

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

Evaluating the Los Angeles County's Living Wage Program and its Effectiveness

A graduate project submitted in partial fulfillment of the requirements

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By

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## Abstract

### Evaluating the Los Angeles County's Living Wage Program and its Effectiveness

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The Los Angeles County approved the Living Wage Ordinance in 1999, and revised the policy in 2015 to require all contractors working on County funded projects pay their employees a minimum \$15 an hour by January 1, 2018. The argument for such living wage measures is that paying a “living wage” allows contractor employees to provide for themselves without relying on government for sustenance. Proponents of living wage ordinances argue further that forcing contractors to pay its employees high wages is good for the local economy, as it boosts the spending power of the working class. This Project’s review of literature available on precedents of living wage ordinances in minimum wage movements, as well as political and economic impact of living wage campaigns throughout the U.S. reveal mixed results; while the consensus among the early studies was that such redistributive policies are not effective, harming the economy by increasing unemployment rates, equally as many number of studies have implicated

that living wage policies are neither harmful nor much beneficial to the overall economy, while on the contrary, some studies have concluded that living wage laws increased employment rates and helped the economy overall. In addition to the review of past and current literature, the author will evaluate the effectiveness of the County's Living Wage Program by extensive review of select participants. Author will use extensive interview questions and review the qualitative data from such questions against quantitative data available on County's Living Wage Program to determine whether the Living Wage Program has been effective in accomplishing its goal of reducing the amount of County residents resorting to various County social and health services.

## **Introduction**

Every government agency struggles with balancing two competing priorities that seem to be at odds with each other; providing as much products and services as possible to improve the lives of its residents, and keeping the budget under control so as to not increase the tax burden on citizens unnecessarily. The government entity over the Los Angeles County (County) is no stranger to this dilemma – the governing body of the County, the Board of Supervisors (Board), comprised of five members, approved the County’s Living Wage Ordinance (LWO) in 1999 to combat the high costs of providing social and health services to the County. The Board hoped that the Living Wage Program (LWP) implemented as a result of the LWO would decrease the amount of County residents resorting to various County social and health services. In July 2015, County Board committed further to the objective of LWO by requiring that all contractors working on County funded projects pay their employees a minimum \$15 an hour by January 1, 2018.

The stated objective of LWP is to prevent the private Contractors working with the County from placing additional burden on the County by failing to pay the living wage. The idea is that employers who fail to pay the living wage, which is defined as the wage at which a person would be able to support oneself and one’s family without having to turn to government assistance (Luce, 2012), compel those employees not being paid the living wage to turn to the County for various social and health services, increasing the financial burden of the County. It is the goal of this Graduate Project to examine whether LWP has accomplished its stated goal in any measurable way by asking the question – has the LWP increased the amount of Contract workers (defined herein as employees of

private Contractors working for the County) obtaining health insurance? This study will aim to look comprehensively at LWP by reviewing the political context as well as the economic implications of both past and present, and adding new data from study of current LWP participants. In order to better understand the context of which LWP came about, we look to the various trends in labor policy since the New Deal, which brought on about efforts like minimum wage laws and living wage ordinances.

## Literature Review

In order to evaluate whether the County's LWP is effective at accomplishing its goal, it is important to understand that all labor movements like minimum wage laws and living wage ordinances' have come about to demand better working conditions for working people (Dixon, 2010). It could be argued that labor movement demanding higher wages could be traced back to the American labor movement during the New Deal years in the 1940s and on, since such early labor movement brought about adoption of things like right-to-work, upon which future labor demands could be made (Dixon, 2010). Unlike unionization in Marxian fashion, however, American labor movement in many cities rose more out of necessity in specific contexts of dangerous working conditions (Kimeldorf, 2013). Although union memberships are nowhere near as strong today than it was 50 years ago – memberships in nonagricultural jobs are closer to one in nine today, compared to one in three back then (Kimeldorf, 2013) – labor movement continues to be strong in the more politically left urban areas, and seem to be making progress in becoming influencers at the state level (Doussard & Gamal, 2016). This seems to be the case in the County, as such labor movement influencers have won the partnerships of the County Board to adopt LWP and further amend the policy to raise the living wage to \$15 per hour, despite the opposition from business-owners and economists who contend that such policies will result in businesses going bankrupt and more people getting laid off.

