

# Impact of the Fight for \$15: \$68 Billion in Raises, 22 Million Workers

Six years ago, on November 29, 2012, a small group of fast-food workers in New York launched one of the most successful movements of the 21<sup>st</sup> century when they walked off their jobs and demanded \$15 an hour and the right to form a union. Since then, the worker-led movement known as the Fight for \$15 has inspired a wave of action on the minimum wage, helping 22 million low-wage workers throughout the country win \$68 billion in raises to date. Thanks to the movement, income inequality and flagging paychecks are now among the most urgent economic issues of our time, and a \$15 minimum wage is now a widely accepted benchmark. It is a key part of the platform of one of the major political parties,<sup>1</sup> and lawmakers are planning to reintroduce a \$15 federal minimum wage bill in the first week of the 116<sup>th</sup> Congress.<sup>2</sup>

## Main Findings

---

In this brief, we update our 2016 report, which quantified the scale of the higher wages that the Fight for \$15 movement helped deliver.<sup>3</sup> We find the following:

- Since 2012, **22 million low-wage workers have won \$68 billion in annual raises** (Table 1) through a combination of state and local minimum wage increases (Tables 4 and 5) together with action by employers to raise their companies' minimum pay scales (Table 6). This figure (expressed in constant 2018 dollars) represents the total additional annual income that workers will receive after these approved increases fully phase in.<sup>i</sup>
- To put these wage gains in context, this \$68 billion raise delivered by the worker-led Fight for \$15 is **more than 14 times larger than the total raise under the last federal minimum wage** increase, approved in 2007.<sup>4</sup>
- Of the \$68 billion in additional income, **the overwhelming share (70 percent, or \$47 billion) is the result of \$15 minimum wage laws** that the Fight for \$15 won in California, New York, Massachusetts, Flagstaff, Los Angeles, San Jose, San Francisco, the District of Columbia, Montgomery County, the Twin Cities, Seattle, and SeaTac over the past few years (Table 2).
- **A total of 22 million workers throughout the nation will get raises** from the minimum wage increases sparked by the Fight for \$15.

---

<sup>i</sup> The 22 million figure includes public sector workers (see Table 1). However, the \$68 billion figure does not include wage increases for public sector workers—estimates for which are not available.

- **The total would have included raises for an additional 119,500 workers** in Alabama, Iowa, Florida, Kentucky, and Missouri, where cities raised the minimum wage. However, legislatures in those states blocked raises for their constituents by adopting **corporate-backed “preemption” laws that bar cities from raising their minimum wage.** (Table 3).

## Methodology

---

### Calculating the average income increase per each 1 percent increase in the minimum wage.

**Step 1:** We begin by reviewing existing analyses of the impact of minimum wage increases between 2012 and 2018, published by economists or other researchers at UC Berkeley, the Economic Policy Institute, and members of the Economic Analysis and Research Network,<sup>5</sup> or figures cited by other policy think tanks or labor advocates. (See Table 8 at the end of this section.) These impact analyses typically list per worker annual increases (G), as well as the number of affected workers, both of which refer to impact on the last year of the phase-in period. If the income impact is reported in income increases for all affected workers, we calculate the per worker increase (G) by dividing the total for all worker by the number of workers affected.

**Step 2:** We calculate the difference (E) between the new minimum wage (B) and effective minimum wage rate at the time the increase was approved (D). In jurisdictions that adopted more than one minimum wage legislation between 2012 and 2018, such as California, we use the older minimum wage rate to ensure that we capture all minimum wage increases during that period. We restate this difference as a percent increase (F).

**Step 3:** Based on the percent increase (F) and per worker annual increase (G), we calculate the income increase per 1 percent increase in the minimum wage (H), and deflate or inflate this figure to constant 2018 dollars (I), using the latest consumer price index estimates from the *10-Year Economic Projections* by the Congressional Budget Office.<sup>6</sup> Our decision to inflate or deflate depends on whether the annual increases (G) were presented in nominal dollars in the original analyses, and whether the last year of the phase-in period (C) is in the past or future. For analyses where it is not clear if the dollar figures are in nominal or constant values, we neither inflate nor deflate.

**Step 4:** Finally, we take the constant dollar values per 1 percent increase in the minimum wage (I) and average them to arrive at a single dollar value (J). The latter is then used for estimating the “Annual Income Increase Per Worker (2018\$)” in Tables 4 and 5, for jurisdictions without impact analyses.

These are conservative estimates that do not take into account inflation-based increases adopted as part of minimum wage laws between the years of 2012 and 2018.

### Estimating the impact of minimum wage increases in states and localities.

For states and localities (Tables 4 and 5) without impact analyses, we begin by repeating step 2 above to calculate the percent increase in the minimum wage. We then multiply this figure by the *average dollar value per 1 percent increase in the minimum wage* (cell J of Table 8), and inflate or deflate as needed. This estimate is reflected in the column, “Annual Income Increase Per Worker (2018\$)” of the state and local tables. Next, we take the annual income increase per worker, and multiply it by the number of affected workers to arrive at an estimate of the annual increase for all workers (last column in Tables 4 and 5).

## **Estimating the impact of employer wage and pay increases.**

Where available, we use reported estimates of the number of affected workers and the total raises for all affected workers, and deflate or inflate as needed. In cases where only the number of affected workers and the old and new wages are reported, we estimate the total raises for all workers by following the steps below:

**Step 1:** Calculate the difference between old and new wages.

**Step 2:** Multiply the difference in wages (step 1) by the number of affected workers.

**Step 3:** Calculate the average annual hours for the applicable industry (Retail Trade or Financial Activities) by referring to the “Average Weekly Hours of Production and Nonsupervisory Employees” monthly data from the Current Employment Statistics.<sup>7</sup>

**Step 4:** Multiply the results of steps 2 and 3.

**Step 5:** Inflate or deflate, as needed.

**Table 1. Summary of the Impact of the Fight for \$15, 2012-2018**

| Jurisdiction           | Affected Workers  | Total Raises (2018\$)   |
|------------------------|-------------------|-------------------------|
| State                  | 15,998,345        | \$53,638,178,735        |
| Local                  | 2,089,300         | \$8,494,880,980         |
| Employer               | 3,536,415         | \$5,768,261,791         |
| Public Sector          | 247,167           | (Not available)         |
| Executive Order (2014) | 200,000           | (Not available)         |
| <b>Total</b>           | <b>22,071,227</b> | <b>\$67,901,321,506</b> |

**Table 2. Raises from \$15 Minimum Wage Laws, 2012-2018**

| Jurisdiction                         | Affected Workers  | Total Raises (2018\$)   |
|--------------------------------------|-------------------|-------------------------|
| California <sup>8</sup>              | 5,604,000         | \$21,990,096,000        |
| Massachusetts <sup>9</sup>           | 840,000           | \$2,527,560,000         |
| New York <sup>10</sup>               | 3,162,345         | \$16,434,706,965        |
| Flagstaff, AZ <sup>11</sup>          | 22,000            | \$119,135,022           |
| Los Angeles, CA <sup>12</sup>        | 609,000           | \$3,104,073,000         |
| San Jose, CA <sup>13</sup>           | 115,000           | \$366,275,000           |
| San Francisco, CA <sup>14</sup>      | 142,000           | \$422,166,000           |
| Washington, DC <sup>15</sup>         | 114,000           | \$348,156,000           |
| Montgomery County, MD <sup>16</sup>  | 127,000           | \$794,368,059           |
| Minneapolis, MN <sup>17</sup>        | 78,000            | \$317,460,000           |
| St. Paul, MN <sup>18</sup>           | 56,000            | \$181,656,773           |
| SeaTac, WA <sup>19</sup>             | 6,300             | \$43,161,300            |
| Seattle, WA <sup>20</sup>            | 102,000           | \$558,552,000           |
| <b>Total</b>                         | <b>10,977,645</b> | <b>\$47,207,366,119</b> |
| <b>As a Percent of Table 1 Total</b> | <b>49.74</b>      | <b>69.52</b>            |

**Table 3. Estimated Impact of Minimum Wage Preemption, Roll-Backs, 2012-2018**

| City or County                   | Approved Minimum Wage | Year Law Would Have Taken Effect | Affected Workers |
|----------------------------------|-----------------------|----------------------------------|------------------|
| Birmingham, AL <sup>21</sup>     | \$10.10               | 2017                             | 40,000           |
| Miami Beach, FL <sup>22</sup>    | \$13.31               | 2021                             | Not available    |
| Johnson County, IA <sup>23</sup> | \$10.10               | 2017                             | 10,100           |
| Lee County, IA <sup>24</sup>     | \$8.20                | 2017                             | Not available    |
| Linn County, IA <sup>25</sup>    | \$10.25               | 2019                             | 18,400           |
| Polk County, IA <sup>26</sup>    | \$10.75               | 2019                             | 60,000           |
| Wapello County, IA <sup>27</sup> | \$10.10               | 2019                             | Not available    |
| Lexington, KY <sup>28</sup>      | \$10.10               | 2018                             | 31,000           |
| Louisville, KY <sup>29</sup>     | \$9.00                | 2017                             | Not available    |
| Kansas City, MO <sup>30</sup>    | \$15.00               | 2020                             | Not available    |
| St. Louis, MO <sup>31</sup>      | \$11.00               | 2018                             | 38,000           |
| <b>Total</b>                     |                       |                                  | <b>119,500</b>   |

**Table 4. Impact of the Fight for \$15: State Minimum Wage Increases, 2012-2018**

| State                       | New Minimum Wage | Old Minimum Wage <sup>32</sup> | Percent Increase | Workers Affected <sup>33</sup> | Annual Income Increase per Worker (2018\$) | Income Increase for All Workers (2018\$) |
|-----------------------------|------------------|--------------------------------|------------------|--------------------------------|--------------------------------------------|------------------------------------------|
| Arizona <sup>34</sup>       | \$12.00          | \$8.05                         | 49.07            | 757,000                        | \$2,871                                    | \$2,173,463,165                          |
| Arkansas <sup>35</sup>      | \$11.00          | \$7.25                         | 51.72            | 300,000                        | \$1,415                                    | \$424,500,000                            |
| Alaska <sup>36</sup>        | \$9.75           | \$7.75                         | 25.81            | 48,000                         | \$1,510                                    | \$72,488,579                             |
| California <sup>37</sup>    | \$15.00          | \$8.00                         | 87.50            | 5,604,000                      | \$3,924                                    | \$21,990,096,000                         |
| Colorado <sup>38</sup>      | \$12.00          | \$8.31                         | 44.40            | 420,000                        | \$1,468                                    | \$616,560,000                            |
| Connecticut <sup>39</sup>   | \$10.10          | \$8.70                         | 16.09            | 227,000                        | \$941                                      | \$213,708,722                            |
| Delaware <sup>40</sup>      | \$9.25           | \$7.25                         | 27.59            | 43,000                         | \$1,614                                    | \$69,416,147                             |
| Hawaii <sup>41</sup>        | \$10.10          | \$7.25                         | 39.31            | 99,000                         | \$2,300                                    | \$227,708,155                            |
| Maine <sup>42</sup>         | \$12.00          | \$7.50                         | 60.00            | 181,000                        | \$3,326                                    | \$602,006,000                            |
| Maryland <sup>43</sup>      | \$10.10          | \$7.25                         | 39.31            | 328,000                        | \$1,660                                    | \$544,480,000                            |
| Massachusetts <sup>44</sup> | \$15.00          | \$8.00                         | 87.50            | 840,000                        | \$3,009                                    | \$2,527,560,000                          |
| Michigan <sup>45</sup>      | \$12.00          | \$7.40                         | 62.16            | 1,024,000                      | \$1,541                                    | \$1,577,984,000                          |
| Minnesota <sup>46</sup>     | \$9.50           | \$7.25                         | 31.03            | 223,000                        | \$1,816                                    | \$404,880,616                            |
| Missouri <sup>47</sup>      | \$12.00          | \$7.85                         | 52.87            | 677,000                        | \$1,317                                    | \$891,609,000                            |
| Nebraska <sup>48</sup>      | \$9.00           | \$7.25                         | 24.14            | 146,000                        | \$3,812                                    | \$556,552,000                            |
| New Jersey <sup>49</sup>    | \$8.25           | \$7.25                         | 13.79            | 429,000                        | \$674                                      | \$289,146,000                            |

**Table 4. Impact of the Fight for \$15: State Minimum Wage Increases, 2012-2018**

| State                                                                                                                                                                                                                                                                                                                                                                                                 | New Minimum Wage | Old Minimum Wage <sup>32</sup> | Percent Increase | Workers Affected <sup>33</sup> | Annual Income Increase per Worker (2018\$) | Income Increase for All Workers (2018\$) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|------------------|--------------------------------|--------------------------------------------|------------------------------------------|
| New York <sup>50</sup>                                                                                                                                                                                                                                                                                                                                                                                | \$15.00          | \$7.25                         | 106.90           | 3,162,345                      | \$5,197                                    | \$16,434,706,965                         |
| Oregon <sup>51</sup>                                                                                                                                                                                                                                                                                                                                                                                  | \$14.75          | \$9.25                         | 59.46            | 623,300                        | \$3,479                                    | \$2,168,514,740                          |
| Rhode Island <sup>52</sup>                                                                                                                                                                                                                                                                                                                                                                            | \$10.50          | \$7.75                         | 35.48            | 12,000                         | \$2,076                                    | \$24,911,805                             |
| South Dakota <sup>53</sup>                                                                                                                                                                                                                                                                                                                                                                            | \$8.50           | \$7.25                         | 17.24            | 62,000                         | \$1,195                                    | \$74,090,000                             |
| Vermont <sup>54</sup>                                                                                                                                                                                                                                                                                                                                                                                 | \$10.50          | \$8.73                         | 20.27            | 57,000                         | \$1,186                                    | \$67,603,464                             |
| Washington <sup>55</sup>                                                                                                                                                                                                                                                                                                                                                                              | \$13.50          | \$9.47                         | 42.56            | 621,700                        | \$2,490                                    | \$1,548,184,922                          |
| West Virginia <sup>56</sup>                                                                                                                                                                                                                                                                                                                                                                           | \$8.75           | \$7.25                         | 20.69            | 114,000                        | \$1,211                                    | \$138,008,453                            |
| <b>State Subtotal</b>                                                                                                                                                                                                                                                                                                                                                                                 |                  |                                |                  | <b>15,998,345</b>              | <b>-----</b>                               | <b>\$53,638,178,735</b>                  |
| Estimates for Arizona do not include Flagstaff. Estimates for California include all cities and counties except the City of Los Angeles, San Jose, and San Francisco. Estimates for Maryland do not include Montgomery County or Prince George's County. Estimates for Minnesota do not include Minneapolis or St. Paul. Estimates for Washington State include all cities except Seattle and SeaTac. |                  |                                |                  |                                |                                            |                                          |

