



P. O. Box 54143 – Los Angeles, California 90054, (310) 884-9000

April 1, 2021

Michael McConville
Management Analyst
City of Calabasas
100 Civic Center Way
Calabasas, CA 91302

Sent via email to mmcconville@cityofcalabasas.com

Dear Mr. McConville:

Ralphs Grocery Company thanks you and the City Council for your leadership throughout the COVID-19 pandemic, in addition to your care and concern for grocery workers in the City of Calabasas. We also sincerely thank you for reaching out to gather all details for a well-informed discussion on the merits of Extra Pay for grocery workers at the City Council meeting on April 14, 2021 – this is an opportunity that has not been afforded to us in any other California jurisdiction that has mandated a similar ordinance. We applaud your proactive efforts to obtain the information necessary for a fair and balanced discussion.

Since the start of the pandemic, Ralphs, Food 4 Less and all Kroger frontline associates have received a series of rewards in the form of one-time cash payments, temporary hourly wage increases and store credits. I urge you to visit www.krogercovidresponse.com to learn what has already been accomplished to date with regard to rewarding associates for a job well-done.

In order to protect our associates, customers and communities, the cost of doing business expanded greatly in 2020. Our company rose to meet the challenge of the COVID-19 pandemic head on by investing \$2.5 billion to both reward our associates and strengthen pensions, while also implementing dozens of safety measures for the protection of our associates and customers. The company also continues to provide rewards for associates, including recently issuing \$50 million in rewards to frontline associates.

For more than 147 years, Ralphs has been a strong community partner, currently employing more than 7,000 associates in Los Angeles County with competitive wages, world-class medical benefits and a stable pension for retirement. But sustainable operations are becoming more difficult. You may have recently seen that the City of Los Angeles' mandate requiring an extra \$5 an hour will create an additional \$20 million in operating costs over the next 120 days. This is on top of the average total compensation of \$24 an hour for Ralphs associates in the City – one of the highest in the industry. In fact, the City's own [Economic Impact Report](#) advised against moving ahead with the mandate. If you'd like to learn more about grocery retail and the financial effects of extra pay in the City of Los Angeles, please visit this [link](#).

Grocery stores are responsible for their individual profit and loss accountability, while operating on razor thin margins – typically around 1-2%. An additional \$4-\$5 an hour for each grocery associate could have unintended consequences in the form of increased grocery costs for families, reduced hours and fewer jobs for workers and even store closures. You can learn more about the potential impacts of a mandated extra pay ordinance at www.extrapayfacts.com.

To be clear, Ralphs is already committed to long-term wage increases. In fact, our company announced earlier this week that we will be investing another \$350 million in associate wages this year nationwide. However, we are

opposed to mandated increases that apply to some, but not all frontline workers and not all companies that employ frontline workers. As an example, several extra pay ordinances, including the increases in Long Beach, Seattle and other West Coast cities don't include popular big box retailers, nor do most of the ordinances include any business outside of grocery and drug retail that was considered essential and remained open during the pandemic.

While extra pay for grocery workers won't make them any safer, the vaccine will. Ralphs and Food 4 Less are offering a \$100 payment to associates who get vaccinated. To date, we have already provided the first dose or fully vaccinated more than 20% of our workforce who have chosen to receive the vaccine, as we are committed to be part of the solution and safeguard the health and safety of our communities.

Thank you for reading and for giving this topic the care and consideration it requires. Please feel free to contact me if you have any questions.

Kindest regards,

A handwritten signature in black ink that reads "John Votava". The signature is written in a cursive, flowing style with a large initial "J" and a long, sweeping underline.

John Votava
Director, Corporate Affairs
Ralphs Grocery Company

Maricela Hernandez

From: Mary Sue Maurer <maureredge@gmail.com>
Sent: Tuesday, March 23, 2021 4:46 PM
To: Maricela Hernandez
Subject: Fwd: Grocery workers hero pay

Public comment on Hero Pay item

----- Forwarded message -----

From: **Shelley Baker** <calbakes@aol.com>
Date: Tue, Mar 23, 2021 at 3:39 PM
Subject: Grocery workers hero pay
To: Mary Sue Maurer <maureredge@gmail.com>

Hi Mary Sue,

I hope all is well with you and your family. I wanted to share with you an issue that I recently learned about. Grocery workers in the city of Los Angeles and unincorporated areas of Los Angeles County are now receiving an extra \$5 per hour 'hero pay' while the employees of large corporation grocery stores within the city of Calabasas are not receiving the same. I hope that the Calabasas City Council will follow the example of the county and city of Los Angeles and help these workers.

Thanks,

Shelley Baker
Resident and friend

--

Mary Sue Maurer
Calabasas Mayor pro Tem
www.cityofcalabasas.com
@marysueaurer

Maricela Hernandez

From: Mary Sue Maurer
Sent: Tuesday, April 13, 2021 12:48 PM
To: Michael McConville; Maricela Hernandez
Subject: Fwd: Hero Pay

From: sloane Balkwill <sloaniepooh@yahoo.com>
Sent: Tuesday, April 13, 2021 12:20 PM
To: Mary Sue Maurer
Subject: Re: Hero Pay

Good afternoon,

My name is Sloane Balkwill. I have worked for Gelsons Calabasas for 23 years. My daughter has gone to school in LVUSD since first grade. She is now a senior at Calabasas High School. She also works at Gelsons Calabasas as a bagger. We both have been affected in so many ways by this pandemic! From the enormous stress, the panicked customers screaming at us, to being berated and cursed at on a daily basis, not being properly protected, the baggers were completely exposed to customers and still are!! And those are just a few! We were not trained in how to handle a pandemic! We were scared too! Beyond scared, but we showed up everyday regardless of the circumstances and the knowledge that we could bring covid home to our families and we still do!

We as employees and members of this community appreciate the opportunity to share these stories at the city council meeting!

I will be there!! As well my fellow employees. Let me know what else I can do.

Sloane Balkwill

Sent from my iPhone



April 13, 2021

Calabasas City Council
Calabasas City Hall
100 Civic Center Way
Calabasas, CA 91302

Dear City Councilmembers,

The California Restaurant Association is the definitive voice of the food service community in California and is the oldest restaurant trade association in the nation.

We write today to respectfully request that you oppose any mandated pay increases in this unprecedented time of public health and economic uncertainty. The restaurant sector has been the hardest hit. Before the pandemic shutdowns, there were 1.4 million Californians working in restaurants. Since March of 2020, an estimated 900,000 to 1 million of them have either been laid off or furloughed.

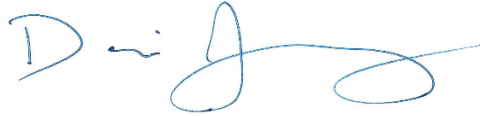
As we respond to COVID-19 with measures to protect the public health and mitigate the spread of the virus, restaurants as well as other small businesses are feeling the unprecedented financial impacts of these measures. In response to the Governor's Emergency Orders, thousands of restaurants have gone out of business and those that are still open have been required to adjust their operations to only takeout and delivery and most recently to onsite dining at limited capacity. As a result of the forced and prolonged closures, customer traffic and sales have plummeted. The impacts of these changes to restaurant operations have been devastating.

In order to comply with state and local health orders as well as COVID-19 regulations, restaurants have spent countless hours establishing new COVID-19 safety protocols, re-hiring staff and elevating staff training, and spent thousands of dollars on re-constructing layouts to ensure safe physical distancing requirements, purchasing PPE, installing plexiglass barriers, and cleaning supplies.

The ongoing pandemic has created uncertainty for restaurants and made it impossible for restaurants to plan for the future.

If ever there was time to do no harm, that time is now, as the restaurant community tries to slowly get reopened safely and back to employing workers. Thank you for your consideration.

Sincerely,



David Juarez
Director of Local Government Affairs
California Restaurant Association



April 12, 2021

The Honorable James Bozajian
Mayor, City of Calabasas
100 Civic Center Way
Calabasas, CA 91302



RE: Grocery Worker Pay

Dear Mayor Bozajian,

On behalf of Calabasas grocers, I write to ask the Council to not move forward with the proposed grocery worker premium pay ordinance given the numerous negative consequences to grocery workers, neighborhoods and the grocery industry. Based on the consequences experienced in other jurisdictions with similar ordinances, we must oppose the ordinance for both policy and legal reasons.

We agree that grocery workers serve a vital and essential role during the pandemic. They have worked tirelessly to keep stores open for consumers, allowing our communities to have uninterrupted access to food and medications. To protect our employees, grocery stores were among the first to implement numerous safety protocols, including providing PPE and masks, performing wellness checks, enhancing sanitation and cleaning, limiting store capacity, and instituting social distance requirements, among other actions.

On top of increased safety measures, grocery employees have also received unprecedented amounts of supplemental paid leave to care for themselves and their families in addition to already existing leave benefits. Grocers have also provided employees additional pay and benefits throughout the pandemic in various forms, including hourly and bonus pay, along with significant discounts and complimentary groceries. All of these safety efforts and additional benefits clearly demonstrate grocers' dedication and appreciation for their employees. Most importantly the industry has been fierce advocates for grocery workers to be prioritized for vaccinations. This is evident now that your county has been considering grocery workers a priority for weeks now and nearly every grocery worker has the opportunity to be vaccinated.

Unfortunately, a Grocery Worker Pay ordinance would mandate grocery stores provide additional pay beyond what is feasible, which would severely impact store viability and result in increased prices for groceries, limited operating hours, reduced hours for workers, fewer workers per store, and most concerning, possible store closures. These negative impacts from the ordinance would be felt most acutely by independent grocers, ethnic format stores, and stores serving low-income neighborhoods. The Cities of Los Angeles, Long Beach and Seattle, who have passed a similar ordinance, have already suffered the permanent loss of several full-service grocery stores as direct result.

We request the City of Calabasas perform an economic impact report to understand the true impacts of this policy. If you choose not to understand specific impacts for Calabasas, then we refer you to the economic impact report from the City of Los Angeles Legislative Analyst Office and the San Francisco Office of the Controller. These reports make it clear that the impact of this policy will severely impact workers, consumers, and grocery stores.

In their own words the Los Angeles City Legislative Analyst clearly states that grocery "companies would be required to take action to reduce costs or increase revenue as the labor increase will eliminate all current profit margin." The report recognizes that "affected companies could raise prices to counteract the additional wage cost." This type of ordinance would put "more pressure on struggling stores (especially independent grocers) which could lead to store closures" and that "the closure of stores could lead to an increase in 'food deserts' that lack access to fresh groceries."

The San Francisco Controller's Office in their Economic Impact Report urges decision-makers to consider "the distributional impact of having local consumers, including low-income households, pay for wage mandates that lead to higher labor costs for business." The report identifies the ordinance will "possibly lead to reduced employment and higher consumer prices.

April 12, 2021

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These costs would generate negative multiplier effects on other local industries and sectors of the local economy.” The report also identifies “a decline in employment of 164 jobs.”

These are all scenarios we know everyone in the community wants to avoid, especially during a pandemic. This is why we are asking the Council to not move forward with this policy and, instead, focus on making sure all grocery workers are provided the vaccine.

Specific to ordinance language, there are numerous policy and legal issues which unnecessarily single out the grocery industry and create significant burdens. The ordinance fails to recognize the current efforts grocers are making to support their employees and requires grocers add significant costs on to existing employee benefit programs.

Furthermore, passing this ordinance improperly inserts the city into employee-employer contractual relationships. The ordinance also ignores other essential workers, including city employees, that have similar interaction with the public. Taken in whole, this ordinance is clearly intended to impact only specific stores within a single industry and fails to recognize the contributions of all essential workers. Based on language specifics, this ordinance misses a genuine effort to promote the health, safety and welfare of the public.

Emergency passage of the ordinance also ignores any reasonable effort for compliance by impacted stores, as several grocery stores will be operating at the time of passage. By implementing the ordinance immediately there is literally no time to communicate to employees, post notices, adjust payroll processes, and other necessary steps as required by California law. Coupled with the varied enforcement mechanisms and significant remedies outlined, the passage of this ordinance would put stores into immediate jeopardy. This scenario is yet another negative consequence resulting from the lack of outreach to grocers and the grocery industry to understand real world impacts.

Grocery workers have demonstrated exemplary effort to keep grocery stores open for Calabasas. This why the grocery industry has provided significant safety measures and historic levels of benefits that include additional pay and bonuses. It is also why vaccinating grocery workers has been our first priority. Unfortunately, this ordinance is a significant overreach of policy and jurisdictional control. This will result in negative consequences for workers and consumers that will only be compounded by the pandemic.

We respectfully implore the Council to not move forward with the grocery worker pay ordinance at this time. We encourage you to recognize and understand the impacts of this ordinance on workers and the community by accepting our invitation to work cooperatively with Calabasas grocers. If Council must bring the ordinance forward for a vote at this time we ask you to oppose its passage. CGA is submitting additional information from our legal counsel for your consideration.

Thank you for your consideration and we look forward to combating the pandemic in partnership with the City of Calabasas.

Sincerely,



Timothy James
California Grocers Association

CC: Members, Calabasas City Council
City Clerk, City of Calabasas

Consumer and Community Impacts of Hazard Pay Mandates

January 2021

Prepared for:

California Grocers Association

Prepared by:

Brad Williams, Chief Economist

Michael C. Genest, Founder and Chairman

Capitol Matrix Consulting

About the Authors

The authors are partners with Capitol Matrix Consulting (CMC), a firm that provides consulting services on a wide range of economic, taxation, and state-and-local government budget issues. Together, they have over 80 years of combined experience in economic and public policy analysis.