Both minimum wage and living wage ordinances, although very different in their scope and impact, have been pushed by various politicians and pro-labor organizations in the United States throughout the 20<sup>th</sup> century in attempts to assist low-income families (Von Bergen, Mawer, & Soper, 2007). The movement for minimum wage, often referred

to as “just wage” or “fair wage” at the time, resulted in the passage of the national Fair Labor Standards Act in the 1930s, which eventually paved the road for nearly universal adoption of minimum wage throughout U.S. (Von Bergen et al., 2007). However, by the 90s and early 2000s, many cities started to look to legally implement living wage as a means to supplement the federal minimum wage, as the federal minimum wage was not enough to live above the poverty line in most cities throughout the U.S. (Pollin, Brenner, & Luce, 2002). According to Pollin et al., the eroding value of the minimum wage at the time forced a movement throughout the U.S. for higher wage floor to keep workers and their families out of poverty. The first domino to fall in the living wage movement was at the municipal level, when the city of Baltimore successfully implemented a living wage ordinance in 1994 (Pollin et al., 2002). The ordinance in Baltimore stipulated that contractors working on city contracts pay \$6.10 an hour in 1996, and \$8.20 by 2001 (Pollin et al., 2002).

The wave of living wage movements starting with Baltimore in 1994, in essence, is a reaction of proponents of minimum wage movements to what they perceived to be a failure of minimum wage movement. In its political context, living wage movement is a collection of local movements, trying to accomplish what would be less feasible on the state and federal level (Ciscel & Smith, 2003). For example, when New Orleans City Council approved its version of living wage ordinance, it pointed to the fact that minimum wage of \$5.15 at the time (in 2001) would still place someone who works full time at an annual income of \$10,712, which was 12.2 percent below the 2001 national poverty threshold for family of two (Pollin et al., 2002). Clearly, living wage movement proved to be a popular political move in local context, as more than 140 cities and

counties throughout the U.S. have adopted living wage ordinances since the first of its kind was adopted in Baltimore in 1994 (Swarts & Vasi, 2011). While federal minimum wage set a low starting line at which all working citizens must be paid, often even lower than the poverty threshold line, living wage ordinances provided a means for those working on government funded projects to earn a wage at that made it more feasible to support oneself and one's family without having to turn to government assistance (Luce, 2012). Living wage movement, along with other related community-labor agendas, have successfully brought about tangible results for the low-wage worker force, as evidenced by minimum wage increases to \$15 an hour by the near future in larger urban areas like San Francisco, Seattle, and Los Angeles by 2016 (Doussard & Gamal, 2016). As for the outlook of living wage movements, it should be noted that although living wage movements have been mostly limited at the city and county level in the U.S., there will likely be more and more attempts by community-labor reformers to impact state-level employment laws and their enforcement (Doussard & Gamal, 2016). For example, passage of wage-theft laws even in less worker-friendly states like Tennessee, Texas, and Arkansas, hint that there is potential for such movements to move into broader spectrums, with advocates' ability to skillfully frame the agenda as a matter of law and order, rather than that of economic implications (Doussard & Gammal, 2016). Even so, it should be noted that at this point in time, chances of living wage reforms being implemented on a state or federal level are slim. Even though urban advocacy coalitions may have means to set agendas at a state level, they have significantly less control over passage of such agendas as it requires gubernatorial consent, legislative blocks to overcome lobbying, and ability to make strategic deals (Doussard & Gammal, 2016).

