Centro Latino's clients speak only Spanish. While printed materials about these ordinances exist in Spanish, many clients cannot read or write. These clients require that this information be provided in other formats.
 - Centro Latino notes that many clients most in need of education and training lack time for it.
 - KWA reports that many small business owners struggle to learn about and understand City ordinances due to limited free time and language and cultural barriers (these barriers especially impact immigrant and refugee populations).
 - KWA explains that many small business owners of immigrant background lack awareness of Minimum Wage and PSL laws and/or feel too overwhelmed by their daily business operations to ensure meeting their employees' rights.
 - Career Path Services explains that while their constituents understand the Minimum Wage law, they struggle with PSL because it is more complex and therefore less accessible.

“The problem with government is that the citizen needs to go to the government, the government almost never comes to the citizen. So you can have this beautiful, wonderful, working bureaucracy, but if the bureaucracy is inaccessible to the people, then you don’t know it’s there.”
- Rainbow Center

“I know many qualified people that are struggling to find employment and they’re working at restaurants. They’re college educated, and working at restaurants. So, it’s weird because I hear employers say that they have lots of positions, and lots of folks are hiring, but I know folks who are working at a rate and skill level below what they are qualified to do.”
- Tacoma Urban League



Many people who have graduated from higher education institutions are unable to find well-paying, meaningful work and may resort to working jobs far below their skill-level. JIMMY JOHN’S FRANCHISE, LLC

Enforcement

Based upon findings from interviews, it appears that Tacoma workers experience violations to their Minimum Wage and PSL rights; however, the total number of workers impacted by violations is unclear. Preliminary data indicates that the greatest number of violations occurs in the construction and service industries, at small businesses, and within faith-based organizations. These findings correspond to greater incidence of workers who represent vulnerable populations, including people without legal residency documentation. The following enforcement challenges and opportunities emerge from these revelations, summed up by fear and knowledge.

- 1. Fear
 - Workers without residency documentation fear being reported to ICE for reporting workplace violations.
 - All CBOs describe widespread fear of employer retaliation that exists among precarious workers.
- 2. Knowledge
 - As explained above, widespread ignorance of and confusion about the violations reporting process exists among workers. The same can be said of enforcement practices. Several CBOs note that workers fail to report violations because they lack familiarity with enforcement processes. Clients also lack awareness of and confidence in the City’s success in enforcing workers’ rights.

Fear of ICE

In January, 2018, the Washington State Department of Licensing coordinated with the Office of Immigration Customs Enforcement to identify undocumented persons in Washington State (Shapiro 2018). Given this instance and the historical marginalization of communities of color and current anti-immigrant sentiment expressed at the national level, the City of Tacoma can assume that many communities residing within its bounds experience genuine apprehension with regard to their interactions with local government systems.



Out of fear of detainment or deportation, many Tacoma workers may not report employer violations. US IMMIGRATION AND CUSTOMS ENFORCEMENT

“Having the information is one thing and having the confidence that there won’t be retaliation against them for saying it’s their right are two different things.”
- Centro Latino

MINIMUM WAGE AND PAID SICK LEAVE

The following recommendations invite the City of Tacoma’s Employment Standards Office to consider ways it can enhance public outreach, education, and enforcement practices where they concern the City’s Minimum Wage and Paid Sick Leave ordinances. By implementing the following recommendations, the City can act to protect all workers that reside within its city limits, including precarious workers.

1) Public Outreach

Increase Public Outreach to Build Awareness

By increasing awareness and targeting the barriers that currently stand between precarious workers and their rights, such as meeting workers where they already gather and live, the City can expand access for all workers to Minimum Wage and PSL rights, to include the mechanisms in place for them to report violations.

While all CBOs interviewed understand Minimum Wage and PSL laws, many conveyed they did not realize that ESO represents a department of the City of Tacoma; this indicates substantial room for the City to improve its community outreach methods. Many CBOs shared that employers—primarily representing small businesses and the construction industry—appear to lack adequate understanding of City ordinances as they relate to workers’ rights. This increases the likelihood that employers will violate workers’ rights. Moreover, it indicates that the City can do more to inform employers of their duty to uphold workers’ rights.

To address these shortcomings, we recommend the City of Tacoma revise its marketing and outreach plan through the use of repeated media messaging to reach all residents of the City.

Suggested media outlets to focus improved public outreach include:

- Radio*
- Social media
- Ethnic print media
- Newsletters
- Brochures
- Television*

**We recommend 24-hour radio outreach coverage to target workers with non-traditional hours, including swing and graveyard shifts. Radio coverage can be offered in multiple languages to reach a greater number of residents.*

Partnerships and collaborations with CBOs are key to a successful

outreach plan. Therefore, we recommend the City’s regular participation at events and activities sponsored by CBOs. Suggested community events include:

- Tacoma Pride
- Tacoma Community House job search workshops
- Goodwill veterans employment and networking events

Build Relationships and Trust

Widespread lack of trust in government systems exists among precarious workers, with many expressing their belief that reporting violations could result in a negative outcome. This is true for immigrant and refugee workers, and even more so for undocumented workers.

Developing increased trust in government, and highlighting ESO’s role and responsibility to protect workers from violations of their rights, is essential for supporting precarious workers of Tacoma. Such an effort requires consistent and repeated messaging from the City regarding labor and employment rights and benefits. It also necessitates expansion of the City’s enforcement processes as they relate to workers’ rights violations, including more in depth investigation of cases against employers. The City can achieve much of this work through building intentional, genuine relationships with established CBOs whose clients represent those populations most frequently characterized by precarity.

Be a Community Partner

By working with CBOs, the City can streamline its efforts to generate greater awareness of workers’ rights, employers’ responsibilities to employees, and the enforcement processes already in place to protect workers’ rights.



The City can partner with local community-based organizations to provide workforce training opportunities to residents of Tacoma.
CHESAPEAKE BAY PROGRAM

Across the US, CBOs are instrumental in educational and public outreach efforts. The City of Tacoma can demonstrate its commitment to supporting precarious workers by fostering relationships with CBOs. The City can foster such relationships through various means:

- Developing continuing education programs in partnership with CBOs that work with vulnerable populations.
- Allocating resources to CBOs that work with vulnerable populations.
- Collaborating with CBOs to organize employment fairs and workforce skills training programs, specifically targeting precarious workers.

2) Workers’ Rights Education

We recommend that the City develop continuing education programs and trainings that focus on workers’ rights, especially emphasizing how workers can report violations and navigate other enforcement processes. By working with CBOs to train and educate employees and

We recommend that the City develop continuing education programs and trainings that focus on workers’ rights, especially emphasizing how workers can report violations and navigate other enforcement processes.

employers about their rights and responsibilities, the City can improve social outcomes for precarious workers. Trainings organized and/or supported by the City that focus on violations reporting processes and employee rights and benefits may increase precarious workers’ trust in local government as well as the likelihood that they will report violations committed against them. Furthermore, trainings that target employers’ awareness of city, state, and federal laws as they relate to workers’ rights are likely to decrease incidence of employer violations of workers’ rights. To reach Tacoma’s diverse populations— including its immigrant and refugee populations— we recommend the City offer education programs and trainings in many languages, including: English, Spanish,

Korean, Russian Ukrainian, and Vietnamese. We also encourage the City to consider revising its web layout to make it more user-friendly and accessible to diverse populations.

3) Enforcement

We recommend that the City continue and expand internal education efforts about the enforcement of Minimum Wage and Paid Sick Leave violations against employees. Given that other community outreach-focused City departments may also encounter Tacoma workers experiencing violations of their rights, it is prudent for the City to work to ensure that other departments are familiar with Minimum Wage and PSL laws, in addition to their enforcement processes.