**Table 5. Impact of the Fight for \$15: Local Minimum Wage Increases, 2012-2018**

| City or County                | New Minimum Wage | Old Minimum wage <sup>57</sup> | Percent Increase | Workers Affected | Per Worker Annual Increase (2018\$) | Annual Increase for All Workers (2018\$) |
|-------------------------------|------------------|--------------------------------|------------------|------------------|-------------------------------------|------------------------------------------|
| Flagstaff, AZ <sup>58</sup>   | \$15.50          | \$8.05                         | 92.55            | 22,000           | \$5,415                             | \$119,135,022                            |
| Los Angeles, CA <sup>59</sup> | \$15.00          | \$9.00                         | 66.67            | 609,000          | \$5,097                             | \$3,104,073,000                          |
| San Jose, CA <sup>60</sup>    | \$15.00          | \$8.00                         | 87.50            | 115,000          | \$3,185                             | \$366,275,000                            |

**Table 5. Impact of the Fight for \$15: Local Minimum Wage Increases, 2012-2018**

| City or County                                                                                                                                                      | New Minimum Wage | Old Minimum wage <sup>57</sup> | Percent Increase | Workers Affected | Per Worker Annual Increase (2018\$) | Annual Increase for All Workers (2018\$) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|------------------|------------------|-------------------------------------|------------------------------------------|
| San Francisco, CA <sup>61</sup>                                                                                                                                     | \$15.00          | \$10.74                        | 39.66            | 142,000          | \$2,973                             | \$422,166,000                            |
| Washington, DC <sup>62</sup>                                                                                                                                        | \$15.00          | \$8.25                         | 81.82            | 114,000          | \$3,054                             | \$348,156,000                            |
| Chicago, IL <sup>63</sup>                                                                                                                                           | \$13.00          | \$8.25                         | 57.58            | 410,000          | \$3,369                             | \$1,381,324,975                          |
| Cook County, IL <sup>64</sup>                                                                                                                                       | \$13.00          | \$8.25                         | 57.58            | 200,000          | \$3,369                             | \$673,817,061                            |
| Montgomery County, MD <sup>65</sup>                                                                                                                                 | \$15.00          | \$7.25                         | 106.90           | 127,000          | \$6,255                             | \$794,368,059                            |
| Prince George's County, MD <sup>66</sup>                                                                                                                            | \$11.50          | \$7.25                         | 58.62            | 12,000           | \$3,430                             | \$41,159,246                             |
| Minneapolis, MN <sup>67</sup>                                                                                                                                       | \$15.00          | \$9.50                         | 57.89            | 78,000           | \$4,070                             | \$317,460,000                            |
| St. Paul, MN <sup>68</sup>                                                                                                                                          | \$15.00          | \$9.65                         | 55.44            | 56,000           | \$3,244                             | \$181,656,773                            |
| Albuquerque, NM <sup>69</sup>                                                                                                                                       | \$8.50           | \$7.50                         | 13.33            | 40,000           | \$756                               | \$30,240,000                             |
| Bernalillo County, NM <sup>70</sup>                                                                                                                                 | \$8.50           | \$7.50                         | 13.33            | 10,000           | \$780                               | \$7,799,567                              |
| Las Cruces, NM <sup>71</sup>                                                                                                                                        | \$10.10          | \$7.50                         | 34.67            | 18,000           | \$2,029                             | \$36,514,612                             |
| Santa Fe County, NM <sup>72</sup>                                                                                                                                   | \$10.66          | \$7.50                         | 42.13            | 28,000           | \$2,465                             | \$69,022,365                             |
| SeaTac, WA <sup>73</sup>                                                                                                                                            | \$15.00          | \$9.19                         | 63.22            | 6,300            | \$6,851                             | \$43,161,300                             |
| Seattle, WA <sup>74</sup>                                                                                                                                           | \$15.00          | \$9.32                         | 60.94            | 102,000          | \$5,476                             | \$558,552,000                            |
| <b>Local Subtotal</b>                                                                                                                                               |                  |                                |                  | <b>2,089,300</b> | -----                               | <b>\$8,494,880,980</b>                   |
| Estimates for individual cities and counties in California and Washington State, which do not appear on this table, are included in the state estimates on Table 4. |                  |                                |                  |                  |                                     |                                          |



**Table 6. Impact of the Fight for \$15: Employer Increases, 2012-2018**

| State                | Employer                                            | New Minimum Pay   | Affected Workers | Total Raises (2018\$) |
|----------------------|-----------------------------------------------------|-------------------|------------------|-----------------------|
| California           | BEGA North America <sup>75</sup>                    | \$15.00           | Not Available    | Not Available         |
| California           | California State University <sup>76</sup>           | 10.55% raise      | 26,000           | \$195,626,323         |
| California           | Facebook contractors <sup>77</sup>                  | \$15.00           | Not Available    | Not Available         |
| California           | First Republic Bank <sup>78</sup>                   | \$20.00           | Not Available    | Not Available         |
| California           | Los Angeles Unified School District <sup>79</sup>   | \$15.00           | 20,000           | Not Available         |
| California           | University of California <sup>80</sup>              | \$15.00           | 3,200            | \$14,847,914          |
| Colorado             | Denver janitors (SEIU members) <sup>81</sup>        | \$15.00           | 2,400            | Not Available         |
| District of Columbia | Well-Paid Maids (2017) <sup>82</sup>                | \$16.00           | Not Available    | Not Available         |
| District of Columbia | Well-Paid Maids (2018) <sup>83</sup>                | \$17.00           | Not Available    | Not Available         |
| Idaho                | Internet Truck Stop <sup>84</sup>                   | \$15.00           | 110              | Not Available         |
| Illinois             | Honey Butter Fried Chicken <sup>85</sup>            | \$15.00           | Not Available    | Not Available         |
| Florida              | C1 Bank <sup>86</sup>                               | \$15.00           | 30               | Not Available         |
| Florida              | Consulate Health Care <sup>87</sup>                 | \$10.40 - \$15.00 | 700              | Not Available         |
| Florida              | First Green Bank <sup>88</sup>                      | \$15.00           | 10               | Not Available         |
| Florida              | JM Family Enterprises <sup>89</sup>                 | \$16.00           | 400              | Not Available         |
| Florida              | VyStar Credit Union <sup>90</sup>                   | \$15.00           | Not Available    | Not Available         |
| Florida              | Walt Disney <sup>91</sup>                           | \$15.00           | 38,000           | \$930,993,615         |
| Georgia              | Gas South <sup>92</sup>                             | \$15.00           | 25               | Not Available         |
| Maine                | Jackson Lab <sup>93</sup>                           | \$15.00           | 800              | Not Available         |
| Maine                | Knack Factory <sup>94</sup>                         | \$15.00           | Not Available    | Not Available         |
| Maryland             | John Hopkins Hospital <sup>95</sup>                 | \$15.00           | 2,000            | Not Available         |
| Maryland             | Univ. of Maryland Medical Ctr Midtown <sup>96</sup> | \$15.00           | 136              | Not Available         |
| Massachusetts        | Beth Israel Deaconess Medical Center <sup>97</sup>  | \$15.00           | 850              | Not Available         |
| Massachusetts        | Boston Medical Center <sup>98</sup>                 | \$15.00           | 200              | Not Available         |

**Table 6. Impact of the Fight for \$15: Employer Increases, 2012-2018**

| State          | Employer                                           | New Minimum Pay   | Affected Workers | Total Raises (2018\$) |
|----------------|----------------------------------------------------|-------------------|------------------|-----------------------|
| Massachusetts  | Bridj <sup>99</sup>                                | \$15.00           | 40               | Not Available         |
| Massachusetts  | Curriculum Associates <sup>100</sup>               | \$15.00           | 22               | Not Available         |
| Massachusetts  | Lynn Community Health Care <sup>101</sup>          | \$15.00           | 550              | Not Available         |
| Massachusetts  | Stewart Health Care Hospitals <sup>102</sup>       | Up to \$15.00     | 5,000            | Not Available         |
| Massachusetts  | Tufts Medical Center <sup>103</sup>                | \$15.00           | 225              | Not Available         |
| Massachusetts  | Tufts Health Plan <sup>104</sup>                   | \$15.00           | 2,400            | Not Available         |
| Michigan       | Moo Cluck Moo <sup>105</sup>                       | \$15.00           | 20               | Not Available         |
| Minnesota      | Alina Health Hospitals <sup>106</sup>              | \$15.00           | 3,100            | Not Available         |
| Minnesota      | Common Roots Café <sup>107</sup>                   | \$15.00           | 40               | Not Available         |
| Minnesota      | Minneapolis janitors (SEIU members) <sup>108</sup> | \$15.00           | 4,000            | Not Available         |
| Minnesota      | University of Minnesota <sup>109</sup>             | \$15.00           | 1,500            | Not Available         |
| New Hampshire  | Hermit Wood Winery <sup>110</sup>                  | \$15.00           | Not Available    | Not Available         |
| New Jersey     | Cooper University Health Care <sup>111</sup>       | \$15.00           | 750              | Not Available         |
| New Jersey     | Hudson County Community College <sup>112</sup>     | \$15.00           | 199              | Not Available         |
| New York       | Columbia University <sup>113</sup>                 | \$15.00           | Not Available    | Not Available         |
| New York       | Check Maid Cleaning <sup>114</sup>                 | \$15.00           | 50               | Not Available         |
| New York       | Hello Alfred <sup>115</sup>                        | \$18.00 - \$30.00 | 100              | Not Available         |
| New York       | Hudson River HealthCare <sup>116</sup>             | \$15.00           | 180              | Not Available         |
| New York       | Maple <sup>117</sup>                               | \$14.00           | 30               | Not Available         |
| New York       | New York University (students) <sup>118</sup>      | \$15.00           | Not Available    | Not Available         |
| New York       | University of Rochester <sup>119</sup>             | \$15.00           | 1,700            | Not Available         |
| North Carolina | Cone Health <sup>120</sup>                         | \$12.00           | 1,500            | \$2,563,566           |
| North Carolina | Duke University <sup>121</sup>                     | \$15.00           | 2,300            | Not Available         |
| North Carolina | Novant Health <sup>122</sup>                       | \$11.00           | 2,000            | \$1,230,512           |

**Table 6. Impact of the Fight for \$15: Employer Increases, 2012-2018**

| State          | Employer                                               | New Minimum Pay   | Affected Workers | Total Raises (2018\$) |
|----------------|--------------------------------------------------------|-------------------|------------------|-----------------------|
| North Carolina | Novant Health <sup>123</sup>                           | \$12.50           | 5,000            | \$4,000,000           |
| North Carolina | Wake Forest Baptist Medical Center <sup>124</sup>      | \$12.50           | 1,460            | \$1,662,824           |
| Oregon         | Home Forward <sup>125</sup>                            | \$15.00           | 33               | \$80,699              |
| Oregon         | Ruby Receptionists <sup>126</sup>                      | \$15.00           | 150              | Not Available         |
| Pennsylvania   | Duquesne University <sup>127</sup>                     | \$16.00           | 168              | Not Available         |
| Pennsylvania   | Nursing home workers (SEIU members) <sup>128</sup>     | \$15.00           | 5,000            | \$37,239,745          |
| Pennsylvania   | University of Pittsburgh Medical Center <sup>129</sup> | \$15.00           | 10,000           | Not Available         |
| Pennsylvania   | Washington Hospital <sup>130</sup>                     | \$15.00           | 400              | Not Available         |
| Texas          | United Services Automobile Association <sup>131</sup>  | \$16.00           | 1,000            | Not Available         |
| Vermont        | Ben & Jerry's <sup>132</sup>                           | \$16.92           | Not Available    | Not Available         |
| Vermont        | Popolo Italian Eatery <sup>133</sup>                   | \$15.00           | 7                | Not Available         |
| Washington     | Evergreen Health <sup>134</sup>                        | \$15.00           | 1,000            | Not Available         |
| Washington     | Seattle Central Co-Op <sup>135</sup>                   | \$15.36           | 125              | Not Available         |
| Washington     | University of Washington <sup>136</sup>                | \$13.00 - \$15.00 | 5,500            | \$11,382,233          |
| Wisconsin      | At Your Service <sup>137</sup>                         | \$15.00           | 40               | Not Available         |
| Wisconsin      | Delta Diner <sup>138</sup>                             | \$15.00           | Not Available    | Not Available         |
| Wisconsin      | UW Credit Union <sup>139</sup>                         | \$15.00           | 500              | Not Available         |
| Various        | Aetna <sup>140</sup>                                   | \$16.00           | 5,700            | Not Available         |
| Various        | Allstate <sup>141</sup>                                | \$15.00           | 4,100            | Not Available         |
| Various        | Amalgamated Bank <sup>142</sup>                        | \$15.00           | 425              | Not Available         |
| Various        | Amazon <sup>143</sup>                                  | \$15.00           | 350,000          | \$1,000,000,000       |
| Various        | Aquesta Financial Holdings <sup>144</sup>              | \$15.00           | Not Available    | Not Available         |
| Various        | Ascension Health Care <sup>145</sup>                   | \$11.00           | 10,500           | Not Available         |
| Various        | BB&T <sup>146</sup>                                    | \$15.00           | Not Available    | \$15,000,000          |