Mike Genest founded Capitol Matrix Consulting (originally Genest Consulting) in 2010 after concluding a 32-year career in state government, which culminated as Director of the California Department of Finance (DOF) under Governor Arnold Schwarzenegger. Prior to his four-year stint as the Governor's chief fiscal policy advisor, Mr. Genest held top analytical and leadership positions in both the executive and legislative branches of government. These included Undersecretary of the Health and Human Services Agency, Staff Director of the Senate Republican Fiscal Office, Chief of Administration of the California Department of Corrections and Rehabilitation, and Director of the Social Services section of California's Legislative Analyst's Office.

Brad Williams joined Capitol Matrix Consulting in 2011, after having served in various positions in state government for 33 years. Mr. Williams served for over a decade as the chief economist for the Legislative Analyst's Office, where he was considered one of the state's top experts on the tax system, the California economy, and government revenues. He was recognized by the Wall Street Journal as the most accurate forecaster of the California economy in the 1990s, and has authored numerous studies related to taxation and the economic impacts of policy proposals. Immediately prior to joining CMC, Mr. Williams served as a consultant to the Assembly Appropriations Committee, where he advised leadership of the majority party on proposed legislation relating to taxation, local government, labor, and banking.

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Executive Summary

Hazard-pay mandates passed in the City of Long Beach and under consideration in the City of Los Angeles and in other local jurisdictions would raise pay for grocery workers by as much as \$5.00 per hour. Since the average pay for grocery workers in California is currently about \$18.00 per hour, a \$5.00 increase would raise store labor costs by 28 percent, and have major negative impacts on grocery stores, their employees and their customers. Specifically:

- Average profit margins in the grocery industry were 1.4% in 2019, with a significant number of stores operating with net losses. While profits increased temporarily to 2.2% during early to mid 2020, quarterly data indicates that profit margins were subsiding to historical levels as 2020 drew to a close.
- Wage-related labor expenses account for about 16 percent of total sales in the grocery industry. As a result, a 28 percent increase in wages would boost overall costs 4.5 percent under the City of Los Angeles proposal of \$5.00 per hour. *This increase would be twice the size of the 2020 industry profit margin and three times historical grocery profit margins.*
- In order to survive such an increase, grocers would need to raise prices to consumers and/or find substantial offsetting cuts to their controllable operating expenses, which would mean workforce reductions. As an illustration of the potential magnitude of each of these impacts, we considered two extremes:
 - 1) All of the higher wage costs (assuming the \$5.00/hour proposal) are passed through to consumers in the form of higher retail prices:
 - This would result in a \$400 per year increase in grocery costs for a typical family of four, an increase of 4.5 percent.
 - If implemented in the City of Los Angeles, its residents would pay \$450 million more for groceries over a year.
 - The increase would hit low- and moderate-income families hard, particularly those struggling with job losses and income reductions due to COVID-19.
 - If implemented statewide, additional grocery costs would be \$4.5 billion per year in California.
 - 2) Retail prices to consumers are not raised and all the additional costs are offset through a reduction in store expenses:
 - Given that labor costs are by far the largest controllable expense for stores, it is highly likely that the wage mandates will translate into fewer store hours, fewer employee hours, and fewer jobs.
 - For a store with 50 full-time equivalent employees, it would take a reduction of 11 employees to offset the increased wage costs, or a 22% decrease in staff.
 - If the mandate were imposed statewide at \$5.00 per hour, the job loss would be 66,000 workers.

Consumer and Community Impacts of Hazard Pay Mandates

- If imposed in the City of Los Angeles, the job loss would be 7,000 workers.
- And in the City of Long Beach, the job impact of its \$4.00 per hour mandate would be 775 jobs.
- Stores could alternatively avoid job reductions by cutting hours worked by 22 percent.
- For the significant share of stores already operating with net losses, a massive government-mandated wage increase would likely result in store closures, thereby expanding the number of “food deserts” (i.e. communities with no fresh-food options).

Introduction

The Long Beach City Council has passed an ordinance that mandates grocers to provide a \$4.00 per hour pay increase – “hazard pay” – to grocery workers. The mandate expires in 120 days. Two members of the Los Angeles City have introduced a similar measure for a \$5.00 per hour increase for companies that employ more than 300 workers nationwide. Grocery workers in California currently earn about \$18.00 per hour.¹ Therefore, the Los Angeles proposal would increase average hourly pay to \$23.00 per hour, an increase of 28 percent. Several other cities in California have discussed \$5.00/hour proposals similar to Los Angeles.

This report focuses on the impact of hazard pay mandates on grocery store profitability and on the sustainability of an industry with traditionally low profit margins. It also assesses the potential impact of the proposed wage increases on consumers, especially lower-income consumers (a cohort already hit hard by the COVID lockdowns and business closures).

Background — Grocery is a Low-Margin, High-Labor Cost Business

The grocery business is a high-volume, low-margin industry. According to an annual database of public companies maintained by Professor Damodaran of New York University (NYU),² net profit margins as a percent of sales in the grocery industry are among the lowest of any major sector of the economy. Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) averaged 4.6 percent of sales in 2019, and the net profit margin (which accounts for other unavoidable expenses such as rent and depreciation) was just 1.4 percent during the year. This compares to the non-financial, economy-wide average of 16.6 percent for EBITDA and 6.4 percent for the net profit margin. The NYU estimate for public companies in the grocery industry is similar to the 1.1 percent margin reported by the Independent Grocers Association for the same year.³

COVID-19 temporarily boosted profits

In the beginning of the COVID-19 pandemic, sales and profit margins spiked as people stocked up on household items and shifted spending from eating establishments to food at home. According to data compiled by NYU, net profit margins in the grocery industry increased to 2.2 percent in early to mid 2020.⁴ Although representing a substantial year-to-year increase in profits, the 2.2 percent margin remains quite small relative to most other industries. This implies that even with the historically high rates of profits in 2020, there is little financial room to absorb a major wage increase.

¹ \$18.00 per hour is consistent with the responses we received to our informal survey. It is also consistent with published contract agreements we reviewed. See, for example, the “Retail Food, Meat, Bakery, Candy and General Merchandise Agreement, March 4, 2019 - March 6, 2022 between UFCW Union Locals 135, 324, 770, 1167, 1428, 1442 & 8 - GS and Ralphs Grocery Company.” In this contract, hourly pay rates starting March 2, 2021 for food clerks range from \$14.40 per hour (for first 1,000 hours) up to \$22.00 per hour (for workers with more than 9,800 hours), The department head is paid \$23.00 per hour. Meat cutter pay rates range from \$14.20 (for the first six months) to \$23.28 per hour (for those with more than 2 years on the job). The department manager is paid \$24.78 per hour. <https://ufcw770.org/wp-content/uploads/2020/08/Ralphs-Contract-2020.pdf>

² Source: Professor Aswath Damodaran, Stern School of Business, New York University. <http://pages.stern.nyu.edu/~adamodar/>

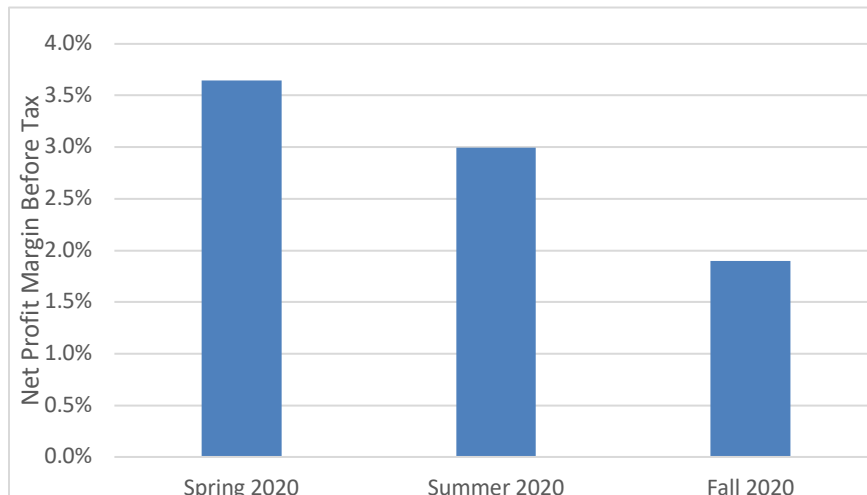
³ Source: “2020 Independent Grocer Financial Survey.” Sponsored by the National Grocer’s Association and FMS Solutions Holding, LLC

⁴ Supra 2.

But the increases are subsiding

Moreover, quarterly data indicates that the sales and profit increases experienced in early 2020 were transitory and were settling back toward pre-COVID trends as 2020 drew to a close. This quarterly trend is evident in quarterly financial reports filed by California’s two largest publicly traded companies in the grocery business: The Kroger Company (which includes Ralphs, Food for Less, and Fred Meyers, among others) and Albertsons (which includes Safeway, Albertsons, and Vons, among others). Figure 1 shows that the average profit margin for these two companies was 3.6 percent of sales in the Spring of 2020, declining to 1.9 percent by the fourth quarter of the year.⁵ Monthly sales data contained in the 2020 Independent Grocer’s Financial Survey showed a similar pattern, with year-over-year sales peaking at 68 percent in mid-March 2020, but then subsiding to 12 percent as of the first three weeks of June (the latest period covered by the survey).⁶

Figure 1
Combined Net Profit Margins During 2020
Albertsons and The Kroger Companies



While grocers continued to benefit from higher food and related sales during the second half of 2020, they also faced higher wholesale costs for food and housing supplies, as well as considerable new COVID-19 related expenses. These include expenses for paid leave and overtime needed to cover shifts of workers affected by COVID-19, both those that contracted the virus and (primarily) those that were exposed and needed to quarantine. Other COVID-19 costs include those for intense in-store cleaning, masks for employees, new plastic barriers at check-outs and service counters, and additional staffing and capital costs for scaling up of e-commerce, curbside and home delivery.

⁵ In their SEC 10-Q quarterly report for the four-month period ending in June 2020, Albertsons reported that consolidated sales were up 21.4 percent from the same period of 2019 and before-tax profits were 3.5 percent of total sales. In the three-month period ending in mid-September, the company reported year-over-year sales growth of 11.2 percent and before-tax profits equal to 2.5 percent of sales. In their 10-Q report filed for the three-month period ending in early December, Albertsons showed year-over-year sales growth of 9.3 percent, and profits as a percent of sales of just 1.0 percent. Data for the Kroger Company indicates that year-over-year sales growth subsided from 11.5 percent for the three-month period ending in May 2020 to 8.2 percent for the three-month period ending in August, and further to 6.3 percent for the three-month period ending in November. Profits as a percent of sales fell from 3.8 percent to 3.5 percent, and further to 2.8 percent during the same three quarterly periods. (Source: EDGAR Company Filings, U.S. Securities and Exchange Commission. <https://www.sec.gov/edgar/searchedgar/companysearch.html>.)

⁶ Supra 3

Many stores incur losses in normal years

The 1- to 2-percent net profit levels cited above reflect industry averages. There is considerable variation around these averages among individual stores, with some doing better and some doing worse. As one indication of this variation, the 2020 Independent Grocer Financial Survey found that, while the nationwide average profit before tax for all stores was 1.1 percent of sales in 2019, about 35 percent of the respondents reported negative net profits during the year.⁷ This national result is consistent with feedback we received from California grocers, which reported that even in profitable years, anywhere from one-sixth to one-third of their stores show negative earnings. While chain operations can subsidize some store losses with earnings from other stores, a major mandated wage increase would eliminate earnings for even the most profitable stores, making cross-subsidies within supermarket chains much less feasible. As discussed below, the consequence would likely be a closure of some unprofitable stores.

Mandated wage increases would push most stores into deficits

The grocery business is very labor intensive. Labor is the industry's second largest cost, trailing only the wholesale cost of the food and other items they sell. According to a benchmark study by Baker-Tilly, labor expenses account for 13.2 percent of gross sales of grocers nationally.⁸ The Independent Grocer Survey, cited above, found that labor costs account for 15 percent of sales nationally and 18.4 percent for independent grocers in the Western region of the U.S.⁹

Respondents to our survey of California grocers reported that labor costs equate to 14 percent to 18 percent of sales revenues. For purposes of this analysis, we are assuming that the wage base potentially affected by the mandated hourly pay increase is about 16 percent of annual sales.¹⁰

A mandatory \$4-\$5 per hour increase, applied to an average \$18.00 per hour wage base, would increase labor costs by between 22 percent and 28 percent. This would, in turn, raise the share of sales devoted to labor costs from the current average of 16 percent up to between 19 percent and 20.5 percent of annual sales. The up-to-4.5 percent increase would be double the 2020 profit margin reported by the industry, and three times the historical margins in the grocery industry.

Potential Impacts on Consumers, Workers and Communities

In order to survive such an increase, grocers would need to raise prices to consumers and/or find substantial offsetting cuts to their operating expenses. As an illustration of the potential magnitude of each of these impacts, we considered two extremes: (1) all of the higher wage costs are passed through to consumers in the form of higher retail prices; and (2) prices are not passed forward and all the additional costs are offset through a reduction of jobs or hours worked.

⁷ Supra 3

⁸ White Paper, "Grocery Benchmarks Report", November 5, 2019, Baker Tilly Virchow Krause LLP.

⁹ Supra 3

¹⁰ This recognizes that not all labor costs would be affected by the hazard pay proposal. Grocers report that both in-store and warehouse staff would receive the increase, as would supervisors and managers, although some executive and administrative staff may not. In addition, costs for health coverage would probably not be affected, at least not immediately, but payroll taxes and some other benefit costs would be.