One CBO shared that when a client informed them of workplace physical assaults, they contacted the Washington State Attorney General’s Office instead of Tacoma’s ESO. This highlights the degree of confusion experienced among CBOs about violations reporting and enforcement protocol. Because of the ignorance of and confusion around the enforcement processes, it would serve the City to run an educational campaign targeting its CBO partners. This way, the City can clarify the structure and purpose of ESO. This would prevent CBOs from calling the wrong office at the City or from seeking help from the State.



A Tacoma Community House Immigration Specialist provides support to a local community member. The education and employment resources, and immigration, domestic violence, and sexual assault prevention services that Tacoma Community House offers go a long way to support precarious workers. TACOMA COMMUNITY HOUSE

To reach Tacoma’s diverse populations—including its immigrant and refugee populations— we recommend the City offer education programs and trainings in many languages, including: English, Spanish, Korean, Russian Ukrainian, and Vietnamese.

The interviews with CBOs revealed that beyond Minimum Wage and PSL enforcement difficulties, Tacoma workers experience additional violations to their rights and face other barriers that impede them from enjoying healthy work lives. This section summarizes these additional findings, which correspond to additional recommendations.

WORK-RELATED ISSUES

In addition to the barriers that prevent precarious workers from accessing their Minimum Wage and Paid Sick Leave rights, many face additional work-related issues. The CBOs shared that their clients experience the following struggles: lack of employment opportunities; lack of access to workforce training and education; discrimination; physical constraints, like lack of access to affordable housing, transportation, and child care services; and labor violations, which include harassment, physical and sexual assault, wage theft, and exposure to safety hazards.

Lack of Employment Opportunities

- High levels of job scarcity in Pierce County result in many workers commuting to work in King County.
- Systemic barriers, such as the cost of higher education and technical training programs, institutionalized racism, and immigration laws, reduce vulnerable populations' ability to

Systemic barriers, such as the cost of higher education and technical training programs, institutionalized racism, and immigration laws, reduce vulnerable populations' access to many of the jobs available in Pierce County.

access many of the jobs available in Pierce County.

- Driver license requirements pose an additional barrier to employment for many residents of Pierce County.

Employee Discrimination

- The Rainbow Center's clients regularly experience workplace discrimination due to sexism and transphobia. In many cases, employers use 'at-will' employment terms to unjustly terminate LGBTQ employees.
- Other marginalized populations likely experience discrimination

from their employers, too. However, because we did not specifically ask CBOs about discrimination, it did not arise as a common topic. Employee discrimination is an important topic for continued investigation.

Physical Constraints: Housing, Transportation, Childcare Services

- As cost of living increases in Tacoma, displacement of low- and medium-income people results, causing many residents to relocate to areas where they can afford housing, outside city limits.
- As individuals and families relocate outside city limits, commute times and transportation costs increase for many Tacoma workers. Those without reliable transportation face additional hardship due to limited public transit routes, scheduling, and connectivity to and from the City of Tacoma.
- For individuals forced to move farther away from their jobs who have children, longer commute times require them to spend more of their income on childcare. This increases their cost burdens.

Violations Against Workers

- Centro Latino reports clients experience physical violence at their workplaces. Some clients report ongoing physical abuse from their employers. This abuse contributes to their precarity and to their fear of employer retaliation.



Trainings are more accessible when they are offered in multiple languages, occur outside traditional working hours, and provide on-site childcare for families. JBER

“They make me stay ‘til 8, they pay me ‘til 5, but I’m forced to stay to clean up without pay.”
- Centro Latino

LEGAL CODIFICATION AND ENFORCEMENT FOR OTHER WORK-RELATED ISSUES

Many of the work-related issues identified by the CBOs interviewed for this report stand to benefit from codification within City ordinances and regulations. Where already codified, improved public outreach and enforcement of ordinances and regulations would go a long way to support and protect precarious workers. Areas for the City to consider creating new ordinances include: paid parental leave, ban the criminal history box, and safe time.

Paid Parental Leave

- Paid Parental Leave most frequently refers to policies that support birthing, adoption, and fostering processes (e.g. maternity leave).
- Many CBOs report that their clients need paid parental leave and that their level of precarity increases when they do not receive it.
- Washington State passed Paid Parental Leave legislation, to go into effect in 2020. This legislation requires that employers provide twelve weeks of paid leave to employees having babies.
- Once implemented, this ordinance may require similar



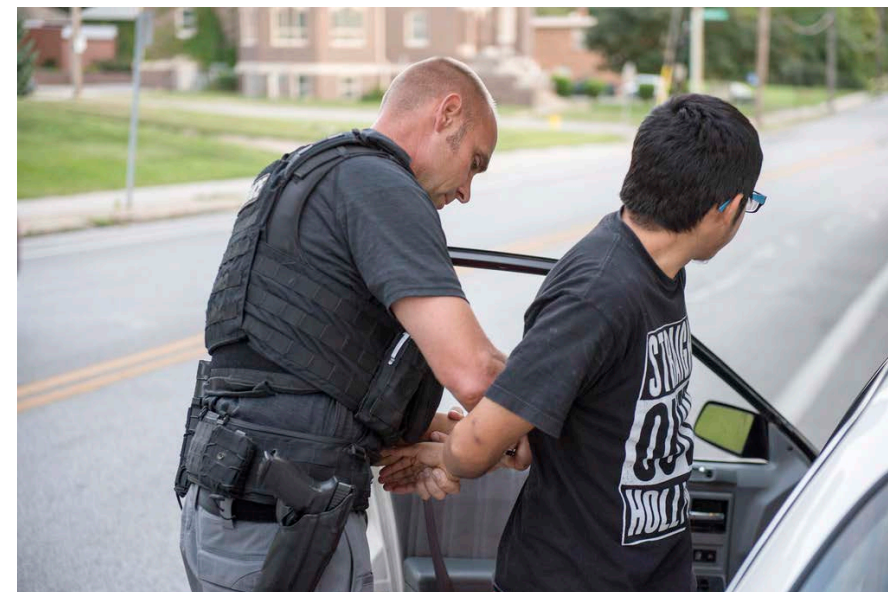
Many representatives from local community-based organizations interviewed for this report shared that their clients' level of precarity increases when they do not receive paid parental leave.
CAROLYN COLES

Areas for the City to consider creating new ordinances include: paid parental leave, ban the criminal history box, and safe time.

strategic consideration as Tacoma's Minimum Wage and PSL ordinances. Just as many local CBOs and Tacoma workers struggle to understand, navigate, and report violations to their Minimum Wage and PSL rights, the most marginalized and vulnerable of Tacoma's workers are likely to face similar barriers to understanding Paid Parental Leave unless ESO engages in rigorous outreach for that policy.

Ban the Box

- "Ban the Box" is a global campaign to remove questions on hiring applications about applicants' criminal history.
- CBOs report that clients with felony charges on their records struggle to secure employment because many employers inquire about criminal history.
- On March 13, 2018, Washington State enacted the Fair Chance Act (ban-the-box), to go into effect on June 6th.
- Once implemented, this ordinance may require similar strategic



Many individuals find it difficult to obtain work after receiving a criminal charge; this may increase the likelihood that they commit another offense, lacking opportunities to make money. The "Ban the Box" movement is an attempt to remove questions about a person's criminal history from job applications. USMS OMAHA

consideration as the Minimum Wage and PSL ordinances. Just as many CBOs and Tacoma workers struggle to understand, navigate, and report violations to their Minimum Wage and PSL rights, the most marginalized and vulnerable of Tacoma workers will likely continue to experience the same barriers to a “Ban the Box” policy, unless the ESO engages in rigorous outreach for that policy.

Safe Time

- “Safe Time” refers to domestic violence leave laws that ensure paid time off for an employee to secure personal safety for matters such as domestic violence, stocking, and sexual assault.
- Washington State’s Paid Sick Leave law, permits employees to use this time for absences that qualify under the State Domestic Violence Leave law. This allows victims of domestic violence, stalking, or sexual assault to take a leave of absence from work.
- Career Path Services identified Domestic Violence Leave (sometimes colloquially referred to as “Safe Time”) as a law many Tacoma workers do not know about and do not utilize enough. As this law already exists, we recommend that the ESO work with CBOs to identify gaps in Tacoma workers’ understanding of their domestic violence leave rights and provide targeted outreach to expand awareness.