As stated above, there are many studies analyzing living wage ordinances in social or political context. However, majority of the studies have not been able to thoroughly evaluate the effectiveness of living wage movement; most of current literature available does not provide reliable quantitative data that demonstrate the effects of the ordinances in one way or another. However, given that the idea of living wage is mainly rooted in the ideologies similar to the proponents of raising the minimum wage, in that both are efforts to increase the income and spending power of those in and around the poverty line, as argued by Brooks in 2007, the literature available on minimum wage gives great insight to theoretical research on living wage. By gathering data from participants of the LWP of the County, and comparing the implications of such data to the larger body of literature on minimum wage movement, this study will attempt to bridge the gap in research and data of effectiveness of such living wage programs. Like minimum wage laws, living wage laws benefit those who live near or under the poverty line (Sosnaud, 2016). As such, examining whether minimum wage actually increases employment level, standard of living, and the quality of life for the unskilled or inexperienced workers, will give insight into implications of living wage laws.

While there certainly is no clear consensus on the effects of minimum wage, the traditional wisdom among economists up until the late 90s was that an increase in the wage floor increases poverty, unemployment among unskilled workers, and is damaging to businesses (Zavodny, 1998). This idea is consistent with the neoclassical economic thought, for which the idea of supply and demand, and equilibrium between the two, is at the core (Levin-Waldman, 1998). These orthodox economic ideas of the time charged that when there exists a minimum wage that is set higher than what the market dictates,

employers are less likely to hire more workers than they would have with the wages that would have been “naturally” set by the market (Zavodny, 1998). However, even in the 90s, when orthodox economic ideas reigned supreme, there were some who questioned whether the idea that minimum wage laws increased unemployment rates were proven, and challenged these commonly accepted ideas (Levin-Waldman, 1998). For one, there were those who questioned the validity of minimum wage of laws in one way or another, stating that statistics show minimum wage increases have mostly been implemented by politicians to gain support from laborers; this argument saw minimum wage laws as being based more on politics rather than economic theories, and saw minimum wage as neither as harmful as the economists claimed, nor as positive as certain politicians claimed (Levin-Waldman, 1998). Others argued that the traditional economic models were unable to evaluate minimum wage laws’ effects, claiming that analysis of increased wage floor on the labor market cannot be done with a simple supply and demand model, as these models were only suitable for explaining the market for a simple widget (Zayodny, 1998).

More recent studies challenge the long held notion among economists that minimum wage implementation ends up harming the workers that it was intended to help; in some cases, studies revealed that even in instances where minimum wage implementation was linked to higher unemployment rates, such hike in unemployment rates normalized over time, suggesting that while there may be adjustment periods necessary, implementing or increasing minimum wage ultimately did not seem to lead to businesses hiring less people as a result (Campolieti, Gunderson, & Lee, 2014). One study in 2018, which looked into quantitative impact of rise on minimum wage on

outcomes such as employment, stock of capital, and distribution of wages, found that while minimum wage barely affects employment, it generates positive spillovers on higher wages and increase in stock of capital (Bauducco & Janiak, 2018). Authors of the same study suggested that based on the same framework, we can expect larger positive effects on capital and employment with higher minimum wage increase. There have also been similar studies that suggest raising the wages of workers have correlation with improved overall health (Paul Leigh, 2016). In certain cases, studies found that raising the minimum wage by one dollar an hour was associated with 1% to 2% decrease in low birth weight births, and a 4% decrease in post-neonatal mortality (Komro, Livingston, Markowitz & Wagenaar, 2016).

While living wage ordinances do not impact as many broad groups of people as minimum wage laws do, living wage proponents and opponents must consider more than just implications for employers and employees. For example, besides the obvious increased cost of the government and the contractors having to pay higher rates to its employees, there are the costs of various public administrators and bureaucrats, having to work additional hours to monitor the contractors, fill in additional paperwork, provide training to various contractors on living wage contracts, and etc. Due to such additional challenges, some would argue that the relatively few workers on living wage jobs benefiting do not outweigh the burdens on various procurement officers and public administrators (Matthews, 2002). Even with limited research compared to that of minimum wage, there are some studies on living wage that seem to validate both the proponents and opponents of living wage ordinances, similar to that of minimum wage. For example, a study of living wage ordinance passed in 1999 in Miami-Dade County