Higher costs passed along to consumers

Aggregate impacts. If a \$5.00 per hour wage increase were imposed statewide and all of the increase were passed along to customers in the form of higher product prices, Californians would face a rise in food costs of \$4.5 billion annually. If imposed locally, the City of Los Angeles's \$5 per hour proposal would raise costs to its residents by \$450 million annually, and the \$4.00 per hour increase in Long Beach would raise grocery costs to its residents by about \$40 million annually.¹¹

Impact on household budgets. The wage increase would add about \$400 to the annual cost of food and housing supplies for the typical family of four in California.¹² While such an increase may be absorbable in higher income households, it would hit low- and moderate-income households especially hard. The impact would be particularly harsh for those who have experienced losses of income and jobs due to the pandemic, or for those living on a fixed retirement income including many seniors. For these households, the additional grocery-related expenses will make it much more difficult to cover costs for other necessities such as rent, transportation, utilities, and healthcare.

According to the BLS Consumer Expenditure Survey, California households with annual incomes of up to \$45,000 already spend virtually all of their income on necessities, such as food, housing, healthcare, transportation and clothing.¹³ For many of these households, a \$33 per month increase in food costs would push them into a deficit.

These increases would add to the severe economic losses that many Californians have experienced as a result of government-mandated shutdowns in response to COVID-19. According to a recent survey by the Public Policy Institute of California, 44 percent of households with incomes under \$20,000 per year and 40 percent with incomes between \$20,000 and \$40,000 have reduced meals or cut back on food to save money.¹⁴ Clearly, imposing a \$4.5 billion increase in grocery prices would make matters worse, especially for these lower-income Californians.

Higher costs are offset by job and hours-worked reductions

If grocers were not able to pass along the higher costs resulting from the additional \$5/hour wage requirement, they would be forced to cut other costs to avoid incurring financial losses.¹⁵ Given

¹¹ Our estimates start with national U.S. Census Bureau estimates from the Annual Retail Trade Survey for 2018 (the most current data available), which indicates that nationwide sales by grocers (excluding convenience stores) was \$634 billion in 2018. We then apportioned this national data to California as well as the cities of Los Angeles and Long Beach based on relative populations and per-household expenditure data from the Consumer Expenditure Survey. We then updated the 2018 estimate to 2021 based on actual increases in grocery-related spending between 2018 and 2020, as reported by the U.S. Department of Commerce, and a projection of modest growth in 2021. Our estimate is consistent with the industry estimate of \$82.9 billion for 2019 that was by IBISWorld, as adjusted for industry growth in 2020 and 2021. (See IBISWORLD Industry Report, Supermarkets & Grocery Stores in California, Tanvi Kumar, February 2019.)

¹² Capitol Matrix Consulting estimate based on U.S. Bureau of Labor Statistics, Consumer Expenditure Report, 2019. <https://www.bls.gov/opub/reports/consumer-expenditures/2019/home.htm>

¹³ U.S. Bureau of Labor Statistics, Consumer Expenditure Survey, State-Level Expenditure Tables by Income. <https://www.bls.gov/cex/csxresearchtables.htm#stateincome>.

¹⁴ "Californians and Their Well-Being", a survey by the Public Policy Institute of California. December 2020. <https://www.ppic.org/publication/ppic-statewide-survey-californians-and-their-economic-well-being-december-2020/>

¹⁵ Circumstances where stores would not be able to pass forward high costs include communities where customers are financially squeezed by pandemic-related losses in jobs or wages, or where the increased is imposed locally and customers are able to avoid higher prices by shifting purchases to cross-border stores.

that labor costs are by far the largest controllable expense for stores, it is highly likely that the wage mandates will translate into fewer store hours, fewer employee hours, and fewer jobs. For a store with 50 full-time equivalent employees, it would take a reduction of 11 employees to offset the increased wages, which is about a 22 percent decrease in staff/hours.

Aggregate impacts. As an illustration, if the full California grocery industry were to respond to a statewide \$5.00 wage mandate by reducing its workforce, we estimate that up to 66,000 industry jobs would be eliminated. This is about 22 percent of the 306,000 workers in the grocery industry in the second quarter of 2020 (the most recent quarter for which we have detailed job totals).¹⁶ If the mandate were imposed locally in the City of Los Angeles, the impact would be about 7,000 workers, and in the City of Long Beach (at \$4.00 per hour), the impact would be about 775 jobs. Stores could alternatively avoid job reductions by cutting hours worked by 22 percent across-the-board.

Under these circumstances, some workers receiving the wage increases would be better off, but many others would be worse off because of reduced hours or layoffs. Customers would also be worse off because of reduced store hours, and fewer food choices and services.

Without any external constraints imposed by the local ordinances, it is likely some combination of higher prices and job and hour reductions would occur. Stores within some jurisdictions imposing the mandatory wage increase might be able to raise retail prices sufficiently to cover a significant portion of the mandated wage increase, thereby shifting the burden onto customers. However, the degree to which this would occur would vary from jurisdiction to jurisdiction, depending on the price-sensitivity of their customers and (if the mandate is imposed locally) the availability of shopping alternatives in neighboring communities that have not imposed the wage mandate.

Of course, if the local ordinances contain provisions prohibiting stores from cutting hours, then stores would be forced to pass costs on to consumers in the form of higher prices, or to close stores in those jurisdictions.

Some communities would become food deserts

Many of the up-to one third of stores already incurring losses may find it impossible to raise prices or achieve savings that are sufficient to offset the higher wage costs. For these stores, the only option would be store closure. Indeed, a consistent theme of feedback we received from California grocer representatives is that it would be extremely difficult, if not impossible, to justify continued operation of a significant portion of their stores following a government-mandated 28-percent increase in wages. This would leave some communities with fewer fresh food options.

According to the Propel LA: “The United States Department of Agriculture (USDA) defines a food desert as ‘a low-income census tract where either a substantial number or share of residents has low access to a supermarket or large grocery store.’ There are a large number of census tracts in Los Angeles County, including Antelope Valley and San Fernando Valley, that are considered to be food deserts. The population of food deserts is predominantly Hispanic or Latino, followed by Black and White, respectively.”¹⁷ The map also shows several food deserts in and around the City of Long Beach. The hazard pay proposal would exacerbate this problem.

¹⁶ Employment Development Department. Labor Market Information Division. Quarterly Census of Employment and Wages. <https://www.labormarketinfo.edd.ca.gov/qcew/cew-select.asp>

¹⁷ “Food deserts in LA, an Interactive Map.” Propel LA, <https://www.propel.la/portfolio-item/food-deserts-in-los-angeles-county/>

Closing even one supermarket in many neighborhoods would result in residents having to commute significantly farther to find fresh and healthy food at reasonable prices. Tulane University studied the impact of food deserts and concluded that while the majority of items at smaller stores are priced higher than at supermarkets, price is a consideration in deciding where to purchase staple foods, and transportation from a food desert to a supermarket ranges from \$5 to \$7 per trip.¹⁸

Thus, mandating hazard pay would likely impose significant hardships on some communities, especially in lower-income areas. The loss of a grocery store means both fewer jobs for members of the community and higher costs for all residents in the community, who must pay higher local prices or incur additional time and expense to shop.

Conclusion

Hazard pay initiatives like those passed in the City of Long Beach, and proposed in the City of Los Angeles and in other local jurisdictions, would have far-reaching and negative consequences for businesses, employees and customers of grocery stores in the jurisdictions where levied. They would impose an up-to-28 percent increase in labor costs on an industry that is labor-intensive and operates on very thin profit margins. The increases would be more than double the average profit margins for the grocery industry in 2020, and triple the margins occurring in normal years, and thus would inevitably result in either retail price increases or major employment cutbacks by grocery stores, or a combination of both. If the increased costs were passed forward to consumers, a typical family of four in California would face increased food costs of \$400 per year. This would intensify financial pressures already being felt by millions of low- and moderate-income families, many of whom are already cutting back on basic necessities like food due to COVID-19-related losses in jobs and income. Establishments not able to recoup the costs by raising prices would be forced to reduce store hours and associated jobs and hours worked by employees. For a significant number of stores that are already struggling, the only option may be to shutter the store. This would be a “lose-lose” for the community. It would mean fewer jobs with benefits, less local access to reasonably-priced food, and more time and expense spent by customers that would have to travel greater distance to find grocery shopping alternatives.

¹⁸ “Food Deserts in America (Infographic),” Tulane University, School of Social Work, May 10, 2018. <https://socialwork.tulane.edu/blog/food-deserts-in-america>



Donna Tyndall

Senior Vice President, Operations

P.O. Box 1802 Encino, CA 91426-1802
16400 Ventura Blvd., Suite 240, Encino, CA 91436
p: (818) 906-5724 f: (818) 990-7877
www.gelsons.com

April 13, 2021

Michael McConville
Management Analyst
City of Calabasas
100 Civic Center Way
Calabasas, CA 91302

Sent via email to mmcconville@cityofcalabasas.com

Dear Mr. McConville,

Thank you for the opportunity to provide you and the City Council with some information about our store in Calabasas. We appreciate the fact that the Council is interested in gathering all the facts about the topic of rewarding our essential workers for their efforts during the challenges of the pandemic.

Gelson's truly values and appreciates our employees as we know our success depends on them, not just during the pandemic but over the long term. That is why, from the beginning of the pandemic in March of 2020, we have rewarded our employees with a myriad of extra pay and benefits. I will list some of the benefits below that directly relate to our location in Calabasas.

- For the first couple of weeks when the store was very busy, the company paid for all food and beverages the employees consumed on their breaks and meals. Subsequently and for the next twelve months, we provided free lunch 3 times every week. For this store, the total expense for those meals was more than \$100,000.
- Gelson's increased the employee discount on all purchases to 25% every day beginning in March 2020, and that benefit continues now. This benefit represents another \$138,000 for the employees at the Calabasas store.
- From March through the end of June 2020, we provided an extra \$2 per hour hazard pay to all employees. This was an additional \$85,000 expense in Calabasas.
- Throughout the second half of last year, all employees were given gift cards as a bonus several times (in lieu of "hazard pay"). These gift cards totaled approximately \$48,000 for that store.
- For Christmas week, the company provided an additional \$2 per hour bonus for all hours worked by hourly employees.
- The company provided two weeks of paid supplemental sick leave beginning in Feb 2020 for all employees to cover any time when they were sick, had to quarantine, or take care of a family member who was sick. So far, this expense is \$28,000 for that store, and beginning in January of this year, another two weeks supplemental pay is available for those who need it.
- To encourage our employees to get vaccinated, we are offering a \$100 gift card incentive. To date, 43% of the employees have received this benefit.
- Gelson's took the unprecedented step of closing the store on the day after Thanksgiving to give the employees some much needed time off to rest and spend time with family.
- Throughout last year and the beginning of this year, employees were given the opportunity to work overtime if they wanted to (which is paid at time and one-half their regular rate). This allowed employees

Gelson's

to make significantly more than they had in prior years – many saw an increase in their total wages between 15 – 30%, without including the benefits mentioned above.

- Our employees are all members of the UFCW Retail Clerks Union working under a Collective Bargaining Agreement which means they have pre-negotiated raises that increased their base pay last year and this year.

The safety of our employees and customers is paramount to our operation. To provide a safer store and minimize exposure we implemented many new safety measures and incurred additional expenses of close to \$300,000 in the last year, just for that store. These expenses are ongoing as we continue to ensure a safe work environment and a safe place to shop. Over the past 13 months, we have had minimal issues, with only 15 positive cases at that location, for an employee base of about 120 employees last year. Through contact tracing, we determined the vast majority of those 15 cases were from contacts outside of work.

Our sales did increase in 2020 during the first few months of the pandemic, and we passed along benefits to our employees while spending more on safety measures. Sales have since flattened to pre-pandemic numbers, and customer count is running 20% less than pre-pandemic, so the exposure to employees is not what it was last year. We love being a part of the Calabasas community and are preparing to spend several million dollars on a remodel this year to make our store even better for our customers.

Thank you for taking the time to read this message from Gelson's and to consider all aspects of this decision.