**Table 6. Impact of the Fight for \$15: Employer Increases, 2012-2018**

| State   | Employer                                     | New Minimum Pay   | Affected Workers | Total Raises (2018\$) |
|---------|----------------------------------------------|-------------------|------------------|-----------------------|
| Various | BMO Harris Bank <sup>147</sup>               | \$15.00           | Not Available    | Not Available         |
| Various | Charter Communications <sup>148</sup>        | \$15.00           | 14,000           | Not Available         |
| Various | Costco <sup>149</sup>                        | \$13.00 - \$13.50 | 67,600           | Not Available         |
| Various | Costco <sup>150</sup>                        | \$14.00 - \$14.50 | 130,000          | \$120,000,000         |
| Various | Earth Friendly Products <sup>151</sup>       | \$17.00           | Not Available    | Not Available         |
| Various | Elephant Insurance Services <sup>152</sup>   | \$15.00           | 370              | \$1,538,140           |
| Various | Endurance International Group <sup>153</sup> | \$14.00           | 1,500            | Not Available         |
| Various | First Horizon National Corp. <sup>154</sup>  | \$15.00           | 1,200            | \$6,000,000           |
| Various | First Third Bank <sup>155</sup>              | \$15.00           | 3,000            | Not Available         |
| Various | The Gap <sup>156</sup>                       | \$10.00           | 65,000           | \$107,748,129         |
| Various | Ikea <sup>157</sup>                          | \$10.76           | 5,500            | \$14,496,268          |
| Various | Ikea <sup>158</sup>                          | \$11.87           | 4,200            | \$7,558,542           |
| Various | JP Morgan Chase <sup>159</sup>               | \$12.00 - \$16.50 | 18,000           | Not Available         |
| Various | JP Morgan Chase <sup>160</sup>               | \$15.00 - \$18.00 | 22,000           | Not Available         |
| Various | McDonald's (corporate stores) <sup>161</sup> | \$10.00           | 90,000           | \$145,917,798         |
| Various | Nationwide Mutual Insurance <sup>162</sup>   | \$15.00           | 900              | Not Available         |
| Various | Pioneer Millworks <sup>163</sup>             | \$15.00           | 70               | \$142,447             |
| Various | PNC Bank <sup>164</sup>                      | \$15.00           | Not Available    | Not Available         |
| Various | Starbucks <sup>165</sup>                     | 5% - 15% raise    | 150,000          | Not Available         |
| Various | Target <sup>166</sup>                        | \$9.00            | Not Available    | Not Available         |
| Various | Target <sup>167</sup>                        | \$10.00           | 76,200           | \$123,543,736         |
| Various | Target <sup>168</sup>                        | \$15.00           | Not Available    | Not Available         |
| Various | TJX companies <sup>169</sup>                 | \$10.00           | 79,200           | \$128,407,662         |
| Various | Truliant Federal Credit Union <sup>170</sup> | \$15.00           | Not Available    | Not Available         |

**Table 6. Impact of the Fight for \$15: Employer Increases, 2012-2018**

| State                    | Employer                   | New Minimum Pay | Affected Workers | Total Raises (2018\$)  |
|--------------------------|----------------------------|-----------------|------------------|------------------------|
| Various                  | Walmart <sup>171</sup>     | \$10.00         | 1,200,000        | \$1,945,570,641        |
| Various                  | Walmart <sup>172</sup>     | \$11.00         | 1,000,000        | \$700,000,000          |
| Various                  | Wells Fargo <sup>173</sup> | \$15.00         | 86,000           | \$252,711,000          |
| Various                  | Whole Foods <sup>174</sup> | \$15.00         | Not Available    | Not Available          |
| <b>Employer Subtotal</b> |                            | -----           | <b>3,536,415</b> | <b>\$5,768,261,791</b> |

**Table 7. Impact of the Fight for \$15: Public Sector Increases, 2012-2018**

| States                                                              | New Minimum Pay   | Affected Workers | Total Cost* to Jurisdiction (nominal) |
|---------------------------------------------------------------------|-------------------|------------------|---------------------------------------|
| Massachusetts (homecare workers) <sup>175</sup>                     | \$15.00           | 35,000           | Not Available                         |
| Missouri (homecare workers) <sup>176</sup>                          | \$10.50           | 12,000           | Not Available                         |
| New York State <sup>177</sup>                                       | \$15.00           | 10,000           | \$20,300,000                          |
| New York State (public colleges & universities) <sup>178</sup>      | \$15.00           | 28,000           | \$28,000,000                          |
| North Carolina <sup>179</sup>                                       | \$15.00           | 10,000           | \$15,000,000                          |
| Oregon (homecare workers) <sup>180</sup>                            | \$15.00           | 20,000           | Not Available                         |
| Pennsylvania <sup>181</sup>                                         | \$15.00           | Not Available    | Not Available                         |
| Cities & Counties                                                   | New Minimum Pay   | Affected Workers | Total Cost (nominal)                  |
| San Francisco, CA (homecare & nonprofit workers) <sup>182</sup>     | \$16.50 - \$18.75 | 20,000           | \$100,000,000                         |
| Santa Clara County, CA (contractors) <sup>183</sup>                 | \$17.06 - \$19.06 | Not Available    | Not Available                         |
| Sonoma County, CA (county workers & contractors) <sup>184</sup>     | \$15.00           | 1,000            | \$981,039                             |
| Atlanta, GA <sup>185</sup>                                          | \$15.00           | 850              | Not Available                         |
| Clarkston, GA <sup>186</sup>                                        | \$15.00           | 3                | \$4,000                               |
| Chicago, IL <sup>187</sup>                                          | \$13.00           | 1,000            | Not Available                         |
| Shakopee, MN (businesses receiving public subsidies) <sup>188</sup> | \$19.00           | Not Available    | Not Available                         |

**Table 7. Impact of the Fight for \$15: Public Sector Increases, 2012-2018**

| States                                                       | New Minimum Pay   | Affected Workers | Total Cost* to Jurisdiction (nominal) |
|--------------------------------------------------------------|-------------------|------------------|---------------------------------------|
| Columbia, MO <sup>189</sup>                                  | \$15.00           | 200              | \$3,139,247                           |
| Missoula, MT <sup>190</sup>                                  | \$12.00 - \$15.00 | 16               | \$16,889                              |
| Charlotte, NC <sup>191</sup>                                 | \$15.00           | Not Available    | Not Available                         |
| Durham, NC <sup>192</sup>                                    | \$15.00           | Not Available    | Not Available                         |
| Greensboro, NC <sup>193</sup>                                | \$15.00           | 245              | \$266,514                             |
| Bloomfield, NJ <sup>194</sup>                                | \$15.00           | 400              | Not Available                         |
| East Orange, NJ <sup>195</sup>                               | \$15.00           | 158              | Not Available                         |
| Hudson County, NJ <sup>196</sup>                             | \$15.00           | 100              | Not Available                         |
| Jersey City, NJ <sup>197</sup>                               | \$15.00           | 500              | Not Available                         |
| Newark, NJ <sup>198</sup>                                    | \$15.00           | Not Available    | Not Available                         |
| Buffalo, NY <sup>199</sup>                                   | \$15.00           | 479              | Not Available                         |
| New York, NY (union & nonprofit contractors) <sup>200</sup>  | \$15.00           | 50,000           | Not Available                         |
| New York, NY and Newark, NJ (airport workers) <sup>201</sup> | \$19.00           | 40,000           | Not Available                         |
| Rochester, NY <sup>202</sup>                                 | \$15.00           | 116              | Not Available                         |
| Syracuse, NY <sup>203</sup>                                  | \$15.00           | 61               | Not Available                         |
| Cincinnati, OH (city workers & contractors) <sup>204</sup>   | \$15.00           | 1,166            | Not Available                         |
| Cleveland, OH <sup>205</sup>                                 | \$15.00           | 500              | \$1,900,000                           |
| Milwaukie, OR <sup>206</sup>                                 | \$15.00           | Not Available    | Not Available                         |
| Mutonah County, OR <sup>207</sup>                            | \$15.00           | 151              | \$190,000                             |
| Portland, OR (city workers & contractors) <sup>208</sup>     | \$15.00           | 173              | \$1,100,000                           |
| Bergen County, PA <sup>209</sup>                             | \$15.00           | 129              | \$360,647                             |
| Philadelphia, PA <sup>210</sup>                              | \$12.00           | Not Available    | Not Available                         |
| Pittsburgh, PA (city & contractors) <sup>211</sup>           | \$15.00           | 300              | \$150,000                             |
| Memphis, TN <sup>212</sup>                                   | \$15.50           | 420              | \$1,400,000                           |

**Table 7. Impact of the Fight for \$15: Public Sector Increases, 2012-2018**

| States                                                                                                                                                                                                                                                                                                                                                       | New Minimum Pay | Affected Workers | Total Cost* to Jurisdiction (nominal) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|---------------------------------------|
| Shelby County Schools, TN <sup>213</sup>                                                                                                                                                                                                                                                                                                                     | \$15.00         | 1,200            | Not Available                         |
| San Antonio, TX <sup>214</sup>                                                                                                                                                                                                                                                                                                                               | \$15.00         | Not Available    | Not Available                         |
| San Marcos, TX (businesses seeking incentives) <sup>215</sup>                                                                                                                                                                                                                                                                                                | \$15.00         | Not Available    | Not Available                         |
| King County, WA (county workers & contractors) <sup>216</sup>                                                                                                                                                                                                                                                                                                | \$15.00         | 12,000           | Not Available                         |
| Seattle, WA (city workers) <sup>217</sup>                                                                                                                                                                                                                                                                                                                    | \$15.00         | 500 - 700        | \$1,600,000                           |
| Dane County, WI (county workers & contractors) <sup>218</sup>                                                                                                                                                                                                                                                                                                | \$15.00         | 1,000            | Not Available                         |
| Milwaukee, WI <sup>219</sup>                                                                                                                                                                                                                                                                                                                                 | \$15.00         | Not Available    | \$4,200,000                           |
| <b>Public Sector Subtotal</b>                                                                                                                                                                                                                                                                                                                                | -----           | <b>247,167</b>   | <b>\$178,608,336</b>                  |
| <p>States arranged in alphabetical order. Cities and counties also arranged in alphabetical order, first by state and then by locality.</p> <p>* Estimates reported as total costs to state, city, and county budgets, which are not synonymous with total wage increases. (These costs include wages, but may also include payroll taxes and benefits.)</p> |                 |                  |                                       |

**Table 8. Estimating the Average Income Increase per 1 Percent Increase in the Minimum Wage, Using Existing Analyses of the Impact of Minimum Wage Increases, 2012-2018**

| (A)<br>Jurisdiction              | (B)<br>New Min Wage | (C)<br>Phase-In Year | (D)<br>Old Min Wage | (E)<br>Difference | (F)<br>Percent Increase | (G)<br>Per Worker<br>Annual Increase<br>(Nominal) | (H)<br>Income Increase<br>per 1% Increase<br>in the Min Wage<br>(Nominal) | (I)<br>Income Increase<br>per 1% Increase<br>in the Min Wage<br>(2018\$) |
|----------------------------------|---------------------|----------------------|---------------------|-------------------|-------------------------|---------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Arkansas <sup>220</sup>          | \$11.00             | 2021                 | \$7.25              | \$3.75            | 51.72                   | \$1,520                                           | \$29.39                                                                   | \$27.36                                                                  |
| California <sup>221</sup>        | \$15.00             | 2023                 | \$8.00              | \$7.00            | 87.50                   | \$3,700                                           | \$42.29                                                                   | \$44.85                                                                  |
| Colorado <sup>222</sup>          | \$12.00             | 2020                 | \$8.31              | \$3.69            | 44.40                   | \$1,468                                           | \$33.06                                                                   | \$33.06                                                                  |
| Maine <sup>223</sup>             | \$12.00             | 2020                 | \$7.50              | \$4.50            | 60.00                   | \$3,485                                           | \$58.08                                                                   | \$55.43                                                                  |
| Maryland <sup>224</sup>          | \$10.10             | 2018                 | \$7.25              | \$2.85            | 39.31                   | \$1,585                                           | \$40.32                                                                   | \$42.23                                                                  |
| Massachusetts <sup>225</sup>     | \$15.00             | 2023                 | \$8.00              | \$7.00            | 87.50                   | \$3,393                                           | \$38.78                                                                   | \$34.39                                                                  |
| Michigan <sup>226</sup>          | \$12.00             | 2022                 | \$7.40              | \$4.60            | 62.16                   | \$1,697                                           | \$27.30                                                                   | \$24.80                                                                  |
| Minnesota <sup>227</sup>         | \$9.50              | 2016                 | \$7.25              | \$2.25            | 31.03                   | \$1,322                                           | \$42.60                                                                   | \$42.60                                                                  |
| Missouri <sup>228</sup>          | \$12.00             | 2023                 | \$7.85              | \$4.15            | 52.87                   | \$1,485                                           | \$28.09                                                                   | \$24.91                                                                  |
| Nebraska <sup>229</sup>          | \$9.00              | 2016                 | \$7.25              | \$1.75            | 24.14                   | \$3,640                                           | \$150.80                                                                  | \$150.80                                                                 |
| New Jersey <sup>230</sup>        | \$8.25              | 2015                 | \$7.25              | \$1.00            | 13.79                   | \$644                                             | \$46.69                                                                   | \$48.90                                                                  |
| New York <sup>231</sup>          | \$15.00             | 2022                 | \$7.25              | \$7.75            | 106.90                  | \$4,900                                           | \$45.84                                                                   | \$48.62                                                                  |
| South Dakota <sup>232</sup>      | \$8.50              | 2015                 | \$7.25              | \$1.25            | 17.24                   | \$1,125                                           | \$65.25                                                                   | \$69.28                                                                  |
| Los Angeles, CA <sup>233</sup>   | \$15.00             | 2021                 | \$9.00              | \$6.00            | 66.67                   | \$4,800                                           | \$72.00                                                                   | \$76.45                                                                  |
| San Jose, CA <sup>234</sup>      | \$15.00             | 2019                 | \$8.00              | \$7.00            | 87.50                   | \$3,000                                           | \$34.29                                                                   | \$36.41                                                                  |
| San Francisco, CA <sup>235</sup> | \$15.00             | 2018                 | \$10.74             | \$4.26            | 39.66                   | \$2,800                                           | \$70.59                                                                   | \$74.95                                                                  |