To support workers who face domestic violence and abuse, the State of Washington adopted a Safe Time policy as part of its Paid Sick Leave law. This requires employers to provide paid time off to employees who face a domestic violence crisis. Unfortunately, many workers lack awareness of their right to use Safe Time. DYLAN NUCKOLLS

Other Issues Precarious Workers Experience

The eight CBOs interviewed for this report identified chronic poverty, discrimination, inadequate transportation, and lack of access to education and training programs as challenges that compound with precarious workers’ struggle to gain access of their Minimum Wage and PSL rights. To address each of these issues, ESO can plan and implement the following:

1. Work with Pierce Transit to add bus routes, expand bus schedules, and improve connectivity to and from large employers such as the Port of Tacoma.
2. Develop new and strategic public outreach, education, and enforcement plans for newly passed, employment-related legislation, such as:
 - Parental Leave
 - Ban the Box
3. Run a campaign to increase public awareness of existing ordinances, and their enforcement procedures, related to:
 - Safe Time
 - Protection from workplace violence
4. Partner with CBOs and local agencies to address workforce development:
 - Improve access to vocational training
 - Reduce barriers to higher education
 - Increase access to securing driver licenses
 - Hire people characterized as precarious workers for City government jobs
5. Partner with CBOs and local agencies to improve access to affordable housing
 - Identify scarcity of affordable housing and the causes of gentrification and displacement that impact low-income residents as a central issue to address
 - Collaborate with agencies and departments at the city, county, state and federal levels to develop a robust and effective affordable housing program

The eight CBOs included in this investigation strive to improve the living and working conditions of the various communities they serve. Each expresses a strong desire to partner with the City of Tacoma to achieve their aims; however, their awareness of ESO and of the services it provides vary widely. Although CBOs work with their clients to address their struggles at work and in their communities, each organization's direct engagement with workers' rights and with the law varies a great deal. So too does their ability to allocate resources to address the myriad issues precarious workers face. Coalition building between the City of Tacoma and CBOs is an important part of devising a strategy to support and protect precarious workers.

While the City has conducted outreach to support these organizations and their constituencies in the past, a more engaged, sustained, and consistent approach is needed. The City can demonstrate its commitment to improving the living and working conditions of precarious workers by initiating contact with community members and organizations, and by increasing its presence at a number of community-sponsored events like Tacoma Pride, Art on the Ave, and Hilltop Arts Festival.

Each CBO expressed concerns related to the City's Minimum Wage and Paid Sick Leave ordinances. They also identified other work-related issues their clients face, including access to employment, housing, transportation as well as employer discrimination and harassment. By partnering with CBOs that already work with the communities experiencing these challenges, the City of Tacoma could provide a wider range of assistance, education and training programs, and devise a pipeline to guide workers to access resources and services.

One model the City of Tacoma can look to for inspiration and guidance is the City of Seattle's Office of Labor Standards (OLS). OLS contracts with CBOs in Seattle to disseminate information and to educate its communities about workers' rights. The work of OLS has gone a long way to support and protect precarious workers in Seattle. While it may not be feasible for Tacoma to offer the same level of financial support to CBOs within its city limits, the City can identify a strategy for effective engagement with local organizations in an effort to provide support and to enforce existing regulations meant to protect the rights of precarious workers.

Coalition building between the City of Tacoma and CBOs is an important part of devising a strategy to support and protect precarious workers.



Professor Noah Seixas (left), Department of Environmental and Occupational Health Sciences, and his students discuss their findings with City of Tacoma staff. TERI THOMSON RANDALL

The City can identify a strategy to engage with local organizations to provide support and help enforce regulations meant to protect the rights of precarious workers.

The findings of this report appear to confirm the hypothesis of the City of Tacoma's Employment Standards Office (ESO), that Tacoma workers struggle to access their Minimum Wage and Paid Sick Leave rights. Although ESO has conducted outreach efforts in the past, several community based organizations (CBOs) report that precarious workers require an ongoing outreach approach that involves education and training programs about their rights. Findings from interviews with representatives of eight CBOs reveal potentially large numbers of precarious workers who face routine violations of their rights. The City of Seattle's Office of Labor Standards' (OLS) outreach and engagement efforts demonstrate a strong model for partnering with and funding CBOs, as part of any city's broader commitment to supporting vulnerable populations, most subject to employment standards violations. We, therefore, recommend that the ESO adopt a similar outreach and engagement methodology, to involve: building additional, strategic relationships with CBOs; continuing to attend and conduct outreach at community events; and developing a targeted marketing plan to improve education and enforcement efforts related to Minimum Wage and Paid Sick Leave laws. Implementation of these recommendations will help ESO identify the key barriers that prevent all workers from accessing their rights and protections, and it will enable the City to take a strong stance in support of all workers of Tacoma.

The City can demonstrate its
commitment to improving the living
and working conditions of precarious
workers by initiating contact with
community members and organizations,
and by increasing its presence at a
number of community-sponsored events
like Tacoma Pride, Art on the Ave, and
Hilltop Arts Festival.



The Employment Standards Office can attend events like the Tacoma Pride Festival to increase its visibility among diverse community members. CITY OF TACOMA

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Appendix I: Employment Standards Office
Outreach Log

EMPLOYMENT STANDARDS OUTREACH LOG

Does not include outreach related to public feedback on paid leave or minimum wage rules

Website

Built an easy-to-navigate system of 12+ webpages providing intuitively organized information and tools for employers and workers (paid leave pages launched in early September; minimum wage and employment standards pages launched in late November).

e-Newsletters

The number of City of Tacoma Employment Standards e-Newsletter subscribers increased from 143 at the end of June to 748 unique subscribers (471 Minimum Wage and 461 Paid Leave, with some overlap).

The Washington Restaurant Association (WRA) distributed an 8-part email series with information on Paid Leave for their Tacoma members, including model policies drafted by the WRA.

Early 2016 Advertising

Implementation Advertising

- Tacoma Weekly – 16 weeks online and print
- Exit 133 – 6 months
- Pierce Transit – Buses, bus stops, and Tacoma Link advertisements
- Major Social Media Campaign (promoted post on Facebook) – Total reach of 135,433 views with 5,451 total likes, comments, and shares
- Tacoma News Tribune Online and Print Ads
- CITYLINE (TV Tacoma Program) Interview running 18 times over January 21-27.
- Tacoma Report (TV Tacoma Program) Week of February 1

Mailings & Specialized Outreach

Direct outreach was done to a number of community groups, businesses, professional associations, and other organizations:

- Direct mailing to all businesses registered with the City with 2016 business license renewal (early December).
- Information letters mailed to 22 Tacoma fast food franchises and the corporate offices overseeing them (high-risk industry nationally)
- Information letters mailed to 127 Tacoma Mall businesses & (when applicable) corporate headquarters (often nationwide businesses that may not be well-informed about local laws)
- Email notifications sent to schools and other government agencies to be impacted by the voter-approved minimum wage
- Phone calls were made to 75 local CPA/Bookkeeping firms to offer information as these offices often serve as small businesses source for labor law information/payroll services
- Emails were sent to various business, HR professionals, human services, and community groups, as well as outreach to Tacoma Business Districts through city liaison Shari Hart.
- Neighborhood Business District liaisons report multiple times (including May 2016 for Spanish outreach event, and June for door-to-door outreach).