Best Regards,



Donna Tyndall
Senior Vice President of Operations
Gelson's Markets

cc: Calabasas City Council Members



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jade Comacho

Workplace: Albertsons

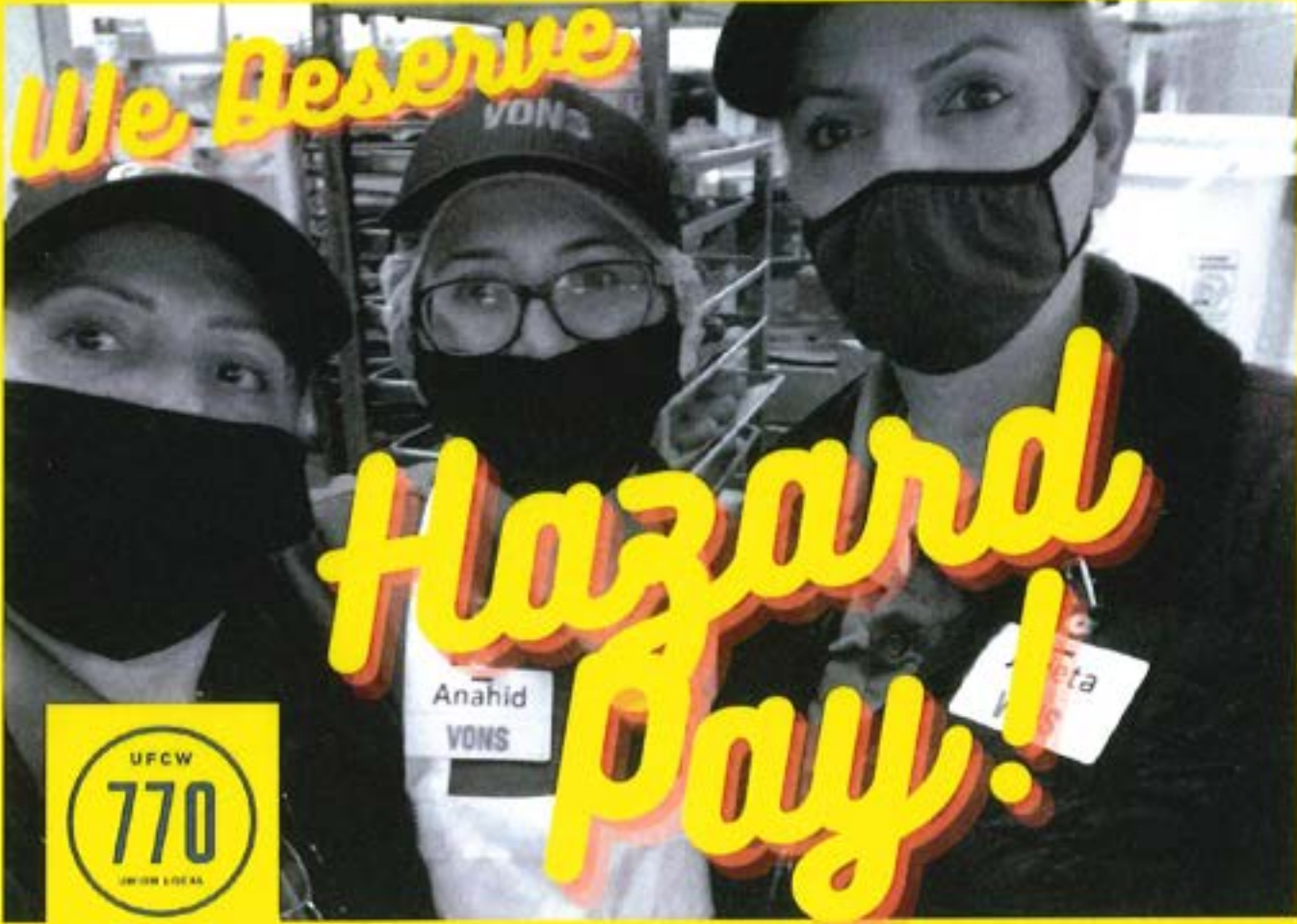
Years of Service: 10 Months



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Sylvia Greig

#1335

Workplace: Albertsons Calabasas

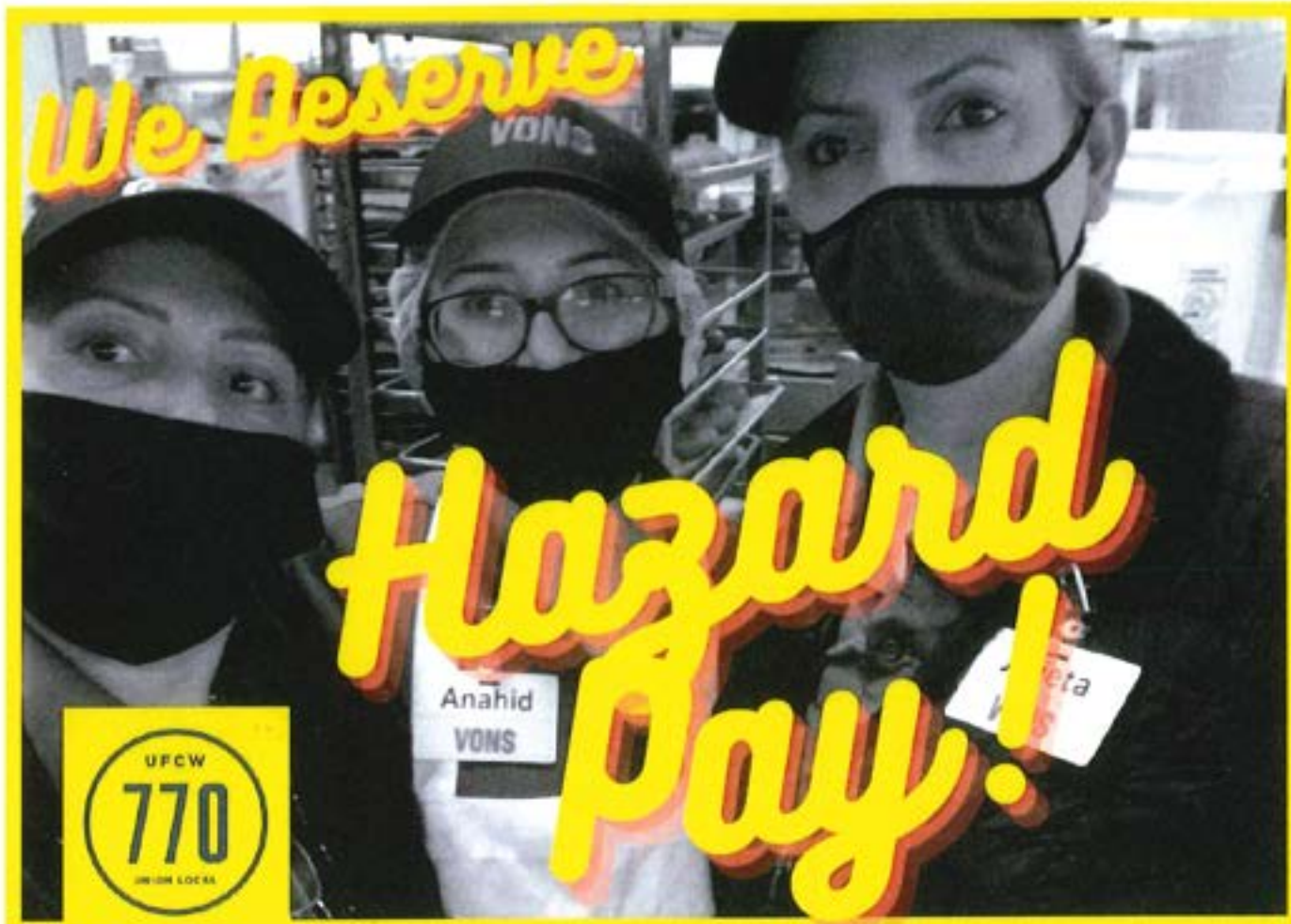
Years of Service: 1 year



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Benjamin Montiel
#1335

Workplace: Albertsons calabasa

Years of Service: 16 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Julietta Villacana

Workplace: Albertsons

Years of Service: 26



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jose L. Carral

Workplace: Albertsons #1335

Years of Service: 33 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Aaron Silva

Workplace: Floral / Albertsons

Years of Service: 8 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Tamara Bluiett

Workplace: Albertsons

Years of Service: 2 1/2



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Colene McQueen

Workplace: Albertson 1335

Years of Service: 13yrs



TO:

City Council

of Calabass



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely, *Austin Rawnsley*

Name: *Justin Rawnsley* of *Albertsons*

Workplace: *Albertsons/330*

Years of Service: *8*



TO:

City Council



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Cari Jones

Workplace: Albertsons

Years of Service: 32



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Derion Wilson

Workplace: Albertsons

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Ben Sessing

Workplace: Albertsons

Years of Service: 1



TO:

City Council

of Calabasas

Ben



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Donna Hernandez

Workplace: Alkason S

Years of Service: 32



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Ali Honarmand

Workplace: Albertsons 1335

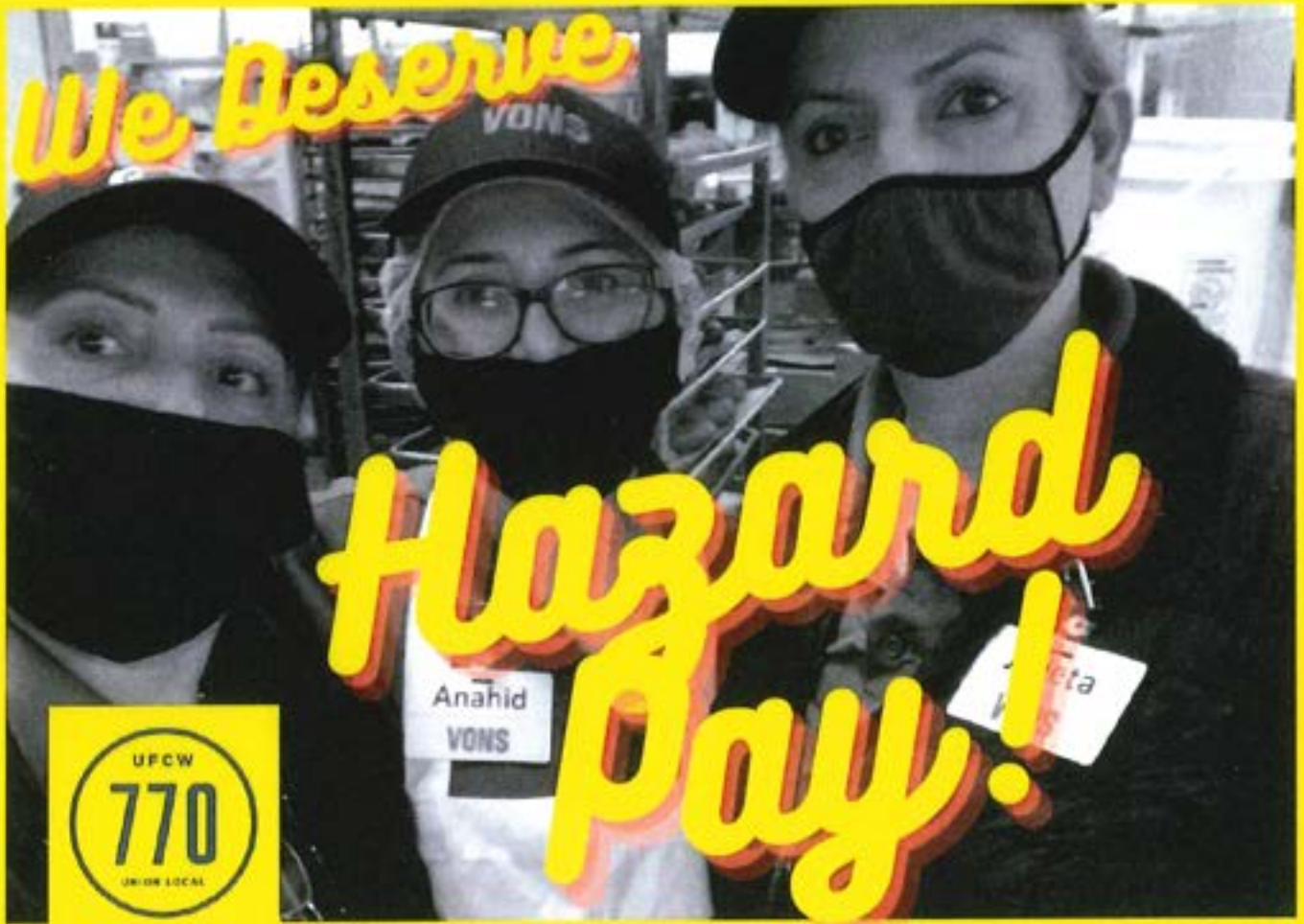
Years of Service: 9



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vicki Terranova

Workplace: Albertsons 1335

Years of Service: 39



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Michele Burlew

Workplace: Albertsons 1335

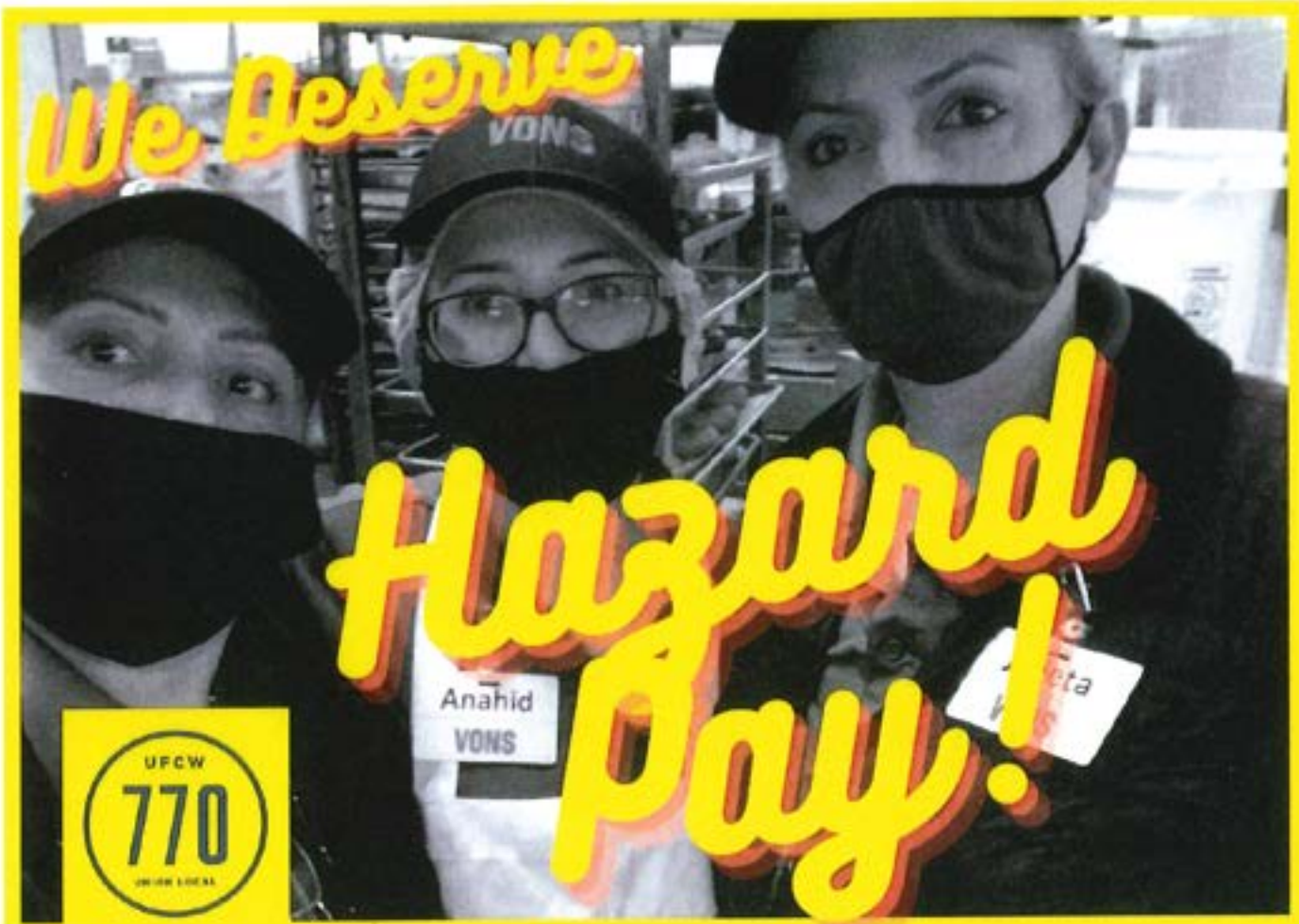
Years of Service: 36



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Carol J. Gillis

Workplace: Albertsons 1335 CALABASAS

Years of Service: 29

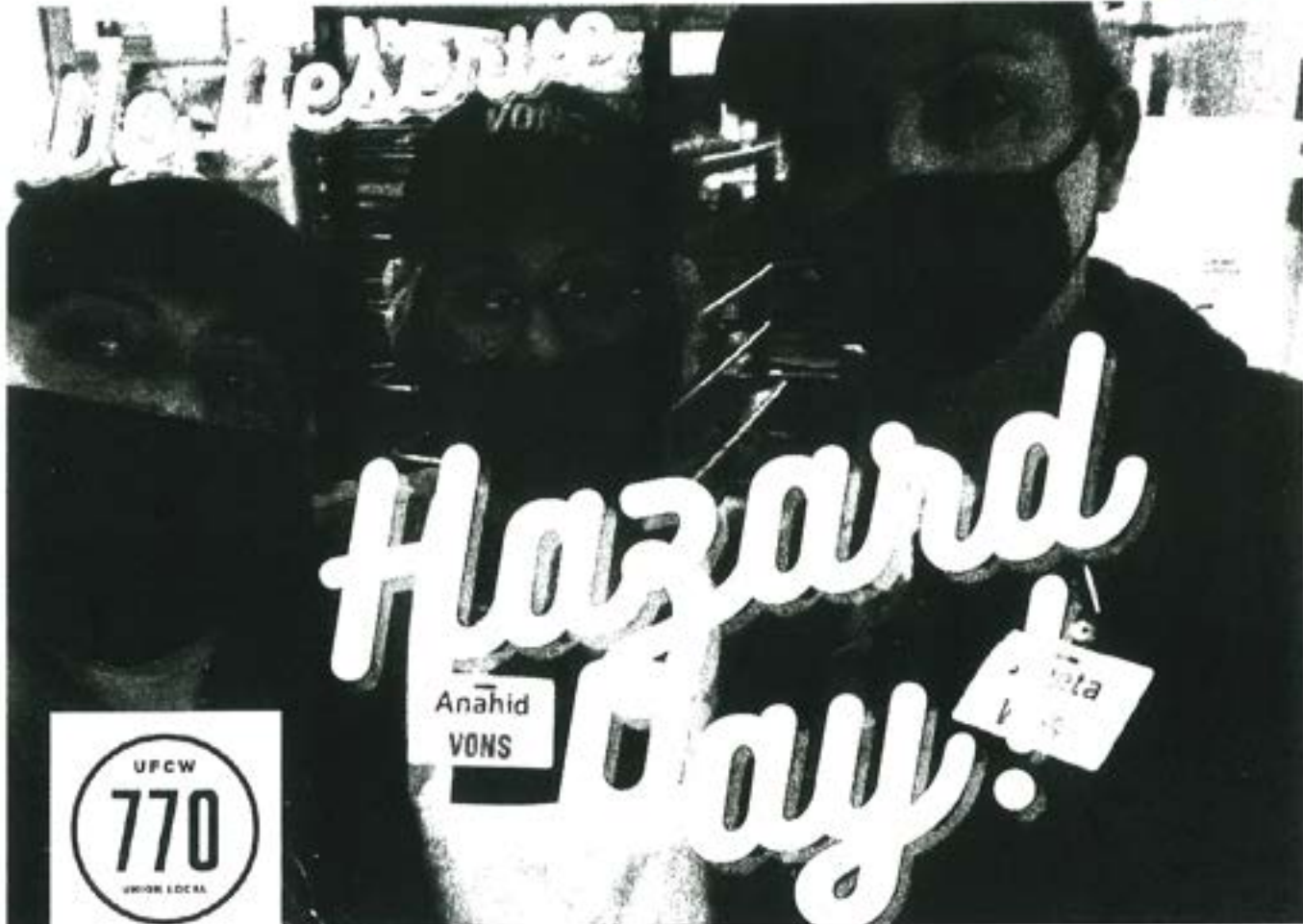


TO:

City Council

of Calabasas

Carol



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Carol Guillis

Workplace: Albertsons 1335

Years of Service: _____

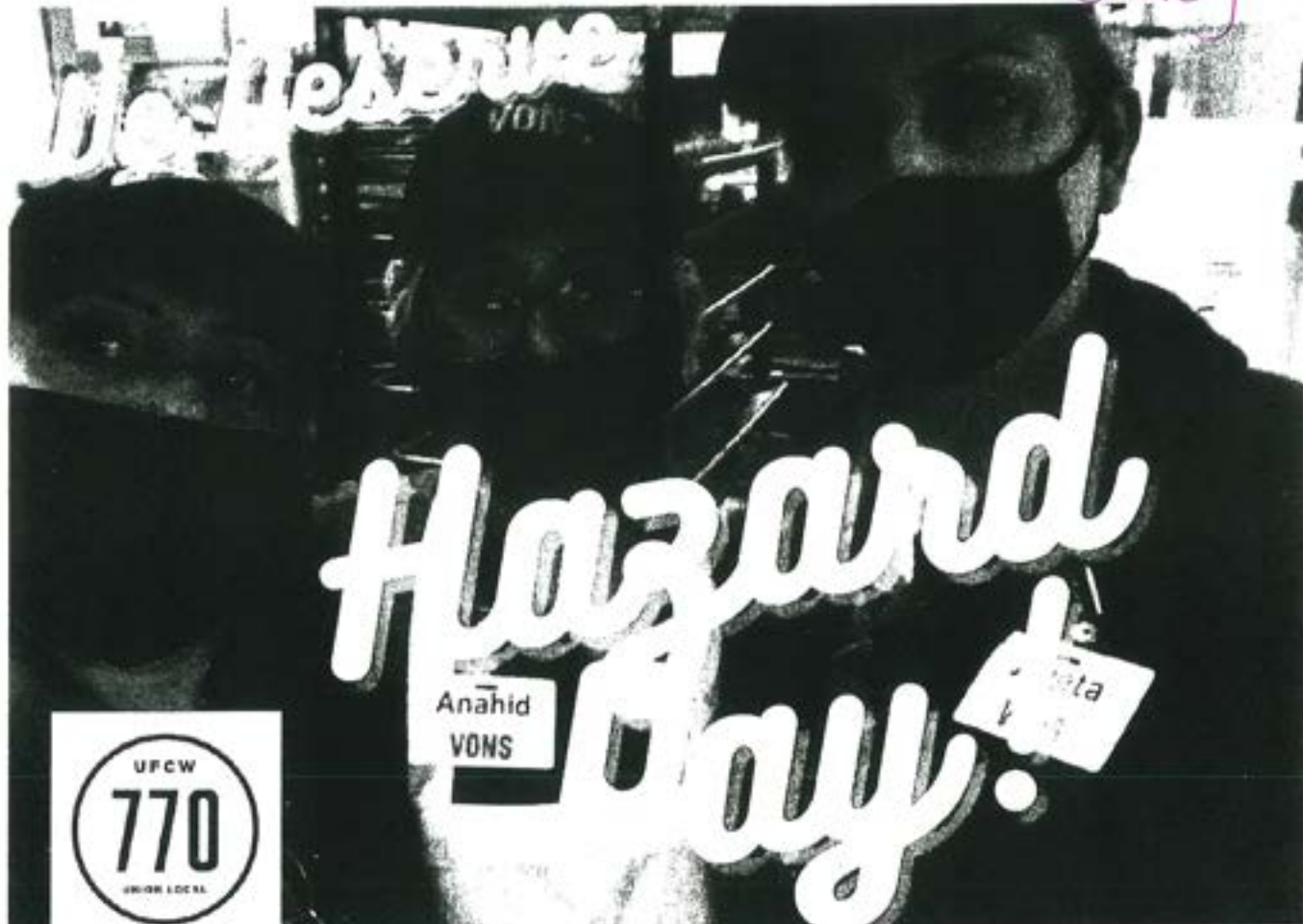


TO:

City Council

of Calabasas

shelley



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Shelley Baker

Workplace: Albertsons 1335

Years of Service: _____

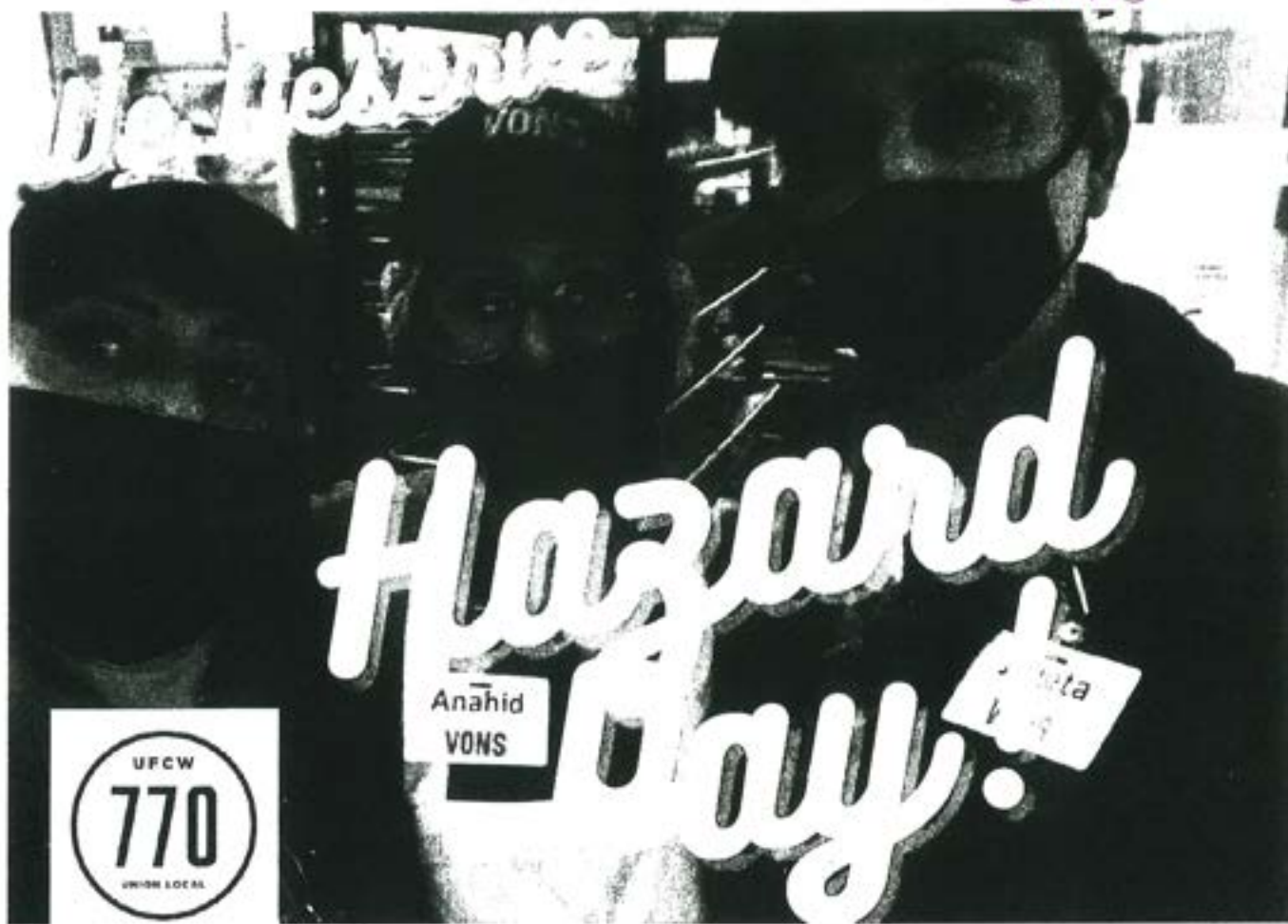


TO:

City Council

of Calabasas

Chris



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Christopher Culp

Workplace: Albertsons 1335

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Janiele Stewart

Workplace: Calabassay Albertsons

Years of Service: 33 years.