**Table 8. Estimating the Average Income Increase per 1 Percent Increase in the Minimum Wage, Using Existing Analyses of the Impact of Minimum Wage Increases, 2012-2018**

| (A)<br>Jurisdiction                                         | (B)<br>New Min Wage | (C)<br>Phase-In Year | (D)<br>Old Min Wage | (E)<br>Difference | (F)<br>Percent Increase | (G)<br>Per Worker<br>Annual Increase<br>(Nominal) | (H)<br>Income Increase<br>per 1% Increase<br>in the Min Wage<br>(Nominal) | (I)<br>Income Increase<br>per 1% Increase<br>in the Min Wage<br>(2018\$) |
|-------------------------------------------------------------|---------------------|----------------------|---------------------|-------------------|-------------------------|---------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Washington, DC <sup>236</sup>                               | \$15.00             | 2020                 | \$8.25              | \$6.75            | 81.82                   | \$3,200                                           | \$39.11                                                                   | \$37.32                                                                  |
| Minneapolis, MN <sup>237</sup>                              | \$15.00             | 2024                 | \$9.50              | \$5.50            | 57.89                   | \$4,481                                           | \$77.40                                                                   | \$70.31                                                                  |
| Albuquerque, NM <sup>238</sup>                              | \$8.50              | 2013                 | \$7.50              | \$1.00            | 13.33                   | \$712                                             | \$53.40                                                                   | \$56.70                                                                  |
| SeaTac, WA <sup>239</sup>                                   | \$15.00             | 2014                 | \$9.19              | \$5.81            | 63.22                   | \$6,349                                           | \$100.43                                                                  | \$108.37                                                                 |
| Seattle, WA <sup>240</sup>                                  | \$15.00             | 2021                 | \$9.32              | \$5.68            | 60.94                   | \$5,157                                           | \$84.62                                                                   | \$89.85                                                                  |
| Average income increase per 1% increase in minimum wage (J) |                     |                      |                     |                   |                         |                                                   |                                                                           | <b>\$58.51</b>                                                           |

---

## ENDNOTES

- <sup>1</sup> Alex Seitz-Wald, “Democrats Add \$15 Minimum Wage to Platform,” *NBC News*, July 8, 2016, <https://www.nbcnews.com/politics/2016-election/democrats-add-15-minimum-wage-platform-n606351>.
- <sup>2</sup> Jake Johnson, “We Have Got to End Starvation Wages’: Bernie Sanders to Re-Introduce \$15 Minimum Wage Bill in First Week of New Congress,” *Common Dreams*, November 12, 2018, <https://www.commondreams.org/news/2018/11/12/we-have-got-end-starvation-wages-bernie-sanders-introduce-15-minimum-wage-bill-first>.
- <sup>3</sup> National Employment Law Project, *Fight for \$15: Four Years, \$62 Billion*, December 2016, <https://www.nelp.org/wp-content/uploads/Fight-for-15-Four-Years-62-Billion-in-Raises.pdf>.
- <sup>4</sup> In 2007, Congress approved raising the federal minimum wage from \$5.15 to \$7.25 in three 70-cent steps in 2007, 2008 and 2009. The total wage impact of the third and final step was estimated at \$1.6 billion annually. See Kai Filion, *Fact Sheet For 2009 Minimum Wage Increase: Minimum Wage Issue Guide*, Economic Policy Institute, updated July 21, 2009, [http://www.epi.org/publication/mwig\\_fact\\_sheet/](http://www.epi.org/publication/mwig_fact_sheet/). While estimates of the total wage impact for the first two 70-cent steps were not available, those impacts would be no larger than \$1.6 billion, as affected workers were disproportionately clustered closer to the \$7.25 wage level. Thus, we estimate the total wage impact of the three steps at approximately \$4.8 billion (three times the impact of the final step). The \$68 billion total wage impact of minimum wage increases since November 2012 is therefore more than 14 times the impact of the 2007 federal minimum wage increase.
- <sup>5</sup> For more information about these organizations and their research, see the Institute for Research and Labor Employment website, <http://irle.berkeley.edu/>; the Economic Policy Institute website, <https://www.epi.org/>; and the Economic Analysis and Research Network website, which lists member organizations, <https://www.epi.org/earn/>.
- <sup>6</sup> Congressional Budget Office, *10-Year Economic Projections*, August 2018 [Excel spreadsheet], <https://www.cbo.gov/about/products/budget-economic-data#4>.
- <sup>7</sup> Bureau of Labor Statistics, Current Employment Statistics - CES (National), Average Weekly Hours of Production and Nonsupervisory Employees, <https://www.bls.gov/ces/>. Accessible through the “One-Screen Data Search” tool.
- <sup>8</sup> Center for Labor Research and Education, University of California, Berkeley, *\$15 Minimum Wage in California: Who Would be Affected by the Proposal to Raise California’s Minimum Wage?*, 2016, <http://laborcenter.berkeley.edu/pdf/2016/CA-15-Minimum-Wage.pdf>.
- <sup>9</sup> Jeremy Thompson, *FAQ: The Massachusetts \$15 Minimum Wage Proposal*, Massachusetts Budget and Policy Center, June 26, 2018, [http://massbudget.org/report\\_window.php?loc=FAQ-The-Massachusetts-\\$15-Minimum-Wage-Proposal.html](http://massbudget.org/report_window.php?loc=FAQ-The-Massachusetts-$15-Minimum-Wage-Proposal.html).
- <sup>10</sup> See Michael Reich, Sylvia Allegretto, Ken Jacobs and Claire Montialoux, *The Effects of a \$15 Minimum Wage in New York State*, Center on Wage and Employment Dynamics, Institute for Research on Labor and Employment, University of California, Berkeley, March 2016, <http://irle.berkeley.edu/files/2016/The-Effects-of-a-15-Minimum-Wage-in-New-York-State.pdf>; and David Cooper, *Raising the New York state Minimum Wage to \$15 by July 2021 Would Lift Wages for 3.2 Million Workers*, Economic Policy Institute, Briefing Paper No. 416, January 5, 2016, <https://www.epi.org/publication/raising-new-york-state-minimum-wage-to-15/>.
- <sup>11</sup> Flagstaff Needs a Raise, *Why*, <http://flagstaffneedsaraise.com/why/>. Accessed November 20, 2018.
- <sup>12</sup> Michael Reich, Ken Jacobs, Annette Bernhardt and Ian Perry, *The Proposed Minimum Wage Law for Los Angeles: Economic Impacts and Policy Options*, Center on Wage and Employment Dynamics, Institute for Research on Labor and Employment, University of California, Berkeley, March 2015, <http://irle.berkeley.edu/files/2015/The-Proposed-Minimum-Wage-Law-for-Los-Angeles.pdf>.
- <sup>13</sup> Michael Reich, Claire Montialoux, Sylvia Allegretto, Ken Jacobs, Annette Bernhardt, and Sarah Thomason, *The Effects of a \$15 Minimum Wage by 2019 in San Jose and Santa Clara County*, Center on Wage and Employment Dynamics, Institute for Research on Labor and Employment, University of California, Berkeley, June 2016, <http://irle.berkeley.edu/files/2016/The-Effects-of-15-Minimum-Wage-by-2019-in-San-Jose-and-Santa-Clara-County.pdf>.
- <sup>14</sup> Michael Reich, Ken Jacobs, Annette Bernhardt and Ian Perry, *San Francisco’s Proposed City Minimum Wage Law: A Prospective Impact Study*, Center on Wage and Employment Dynamics, Institute for Research on Labor and Employment, University of California, Berkeley, August 2014, <http://irle.berkeley.edu/files/2014/San-Franciscos-Proposed-City-Minimum-Wage-Law.pdf>.
- <sup>15</sup> David Cooper, *Raising the D.C. Minimum Wage to \$15 by 2020 Would Lift Wages for 114,000 Working People*, Economic Policy Institute, May 4, 2016, <https://www.epi.org/publication/raising-the-d-c-minimum-wage/>.
- <sup>16</sup> PFM Group Consulting, LLC, *Montgomery County, Maryland: Minimum Wage Increase Impact Study*, July 31, 2017, [https://montgomerycountymd.gov/OPI/Resources/Files/2017/MC\\_Minimum-Wage-Impact-Analysis\\_7-31-2017.pdf](https://montgomerycountymd.gov/OPI/Resources/Files/2017/MC_Minimum-Wage-Impact-Analysis_7-31-2017.pdf). The worker impact figure refers to a rounded number. The original figure is 126,968.
- <sup>17</sup> Loukas Karabarbounis, Jeremy Lise and Anusha Nath, *The Minneapolis Minimum Wage Increase: Baseline Report*, September 1, 2018, [http://minimumwage.minneapolismn.gov/uploads/9/6/3/1/96313024/frb\\_mw\\_baseline\\_report\\_9-1-18\\_final.pdf](http://minimumwage.minneapolismn.gov/uploads/9/6/3/1/96313024/frb_mw_baseline_report_9-1-18_final.pdf).

- 
- <sup>18</sup> City of St. Paul, *Mayor Melvin Carter Signs \$15 Minimum Wage Ordinance Into Law, Signing Follows Unanimous Saint Paul City Council Vote* [press release], November 14, 2018, <https://www.stpaul.gov/news/mayor-melvin-carter-signs-15-minimum-wage-ordinance-law>.
- <sup>19</sup> Nicole Vallesterio Keenan and Howard Greenwich, *The Economic Impacts of a Transportation and Hospitality Living Wage in the City of SeaTac*, Puget Sound Sage, September 2013, <https://fortunedotcom.files.wordpress.com/2013/11/pssage-economic-analysis-of-seatac-living-wage-9-25-13.pdf>.
- <sup>20</sup> Nicole Vallesterio Keenan and Howard Greenwich, *Economic and Equity Outcomes of a \$15/hr Minimum Wage in Seattle*, Puget Sound Sage, April 2014, [http://pugetsoundsage.org/wp-content/uploads/2016/09/Economic-and-Equity-Outcomes-of-a-15-Minimum-Wage-in-Seattle\\_1.pdf](http://pugetsoundsage.org/wp-content/uploads/2016/09/Economic-and-Equity-Outcomes-of-a-15-Minimum-Wage-in-Seattle_1.pdf).
- <sup>21</sup> See Mitchell Hirsch, “Alabama Shuts Down Raises for 40,000 Workers in Birmingham as Minimum Wage Fight Continues,” *Huffington Post*, March 1, 2016 (updated March 2, 2017), [https://www.huffingtonpost.com/mitchell-hirsch/birmingham-alabama-minimum-wage-increase\\_b\\_9354456.html](https://www.huffingtonpost.com/mitchell-hirsch/birmingham-alabama-minimum-wage-increase_b_9354456.html); and Teresa Tritch, “Birmingham Bounce: Raising the Minimum Wage in the South,” *New York Times*, August 20, 2015, <https://takingnote.blogs.nytimes.com/2015/08/20/birmingham-bounce-raising-the-minimum-wage-in-the-south/>.
- <sup>22</sup> See Christine Owens, National Employment Law Project, *On Preemption of Miami Beach’s Minimum Wage Ordinance* [Press Statement], March 28, 2017, <https://www.nelp.org/news-releases/on-preemption-of-miami-beach-minimum-wage-ordinance/>; and Joey Flechas, “Miami Beach Sets Local Minimum Wage Higher than State Rate Beginning 2018,” *Miami Herald*, June 8, 2016, <https://www.miamiherald.com/news/local/community/miami-dade/miami-beach/article82494577.html>.
- <sup>23</sup> Peter Fisher, The Iowa Policy Project, *What is the Johnson County Impact of a \$10.10 Minimum Wage?*, September 30, 2015, <http://www.iowapolicyproject.org/2015Research/150930-minwage-IC-bgd.html>.
- <sup>24</sup> Associate Press, “Iowa’s Lee County Approves Local Minimum Wage Increase,” *Des Moines Register*, March 30, 2017, <https://www.desmoinesregister.com/story/money/business/2017/03/30/iowas-lee-county-approves-local-minimum-wage-increase/99815440/>.
- <sup>25</sup> Peter Fisher, The Iowa Policy Project, *The Case for a Linn County Minimum Wage*, January 11, 2016, <http://iowapolicyproject.org/2016Research/160111-minwage-Linn.html>.
- <sup>26</sup> Peter Fisher, The Iowa Policy Project, *The Case for a Polk County Minimum Wage*, May 16, 2016, <http://iowapolicyproject.org/2016Research/160516-minwage-Polk.html>.
- <sup>27</sup> Associate Press, “Wapello County Board Votes to Raise Minimum Wage,” *Des Moines Register*, September 14, 2016, <https://www.desmoinesregister.com/story/news/2016/09/14/wapello-county-board-votes-raise-minimum-wage/90351098/>.
- <sup>28</sup> Kenny Colston, Kentucky Center for Economic Policy, “Council Has Done its Homework, Time is Now for Lexington to Raise Minimum Wage,” *Lexington Herald-Leader*, November 18, 2015, <https://kypolicy.org/council-has-done-its-homework-time-is-now-for-lexington-to-raise-minimum-wage/>.
- <sup>29</sup> Ryland Barton, “Kentucky Supreme Court Strikes Down Louisville Minimum Wage Ordinance,” *WFPL*, October 20, 2016, <https://wfpl.org/kentucky-supreme-court-strikes-down-louisville-minimum-wage-ordinance/>.
- <sup>30</sup> Ballotpedia, *Kansas City, Missouri, \$15 Per Hour Minimum Wage Initiative, Question No. 3 (August 2017)*, [https://ballotpedia.org/Kansas\\_City,\\_Missouri.\\_\\$15\\_Per\\_Hour\\_Minimum\\_Wage\\_Initiative.\\_Question\\_No.\\_3\\_\(August\\_2017\)](https://ballotpedia.org/Kansas_City,_Missouri._$15_Per_Hour_Minimum_Wage_Initiative._Question_No._3_(August_2017)). Accessed November 15, 2018.
- <sup>31</sup> Marni von Wilpert, Economic Policy Institute, “Missouri’s New Preemption Law Cheats 38,000 Workers Out of a Raise,” *Working Economics Blog*, July 14, 2017, <https://www.epi.org/blog/missouris-new-preemption-law-cheats-38000-workers-out-of-a-raise/>.
- <sup>32</sup> U.S. Department of Labor, Wage and Hour Division, *Changes in Basic Minimum Wages in Non-Farm Employment Under State Law: Selected Years 1968 to 2017*, December 2017, <https://www.dol.gov/whd/state/stateMinWageHis.htm>.
- <sup>33</sup> For citations, see endnotes for individual states in the first column of this table.
- <sup>34</sup> Economic Policy Institute, *State Tables: Characteristics of Workers Who would be Affected by Increasing the Federal Minimum Wage to \$12 by July 2020*, May 7, 2015, <https://www.epi.org/files/2015/revised-minimum-wage-state-tables.pdf>. Estimates do not include Flagstaff impact.
- <sup>35</sup> National Employment Law Project, *An \$11 Minimum Wage for All Arkansans: Raising the Quality of Life for 300,000 Workers in All 75 Arkansas Counties*, October 2018, <https://s27147.pcdn.co/wp-content/uploads/11-AR-Ballot-County-Impact.pdf>. Annual income increase and worker impact estimates provided by the Arkansas Advocates for Children and Families.
- <sup>36</sup> National Employment Law Project, *Minimum Wage a Big Winner on Election Day*, November 2016, <https://www.nelp.org/wp-content/uploads/Minimum-Wage-Wins-2016-Elections.pdf>.
- <sup>37</sup> Center for Labor Research and Education, op. cit. (endnote 8). Estimates for Los Angeles, San Jose and San Francisco listed separately.
- <sup>38</sup> Colorado Families for a Fair Wage, *Colorado Minimum Wage Facts* [2017 updates], <https://www.bellpolicy.org/wp-content/uploads/2017/10/Colorado-Minimum-Wage-Facts.pdf>. Accessed November 20, 2018.
- <sup>39</sup> National Employment Law Project, op. cit. (endnote 36).
-