- Door-to-Door outreach in Neighborhood Business Districts
 - 6th Ave Business District - 30 businesses (6/3)
- Staffing Agency Outreach
 - Letter & Attachments sent to non-Tacoma locations by mail (month of June)
 - Sites visited (week of June 13th)
- Provided materials (via ChiQuata Elder) at June Crime-free Housing Class

Childcare / Daycare Centers

Part of our strategy to of reaching out to working families was a joint effort with local childcare centers. We called childcare centers and focused on the shared desire for parents to be able to stay home with sick children when needed (making the childcare provider’s workplace healthier!). We offered them materials they could share with parents about their right to paid sick leave in the City of Tacoma. We answered business owner questions to help them voluntarily come into compliance with the law, while distributing materials to more than 2,100 parents. We offered childcare providers materials in all of our available languages. By their request, approximately 17.9% of the information pieces we distributed were in a language other than English.

Distribution of Materials to Childcare Centers			
	Feb 2016	Aug 2016	Total
Total Pieces	1176	1002	2178
English	912	877	1789
Spanish	180	79	259
Russian	47	41	88
Vietnamese	24	3	27
Korean	9	1	10
Khmer (Cambodian)	4	1	5
% Foreign Language	22.4%	12.5%	17.9%
Centers Contacted			
Locations Called	37	77	114
Requested Materials	25	27	52

Community Presentations

The following community presentations were scheduled:

1. South Tacoma Business District (9/10/2015)
2. The Black Collective (10/10)
3. Tacoma Waterfront Association (10/14)
4. South Tacoma Rotary (10/19)
5. Pierce County Lodging Association (10/27)
6. Information Table/Vendor Booth: Courage Domestic Violence Awareness Conference (10/29)
7. Pierce County Coalition Against Domestic Violence (11/5)
8. Chamber of Commerce “Lunch & Learn” Session on Paid Leave (11/10)

- 9. Chamber of Commerce Luncheon – Small Business Forum (11/13)
- 10. Domestic Violence Men’s Talk (11/19)
- 11. WA State Residential Care Council – Pierce Co. Chapter (11/24)
- 12. Sunrise Rotary (12/2)
- 13. Pierce County Human Services Coalition (12/8)
- 14. Old Town Business Association (12/9)
- 15. Metropolitan Development Council Case Manager Training (1/11/2016)
- 16. Employment Services Collaborative (1/28/2016)
- 17. UFCW Members Presentation (1/28/2016)
- 18. Chamber Wellness Awards Luncheon Speaker (2/12/2016)
- 19. WorkSource/ESD Pierce County Business Services Staff Training (3/11/2016)
- 20. Tacoma Community House Staff Training (3/25/2016)
- 21. Local SHRM Chapter Presentation (4/21/2016)
- 22. WorkSource/ESD Pierce County All Staff Training (4/29/2016)
- 23. T-Town City Services Expo (5/7/2016 – Info booth)
- 24. Spanish-language Worker Info Event (5/21/2016 at Centro Latino in partnership w/ Tacoma Community House)
- 25. Info Table at Concrete Tech Job Seeker Fair held at Tacoma Community House (6/24/2016)
- 26. WA Association of Accounting/Tax Professionals – South Puget Sound Chapter (7/12/2016)
- 27. Tacoma Rotary North (7/26/2016)
- 28. Ethnic Fest Info Table (7/30-7/31)
- 29. Centro Latino ESL Class Presentation (8/5/2016)
- 30. REACH Back-to-School Event (8/10/2016)
- 31. Puget Sound Latino Chamber of Commerce Presentation (8/17/2016)
- 32. Latin Arts “Barrio” info booth (8/27/2016)
- 33. Making Connections Initiative group presentation (8/30/2016)
- 34. Sacred Heart Spanish Language Mass Information Table (9/17-9/18)
- 35. Puyallup Tribe Wellness Pow Wow (9/24)
- 36. YWCA All-staff Meeting Presentation – “Train-the-Trainer” (10/5)
- 37. Pierce County Human Services Coalition (10/11)
- 38. University of Puget Sound Presentation (10/11)
- 39. Worker Information Hours at Tacoma Community House (10/19)
- 40. YWCA Domestic Violence Survivor Thurs Night Support Group Presentation (10/27)
- 41. Centro Latino ESL Class Presentation (11/4)
- 42. Tacoma Community House ESL Class Presentation (11/9)
- 43. YWCA Domestic Violence Survivor Weds Night Support Group Presentation (11/9)
- 44. South Tacoma Business District Presentation (11/10)
- 45. Worker Information Hours at Tacoma Community House (11/16)
- 46. ~~NLC City Summit Economic Mobility Panel Participation (11/18)~~
- 47. Korean Women’s Association Domestic Violence Victim Shelter Staff Training (11/30)
- 48. Employment Services Collaborative Presentation: 2017 MW, I-1433, and Safe Time (12/1)
- 49. Centro Latino – Information table at free tax services event (2/11/2017)
- 50. Tacoma Community House – Worker Information Hours (2/15/2017)

- 51. Clover Park Tech College Job Fair (3/2/2017)
 - 52. Tacoma Community House Worker Information Hours (3/15/2017)
 - 53. Lincoln Business District Outreach (3/17/2017)
 - 54. Centro Latino Information Table - during free tax services (3/18/2017)
 - 55. Centro Latino Information Table - during free tax services (4/8/2017)
 - 56. STAR Center Job Fest for Youth Workers (4/19/2017)
 - 57. Tacoma Community House Information Hours (4/19/2017)
 - 58. TCC Business Survey & Payroll Accounting Classes Presentation (5/2)
 - 59. Tacoma Community House Information Hours (5/17/2017)
 - 60. Salvadorian Worker Information Event (8/2)
 - 61. Pierce County Labor Council Presentation/Materials (10/11)
 - 62. South Tacoma Business District Presentation (11/9)
 - 63. City hosted Paid Sick Leave Info Session (12/12)
 - 64. City hosted Paid Sick Leave Info Session (12/13)
 - 65. City Jobs Event Presentation to Job Seekers (12/14)
 - 66. City hosted Paid Sick Leave Info Session (2/8/2018)
 - 67. Info Table at Centro Latino’s Spanish Language Tax Services Event (2/10)
 - 68. Department of Revenue Small Biz Training Class Presentation (2/14)
 - 69. University of Puget Sound Classroom Presentation (2/15)
 - 70. Tacoma Community College Bookkeeping/Business Class Presentation (2/20)
 - 71.
- + 4 city info sessions below in 2015/2016

Four city-hosted employer information sessions:

- **Thursday, October 15th, 2015** – 4:00-5:30pm
Tacoma Public Library Main Branch (Olympic Room), 1102 Tacoma Ave. S.
Approximately 20 attendees – Paid Leave only
- **Tuesday, October 20th, 2015** – 10:00-11:30am
STAR Center (Discover Room), 3873 S. 66th Street
Approximately 20 attendees – Paid Leave only
- **Wednesday, January 20th, 2016** – 5:30-6:30pm
Tacoma Public Library Main Branch (Olympic Room), 1102 Tacoma Ave. S.
Paid Leave & Minimum Wage
- **Thursday, January 21st, 2016** – 2-3pm
Tacoma Public Library Main Branch (Olympic Room), 1102 Tacoma Ave. S.
Paid Leave & Minimum Wage

The city-hosted information sessions were advertised via:

- Paid advertisement (Business Examiner Biz Briefs, Exit 133, print ads in the TNT
- Press release (resulted in features in TNT Business section, Business Examiner blog, EXIT 133

- Submissions to local event calendars (Exit 133, Tacoma Weekly, Greater Tacoma Community Foundation)
- City Manager’s Report, Washington Restaurant Association newsletter, and through other community partners

Other community outreach efforts included:

- See ChildCare Outreach
- Employer Information Handbills created and provided to Shari Hart for business events (9/21 & 1/6)
- Reminder information distributed by CED in February Business District Meetings (Per Shari Hart)
- Brochures created and provided for Project PEACE Events (10/21, 10/29, & 11/19)
- Flyers and Handbills printed for City of Tacoma Tax & License table at the Small Biz Fair (9/26)
- Flyers and Handbills placed in the Tax & License lobby
- Public Service Announcement text (English and Spanish), Scala Slides, On-hold messaging, & social media
- Press Releases (and associated coverage)
- Collaboration with Pierce County WorkSource/ESD, training their staff to answer basic business and worker questions and provide them with the correct referral

Reaching Workers and Employers in Additional Languages

The city sent out its first ever Spanish Language “live-read” public service announcement to eight television and radio stations in the city’s designated market area, announcing the start of paid leave and minimum wage.