TO:

City Council

of Calabassas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: JOANNA RUIZ

Workplace: ALBERTSONS

Years of Service: 27 yrs



TO:

City Council

of Calabasas

DANILO



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Daniilo P. Orliano

Workplace: Albertsons

Years of Service: 6



TO:

City Council

of Calabasa

Raul



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: RAUL CARDENAS

Workplace: ALBERTSONS

Years of Service: 23



TO:

City Council

of Colabaras



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Tom Duvan

Workplace: Albertsons

Years of Service: 3



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: JOHN REDMOND

Workplace: ALBERTSONS

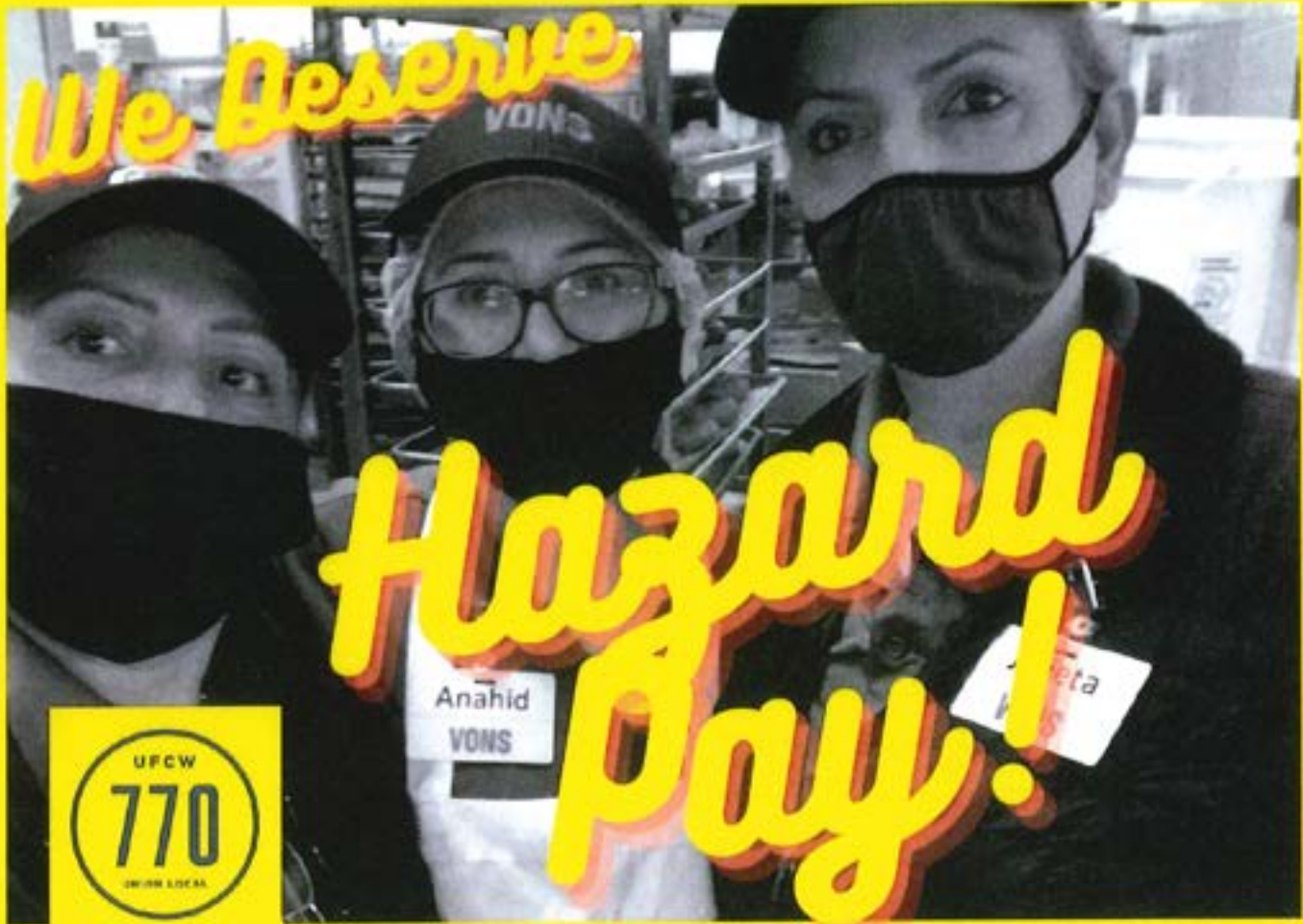
Years of Service: 21



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Roman Lopez

Workplace: Albertsons

Years of Service: 36



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Steven Casas

Workplace: Albertsons

Years of Service: 21



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jackie martines

Workplace: Albertson's

Years of Service: 25



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Robert Luna

Workplace: ALBERTSON'S

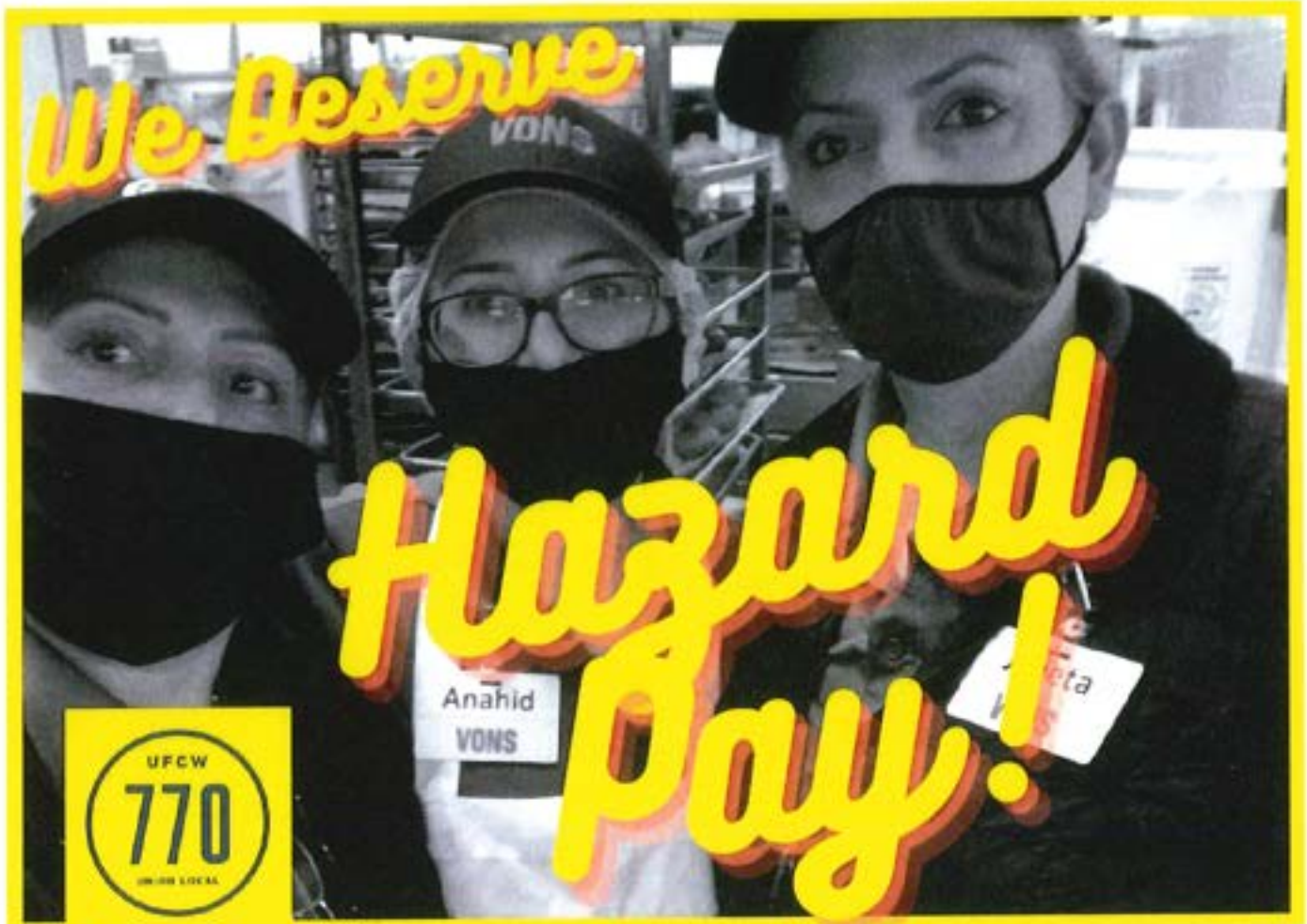
Years of Service: 36



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Juana Aguilar

Workplace: Frontenel Albertsons

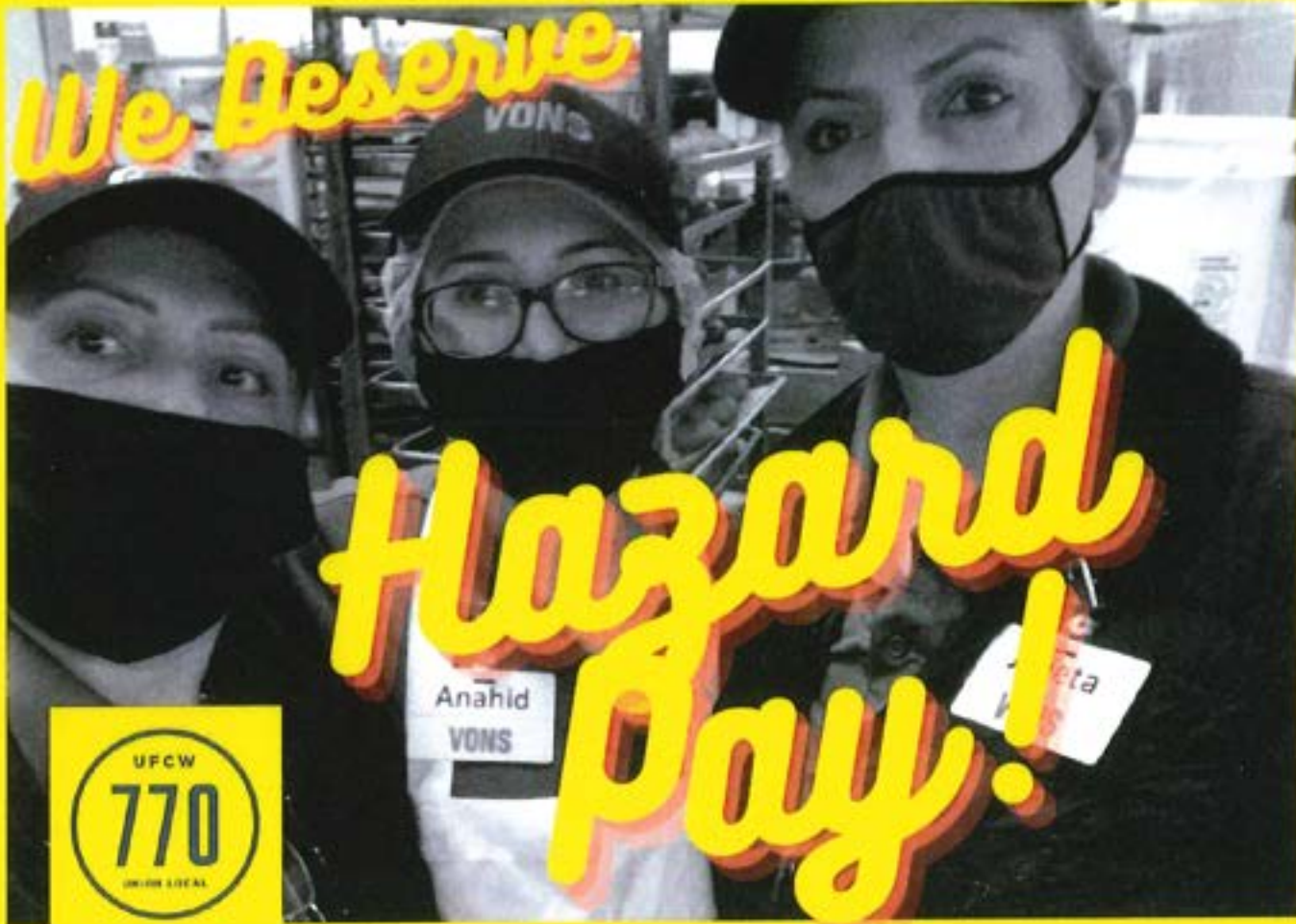
Years of Service: 1 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: April Summers
#1335