concluded that living wage laws usually pay win increases only for a small number of workers, and have limited impact (Nissen, 2000). Meanwhile, a study of more than 120 cities and municipalities' living wage ordinances concluded that while few cities have had negative labor market experiences, most cities seemed to experience growth of employment and/or lowered unemployment rates after living wage ordinances were introduced (Buss & Romeo, 2006). Other studies have delved more into the economic implications, and concluded that results were mixed throughout the United States; surveys in some cities revealed that it was successful in increasing the living standard of the poor working class without bringing the negative unintended consequences (higher unemployment rate, for example) that opponents of the living wage ordinance feared for, while in certain cities, many expressed that the ordinances were not enough to raise workers out of poverty, and did not reach enough workers (Luce, 2012). However, it should be noted that most of these studies were limited in scope in that data was not gathered from a large number of participants, nor were the participants observed for an extended period of time to draw conclusions from.

While acknowledging the shortage of studies on living wage ordinances, it should be mentioned that literature available on the living wage ordinances is likely to increase. Even though the data was limited at the time of his research as the living wage movement was relatively young, Brooks concluded optimistically that continued growth of similar movements may change the current ideology of lawmakers in Washington from one that is geared towards the rich to an ideology that is committed to the working poor (Brooks, 2007). Overall, what can be established from review of current literature on minimum wage and living wage laws is that such policies should not be simply thought of as

redistributive policies with predictable economic results, but rather, that they can trigger distinctively different political and economic behaviors (Hayes, 2007).

Since more local governments adopted living wage laws since the 1990s, there currently is more longitudinal data available, even if the data is not wholly meaningful as it is difficult to compare experiences of different cities without considering the differing economic landscapes or the specifics of a proposed law (Neumark et al., 2013). A recent study of living wage law in New York City, combining the historical data along with estimates based on models of other cities, concluded that living wage laws would have redistributive effects as opponents of living wage laws imply, but that the benefits to the winners (the workers receiving the higher wage) would outweigh some of the earnings that may be redistributed (Neumark et al., 2013).

While at the time of this study, there have not been conclusive studies that were able to offer a holistic view of whether living wage ordinances were effective in positively impacting the local economy, more recent research has challenged the traditional economists' ideas that artificially raising the wage above market rates do not bring about any positive impact. For example, Fernandez et al. found that living wage ordinances are associated with notable reductions in property-related crime and no discernable impact on non-property crimes (Fernandez, Holman, & Pepper, 2014). Overall, it would be safe to say that while there is not enough research on either living wage or minimum wage laws to completely disprove the traditional economists' views, it certainly seems that more recent data are pointing to positive impacts of such laws outweighing the negative impacts – more and more research is proving that unemployment does not seem to rise unreasonably as a result of such wage hike, and

some recent studies are showing the other benefits of wage hike in improved public health, and lowered crime rate (Fernandez et al., 2014) It is in this context of current literature that this study will look at the County's LWP.

In essence, the County's LWP is a program that attempts to build off of, or serve as an extension of the federal minimum wage; just as the objective of setting a federal minimum wage was to raise the standard of living of workers, LWP's purpose is to ensure that residents of the County, at least those who are employed by Contractors working for the County, are given a chance to earn a wage so as to live above the poverty line. Seeing whether there is a correlation between the LWP and the number of Contract workers obtaining health insurance, by answering the question, "Has LWP increased the number of Contract Workers obtaining health insurance?", will take us a step closer to answering whether the LWP has had its intended effect of lowering the County's burden of paying for Contract workers' social services. This, in turn, would provide meaningful data to the overall academic research into implications of minimum wage laws in general. It is my hope that this Project would prove to be of useful data for future research into whether minimum wage or similar laws benefit the society as a whole. As such, it is the hope of this research that the data gathered from LWP participants will provide a small insight to the analysis of living wage ordinances in the future.