Materials in Multiple Languages were distributed/posted via:

- City Website
- Tacoma Community House
- Asia Pacific Cultural Center
- Project PEACE conclusion meeting
- Centro Latino
- Korean Women’s Association
- Window Display on Market Street (Tacoma Municipal Building – North)
- Lincoln District Project Office
- A notable percentage of the informational pieces distributed to parents through childcare centers were in a language other than English per the childcare providers request (See Childcare outreach)
- Multicultural Child & Family Hope Center (2/18/2016)
- Daycare centers throughout the city
- Spanish and English materials provided for information tables at Latino Town Hall events (3/19/2016, date?)

Other efforts included:

- Centro Latino – Spanish Language Worker Info Event

- Email to CPAs announcing checklist in 6 languages to better serve their clients
- Collaboration with Pierce County WorkSource/ESD Representative to Russian, Ukrainian, & Moldavian employers
- Tacoma Community House – Staff training event on 3/25/2016
-

Specialized Posters – Medial & Domestic Violence Service Providers

January: Emails/letters were sent to approximately 15 domestic violence service providers about paid leave, providing a link to the “safety” poster as well as foreign language posters, and asking them to post information for their clients. Emails/letters were also sent to approximately 56 medical offices/clinics about paid leave, providing a link to the “doctor’s visit” poster as well as foreign language posters and asking them to post information for their clients.

Employer Resources & Outreach Tools Created

- Paid Time Off Policy Evaluation Checklist (allows employers to compare current policies to ordinance requirements)
- Quick Reference Guide to Paid Leave topics
- Workplace notice finalized and translated into 6 languages
- Information sheet for presentations to employer groups
- Three poster designs (General poster available in 6 languages, DV Services Office Poster, Medical Office Poster)
- Paid Leave Brochure: “Feel Well, Work Well”
- Updated online mapping tool to determine whether workplaces are within City limits.

CHRONOLOGICALLY Beginning June 2016

JUNE 2016

- Creation of new combined MW/PL Flyer, translated into 5 additional languages
- Door-to-Door Outreach in Neighborhood Business Districts begins
 - 30 Businesses in 6th Ave NBD on 6/3
 - 30 businesses in Hilltop NBD and Freight House Square (due to weather and to wait for translated brochures) on 6/10
 - More locations planned after new brochures are translated/printed
- Door-to-Door Staffing Agency Outreach (Visited 26 staffing agencies in or near city limits)
- Mailed educational materials to 40 Staffing agencies outside of city limits
- Drafted letter for outreach to churches with Spanish language services, translated to Spanish
- Information Table at Hiring event hosted at Tacoma Community House
- Flyers approved and posted at Tacoma Community College Campus
- Emailed organizations that provide parenting classes
- Began contact with Tacoma Public Schools Health Services division
- Met with Centro Latino to identify future outreach opportunities
- Arranged for participation in summer festivals/community events

JULY 2016

- New Employment Standards Brochures printed (English, Spanish, Vietnamese, Korean, Russian, Cambodian)
- Printed/mailed letters and brochures to 18 churches with Spanish Language Services
- Compiled list of 19 Laundromats within the city and completed calls about posting materials in their locations (Permission to place materials in three, mail materials mail to three, and hand deliver to one for review before posting)
- Compiled list of additional 82 Childcare Centers for outreach (By NAICS in SAP)
- Washington Association of Accounting & Tax Professionals Presentation (July 12)
- Tacoma Rotary North Presentation (July 26)
- Ethnic Fest (July 30-31)
- 500 brochures to City of Tacoma purchasing division for distribution at quarterly contractor meetings
- Additional research to compile worker advocate stakeholder list
- City of Tacoma “Collaboration” Email Newsletter feature & brochures at resource table (Human services providers specializing in mental health and substance abuse)

AUGUST 2016

- National Night Out Goody Bag Materials (via Safe Streets)
- Began work identifying outreach opportunities through Northwest Leadership Foundation / Proyecto MoLE
- Centro Latino ESL Class Presentation (August 5)
- REACH Center Back-to-School Event – focuses on ages 16-24 (Aug 10)
- Latin Arts “Barrio” homemade goods fair (Centro Latino/Hilltop Block Party Weekend – 8/27)
- Puget Sound Latino Chamber of Commerce Presentation (8/17)
- New brochure distributed to community service sites (T&L Lobby, Libraries, Asia Pacific Cultural Center, Tacoma Community House, Centro Latino, Korean Women’s Association, REACH Center at Goodwill, Laundromats)
- Begin work on “Worker Information Hours” monthly within community organizations, with a pilot project to begin this fall at Tacoma community House
- ES Brochures began going out with all applicable business welcome letters (no rentals, no sole proprietorships)
- Minimum Wage featured on “Tacoma Report”
- Distributed over 982 informational brochures (in six languages) to families through 27 newly identified Tacoma Daycare locations (Total: 2,156 pieces of information to 52 locations)
- Making Connections Initiative group (includes Tacoma Pierce County Health Department and social service agencies) presentation (8/30)
- Began coordinating end of year \$11.15 Minimum Wage ad campaign with MCO
- Back to School “Put your family’s health first” e-Flyer submitted for distribution to families at all 53 Tacoma Schools (6,506 of the emails were opened as of 9/7/2016)

SEPTEMBER 2016

- Finalized Pilot project for “Worker Information Hours” at Tacoma Community House beginning in October
- Begin work on October DV Awareness Month Campaign: YWCA Collaboration, Press Release, Materials to DV Service Providers
- E-Newsletter: Back to School with Tacoma’s Paid Leave
- E-Newsletter: Tacoma’s Paid Leave provides time for Safety
- South Tacoma Neighborhood Business District Outreach (9/2)
- Sacred Heart Spanish-language Mass Information Table (9/17-9/18)
- Brochures in 6 languages delivered to My Sister’s Pantry for distribution (9/19)
- Puyallup Tribe Wellness Pow Wow Information Table (9/24)

OCTOBER 2016

- Press Release for DV Awareness Month (Safe Time + YWCA partnership)
- Two E-Newsletters: DV Awareness Month/Safe Time, 2017 Minimum Wage Workplace Notice now available
- YWCA All-staff Meeting Presentation (10/5)
- “Safe Time” posters hung at Tacoma Community College (10/6)
- National League of Cities Peer-to-Peer Call (10/11)
- Pierce County Human Services Coalition (10/11)
- University of Puget Sound Presentation (10/11)
- Worker Information Hours at Tacoma Community House (10/19)
- YWCA Domestic Violence Survivor Support Group Presentation (10/27)
- Tacoma Public Schools School Nurses Office Mailing (10/28)
- Finalize Contracts & Graphics for advertising 2017’s \$11.15 Minimum Wage with MCO
- Minimum Wage Webpage updates (including addition of the new notice)
- Link to 2017 Minimum Wage Workplace Notice emailed to Neighborhood Business Districts via CED liaison

NOVEMBER 2016

- E-Newsletter: “After the Election: I-1433 & Tacoma’s Employment Standards”
- Website updates related to I-1433 & Tacoma’s Employment Standards
- Response to media inquiries on I-1433 & Tacoma’s Employment Standards
- Centro Latino ESL Class Presentation (11/4)
- Tacoma Community House ESL Class Presentation (11/9)
- YWCA Domestic Violence Survivor Weds Night Support Group Presentation (11/9)
- South Tacoma Business District Presentation (11/10)
- Worker Information Hours at Tacoma Community House (11/16)
- NLC City Summit Economic Mobility Panel Participation (11/18)
- Social Media Campaign for 2017 Minimum Wage increase began
- 2017 Tax & License Newsletter (ABL Insert) with info on 2017 Minimum Wage
- City of Tacoma featured in CLASP Policy Brief