Workplace: Albertsons Calabasas

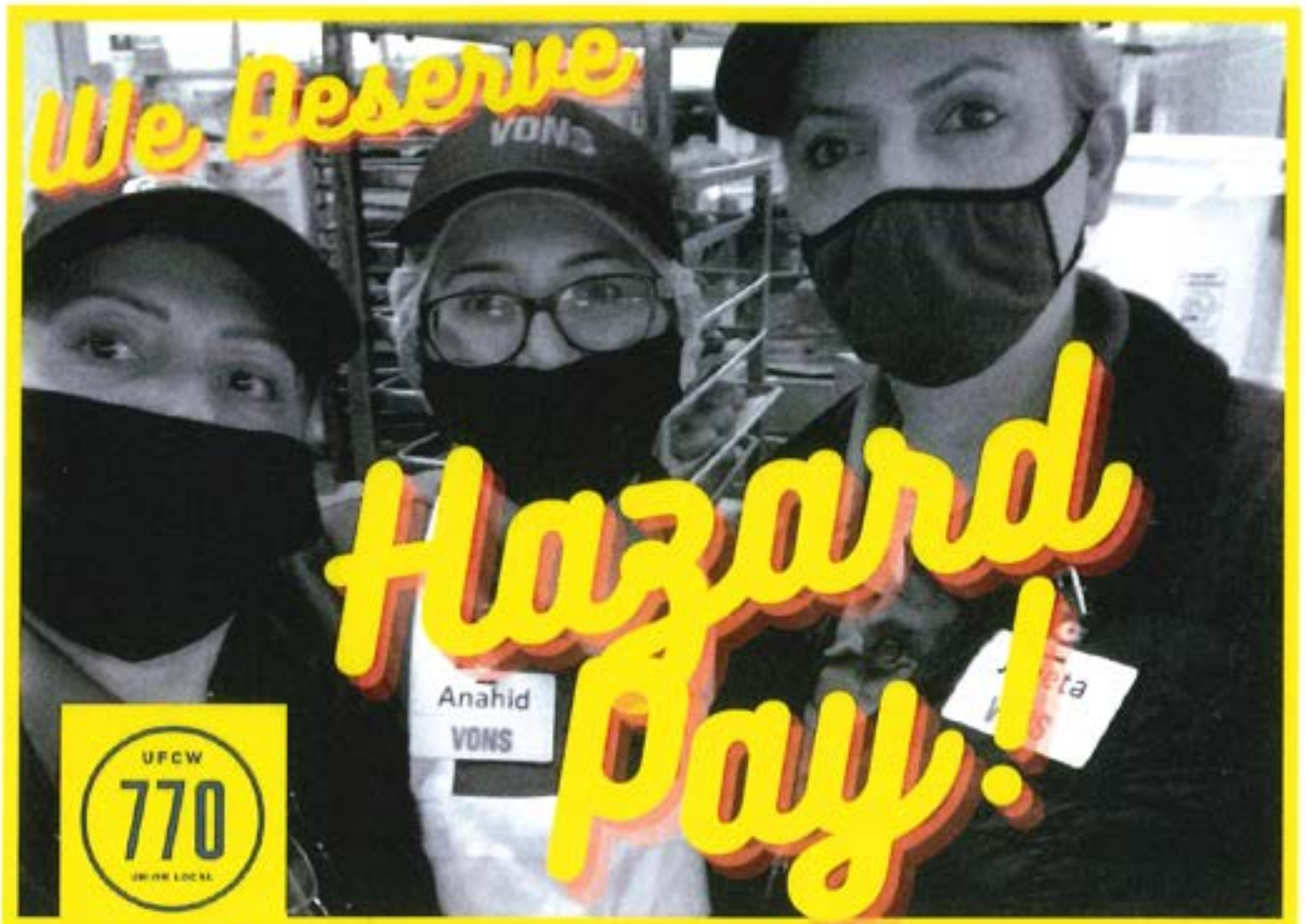
Years of Service: 25 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: ROBERTO HERNANDEZ

Workplace: Albertsons # 1335 ^{calabasas}

Years of Service: 15 yr



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rosalie Herrera

#1335

Workplace: Albertsons calabases

Years of Service: _____



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Britney Staves

Workplace: Albertsons

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Leona Shemza

Workplace: Pharmacy

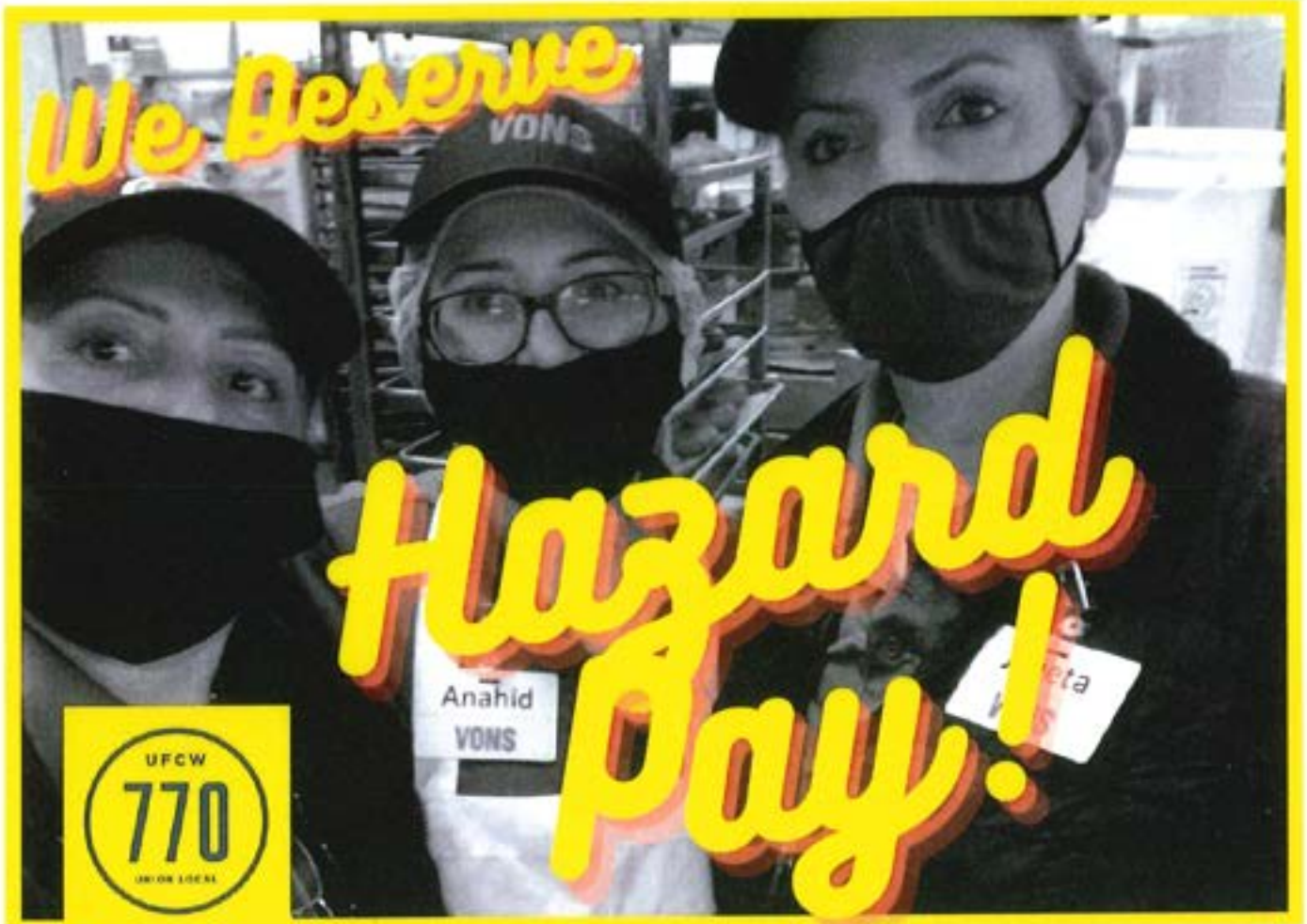
Years of Service: 1 1/2



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Maribel Ramos

Workplace: Albertsons/Savon

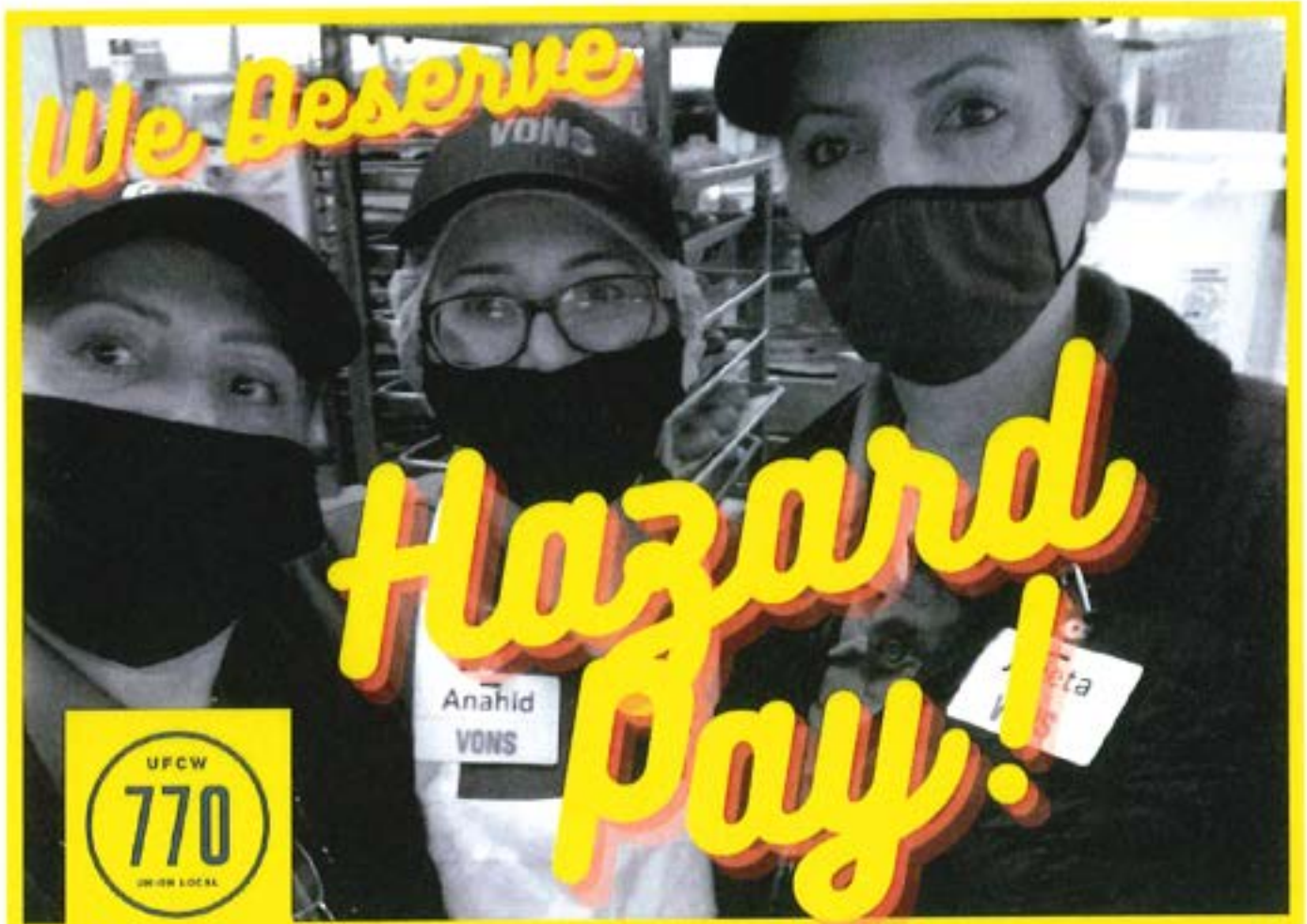
Years of Service: 15



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Adreana Martinez
#1335

Workplace: Albertsons Calabasas

Years of Service: 2 years



TO:

City Council

of Calabasas

Gloria



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Gloria Lopez G.

Workplace: ALBERT SOALS

Years of Service: 34 YRS.



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Emily Cooce

Workplace: ALBERTSONS

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Alma Cerdá

Workplace: Albertsons

Years of Service: 26 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Lupita Kyle

Workplace: Albertsons.

Years of Service: 25 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Monika Serdyukova

Workplace: Albertsons

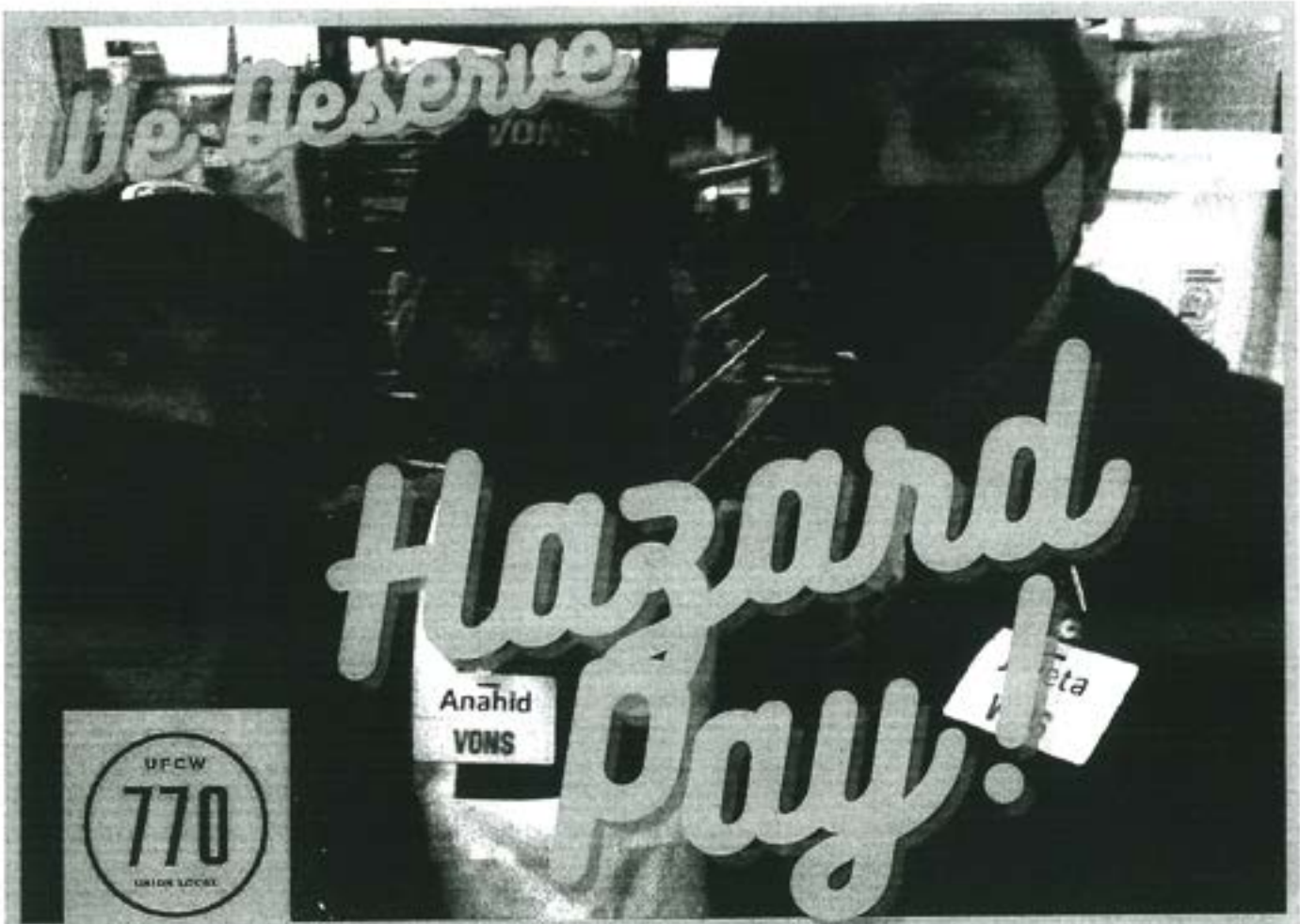
Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely, *Dana Zetterberg*
Name: DANA ZETTERBERG
Workplace: ALBERTSONS
Years of Service: 36



TO:
City Council
of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Nidole So

Workplace: Albertson's

Years of Service: 31 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Catherine Hannegan

Workplace: Albertsons

Years of Service: 33 yrs.