### **Acknowledging the gap in data**

The fact that living wage laws have only been implemented since 1994 points to one of the limitations of the current literature available on living wage; most of the studies that have been completed are either based on small sample sizes, or are more projections of the future, as it is impossible to thoroughly analyze a policy within its proper context in

few years. Most of the past studies conducted on living wage have not been a reliable in measuring the impact of such laws, as such studies have been limited to estimates of the effects of imposing a local wage mandate in a city, relying on ex ante simulations using some existing data and survey evidence, coupled with assumptions about the effects of the mandates (Neumark et al., 2013). It is with the knowledge of such limitation that this study tackles on the topic – the aim of this study is not to make a definitive statement about the effects of all living wage ordinances throughout history of U.S., but rather, to look deeply into one example to add to the data for the future.

## **Research Design – Data Collection**

Any meaningful evaluation of programs like LWP will require thorough analysis of both primary and secondary (existing) data. Existing data available for LWP will be crucial to knowing the extent of how far the program has come in the number of Contract Workers it has impacted, as well as seeing how much manpower and resources have been invested to implement the program. Because the LWP is a government program, most, if not all of the data in regards to the program is available as public information. All of the high-level information in regards to the program will easily be obtained through the County websites, as well as the many reports the County produces in regards to the program. In addition to the data that County chooses to report to the public, author of this Graduate Project will request more public information pertinent to the study; for example, data in regards to how much the County has spent on various health and social services prior to LWP revision in 2016, and after the revision. The quantitative data gathered from existing data sources mentioned above will help answer the two following broad questions, “What percentage of Contract Workers who did not have health insurance prior to the LWP obtained health insurance as a result of partaking in LWP?” and “What was the County’s total cost in providing social and healthcare services prior to and after the enactment of the newly revised LWP in March of 2016?”

While the secondary data sources will provide information necessary to answer most of the broad questions in regards to whether there is quantitative evidence for LWP’s effectiveness, qualitative data from primary sources will give the study a more in-depth analysis derived from participants’ perspectives and experiences. In order to thoroughly learn the perspectives, attitudes, and experiences of the LWP participants, this

Project will gather new information through Qualitative Interviews. These interviews of the program participants will focus on learning the experiences that Contract Workers had with the LWP. Interviews will examine whether working on a LWP implemented project has enabled the program participants to earn enough wages to obtain health insurance, and whether they have ended up using the extra income to purchase healthcare services. The main reason behind obtaining data for this study through interviews rather than surveys with more close-ended questions is to allow room for more clarification and elaboration on the topic. The reasons as to why participants may choose to forego health insurance despite being paid higher wages through LWP is more complicated and nuanced than what can be simply told through a survey. Primary Data will be collected from Qualitative Interviews, along with Secondary Data collected from various government records should provide a bigger picture in the implications of the LWP.

Anecdotally, the author of this Project had conducted prior interviews of various participants (interviews were conducted prior to the new implementation of increased living wage in 2016) of various LWP projects, which revealed that many of the contract employees did not obtain health insurance with higher wages, as they felt that the additional money was better used elsewhere. Many of those interviewed simply stated that even with the additional income, healthcare costs were too high, and that it was better for them to pay the penalty for not having health insurance rather than obtaining health insurance. Living Wage contracts, by definition, are Prop-A Contracts, which refers to all types of jobs that could theoretically be performed by County employees, but have been contracted out to private vendors for various reasons (e.g. the workload is financially more viable to contract out, is temporary and/or seasonal, and etc.). This

means that it is difficult to define the average LWP participant, as the participant could hold one of many occupations, ranging from janitor, mechanic, office assistant, landscaper, and etc. However, they all have something in common: they have been identified by advocates of LWP and other similar community-labor groups as a group of people who typically do not earn enough to support themselves without government assistance, especially without a program like the LWP. This Project must be endeavored with the knowledge of the limitations that would come from these complexities. It is of paramount importance to review the results of the research with full knowledge that data from this study may be inadequate to portray a clear picture of living wage programs in general, as there are such varying populations working on such programs.