- Tacoma Public Schools E-Flyer to Families (15,308 sent, 4,563 unique opens, 213 visits to our website via PeachJar)
- Filming for Tacoma Report Feature on 2017 Minimum Wage (to air beginning 12/3)
- Korean Women’s Association Domestic Violence Victim Shelter Staff Training (11/30)
- 2017 Minimum Wage Posters hung at Tacoma Community College (11/30)
- Flyers on the 2017 Minimum Wage increase printed for CED for distribution to Neighborhood Business Districts (info also sent to NBDs via email)

DECEMBER 2016

- Employment Services Collaborative Presentation: 2017 MW, I-1433, and Safe Time (12/1)
- Paid Advertising & Outreach for the 2017 Minimum Wage Increase:
 - News Tribune, Tacoma Weekly, Exit 133, South Sound Biz Briefs (Business Examiner), Facebook, E-Newsletter, Flyering, and more
- E-Newsletter: “Preparing your Workplace for the New Year” (2017 MW, I-1433, 2017 Workplace Notices, Carry Over, and more)
- Flyers restocked at Laundromat
- CED reminded Neighborhood Business Districts of MW increase
- Began strategic planning for 2017-2018 outreach and education
- Began planning with Centro Latino for an information table during free tax preparation hours
- Began proactive calls to businesses who indicated they would need to do additional research on the law on 2016 ABL (These inquires doubled as CSR training calls)

JANUARY 2017

- Website updates made to Employment Standards and Minimum Wage pages
- Made proactive calls to 160 businesses who indicated they would need to do additional research on the law on 2016 ABL (These inquires doubled as CSR training calls)
- Continued work on medical office call list for posters
- Filled laundromat brochure holders
- Sent inquiries related to job fairs (ResCare Job Fair, TCC, Pierce College, Veterans Career Events, ESD)
- Networking at open house event: WorkSource Pierce County consolidated facility for worker resources
- Information sharing meeting and educational materials to new LEAP coordinator
- Based on DOL data and recent worker inquiry, focused on outreach related to dental offices: 1. CPAs that specifically serve dental offices (Called and emailed client resources), 2. Washington State Dental Association

FEBRUARY 2017

- Meeting & Materials Distribution: Center for Strong Families – Tim Jumper – Introduction, Referral Materials (2/10)
- Event: Centro Latino – Worker Information Table at Free Tax Services Event (2/11)

- Meeting & Materials Distribution: Julie Brooks, ResCare – Job fair, Train-the-Trainer Opportunities (2/14)
- Event: Tacoma Community House – Worker Information Hours (2/15)
- Meeting: Tacoma Community College Collaboration – Job fair & classroom presentations (2/16)
- Spring job fair registrations (in collaboration with Kat Flores in HR)
- Direct Calls: Continued calls to Medical Offices offering posters for patient areas:
 - 70 posters mailed to 21 medical offices (several offices had multiple providers at one location)
 - Work continues in March 2017

MARCH 2017

- Event: Clover Park Tech College Job Fair
- Meeting & Brochure deliver: Michelle Griffith, CareerPathServices, Adult & Dislocated Worker Program
- Meeting: Fair Work Center (to learn about national changes in wage/hour enforcement & their new south sound outreach efforts)
- Event: Tacoma Community House Worker Information Hours
- Direct Outreach: Lincoln Business District Outreach (door-to-door)
- Meeting: EMPLEO Meeting with Regional wage/hour/benefit enforcement partners
- Event: Centro Latino Information Table - during free tax services
- Meeting: Department of Labor discussion around referrals and a possible MOU
- Registered for Ethnic Fest in July
- Direct Outreach: CSR continued calls to Medical Offices offering posters for patient areas

APRIL 2017 – Education, Outreach, & Collaboration.

Outreach & Education Efforts have slowed until TMC 18.10 Amendments have been made.

- Centro Latino Information Table - during free tax services (April 8)
- STAR Center Job Fest for Youth Workers (April 19)
- Tacoma Community House Information Hours (April 19)
- Materials at Tacoma Community College Job Fair (April 20)
- L&I Stakeholders meeting on draft rules (April 24)
- CSR Complete Medical Office Outreach: 27 offices mailed over 200 flyers, brochures, or other educational materials as requested after outreach by phone.
- Continued outreach to Pierce County Labor Council with no additional response

MAY 2017

- E-Newsletter RE: GPFC Amendment (May 25)
- Business Examiner ran story via BizBriefs email series on possible TMC 18.10 amendment (May 25)
- TV Tacoma Brief on Amendment

Report Text to Danielle: Generally, we’ve been shifting away from outreach to focus on the I-1433 Rules process and the TMC amendment. Additional projects/events/meetings in May included Worker Information Hours at Tacoma Community House, a presentation to TCC’s Business Survey and Payroll Accounting classes, I-1433 stakeholder meeting, GPFC materials/presentation, and a planning call for the 2017 Enforcing Paid Sick Leave Convening. We’re looking forward to going back to TCC in the Fall to speak to new students in those classes. I can also happily announce that the Pierce County Labor Council reached out about placing us on the agenda for their September meeting. The diligent work on this outreach opportunity has paid off, and hopefully nothing will fall through between now and then.

JUNE 2017

- Business Examiner ran story RE: Possible Amendments on their website
- E-Newsletter sent RE: Possible TMC 18.10 Amendments and GPFC Action on 6/1

Report Text to Danielle: Outreach on hold while we await policy direction. Other work: We responded to three Council inquiries, including putting several points of data together for Councilmember Lonergan. I was away from the office for ALF, and Sergio spent some well-deserved time out on vacation. We both participated in a webinar for settlement agreement negotiation hosted by CLASP – although it was more directly tied to overall effective enforcement. Settlement agreement negotiations were intense at points in June, with one issue being raised to the City Manager’s Office by an employer. Our iStar for SAP sales orders (aka, civil penalties) was finalized and Connie Vincent helped me to create our standard texts that will appear on our civil penalties (thank you for adding that SAP role!).

JULY 2017

Outreach on hold while we await policy direction. We have withdrew our participation in Ethnic Fest and did not participate in National Night out due to delaying outreach until an outcome on amending TMC 18.10 has been determined by Council. Other work: July included vacation days for both Sergio and me. Council Action Memo and associated attachments was created and TMC amendments were put together. There has been a renewed focus on the state rules process around I-1433: The final draft of the state rules (CR-102) was issued, and I’ve been drafting written comment/questions to clarify which flexible policies employers will be permitted to implement under the state rules. L&I also filed a “CR-101” indicating an intent to create a second rules set specifically related to enforcement. They hope to have those rules complete by December 31st.