- 
- <sup>40</sup> Brandon Bossert, "Debate Continues Over Raising Minimum Wage Workers Pay," *ABC 47*, June 29, 2018, <https://www.wmdt.com/2018/06/debate-continues-over-raising-minimum-wage-workers-pay/760543897/>. Previous 2013 legislation adopted a minimum wage of \$8.50 by 2015.
- <sup>41</sup> National Employment Law Project, op. cit. (endnote 36).
- <sup>42</sup> Maine Center for Economic Policy, *Restoring the Value of Work: A \$12 Minimum Wage will Strengthen Maine's Economy and Enable Working Mainers to Make Ends Meet*, August 2016, <http://www.mecpep.org/wp-content/uploads/2016/08/Minimum-wage-brief-final-08-17-16.pdf>.
- <sup>43</sup> David Cooper, *Raising the Maryland Minimum Wage will Benefit Nearly Half a Million Workers and Modestly Boost the State's Economy*, Economic Policy Institute, January 31, 2014, [https://www.epi.org/files/2014/MD\\_to\\_1010%201\\_31\\_14.pdf](https://www.epi.org/files/2014/MD_to_1010%201_31_14.pdf). Estimates for Montgomery County and Prince George's County listed separately.
- <sup>44</sup> Jeremy Thompson, op. cit. (endnote 9).
- <sup>45</sup> Impact estimates provided by the Economic Policy Institute.
- <sup>46</sup> JOBS NOW Coalition, *Minimum Wage* [Internet Archive, April 17, 2016], <https://web.archive.org/web/20160417195200/http://www.jobsnowcoalition.org/initiatives/labor-standards/minimum-wage.html>. Figure does not include Minneapolis or St. Paul impacts.
- <sup>47</sup> National Employment Law Project, *A \$12 Minimum Wage: Broad Benefits for Workers and Small Businesses Across Missouri*, August 2018, <https://s27147.pcdn.co/wp-content/uploads/12-MO-Ballot-Small-Business-Impact.pdf>.
- <sup>48</sup> Kellie Wasikowski, "How a Minimum Wage Increase Could Impact Nebraskans," *The Daily Nebraskan*, November 3, 2014, [http://www.dailynebraskan.com/news/how-a-minimum-wage-increase-could-impact-nebraskans/article\\_e6080132-6321-11e4-a324-0017a43b2370.html](http://www.dailynebraskan.com/news/how-a-minimum-wage-increase-could-impact-nebraskans/article_e6080132-6321-11e4-a324-0017a43b2370.html).
- <sup>49</sup> National Employment Law Project, op. cit. (endnote 36).
- <sup>50</sup> Michael Reich, et al, and David Cooper, op. cit. (endnote 10).
- <sup>51</sup> National Employment Law Project, *Fight for \$15 Impact Report: Raises for 17 Million Workers, 10 Million Going to \$15*, April 2016, <https://nelp.org/wp-content/uploads/NELP-Fact-Sheet-Fight-for-15-Impact-Report.pdf>.
- <sup>52</sup> National Employment Law Project, op. cit. (endnote 3).
- <sup>53</sup> South Dakota Budget and Policy Institute, *SD Increased Minimum Wage, Initiated Measure 18: Impact Analysis* [Internet Archive, November 29, 2014], <https://web.archive.org/web/20141129135157/http://www.sdbpi.org/wp-content/uploads/2014/09/SD-Increased-Minimum-Wage-Initiated-Measure-18.pdf>.
- <sup>54</sup> National Employment Law Project, op. cit. (endnote 36).
- <sup>55</sup> Washington State Budget and Policy Center, *Raising Minimum Wage: Frequently Asked Questions*, January 2016, <https://budgetandpolicy.org/2016-Jan-4-Minimum%20Wage%20QA.pdf>.
- <sup>56</sup> National Employment Law Project, op. cit. (endnote 51).
- <sup>57</sup> Refers to state minimum wage.
- <sup>58</sup> Flagstaff Needs a Raise, op. cit. (endnote 11).
- <sup>59</sup> Michael Reich, et al., op. cit. (endnote 12).
- <sup>60</sup> Michael Reich, et al., op. cit. (endnote 13).
- <sup>61</sup> Michael Reich, et al., op. cit. (endnote 14).
- <sup>62</sup> David Cooper, op. cit. (endnote 15).
- <sup>63</sup> City of Chicago, Office of the Mayor, *Mayor Emanuel Signs Executive Order Requiring City Contractors to Pay a Minimum Wage of \$13* [press release], September 3, 2014, [https://www.cityofchicago.org/city/en/depts/mayor/press\\_room/press\\_releases/2014/sep/mayor-emanuel-signs-executive-order-requiring-city-contractors-t.html](https://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2014/sep/mayor-emanuel-signs-executive-order-requiring-city-contractors-t.html).
- <sup>64</sup> Progress Illinois, *Cook County Board Passes Minimum Wage Increase to \$13* [Internet Archive, April 5, 2018], <https://web.archive.org/web/20180405173528/http://progressillinois.com/news/content/2016/10/26/cook-county-board-passes-minimum-wage-increase>.
- <sup>65</sup> PFM Group Consulting, LLC, op. cit. (endnote 16).
- <sup>66</sup> Jenni Pompei, "Baker Signs Prince George's County Minimum Wage Increase into Law," *Patch.com*, December 23, 2013, <https://patch.com/maryland/hyattsville/baker-signs-minimum-wage-increase-into-law-hyattsville>.
- <sup>67</sup> Loukas Karabarbounis, et al, op. cit. (endnote 17).
- <sup>68</sup> City of St. Paul, op. cit. (endnote 18).
- <sup>69</sup> New Mexico Voices for Children, *Raising Albuquerque's Minimum Wage: Good for Workers, Good for the Economy*, September 2012, <https://www.nmvoices.org/archives/6580>.
- <sup>70</sup> National Employment Law Project, op. cit. (endnote 36).
- <sup>71</sup> Raise the Wage Las Cruces, *Las Cruces Needs to Raise the Minimum Wage!!!* [Internet Archive, October 19, 2016], <https://web.archive.org/web/20161019183629/http://www.raisethe wage-lascruces.org/>.
- <sup>72</sup> National Employment Law Project, op. cit. (endnote 36).
- <sup>73</sup> Nicole Vallesterio Keenan and Howard Greenwich, op. cit. (endnote 19).
- <sup>74</sup> Nicole Vallesterio Keenan and Howard Greenwich, op. cit. (endnote 20).

- 
- <sup>75</sup> CoastalView.com, "BEGA Increases Company Minimum Wage to \$15 per Hour," September 15, 2018, [http://www.coastalview.com/business/bega-increases-company-minimum-wage-to-per-hour/article\\_6b75e6fc-b915-11e8-883e-9303b151b883.html](http://www.coastalview.com/business/bega-increases-company-minimum-wage-to-per-hour/article_6b75e6fc-b915-11e8-883e-9303b151b883.html).
- <sup>76</sup> CBS San Francisco and Bay City News Service, "Cal State Faculty To Get 10.5% Raises Over 3 Years In Labor Deal," KPIX, April 8, 2016, <https://sanfrancisco.cbslocal.com/2016/04/08/california-state-university-csu-labor-deal-raises/>.
- <sup>77</sup> Sam Thielman, "Facebook to Raise Minimum Wage to \$15 an Hour for Contractors and Vendors," *The Guardian*, May 13, 2015, <https://www.theguardian.com/technology/2015/may/13/facebook-raises-minimum-wage-contractors-vendors>.
- <sup>78</sup> Brooke Southall, "First Republic Pays \$20 Minimum Wage in an Act of Altruistic Self-Interest," *RIABiz*, January 17, 2017, <https://riabiz.com/a/2017/1/17/first-republic-pays-20-minimum-wage-in-an-act-of-altruistic-self-interest>.
- <sup>79</sup> SEIU Local 99, *SEIU Local 99 Members Vote Overwhelmingly to Ratify Contract Agreement with LAUSD* [Internet Archive, March 15, 2016], <https://web.archive.org/web/20160315090945/http://seiu99.org/2014/07/03/top-ten-reasons-to-join-the-fight-for-a-strong-contract-at-laUSD/>.
- <sup>80</sup> See Larry Gordon and Phil Willon, "UC Will Raise Its Minimum Wage to \$15 an Hour, Heightening Focus on Efforts to Boost the Rate Statewide," *Los Angeles Times*, July 22, 2015, <https://www.latimes.com/local/lanow/la-me-ln-uc-minimum-wage-20150722-story.html>; and Alexei Koseff, "UC Raising Minimum Hourly Wage to \$15," *The Sacramento Bee*, July 22, 2015, <https://www.sacbee.com/news/politics-government/capitol-alert/article28291927.html>.
- <sup>81</sup> Kelsey Ray, "Denver Janitors Sign 'Historic' \$15 Minimum Wage Agreement," *The Colorado Independent*, June 30, 2016, <https://www.coloradoindependent.com/2016/06/30/denver-janitors-minimum-wage-fight/>.
- <sup>82</sup> Well-Paid Maids, *About Us* [Internet Archive, July 24, 2017], <https://web.archive.org/web/20170724074923/https://www.wellpaidmaids.com/about/>.
- <sup>83</sup> Well-Paid Maids, *About Us*, <https://www.wellpaidmaids.com/about/>. Accessed November 21, 2018.
- <sup>84</sup> Bryce Covert, "Company Raises Its Minimum Wage To \$15 So Employees Won't 'Worry About Making Ends Meet'," *ThinkProgress*, <https://thinkprogress.org/company-raises-its-minimum-wage-to-15-so-employees-wont-worry-about-making-ends-meet-5737d50b1786/>.
- <sup>85</sup> Josh Kulp and Christine Cikowski, "As Small Business Owners, We Know: \$15 an Hour Entirely Reasonable," *Chicago Sun-Times*, June 12, 2017, <https://chicago.suntimes.com/opinion/as-small-business-owners-we-know-15-an-hour-entirely-reasonable/>.
- <sup>86</sup> William R. Levesque, "St. Petersburg's C1 Bank Raises Its Minimum Wage to \$15," *Tampa Bay Times*, Updated July 24, 2015, <http://www.tampabay.com/news/business/banking/st-petersburgs-c1-bank-increases-its-minimum-wage-to-15/2238527>.
- <sup>87</sup> SEIU 1199, *Nursing Home Workers in Florida Win Minimum Wage Increase and Put Thousands on a Path to \$15*, May 18, 2016, <https://www.1199seiu.org/nursing-home-workers-florida-win-minimum-wage-increase-and-put-thousands-path-15>.
- <sup>88</sup> Lauren Ritchie, "First Green Bank Helps Communities Thrive by Investing in Workers with a 'Living Wage'," *Orlando Sentinel*, August 1, 2016, <https://www.orlandosentinel.com/news/lake/os-lk-lauren-ritchie-green-bank-living-wage-20160801-column.html>.
- <sup>89</sup> Marcia Heroux Pounds, "JM Family Raises Minimum Wage to \$16 an Hour," *Sun Sentinel*, August 5, 2015, <https://www.sun-sentinel.com/business/careers/fl-jm-family-doubles-minimum-wage-20150805-story.html>.
- <sup>90</sup> Staff, "VyStar Credit Union to Raise Minimum Wage to \$15 an Hour," *First Coast News*, November 19, 2018, <https://www.firstcoastnews.com/article/money/vystar-credit-union-to-raise-minimum-wage-to-15-an-hour/77-615913781>.
- <sup>91</sup> Alix Langone, "Walt Disney World Agrees to Raise Its Minimum Wage to \$15 By 2021," *Time*, August 26, 2018, <http://time.com/money/5378529/walt-disney-world-minimum-wage-contract/>.
- <sup>92</sup> The Signal, "Gas South Raises Worker's Minimum Wage to \$15," September 19, 2016, <http://georgiastatesignal.com/gas-south-raises-workers-minimum-wage-15/>.
- <sup>93</sup> Darren Fishell, "Jackson Lab to Raise Minimum Wage to \$15 for 539 in Maine," *BDN*, July 12, 2016, <http://bangordailynews.com/2016/07/12/business/jackson-lab-to-raise-minimum-wage-to-15/>.
- <sup>94</sup> Alex Steed, "Why my Company Settled on \$15 per Hour Starting Wage," *BDN*, October 9, 2015, <http://bangordailynews.com/2015/10/09/opinion/contributors/why-my-company-settled-on-15-per-hour-starting-wage/>.
- <sup>95</sup> Scott Dance, "Hopkins, Union Agree to Tentative Deal on Wage Increases," *Baltimore Sun*, July 8, 2014, [http://articles.baltimoresun.com/2014-07-08/health/bs-hs-hopkins-negotiations-agreement-20140708\\_1\\_seiu-united-healthcare-hopkins-workers-service-workers](http://articles.baltimoresun.com/2014-07-08/health/bs-hs-hopkins-negotiations-agreement-20140708_1_seiu-united-healthcare-hopkins-workers-service-workers).
- <sup>96</sup> SEIU 1199, *Baltimore Hospital Workers Win Big In New Contract*, September 22, 2016, [https://www.1199seiu.org/maryland\\_dc/baltimore-hospital-workers-win-big-new-contract](https://www.1199seiu.org/maryland_dc/baltimore-hospital-workers-win-big-new-contract).
- <sup>97</sup> Priyanka Dayal McCluskey, "Beth Israel Raises Minimum Wage to \$15 an Hour," *The Boston Globe*, December 29, 2015, <https://www.bostonglobe.com/business/2015/12/29/beth-israel-deaconess-raises-minimum-wage-hour/NUy1m9DD7GNZpRlSs9UH9K/story.html>.