## **Research Design – Sampling & Methodology**

To ensure that the sample is a good representation of the entire population, with as little bias involved in the sampling process as possible, this study will use the simple random sampling method. Reportedly, there were 213 contractors working on Living Wage Contracts for the County in 2016 (Internal Services Department, 2017). This means that even by the most conservative estimate, there were at least 213 employees (if each and every contractor was a sole proprietor/owner of the company) working on Living Wage contracts for 2016. From the theoretical population of 213 employees, the target population will be narrowed down as contract employees who have been employed on a Living Wage contract for at least two years, starting on or before January 1, 2015. The reason for limiting the target population to those who have been employed for at least two years is to eliminate data from participants who would not have had time to obtain health insurance even if the new wages allowed the means to do so. Including data from such participants may taint the results, as such participants would be outliers in the sample, rather than the normal range. Out of this target population, the study will further narrow down the list of potential interview candidates to a sampling frame containing the following cases: participants of LWP who have utilized any County social or health services at least once during the period of January 1, 2015, to March 2016. This would narrow the sampling frame to participants who have relied on County's social and health services prior to the increase in the Living Wage in 2016, and would provide meaningful data as to whether the participant was less likely to rely on such services as a result of the new LWP. From this sampling frame, which would have likely become a fraction of the original population at this point, a simple random sample will be taken using a computer

software, to obtain between 20 to 40 participants for qualitative interviews. Below is the summary of the sampling process:

- Population: Participants of LWP (contractor employees);
  - Size: 213
- Target Population: Participants of LWP who have been employed on a Living Wage contract starting or before January 1, 2015;
- Sampling Frame: Participants from the target population who have used any of County's social or health services from January 1, 2015, to March 2016;
- Sample: simple random sample from the sampling frame;
  - Sample Size: 20 to 40 participants.

Those who are chosen through the random sampling process will be invited to take part in interviews via phone call and/or email. The author will assume that for this Project, the research staff would have the means to purchase various gift cards with budgeted for the research, and will use the gift cards along with other items (e.g. coffee and snacks provided during the interview) to incentivize the chosen participants to take part in the interview. Interviews will be conducted by the trained staff of the research team, who will be trained to use a guided-interview as a manual. The manual will guide the interviewers, and will allow them some freedom to probe and inquire as they see fit in order to help the participants feel comfortable enough to elaborate on their thoughts and feelings. Interviews are estimated to take approximately 30 minutes to 1 hour to complete, depending on how comfortable a participant feels about expressing and expanding upon an answer. Interviews will take place in a relaxed lounge area, and participants will be offered some snacks (doughnuts, snack bars, etc.) along with coffee

or water. Interviewees will be offered to sit in either a chair or one of the couches located in the lounge. No more than a single interview party (one interviewer and one interviewee) will be present in the lounge at the same time to respect the privacy of the interviewee. The interview questions listed in Appendix A, Interview Guide, should serve to provide meaningful data for this study.

## **Ethical Considerations & Conclusion**

One of the major ethical concerns is in regards to administration of fair, non-biased Qualitative Interviews that respect the privacy of the interviewees. In order to ensure that Interviews will be conducted fairly, interviewers will be trained as to not corner or coerce interviewees to answer in any certain way, and will be trained to be objective as possible in framing the questions. Such emphasis in training will ensure that the interviewers will lead the interview without inferring any of their thoughts and opinions on the LWP at any time in the interviewing process. Before starting the interview, participants will also be thoroughly informed on what they are agreeing to by taking part of the interviews; they will sign an acknowledgment form which informs them of their rights to anonymity, and will be ensured that the data collected will only be used for the purposes of this Project.

Assuming that all interviews are conducted in an ethical manner, the results of such interviews should provide a valuable lead onto which direction to pursue further studies. If the results show that more participants felt favorable towards the LWP, and such feelings were validated by qualitative data in that more participants of LWP were likely to obtain health insurance after the living wage increase in 2016, we could safely conclude that for at least the small sample, the LWP was successful in accomplishing its objective. If the results were the opposite, the study should conclude that more research is definitely needed to evaluate why the LWP is not effective, albeit for a small sample size.