AUGUST 2017

- Puget Sound Salvadorian Worker Education Event (8/4)
- E-Newsletters regarding City Council Study Session (8/22)
- Maria update the TV Tacoma brief that ran with the GPFC announcement
- CDA/NBDA Leaders and Liaisons notified about pending amendment (8/14)
- Tacoma Weekly Feature (8/18)
- Chamber of Commerce Email list announcement (8/15)
- CDA/NBDA leaders and liaisons notified about study session (8/22)

SEPT 2018

- Tacoma News Tribune opinion column (9/2)
- Sept NBDA report via Shari Hart (9/6)
- E-Newsletter (9/8)
- Business Examiner Coverage (9/13)

OCTOBER 2017

- Pierce County Labor Council Presentation (10/11)
- E-Newsletter and website updates related to the City’s amended Ordinance (10/9)
- CDA/NBDA Leaders and Liaisons notified about the City’s amended Ordinance (10/11)
- Planned and launched advertising campaign in conjunction with MCO: TNT, Tacoma Weekly, Facebook (began 10/23)
- E-Newsletter: 2018 Minimum Wage workplace notice available (10/17)
- CDA/NBDA Leaders and Liaisons notified Minimum Wage workplace notice available (10/17)
- E-Newsletter: Premium Pay will not meet State Requirements (10/25)
- Email to Premium Pay Program Participants: Premium pay will not meet State Paid Sick Leave requirements

NOVEMBER 2017

- Website update posting draft rules.
- City Manager Report: Draft PSL Rules Distributed (11/2)
- E-Newsletter announcing draft Paid Sick Leave Rules now available (11/3)
- Advertising campaigns continue/expand: TNT, Business Examiner Biz Briefs, Tacoma Weekly, On-hold messaging scripts
- CDA/NBDA Leaders Paid Sick Leave Amendments and Rules Process (11/1)
- Tacoma Report / TV Tacoma (beginning 11/4)
- Begin drafting new educational material (Brochure/business card)
- Hosted four public hearings on draft rules (11/7, 11/8, 11/9, 11/30)
- Participated in regional collaborative event for ES enforcement – EMPLEO (11/15)
- South Tacoma Business District presentation on 11/9
- E-Newsletter: Draft workplace notice and table (11/14)
- E-Newsletter: Rules Revised based on public feedback (11/21)
- Postcard Mailing to licensed Tacoma Businesses who met income thresholds and other criteria (11/28)
- Featured in the Washington Hospitality Association blog post on 2018 Legislative Priorities (11/30)
- Created and posted a table comparing State and Local law on the City’s website
- Updated draft paid sick leave workplace notice and posted to City’s website

DECEMBER 2017

- Advertising campaigns continue/expand: TNT, Business Examiner Biz Briefs, Tacoma Weekly, On-hold messaging scripts
- Info Sessions hosted by the City on 12/12 and 12/13
- Information distributed to Neighborhood Business Districts via monthly CED liaison report (included handouts)
- Extensive website updates, including FAQs
- Translation and posting of Paid Sick Leave Workplace Notices
- Sent 3 e-Newsletters on finalized rules, workplace notices, and general changes coming
- Provided trainings for two large employers as a condition of their settlement agreement with the City

JANUARY 2018

- Advertising campaigns continue: TNT, Business Examiner Biz Briefs, Tacoma Weekly, On-hold messaging scripts
- Worked to Update Referral form with L&I
- Conducted Outreach to the following Neighborhood Business Districts/Commercial Areas:
 - Old Town – 20 Businesses
 - Proctor – 20 Businesses
 - Westgate Mall (Pearl Street) – 10 Businesses
 - Tacoma Mall – 25 Businesses
- Translated and printed brochures and employer checklist, and posted them to the City’s website
- Created an updated Quick Reference Guide for the amended Paid Sick Leave Law, distributed via e-Newsletter and posted to the website
- Submitted flyers to “Peach Jar” for free e-distribution to Tacoma Public Schools Students (25 elementary schools – the limit – will distributed upon approval, 22 middle and elementary schools will distributed on next available date: 3/1/2018)
- Staff training at Tacoma Community College (1/16)
- Conducted one-on-one trainings with the Harmon and Veneer Chip Transport (1/16 and 1/31)

FEBRUARY 2018

- Business Examiner Biz Brief Feature: PSL Info Session (published 2/6/2018)
- Paid Sick Leave Public Info Session (2/8)
- Info Table at Centro Latino’s Spanish Language Tax Services Event (2/10)
- Department of Revenue Small Biz Training Class Presentation (2/14)
- University of Puget Sound Classroom Presentation (2/15)
- Tacoma Community College Bookkeeping/Business Class Presentation (2/20)
- See calendar
- See Serge’s log of business district outreach

Appendix II: Interview Questions

1. Who are your constituents and what is the capacity of your work at this organization? To what extent does your work focus on work-related issues?
2. What do you think are the most pressing issues workers in Tacoma are facing today?
3. Is accessing employment rights - specifically, the minimum wage and paid sick leave rights - an issue for your constituents?
 - a. How aware do you think workers are of these policies?
 - b. How aware do you think employers are of these policies?
4. How can the City of Tacoma better support workers and employers?
 - a. Need for education?
 - b. Need for enforcement?
 - c. Need for outreach?
 - d. Other standards that should be codified?
5. What role do you see your organization playing in helping the City of Tacoma better providing services?

Appendix III – Summary of Findings from Interviews with Community-Based Organizations

This section presents key findings and lessons learned from student interviews with CBOs. It is organized by CBO and includes general information about each organization as well as key takeaways and quotations.

RAINBOW CENTER

Contact: J. Manny Santiago, Executive Director

Community Served

The Rainbow Center provides community and advocacy services to members of the LGBTQ and allies communities in Tacoma and Pierce County.

Key Takeaways Summary

The most pressing labor issue for the Rainbow Center is employment discrimination of transgender and gender non-binary people, which disproportionately impacts transgender and gender non-binary people of color. These populations are frequently unable to access jobs, or, in some cases, lose their employment during or after transitioning. This includes those with college degrees and those with employment prior to transitioning. These workers are never told blatantly by their employers the reason they lose their employment relates to their gender identity. Rather, employers use “at-will” employment laws to terminate employees.

The City of Tacoma can help the Rainbow Center by making employees and employers more aware of workers’ rights and labor laws. This could include the use of easy to access platforms, such as newsletters, brochures, and ads. The City can also require its own staff to attend local events sponsored by community based organizations (CBOs) like the Rainbow Center. The City can demonstrate its dedication to the LGBTQ community and their allies by appearing at public events, such as Tacoma Pride, Goodwill Employment Fairs, Veterans Employment Day at the Tacoma Dome and street fairs.

The City website is complicated to navigate. Unless the searcher knows exactly what to look for, information can be difficult to access through the web portal.

The Rainbow Center has a contract with the City. However, report requirements are too hefty, and often do not fit the needs of the organization or apply to the

context of its programs. Generally, government reporting demands niche and highly specialized service categories, which fail to account for the on the ground work of advocacy CBOs.

Key Quotations

“It is harder for trans people of color. It is harder for gender non-conforming individuals because they do not fall within the binary of being easily identified as female or male. It is really difficult for trans individuals of color who have begun their transition. At the early stages of transition it is really hard for them to find work.”

“The problem with government is that the citizen needs to go to to the government, the government almost never comes to the citizen. So you can have this beautiful, wonderful, working bureaucracy, but if the bureaucracy is inaccessible to the people, then you don’t know it’s there.”

KOREAN WOMEN’S ASSOCIATION

Contact: Miyeoung Lee, Social Services Director

Community Served

The Korean Women’s Association (KWA) provides Tacoma’s Korean community a variety of services, including: in-home care, help with immigration and naturalization, health and mental health care services, domestic violence counsel and support, and help accessing affordable housing. KWA services extend to all immigrant and refugee populations broadly in Pierce County.

Key Takeaways Summary

Clients of the Korean Women’s Association work mainly at small businesses, churches and other faith based organizations, restaurants, laundromats, motels, gas stations, markets, and convenience stores. While workers usually receive minimum wage, most of their employers fail to provide health insurance, overtime pay, and paid time off. Broadly speaking, neither employees nor employers are aware of workers’ rights and labor standards. This results from lacking exposure to information about their rights. Minimum wage is widely and regularly advertised on the radio and paper, and therefore more employers are aware of this. Reasons for these gaps in understanding include language and cultural barriers, which especially impact immigrant and refugee people.

The KWA would like to see more media outreach for labor rights beyond minimum wage. This includes radio advertisements on a 24-hour cycle

for employees who work non-standard hours, and print in local ethnically appropriate media. The KWA would like to see City of Tacoma and Pierce County jobs fairs target immigrant and refugee populations. The KWA would like to see 4-5 people access and retain well-paying jobs at the City of Tacoma. There needs to be a representation of Asian and Pacific Islander immigrant and refugee populations in City government labor. The KWA would like more outreach to and representation of immigrant and refugee populations within City employment. There are jobs within the City that do not demand high levels of education or English fluency, but this population does not know they exist or how to access them.