- 
- <sup>98</sup> Dialynn Dwyer, "Boston Medical Center will Raise Minimum Wage to \$15 an Hour," *Boston.com*, December 22, 2015, <https://www.boston.com/news/local-news/2015/12/22/boston-medical-center-will-raise-minimum-wage-to-15-an-hour>.
- <sup>99</sup> Heesun Wee, "These Start-Ups Already Pay \$15 Min Wage or Higher," *Yahoo! Finance*, April 5, 2016, <https://finance.yahoo.com/news/start-ups-already-pay-15-181526136.html>.
- <sup>100</sup> Cindy Atoji Keene, "Why One Company Voluntarily Boosted Its Minimum Wage to \$15 an Hour," *The Boston Globe*, November 10, 2015, <https://www.bostonglobe.com/magazine/2015/11/10/why-one-company-voluntarily-boosted-its-minimum-wage-hour/U996ARxhvmvLzhJ3THrBI/story.html>.
- <sup>101</sup> Katie Johnston, "Health Care, Airport Workers to Get Wage Hike," *The Boston Globe*, October 16, 2014, <https://www.bostonglobe.com/business/2014/10/15/health-care-airport-workers-get-wage-hike/ZW1CWTFVS6e3ZbteD59nVN/story.html>.
- <sup>102</sup> Douglas Moser, "Steward Health Care, Union Agree to New Contract," *The Eagle-Tribune*, August 3, 2016, [https://www.eagletribune.com/news/haverhill/steward-health-care-union-agree-to-new-contract/article\\_1ede453c-1ba4-5596-af65-14e4b0c3e215.html](https://www.eagletribune.com/news/haverhill/steward-health-care-union-agree-to-new-contract/article_1ede453c-1ba4-5596-af65-14e4b0c3e215.html).
- <sup>103</sup> Nate Homan, "Tufts, Boston Medical Center Workers to Get \$15 Minimum Wage," *Metro*, December 24, 2015, <https://www.metro.us/boston/tufts-boston-medical-center-workers-to-get-15-an-hour-in-2016/zsJolw---4iI5q0jXhEl3U>.
- <sup>104</sup> Bob Herman, "Blog: Tufts Health Plan Lifts Wage Floor to \$15 an Hour," *Modern Healthcare*, June 19, 2015, <https://www.modernhealthcare.com/article/20150619/BLOG/150619893>.
- <sup>105</sup> Nathan Skid, "Moo Cluck Moo's \$15-an-Hour Story Starts With a Lesson in Minimum Wage," *Crain's Detroit*, September 11, 2013, <https://www.crainsdetroit.com/article/20130911/BLOG006/130919957/moo-cluck-moos-15-an-hour-story-starts-with-a-lesson-in-minimum-wage>.
- <sup>106</sup> Jaime Delage, "Allina Hospitals to Raise Service Workers to \$15 Minimum Wage," *The St. Paul Pioneer Press*, April 18, 2015 (updated October 28, 2015), <https://www.twincities.com/2015/04/18/allina-hospitals-to-raise-service-workers-to-15-minimum-wage/>.
- <sup>107</sup> Anders Koskinen, "Common Roots Cafe Adopts \$15 an Hour Minimum Wage, Eliminates Tips," *Alpha News*, April 9, 2017, <http://alphanewsmn.com/common-roots-cafe-adopts-15-an-hour-minimum-wage-eliminates-tips/>.
- <sup>108</sup> Paul Walsh and Mike Hughlett, "Deal Raises Wages of Twin Cities Janitors by 12% Over Four Years," *The Star Tribune*, March 7, 2016, <http://www.startribune.com/tentative-deal-averts-strike-by-thousands-of-twin-cities-janitors/371262431/>.
- <sup>109</sup> See Fight Back! News, *U of MN Clerical Union Wins \$15 Wage and 6 Weeks Maternity Leave*, December 16, 2015, <http://www.fightbacknews.org/2015/12/16/u-mn-clerical-union-wins-15-wage-and-6-weeks-maternity-leave>; and AFSCME 3800, *Collective Bargaining Agreement Between the University of Minnesota and AFSCME Locals 3800 & 3801 Council 5, AFL-CIO Clerical & Office Unit Effective June 12, 2017 Through June 30, 2019*, [http://afscme3800.org/sites/afscme3800.prometheuslabor.com/files/afscme\\_local\\_3800\\_3801\\_contract\\_2017\\_2019.pdf](http://afscme3800.org/sites/afscme3800.prometheuslabor.com/files/afscme_local_3800_3801_contract_2017_2019.pdf). Accessed November 21, 2018.
- <sup>110</sup> See Hermit Woods, *Hermit Woods Winery Asks Its Customers to Help Support a Living Wage for Its Employees*, August 14, 2016, <https://hermitwoods.com/2016/08/14/hermit-woods-winery-asks-it-customers-to-help-support-a-living-wage-for-its-employees/>; and Hermit Woods, *Living Wage Surcharge*, <https://hermitwoods.com/about/living-wage-surcharge/>. Accessed November 21, 2018.
- <sup>111</sup> Associated Press, "NJ Hospital System Raising Minimum Wage to \$15 an Hour," *NJ.com*, November 13, 2018, <https://www.nj.com/camden/index.ssf/2018/11/nj-hospital-system-raising-minimum-wage-to-15-an-h.html>.
- <sup>112</sup> David Hunter, "HCCC Approves \$15 Minimum Wage for Nonunion Employees," *NJBiz*, November 21, 2018, <http://www.njbiz.com/article/20181121/NJBIZ01/181129973/hccc-approves-15-minimum-wage-for-nonunion-employees>.
- <sup>113</sup> Jon Victor, "Columbia Sets Student Wage at \$15 an Hour," *Yale News*, March 31, 2016, <https://yaledailynews.com/blog/2016/03/31/columbia-sets-student-wage-at-15-an-hour/>.
- <sup>114</sup> Elaine Pofeldt, "A Minimum Wage Hike May Not Crush Small Businesses: Survey," *CNBC*, May 6, 2016, <https://www.cnbcm.com/2016/05/06/a-minimum-wage-hike-will-not-crush-small-businesses-survey.html>.
- <sup>115</sup> Heesun Wee, "Look What Start-Ups Already Pay \$15 Minimum Wage," *CNBC*, April 5, 2016, <https://www.cnbcm.com/2016/04/05/some-gig-economy-start-ups-already-paying-15-an-hour.html>.
- <sup>116</sup> See HRHCare, *HRHCare Announces Living Wage for Caregivers and All Employees Amid Ongoing National Movement for \$15 an Hour Minimum Wage* [press release], <http://www.hrhcare.org/udson-river-healthcare-announces-living-wage-for-caregivers-and-all-employees-amid-ongoing-national-movement-for-15-an-hour-minimum-wage/> (accessed November 21, 2018); and David Robinson, "Peekskill Nonprofit Raises Its Minimum Wage to \$15 an Hour," *The Journal News*, August 5, 2015, <https://www.lohud.com/story/news/2015/08/05/peekskill-health-care-nonprofit-minimum-wage-15-hour/31128635/>.
- <sup>117</sup> Madeline Stone, "Maple, a Startup Backed by Ramen King David Chang, Wants to Make the Food Delivery Process Less Miserable for New Yorkers," *Business Insider*, April 28, 2015, <https://www.businessinsider.com/maple-makes-food-delivery-less-miserable-for-new-yorkers-2015-4>.

- 
- <sup>118</sup> Andrew Hamilton, New York University, *A Further Step on Affordability - \$15 Per Hour Minimum Wage for Student Workers*, March 24, 2016, <https://www.nyu.edu/about/leadership-university-administration/office-of-the-president/communications/a-further-step-on-affordability-15-per-hour-minimum-wage-for-student-workers.html>.
- <sup>119</sup> Staff, "Union, UR Reach Contract Agreement," *Democrat & Chronicle*, October 17, 2014, <https://www.democratandchronicle.com/story/money/business/2014/10/17/union-ur-reach-contract-agreement/17457939/>.
- <sup>120</sup> Richard Craver, "The Briefcase: Cone Health Raising Minimum Wage to \$12 an Hour," *Winston-Salem Journal*, May 15, 2017, [https://www.journalnow.com/business/business\\_news/local/the-briefcase-cone-health-raising-minimum-wage-to-an-hour/article\\_dd8e66e3-5271-567c-ab72-dd3b5bb1ae1e.html](https://www.journalnow.com/business/business_news/local/the-briefcase-cone-health-raising-minimum-wage-to-an-hour/article_dd8e66e3-5271-567c-ab72-dd3b5bb1ae1e.html).
- <sup>121</sup> Kyle Cavanaugh, Duke University Human Resources, *New Minimum Wage for Duke*, August 25, 2017, <https://hr.duke.edu/managers/memos-updates/2017-08/new-minimum-wage-duke>.
- <sup>122</sup> Richard Craver, op. cit. (endnote 118).
- <sup>123</sup> Richard Craver, "Novant Boosts Minimum Wage to \$12.50 an Hour; Second Increase in 18 Months," *Winston-Salem Journal*, August 21, 2018, [https://www.journalnow.com/business/novant-boosts-minimum-wage-to-an-hour-second-increase-in/article\\_67b8ad19-71bc-59e5-bf28-cd3f203bf7a4.html](https://www.journalnow.com/business/novant-boosts-minimum-wage-to-an-hour-second-increase-in/article_67b8ad19-71bc-59e5-bf28-cd3f203bf7a4.html).
- <sup>124</sup> Richard Craver, "Wake Forest Baptist Raises Minimum Wage to \$12.50 an Hour," *Winston-Salem Journal*, November 9, 2018, [https://www.journalnow.com/business/wake-forest-baptist-raises-minimum-wage-to-an-hour/article\\_a04b368b-9535-531a-9f8a-e15b87d4741c.html](https://www.journalnow.com/business/wake-forest-baptist-raises-minimum-wage-to-an-hour/article_a04b368b-9535-531a-9f8a-e15b87d4741c.html).
- <sup>125</sup> NW Labor Press, "Home Forward Becomes First Local Body to Guarantee \$15-an-Hour Minimum Wage," November 3, 2014, <https://nwlaborpress.org/2014/11/home-forward-first-to-guarantee-15-an-hour-minimum-wage/>.
- <sup>126</sup> Malia Spencer, "Exclusive: Fast-Growing Ruby Receptionists Adopts \$15 Minimum Wage," *Portland Business Journal*, April 28, 2015, <https://www.bizjournals.com/portland/blog/techflash/2015/04/fast-growing-ruby-receptionists-adopts-15-minimum.html>.
- <sup>127</sup> Debra Erdley, "Duquesne University to Raise Minimum Wage Floor," *TrivLive*, May 26, 2015, <https://triblive.com/news/allegheeny/8441919-74/wage-duquesne-hour>.
- <sup>128</sup> Amelia Abromaitis, SEIU Healthcare Pennsylvania, *Thousands of PA Nursing Home Workers Win \$15 in Contract Negotiations*, April 5, 2016, <http://www.seiuhcpa.org/2016/04/05/thousands-of-pa-nursing-home-workers-win-15-in-contract-negotiations/>.
- <sup>129</sup> Ben Schmitt, "UPMC to Increase Minimum Starting Wage to \$15 an Hour," *TrivLive*, March 29, 2016, <https://triblive.com/news/adminpage/10221461-74/upmc-hour-employees>.
- <sup>130</sup> Staff, "SEIU Workers Ratify Contract," *Observer-Reporter*, February 10, 2016, [https://observer-reporter.com/news/localnews/seiu-workers-ratify-contract/article\\_7de968fb-cc93-5b0d-b2d3-ad08e31398e4.html](https://observer-reporter.com/news/localnews/seiu-workers-ratify-contract/article_7de968fb-cc93-5b0d-b2d3-ad08e31398e4.html).
- <sup>131</sup> David Hendricks, "USAA Sets \$16 Minimum Wage, Expands Parental Leave Benefits," *San Antonio Express-News*, April 11, 2017, <https://www.mysanantonio.com/business/local/article/USAA-sets-16-minimum-wage-adds-parent-benefit-11065782.php>.
- <sup>132</sup> Ben & Jerry's, *Livable Wage*, <https://www.benjerry.com/values/how-we-do-business/livable-wages>. Accessed November 21, 2018.
- <sup>133</sup> Maddi Shaw, "Bellows Falls Restaurant Jump-Starts \$15 Minimum Wage," *The Battleboro Reformer*, June 8, 2016, <https://www.reformer.com/stories/bellows-falls-restaurant-jump-starts-15-minimum-wage.141878>.
- <sup>134</sup> Staff, "New EvergreenHealth Contract Settlement Brings Wage Increase to Kirkland Hospital," *The Kirkland Reporter*, August 29, 2017, <http://www.kirklandreporter.com/news/new-evergreenhealth-contract-settlement-brings-wage-increase-to-kirkland-hospital/>.
- <sup>135</sup> Ansel Herz, "Central Co-op Grocery Store Raises Entry-Level Wage to \$15 Per Hour, Seven Years Ahead of Schedule," *The Stranger*, January 22, 2015, <https://www.thestranger.com/slog/archives/2015/01/22/central-central-co-op-grocery-store-raises-entry-level-wage-to-15-per-hour-seven-years-ahead-of-schedule>.
- <sup>136</sup> Victor Balta, "UW to Raise Minimum Wage for Workers to \$15 an Hour," *UW News*, September 18, 2015, <http://www.washington.edu/news/2015/09/28/uw-to-raise-minimum-wage-for-workers-to-15-an-hour/>.
- <sup>137</sup> Alex Nemec, "At Your Service Hikes Hourly Wage to \$15," *Greater Milwaukee Today*, November 21, 2018, [http://www.gmtoday.com/news/local\\_stories/2018/11212018-at-your-service-hikes-hourly-wage-to-\\$15.asp](http://www.gmtoday.com/news/local_stories/2018/11212018-at-your-service-hikes-hourly-wage-to-$15.asp).
- <sup>138</sup> Bryce Covert, "Diner Says Tipping is 'Contrary' to Its 'Staff-Oriented Model,' Drops it in Favor of Better Wages," *ThinkProgress*, July 15, 2015, <https://thinkprogress.org/diner-says-tipping-is-contrary-to-its-staff-oriented-model-drops-it-in-favor-of-better-wages-cd62a3b69f13/#.olvw18s1x>.
- <sup>139</sup> UW Credit Union, *UW Credit Union Commits to \$15.00 Wage by 2017* [press release], June 9, 2017, <https://www.uwcu.org/press/uw-credit-union-commits-to-1500-wage-by-2017/>.
- <sup>140</sup> Aetna, *Wage Decision Sparks New Conversations about Income Inequality*, May 01 2015, <https://news.aetna.com/2015/05/wage-decision-sparks-new-conversations-income-inequality/>.
- <sup>141</sup> Becky Yerak, "Allstate Raises Minimum Pay to \$15 an Hour," *The Chicago Tribune*, May 16, 2016, <https://www.chicagotribune.com/business/ct-allstate-15-minimum-0517-biz-20160516-story.html>.
- <sup>142</sup> Rosa Goldensohn, "Amalgamated Bank Raises Its Minimum Wage to \$15 Per Hour," *DNAinfo*, August 6, 2015, <https://www.dnainfo.com/new-york/20150806/chelsea/amalgamated-bank-raises-its-minimum-wage-15-per-hour/>.