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## Appendix A: Interview Guide

### INTERVIEW GUIDE

*\*this guide is intended for use by the evaluation staff only; interviewees will not have access to the interview guide at any point of the interview process.*

<p>Key Points to Remember during the interview:</p> <ul style="list-style-type: none"> <li>• Make eye contact</li> <li>• Speak up, and smile if possible, to help participants feel comfortable.</li> <li>• Be flexible; if you sense that the participant would like to expand on the topic, feel free to let him/her do so as you see fit. Conversely, if you notice that the participant is uncomfortable with a topic, move on.</li> </ul>	<p>Sample Statement:</p> <p>Hi. My name is _____. We are conducting this interview to talk to people about their experience of working with the County on a Living Wage Contract. Specifically, we are assessing what kind of impacts, if any, LWP has had on the lives of the participants.</p> <p>The Interview will take anywhere from 30 minutes to an hour, depending on how much you would like to share. I will be recording our conversation to make sure that I do not miss anything you say, but please be assured that your confidentiality is our top priority – we will not reveal your name or share your response with anyone other than the research team for the purposes of the research.</p> <p>I would also like to note that you do not have to talk about anything you do not feel comfortable about, and you can tell me to end the interview at any time. Are there any questions about the interview?</p> <p>Are you okay with moving forward with the interview? (hand participant acknowledgment form, and have him/her sign)</p> <hr/> <p>Keep in mind the following broad questions we would like to answer as a result of this interview:</p> <ul style="list-style-type: none"> <li>• What percentage of contractor employees who did not have health insurance prior to the LWP obtained health insurance as a result of being employed on a LWP project?</li> <li>• What was the County’s total cost in providing social and healthcare services prior to and after the enactment of the newly revised LWP?</li> <li>• How did the intended benefactors of the LWP feel about the impact of the LWP?</li> </ul>
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<p><b>Questions</b></p> <ul style="list-style-type: none"> <li>• These questions are meant to be guidelines; keep them open-ended, and do not feel that you have to use these exact words</li> <li>• <b>Do not lead on a participant to answer a question in one way or another</b></li> <li>• In addition to the main theme questions on the right, open up with simple questions to help participant relax (e.g. “how are you doing today?”)</li> <li>• Before having participants answer main questions, make sure that they have filled out the informational questions (e.g. sex, age, etc.)</li> <li>• Ask questions that will yield factual answers before moving onto answers involving emotions and opinions</li> </ul>	<ol style="list-style-type: none"> <li>1. What has your experience been like working on a Living Wage Contract (this question should be preceded by simple check of how long they have been working in these types of jobs, etc.)?</li> <li>2. What kind of an impact has the increase in your wages have had in your life, if any?</li> <li>3. Have you had health insurance prior to LWP (we know that the participants chosen would not have had health insurance before, but this will serve as an important question to probe into other topics)?</li> <li>4. Is it important for you to have access to healthcare?</li> <li>5. Since the LWP has been revised, have you had a chance to obtain health insurance?</li> <li>6. If not, what is your reason for not obtaining health insurance?</li> <li>7. If you do not currently have health insurance, do you plan on obtaining health insurance in the near future? Why or why not?</li> <li>8. Have you had to use any of the County’s health or social services since the LWP had been revised in March 2016?</li> <li>9. What changed, if anything, as a result of your working on a Living Wage contract?</li> <li>10. Would you like for your friend/and or family members to work on a Living Wage Contract? Why or why not?</li> <li>11. What do you like or dislike about the LWP? Would you make any changes to the program?</li> </ol>
	<p><b>Closing Components:</b></p> <p>Suggestions for further discussion/and closing remarks:</p> <ul style="list-style-type: none"> <li>• Is there anything else you would like to add?</li> <li>• Were there any questions before I end the interview?</li> <li>• Thank you for your time. We will be wrapping up the evaluation in about a month. If at that time, you are interested, I would be more than happy to send you a copy of our report.</li> </ul>