Key Quotations

“If [the City of Tacoma] has some kind of job fair for the immigrant community, what kind of jobs are available within the City [employment] for this population? For the immigrant who has English as a second language, they are hesitant, or don't know there is a [City] website, so they go to the same ethnic small business owners. They are getting minimum wage [from these employers], but for City jobs, they [can get] lots of different benefits. And there are many different areas where a person does not have to speak English well or have a good education, but they don't know these [jobs] are there.”

SOUND OUTREACH - HILLTOP CENTER FOR STRONG FAMILIES

Contacts: Alanna Rodgers, Deputy Director and Jeff Klein, Executive Director

Community Served

Sound Outreach (SO) provides employment and financial support to people who face socio-economic barriers, particularly to those who struggle with underemployment and unemployment. SO primarily works with clients one-on-one, to provide employment coaching and financial counselling. Their work includes, but is not limited to: workforce skills training, preparation for job interviews and other employment readiness skills, help with taxes, and Medicare counselling.

Key Takeaways Summary

The primary job issues SO’s clients face are job scarcity and systemic barriers to employment. Due to job scarcity in Pierce County, 50% of all employed persons commute to King County for work. Systemic barriers to employment include education prerequisites. SO understands that the majority of minimum wage and paid sick leave violations impact individuals who work in construction and housekeeping industries.

SO had not heard of the Employment Standards Office prior to the interview. Therefore, they recommend that ESO make two changes: 1) improve public outreach methods and 2) focus on radio and television marketing. SO recommends that the City of Tacoma also look into codifying paid parental leave.

The City could partner with SO to provide trainings for their clients about their rights as workers and about how to report violations, even when they may fear employer retaliation. SO would appreciate more support from the City to design and promote education and training programs around workers’ rights.

Key Quotations

Regarding what the City can do to better support precariously employed people [Alanna]:“We didn't even know about [the Employment Standards office]. I've never heard about it and [Jeff has] never heard about it, and [he] knows everybody [...] so the majority of Pierce County, I don't know if they would know about it, which is a problem.”

CENTRO LATINO

Contact: Kate Smith, Executive Director

Community Served

Centro Latino (CL) primarily serves Latino-identifying and native indigenous folks who are not members of the Puyallup Tribe of Indians. Many of their clients lack citizenship or residency documentation and many are monolingual, Spanish-speakers. They served about 3,000 people in 2017. CL maintains an adaptable mission statement; the services they provide include, but are not limited to: family support, rape prevention education, employment support, English as a Second Language (ESL) classes, translation services, and computer and technology education.

Key Takeaways Summary

In CL’s experience, the most pressing issues facing Tacoma workers are: high cost of living, predatory employers, and barriers to reporting workplace abuses. CL’s clients regularly report a variety of workplace mistreatment, including, but not limited to: wage theft, physical abuse, and threat of retaliation. CL notes that protections against physical abuse should be codified locally.

CL is unsure of how aware workers and employers are of workers’ rights - specifically those bound to the City’s Minimum Wage and Paid Sick Leave

ordinances. They note a divide between knowing rights and feeling secure enough to report abuses and/or ask for help.

Many of CL’s clients do not report rights’ violations because they are unaware of their rights, distrustful of the government, or fearful of employer retaliation. CL recommends targeted and accessible trainings for their clients to educate them about their rights, to build trust in the City, and assuage fears of employer retaliation. They also recommend targeted advertising on the radio and after telenovelas. It is recommended that this information be presented in Spanish to reach those community members who speak only Spanish. CL staff would also benefit from trainings about workers’ rights and enforcement processes as they expressed uncertainty about these matters. For example, when CL clients experience workplace violations, such as wage theft, they contact the Attorney General, rather than ESO because they are unaware of the local structure in place at the City.

Key Quotations

“For the population we work with, there’s such fear, it permeates everything”.

*“People come in and report that their employer’s slap them.”
“People say their employer’s make them stay ‘til 8, but pay ‘til 5, so they’re forced to stay to clean up without pay.”*

While Centro Latino ensures that the people they serve are aware of their paid sick leave and minimum wage rights, they note that, “having the information is one thing and having the confidence that there won’t be retaliation against them for saying it’s their right, are two different things.”

TACOMA URBAN LEAGUE

Contact: T’wina Franklin, CEO & President

The Tacoma Urban League (TUL) serves the Tacoma community broadly, but focuses its efforts on African-American communities, communities of color, and underrepresented communities.

Livable wage and underemployment are two of the biggest issues facing workers in Tacoma. Many working families are struggling to make a livable wage. Many college educated workers are working at wage and skill levels below their capabilities.

The Tacoma Urban League has no record of paid sick leave or minimum wage violation reports. What they see more of is a need for workforce development.

Through partnerships with other community based organizations, TUL provides resume, communication, interview, and other basic employment skills training. They also help workers with criminal records or those with child care needs or transportation issues break through barriers. The City should continue to fund TUL.

The City should continue its current messaging regarding employment rights. It should also offer opportunities for employers to sit down and learn more about policy changes, especially for smaller businesses and organizations.

Key Quotations:

“A lot of folks are struggling to make it. They love their jobs and like what they do, but it is tough for most families to find a job that will provide a wage that allows them to take care of all basic needs.”

“It’s also really difficult to find employment. I know many qualified people that are struggling to find employment and they’re working at restaurants. They’re college educated, and are working at restaurants. So, it’s weird because I hear employers say that they have lots of positions, and lots of folks are hiring, but it seems that even people who come here and say they’re looking for a job, and we have folks that will hire them, it’s like janitorial services. I know folks that are working at a rate and skill level below what they are qualified to do.”

“Workforce development should continue to be funded. We’re working on things like resumes, housing, and others things. If someone does not have employment, then it impacts their entire family, so funding programs that provide wraparound services and training, interview skills, communication with your supervisor, just essential skills for employment. We’re offering all of those services.”

TACOMA COMMUNITY HOUSE

Group Interview

Summary

Tacoma Community House (TCH) is a community-based center that supports refugee and immigrant populations. They help individuals navigate resources that will help them reach their goals and eventually retain long term employment. They support individuals with education, employment, and immigration processes. They also offer advocacy services for victims of domestic violence and sexual assault and provide housing support.

Some of the main issues TCH identified that are negatively affecting Tacoma workers include lack of transportation and the use of criminal background

checks. Without reliable transportation, it's difficult for many individuals to obtain and keep jobs. In regard to criminal histories, TCH recommends, "banning the box," which means removing check boxes on job applications that pertain to criminal history.

Overall, TCH believes that workers are not familiar with their rights. Workers are unaware of how to access resources within their communities to help them resolve issues related to their rights and many abstain from filing reports of violations as they fear employer retaliation. There is an overall distrust in the system and many do not believe that their issues can be solved.

CAREER PATH SERVICES

Contact: Diane Giannobile, Pierce County Branch Manager

Summary

Career Path Services is a private, non-profit corporation that provides job related assistance to unemployed and underemployed individuals. They operationalize two programs to support their target populations. One is Commerce Workfirst, a program funded by the Department of Commerce which focuses on individuals receiving Temporary Assistance to Needy Families (TANF). The second program is the Workforce Investment Opportunity Act (WIOA); its purpose is to serve low income adults and youth workers (older than 16). Certain counties also support dislocated workers.

According to Career Path Services, the most pressing issues workers in Tacoma face include transportation, housing, and childcare services. Many individuals cannot afford the current cost of living in Tacoma. These people move further south to afford housing, which makes their commute to work longer their childcare fees higher.

Career Path Services believes that accessing employment rights is an issue for their clients. Neither employers nor workers are aware of the details of each ordinance. The organization has noticed that there are more issues with PSL because it not as simple as the Minimum Wage law. Whenever Career Path Services has had an issue with either of these ordinances they have referred individuals to ESO.