- 
- <sup>143</sup> See Abha Bhattarai, "Amazon Boosts Minimum Wage to \$15 for All Workers Following Criticism," *The Washington Post*, October 2, 2018, [https://www.washingtonpost.com/business/2018/10/02/amazon-announces-it-will-boost-minimum-wage-all-workers-after-facing-criticism/?utm\\_term=.80cee037e91a](https://www.washingtonpost.com/business/2018/10/02/amazon-announces-it-will-boost-minimum-wage-all-workers-after-facing-criticism/?utm_term=.80cee037e91a); and Arjun Panchadar, "Amazon Raises Minimum Wage to \$15, Urges Rivals to Follow," *Reuters*, October 2, 2018, <https://www.reuters.com/article/us-amazon-com-wage/amazon-to-raise-minimum-wage-to-15-for-u-s-employees-idUSKCN1MC15Z>.
- <sup>144</sup> Aquesta Bank, "Aquesta Leading the Way! Aquesta Financial Holdings, Inc Announces \$1,000 Cash Bonus to All Employees and Increase of Minimum Wage to \$15 per Hour" [press release], *GlobeNewswire*, December 21, 2017, <https://globenewswire.com/news-release/2017/12/21/1269292/0/en/Aquesta-Leading-the-Way-Aquesta-Financial-Holdings-Inc-Announces-1-000-Cash-Bonus-to-All-Employees-and-increase-of-minimum-wage-to-15-per-hour.html>.
- <sup>145</sup> Melanie Evans, "Ascension to Pay Workers at Least \$11 an Hour," *Modern Healthcare*, May 22, 2015, <https://www.modernhealthcare.com/article/20150522/NEWS/150529965/ascension-to-pay-workers-at-least-11-an-hour>.
- <sup>146</sup> Richard Craver, "BB&T Plans to Provide One-Time Bonus, Raise Minimum Wage Following Tax Rate Cut," *Winston-Salem Journal*, December 22, 2017, [https://www.journalnow.com/news/local/bb-t-plans-to-provide-one-time-bonus-raise-minimum/article\\_eb46d254-54f1-5d3a-ad2f-7984074a275f.html](https://www.journalnow.com/news/local/bb-t-plans-to-provide-one-time-bonus-raise-minimum/article_eb46d254-54f1-5d3a-ad2f-7984074a275f.html).
- <sup>147</sup> Paul Gores, "BMO Harris Bank Raises Hourly Minimum Wage to \$15, Increases Community Giving," *Journal Sentinel*, January 30, 2018, <https://www.jsonline.com/story/money/business/2018/01/30/bmo-harris-bank-raises-hourly-minimum-wage-15-increases-community-giving/1080849001/>.
- <sup>148</sup> John Eggerton, "Charter Says Minimum Wage Raise is Complete, All 97,000 Employees Make at Least \$15 per Hour," *Broadcasting & Cable*, August 31, 2018, <https://www.broadcastingcable.com/news/charter-says-minimum-wage-raise-is-complete>.
- <sup>149</sup> Shane Ferro, "Costco Just Gave Its Lowest-Paid Workers a Raise," *Huffington Post*, March 3, 2016, [https://www.huffingtonpost.com/entry/costco-minimum-wage-increase-wage\\_us\\_56d87da5e4b0ffe6f8e86e00](https://www.huffingtonpost.com/entry/costco-minimum-wage-increase-wage_us_56d87da5e4b0ffe6f8e86e00). For worker impact figure, see National Employment Law Project, op. cit. (endnote 36).
- <sup>150</sup> Sarah Nassauer, "Costco to Raise Starting Wage to \$14 an Hour," *The Wall Street Journal*, May 31, 2018, <https://www.wsj.com/articles/costco-to-raise-starting-wage-to-14-an-hour-1527807963>.
- <sup>151</sup> Kate Rogers, "Inside the Minimum Wage Debate," *CNBC*, September 6, 2015, <https://www.cnn.com/2015/09/04/inside-the-minimum-wage-debate.html>.
- <sup>152</sup> John Reid Blackwell, "Elephant Insurance Sets Entry-Level Minimum Pay at \$15 per Hour, After 'Review of the Living Wage Rate in Richmond'," *Richmond Times-Dispatch*, October 10, 2017, [https://www.richmond.com/business/local/elephant-insurance-announces-pay-increases-entry-level-minimum-set-at/article\\_e8915087-b4d7-5787-9006-e7c8de92b9fc.html](https://www.richmond.com/business/local/elephant-insurance-announces-pay-increases-entry-level-minimum-set-at/article_e8915087-b4d7-5787-9006-e7c8de92b9fc.html).
- <sup>153</sup> Hari Ravichandran, "Why Paying a Living Wage Is Smart Business," *Entrepreneur*, May 13, 2015, <https://www.entrepreneur.com/article/246112>.
- <sup>154</sup> Richard Craver, "First Horizon Raises Minimum Wage to \$15 as Part of Corporate Tax-Rate Cut," *Winston-Salem Journal*, February 15, 2018, [https://www.journalnow.com/business/first-horizon-raises-minimum-wage-to-as-part-of-corporate/article\\_ac971860-fc8e-5341-8a1d-125bfae0ee6e.html](https://www.journalnow.com/business/first-horizon-raises-minimum-wage-to-as-part-of-corporate/article_ac971860-fc8e-5341-8a1d-125bfae0ee6e.html).
- <sup>155</sup> Staff, "Fifth Third Bancorp (FITB) to Raise Minimum Wage to \$15/Hr and Distribute \$1,000 Bonus to Most Employees," *StreetInsider*, December 20, 2017, <https://www.streetinsider.com/Corporate+News/Fifth+Third+Bancorp+%28FITB%29+to+Raise+Minimum+Wage+to+%2415Hr+and+Distribute+%241%2C000+Bonus+to+Most+Employees/13620853.html>.
- <sup>156</sup> Aviva Shen, "Why Gap is Raising Its Minimum Wage to \$10," *ThinkProgress*, February 19, 2014, <https://thinkprogress.org/why-gap-is-raising-its-minimum-wage-to-10-cfed415b958b/#.u3fjv7qq8>.
- <sup>157</sup> Daniel Roberts, "This Big Retailer Just Raised Its Minimum Wage for U.S. Workers — Again," *Fortune*, June 24, 2015, <http://fortune.com/2015/06/24/ikea-hikes-minimum-wage/>.
- <sup>158</sup> Ibid. For worker impact figure, see IKEA, *IKEA U.S. Listed on the 2016 FORTUNE 100 Best Companies to Work For® List* [press release], March 3, 2016, [https://www.ikea.com/us/en/about\\_ikea/newsitem/030316\\_pr-IKEA-FORTUNE-great-place-to-work](https://www.ikea.com/us/en/about_ikea/newsitem/030316_pr-IKEA-FORTUNE-great-place-to-work).
- <sup>159</sup> Terri Cullen, "Jamie Dimon on Why He's Giving JPMorgan Employees a Raise," *CNBC*, July 12, 2016, <https://www.cnn.com/2016/07/12/jamie-dimon-on-why-hes-giving-jpmorgan-employees-a-raise.html>.
- <sup>160</sup> JPMorgan Chase, *JPMorgan Chase Makes Long-Term U.S. Investment in Employees, Branch Expansion and Local Economic Growth* [press release], January 23, 2018, <https://www.jpmorganchase.com/corporate/news/pr/multi-billion-investment-employees-local-economies.htm>.
- <sup>161</sup> Lisa Baertlein, "McDonald's Raising Average Worker Wage to about \$10 an Hour," *Reuters*, April 2, 2015, <https://www.reuters.com/article/us-mcdonalds-minimumwage-idUSKBN0MS5A220150402>.
- <sup>162</sup> Staff, "Nationwide Insurance to Raise Its Minimum Hourly Wage to \$15," *Insurance Journal*, September 9, 2015, <https://www.insurancejournal.com/news/national/2015/09/09/381210.htm>.
- <sup>163</sup> Velvet Spicer, "Local Manufacturer to Pay Minimum \$15 per Hour," *Rochester Business Journal*, August 31, 2017, <https://rbj.net/2017/08/31/local-manufacturer-to-pay-minimum-15-per-hour/>. We take the firm's estimated revenue



---

(<https://www.manta.com/c/mm3z3h0/pioneer-millworks-inc>) and calculate a 2 percent share (<https://rbi.net/2017/08/31/local-manufacturer-to-pay-minimum-15-per-hour/>).

<sup>164</sup> Staff, “PNC Financial Services (PNC) Announces \$1K Bonus, Raises Minimum Wage to \$15/hr, to Contribute Additional \$1.5K to Pension Accounts,” *StreetInsider*, December 22, 2017, <https://www.streetinsider.com/Corporate+News/PNC+Financial+Services+%28PNC%29+Announces+%241K+Bonus%2C+Raises+Minimum+Wage+to+%2415hr%2C+to+Contribute+Additional+%241.5K+to+Pension+Accounts/13627843.html>.

<sup>165</sup> Lisa Baertlein and Sruthi Ramakrishnan, “Starbucks to Raise Wages for U.S. Workers in October,” *Reuters*, July 11, 2016, <https://www.reuters.com/article/us-starbucks-wages-idUSKCN0ZR1J2>.

<sup>166</sup> Nandita Bose, “Exclusive: Target Increases Minimum Wage to \$10 an Hour – Sources,” *Reuters*, April 18, 2016, <https://www.reuters.com/article/us-target-wages-exclusive-idUSKCN0XF2L4>.

<sup>167</sup> Ibid. For worker impact figure, see National Employment Law Project, op. cit. (endnote 36).

<sup>168</sup> Anne D’Innocenzio, “Target is Raising Minimum Hourly Wage to \$15 by End of 2020,” *AP News*, September 25, 2017, <https://apnews.com/d3c07cc6d9e44ac0a3ed9ddd8ee91e26>.

<sup>169</sup> National Employment Law Project, op. cit. (endnote 36).

<sup>170</sup> Richard Craver, “Truliant Plans \$15 Minimum Hourly Wage,” *Winston-Salem Journal*, March 21, 2018, [https://www.journalnow.com/business/business\\_news/local/truliant-plans-minimum-hourly-wage/article\\_4407559b-28c7-5cde-90fc-2f4f110f180d.html](https://www.journalnow.com/business/business_news/local/truliant-plans-minimum-hourly-wage/article_4407559b-28c7-5cde-90fc-2f4f110f180d.html).

<sup>171</sup> Walmart, *More Than One Million Walmart Associates to Receive Pay Increase in 2016* [press release], January 20, 2016, <https://news.walmart.com/news-archive/2016/01/20/more-than-one-million-walmart-associates-receive-pay-increase-in-2016>.

<sup>172</sup> Walmart, *Walmart to Raise U.S. Wages, Provide One-Time Bonus and Expand Hourly Maternity and Parental Leave* [press release], January 11, 2018, <https://news.walmart.com/2018/01/11/walmart-to-raise-us-wages-provide-one-time-bonus-and-expand-hourly-maternity-and-parental-leave>.

<sup>173</sup> Richard Craver, op. cit. (endnote 122).

<sup>174</sup> Abha Bharrarai, op. cit. (endnote 140).

<sup>175</sup> Richard Valdmanis, “Massachusetts Home Care Workers Win \$15/Hr Starting Wage,” *Reuters*, June 26, 2015, <https://www.reuters.com/article/us-massachusetts-wages/massachusetts-home-care-workers-win-15-hr-starting-wage-idUSKBN0P62FU20150626>.

<sup>176</sup> Labor Tribune, “Missouri Home Care Attendants Overwhelmingly Ratify Historic First Contract,” December 16, 2014, <http://labortribune.com/missouri-home-care-attendants-overwhelmingly-ratify-historic-first-contract/>.

<sup>177</sup> Jesse McKinley, “Cuomo to Raise Minimum Wage to \$15 for All New York State Employees,” *New York Times*, November 10, 2015, <https://www.nytimes.com/2015/11/11/nyregion/andrew-cuomo-and-15-minimum-wage-new-york-state-workers.html>.

<sup>178</sup> Jesse McKinley, “Cuomo Lifts Minimum Wage for Workers at New York Universities,” *New York Times*, January 4, 2016, <https://www.nytimes.com/2016/01/05/nyregion/cuomo-to-lift-minimum-wage-for-workers-at-new-york-universities.html>.

<sup>179</sup> Gary D. Robertson, Associated Press, “GOP Legislators in N.C. Pass ‘Living Wage’ Hike,” *Northwest Arkansas Democrat Gazette*, August 21, 2018, <https://www.nwaonline.com/news/2018/aug/21/gop-legislators-in-n-c-pass-living-wage/>.

<sup>180</sup> Amy Baxter, “Oregon Home Care Workers Win Pathway to \$15 Per Hour,” *Home Health Care News*, September 1, 2015, <https://homehealthcarenews.com/2015/09/oregon-home-care-workers-win-pathway-to-15-per-hour/>.

<sup>181</sup> Associated Press, “Pennsylvania Gov. Tom Wolf Boosts Minimum Wage Again for Some State Employees,” *The Morning Call*, June 29, 2018, <https://www.mcall.com/news/nationworld/pennsylvania/mc-nws-tom-wolf-minimum-wage-20180629-story.html>.

<sup>182</sup> Joshua Sabatini, “Supes Strike Deal with Mayor over Minimum Wage Hike for Homecare, Nonprofit Workers,” *San Francisco Examiner*, April 12, 2018, <http://www.sfoxaminer.com/supes-strike-deal-mayor-minimum-wage-hike-homecare-nonprofit-workers/>.

<sup>183</sup> CBS San Francisco and Bay City News Service, “‘Living Wage’ Requirement Approved For Companies, Non-Profits With Santa Clara County Contracts,” *KPIX*, December 9, 2014, <https://sanfrancisco.cbslocal.com/2014/12/09/living-wage-requirement-approved-for-companies-non-profits-with-santa-clara-county-contracts/>.

<sup>184</sup> Alexander Nguyen, “Sonoma Supes Approve \$15 Living Wage for 1,100 Employees,” *Patch.com*, December 9, 2015, <https://patch.com/california/petaluma/sonoma-supes-approve-15-living-wage-1100-employees-0>.

<sup>185</sup> Wendy Parker, “Atlanta City Workers Get Pay Raise, Minimum Wage Boost,” *WABE*, June 22, 2017, <https://www.wabe.org/atlanta-city-workers-get-pay-raise-minimum-wage-boost/>.

<sup>186</sup> Dan Chapman, “Clarkston First Georgia City to Set \$15 Minimum Hourly Wage,” *Atlanta Journal-Constitution*, July 7, 2016, <https://www.ajc.com/business/economy/clarkston-first-georgia-city-set-minimum-hourly-wage/3TFVJuIUUv5isIKZGcdvKO/>.

<sup>187</sup> City of Chicago, op. cit. (endnote 63).

- 
- <sup>188</sup> Andrew Hazzard, "City Increases Minimum Wage to \$19 for Businesses Getting Subsidies," *Shakopee Valley News*, June 29, 2016, [https://www.swnewsmedia.com/shakopee\\_valley\\_news/news/local/city-increases-minimum-wage-to-for-businesses-getting-subsidies/article\\_d623873c-8691-5b42-8575-5e5722ab25fb.html](https://www.swnewsmedia.com/shakopee_valley_news/news/local/city-increases-minimum-wage-to-for-businesses-getting-subsidies/article_d623873c-8691-5b42-8575-5e5722ab25fb.html).
- <sup>189</sup> Lucas Geisler, "UPDATE: Columbia City Council Approves Pay Raises in New City Budget," *KMLZ*, September 17, 2018, <https://www.abc17news.com/news/columbia-city-council-considers-pay-raises-in-new-city-budget/796387883>.
- <sup>190</sup> Martin Kidston, "Missoula Committee Agrees to \$12 City Employee Minimum Wage," *Missoulian*, July 9, 2015, [https://missoulian.com/news/local/missoula-committee-agrees-to-city-employee-minimum-wage/article\\_28c345e7-b5f2-56f8-b7cc-bd3a5c46e796.html](https://missoulian.com/news/local/missoula-committee-agrees-to-city-employee-minimum-wage/article_28c345e7-b5f2-56f8-b7cc-bd3a5c46e796.html).
- <sup>191</sup> WCNC staff, "Charlotte City Council Approves Budget," *WCNC*, June 14, 2016, <https://www.wcnc.com/article/news/politics/charlotte-city-council-approves-budget/242819749>.
- <sup>192</sup> David Hudnall, "Durham to Gradually Bump Minimum Wage for City Employees to \$15 per Hour," *Indy Week*, June 9, 2016, <https://indyweek.com/news/archives/durham-gradually-bump-minimum-wage-city-employees-15-per-hour/>.
- <sup>193</sup> Joe Killian, "Greensboro Council OKs Minimum Wage Increase," *News & Record*, August 18, 2015, [https://www.greensboro.com/news/greensboro-council-oks-minimum-wage-increase/article\\_00b9a9ea-1ef5-51da-a839-e3479fd88fdb.html](https://www.greensboro.com/news/greensboro-council-oks-minimum-wage-increase/article_00b9a9ea-1ef5-51da-a839-e3479fd88fdb.html).
- <sup>194</sup> Dan Ivers, "We Put Our Money Where Our Mouth Is: 2 More N.J. Towns Join \$15 Minimum Wage Fight," *NJ.com*, March 7, 2016, <https://www.nj.com/essex/index.ssf/2016/03/east-orange-bloomfield-join-push-to-raise-state-mi.html>.
- <sup>195</sup> Ibid.
- <sup>196</sup> Corey W. McDonald, "DeGise Hikes Minimum Wage to \$15 for Hudson County Workers," *NJ.com*, October 25, 2018, <https://www.nj.com/hudson/index.ssf/2018/10/hudson-county-executive-signs-order-bumping-minimu.html>.
- <sup>197</sup> Terrence T. McDonald, "Fulop Hikes Minimum Wage for Jersey City Workers to \$15 an Hour," *NJ.com*, February 29, 2016, <https://www.nj.com/hudson/index.ssf/2016/02/jersey-city-to-raise-wages-of-city-workers-to-15-a.html>.
- <sup>198</sup> Laura Herzog, "Minimum Wage Hike: Newark Workers Will Make \$15 an Hour by 2018, Mayor Says," *NJ.com*, March 17, 2016, <https://www.nj.com/essex/index.ssf/2016/03/nj-mayors-call-for-15-minimum-wage.html>.
- <sup>199</sup> Governor's Press Office, New York State, "Governor Cuomo and Mayor Brown Announce \$15 Minimum Wage for Employees of City of Buffalo," November 18, 2015, <https://www.governor.ny.gov/news/governor-cuomo-and-mayor-brown-announce-15-minimum-wage-employees-city-buffalo>.
- <sup>200</sup> Michael M. Grynbaum, "Mayor de Blasio to Raise Base Pay for City Workers," *New York Times*, January 5, 2016, <https://www.nytimes.com/2016/01/06/nyregion/mayor-to-raise-base-pay-for-city-workers-15-an-hour.html>.
- <sup>201</sup> Sara M. Moniuszko, "\$19 per Hour Minimum Wage Approved for New York and New Jersey Airport Workers," *USA Today*, September 28, 2018, <https://www.usatoday.com/story/travel/flights/2018/09/28/minimum-wage-19-hour-approved-new-york-n-j-airport-workers/1453921002/>.
- <sup>202</sup> Governor's Press Office, New York State, "Governor Cuomo and Mayor Warren Announce \$15 Minimum Wage for Employees of the City of Rochester," November 18, 2015, <https://www.governor.ny.gov/news/governor-cuomo-and-mayor-warren-announce-15-minimum-wage-employees-city-rochester>.
- <sup>203</sup> Tim Knauss, "Mayor Miner Sets \$15 Minimum Wage for Syracuse City Workers," *Syracuse.com*, October 21, 2015, <https://www.syracuse.com/news/index.ssf/2015/10/mayor-miner-sets-15-minimum-wage-for-syracuse-city-workers.html>.
- <sup>204</sup> Fatima Hussein, "Council Approves \$15 Wage for Workers; No Private Mandate Coming," *Cincinnati Enquirer*, April 28, 2016, <https://www.cincinnati.com/story/money/2016/04/28/city-hall-votes-15-wage-citywide-mandate-possible/83520360/>.
- <sup>205</sup> Robert Higgs, "Cleveland Mayor Frank Jackson to Boost Minimum Pay for City Workers to \$15 an Hour," *Cleveland.com*, June 27, 2017 (updated), <https://www.cleveland.com/metro/index.ssf/2017/06/cleveland-mayor-frank-jackson-39.html>.
- <sup>206</sup> Hannah Button, "Milwaukie Approves \$15 Minimum Wage for City Workers," *KOIN 6*, October 20, 2015, <https://www.koin.com/news/milwaukie-city-council-set-to-vote-on-15-minimum-wage-20180208091344548/960323441>.
- <sup>207</sup> Kelly House, "Multnomah County to Adopt \$15 Minimum Wage for Lowest-Paid County Workers," *Oregonian*, November 6, 2014, <https://www.oregonlive.com/portland/index.ssf/2014/11/multnomah-county-to-adopt-15-m.html>.
- <sup>208</sup> Andrew Theen, "Portland Approves \$15-an-Hour Minimum Wage for Full-Time City Workers, Contractors," *Oregonian*, February 18, 2015, <https://www.oregonlive.com/portland/index.ssf/2015/02/portland-approves-15-an-hour-m.html>.
- <sup>209</sup> Richard Cowen, "Minimum Wage for Bergen County Workers is Now \$15 an Hour," *NorthJersey.com*, November 21, 2017, <https://www.northjersey.com/story/news/2017/11/21/minimum-wage-bergen-county-workers-now-15-hour/885116001/>.
- <sup>210</sup> Darryl C. Murphy, "Kenney's \$15 minimum wage bill advances," *WHYY*, November 21, 2018, <https://whyy.org/articles/kenneys-15-minimum-wage-bill-advances/>.
- <sup>211</sup> Worker and cost impacts refer to city workers only. See Robert Zullo, "Mayor Peduto Executive Order Requires \$15-an-Hour Minimum Wage for City Workers," *Pittsburgh Post-Gazette*, November 10, 2015, <http://www.post-gazette.com/local/city/2015/11/10/Mayor-Peduto-issues-executive-order-requiring-15-an-hour-minimum-wage-pittsburgh/stories/201511100145>; and Adam Smeltz, "Pittsburgh Proposal Would Set \$15 Minimum Wage for City

- 
- Contractors," *Pittsburgh Post-Gazette*, November 10, 2017, <http://www.post-gazette.com/local/city/2017/11/20/Pittsburgh-city-contractors-minimum-wage-workers-Mayor-Bill-Peduto-15/stories/201711200154>.
- <sup>212</sup> Jim Spiewak, "All City of Memphis Employees to Make More than \$15 Minimum Wage," *Fox 13*, May 29, 2018, <https://www.fox13memphis.com/top-stories/all-city-of-memphis-employees-to-make-more-than-15-minimum-wage/758423802>.
- <sup>213</sup> WREG staff, "SCS Superintendent Announces Plan to Increase Living Wage for Employees," *WREG*, March 20, 2018, <https://wreg.com/2018/03/20/scs-superintendent-announces-plan-to-increase-living-wage-for-employees/>.
- <sup>214</sup> Express-News Editorial Board, "Hike in Minimum Wage by City, County Good Public Policy," *San Antonio Express-News*, September 24, 2017, <https://www.mysanantonio.com/opinion/editorials/article/Hike-in-minimum-wage-by-city-county-good-public-12221930.php>.
- <sup>215</sup> Bridget Spencer, "San Marcos Offers Tax Breaks in Exchange for \$15 "Minimum" Wages for Workers," *Fox 7*, February 23, 2016, <http://www.fox7austin.com/news/local-news/san-marcos-offers-tax-breaks-in-exchange-for-15-minimum-wages-for-workers>.
- <sup>216</sup> Aaron Burkhalter, "King County to Start \$15-per-Hour Minimum Wage for Its Employees and Contractors," *Real Change*, July 23, 2014, <https://www.realchangenews.org/2014/07/23/king-county-start-15-hour-minimum-wage-its-employees-and-contractors>.
- <sup>217</sup> Ellis E. Conklin, "In Passing a \$4 Billion Budget for Seattle Today by a 9-0," *Seattle Weekly*, November 14, 2014, <http://www.seattleweekly.com/news/in-passing-a-4-billion-budget-for-seattle-today-by-a-9-0/>.
- <sup>218</sup> Miller Jozwiak, "County Board Votes to Raise Minimum Wage," *Daily Cardinal*, September 9, 2016, <http://www.dailycardinal.com/article/2016/09/county-board-votes-to-raise-minimum-wage>.
- <sup>219</sup> Don Behm, "County OKs \$15 Minimum Wage by 2021," *Milwaukee Journal Sentinel*, November 3, 2016, <https://www.jsonline.com/story/news/local/milwaukee/2016/11/03/county-oks-15-minimum-wage-2021/93232020/>.
- <sup>220</sup> National Employment Law Project, op. cit. (endnote 35).
- <sup>221</sup> Center for Labor Research and Education, op. cit. (endnote 8).
- <sup>222</sup> "Per Worker Annual Increase (Nominal)" estimate provided by Rick Jones of the Bell Policy Center.
- <sup>223</sup> Maine Center for Economic Policy, op. cit. (endnote 42).
- <sup>224</sup> David Cooper, op. cit. (endnote 43).
- <sup>225</sup> "Per Worker Annual Increase (Nominal)" estimate provided by Jeremy Thompson of the Massachusetts Budget and Policy Center.
- <sup>226</sup> NELP analysis of Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW), the Economic Policy Institute, and the Current Population Survey.
- <sup>227</sup> JOBS NOW Coalition, op. cit. (endnote 46).
- <sup>228</sup> National Employment Law Project, op. cit. (endnote 47).
- <sup>229</sup> NTV ABC, "Advocates Speak at Minimum Wage Hearing in Grand Island," October 8, 2014, <https://nebraska.tv/archive/advocates-speak-at-minimum-wage-hearing-in-grand-island>.
- <sup>230</sup> Jon Whiten, *The Stimulus New Jersey Needs: Raising the Minimum Wage Would Boost the Economy While Providing Better Opportunities for Hundreds of Thousands of Working New Jerseyans*, New Jersey Policy Perspective, May 16, 2013, <https://www.njpp.org/reports/the-stimulus-new-jersey-needs-raising-the-minimum-wage-would-boost-the-economy-while-providing-better-opportunities-for-hundreds-of-thousands-of-working-new-jerseyans>.
- <sup>231</sup> Michael Reich, et al., op. cit. (endnote 10).
- <sup>232</sup> South Dakota Budget and Policy Institute, op. cit. (endnote 53).
- <sup>233</sup> Michael Reich, et al., op. cit. (endnote 12).
- <sup>234</sup> Michael Reich, et al., op. cit. (endnote 13).
- <sup>235</sup> Michael Reich, et al., op. cit. (endnote 14).
- <sup>236</sup> David Cooper, op. cit. (endnote 15).
- <sup>237</sup> Economic Policy Institute, *Estimated Effects of Minneapolis Minimum Wage Increase to \$15 by 2022*, December 7, 2017, <https://www.epi.org/chart/minneapolis-minimum-wage-table-1-estimated-effects-of-minneapolis-minimum-wage-increase-to-15-by-2022/>.
- <sup>238</sup> New Mexico Voices for Children, op. cit. (endnote 69).
- <sup>239</sup> Nicole Vallesterio Keenan and Howard Greenwich, op. cit. (endnote 19).
- <sup>240</sup> Nicole Vallesterio Keenan and Howard Greenwich, op. cit. (endnote 20).