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jennifer Hatten

Workplace: Albertsons

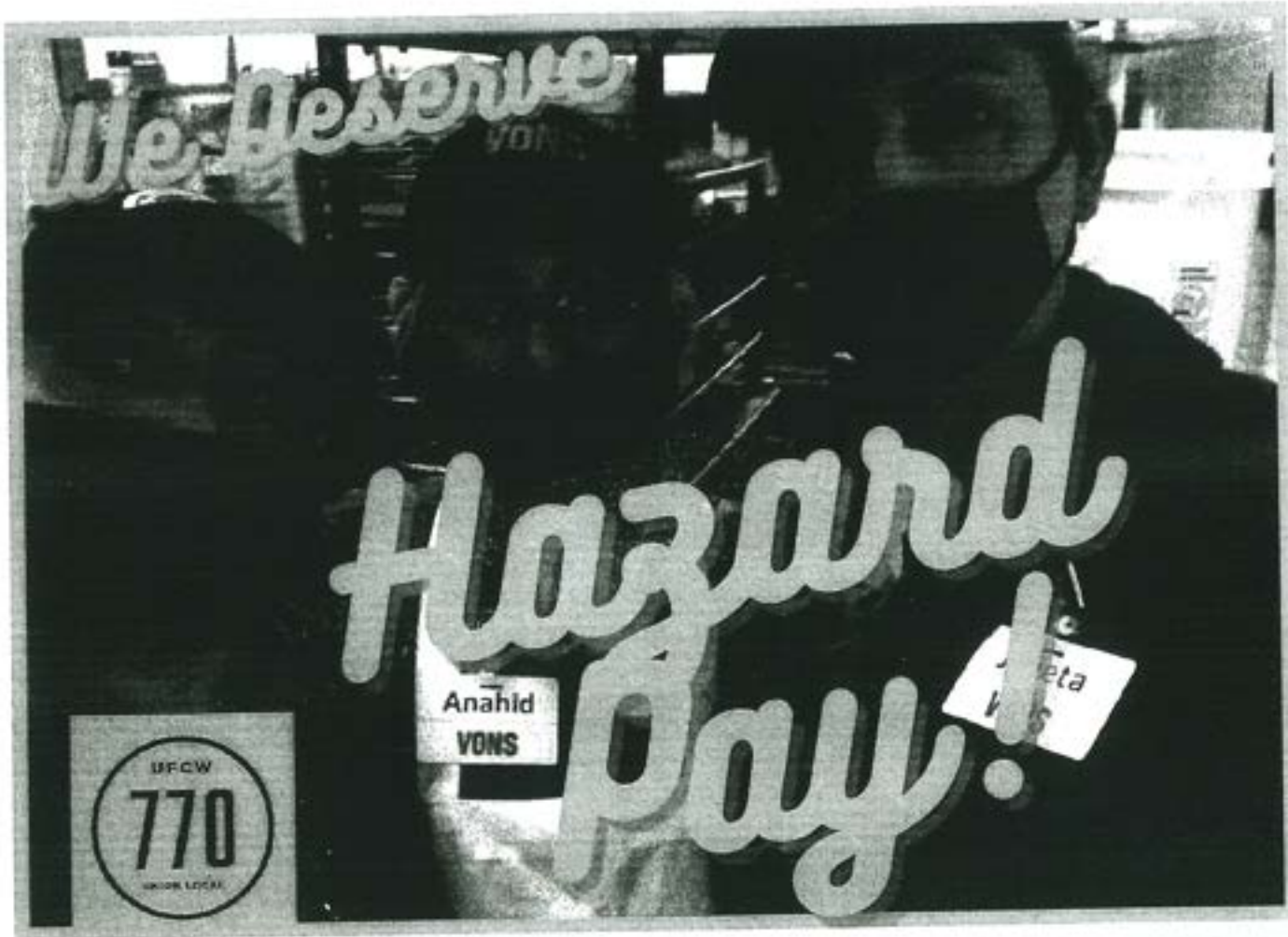
Years of Service: 27



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Kevin M. deBroux

Workplace: Albertsons

Years of Service: 13 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: RYAN WHITE

Workplace: ALBERTSON'S

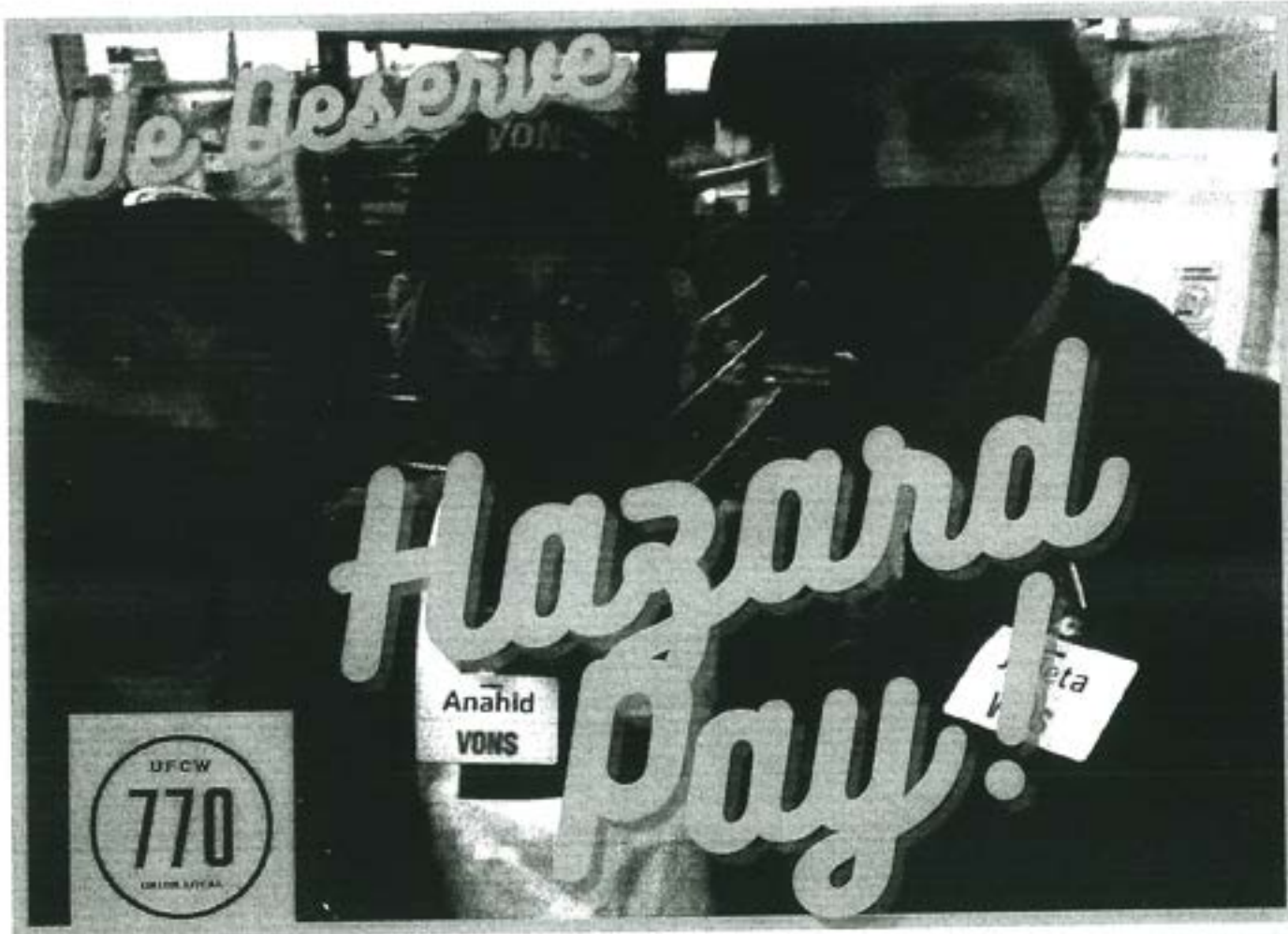
Years of Service: 33 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Bobby Hitt

Workplace: Albertsons

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Graham Little

Workplace: ALBERTSONS

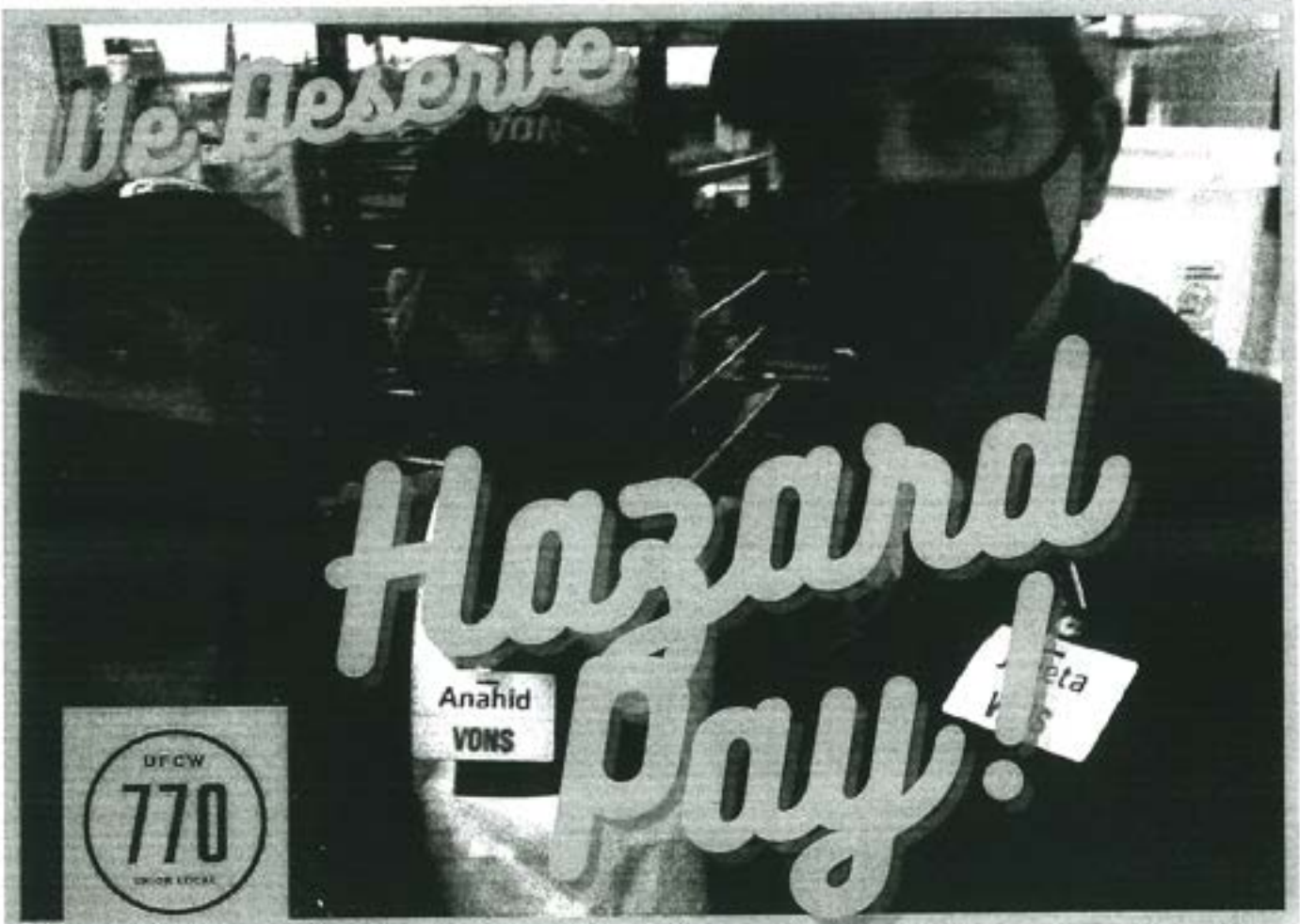
Years of Service: 1 year



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jessica Jones

Workplace: Albertson

Years of Service: one year



TO:

City Council

of Calabasas

Sean



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Sean Norman

Workplace: ALBERTSONS

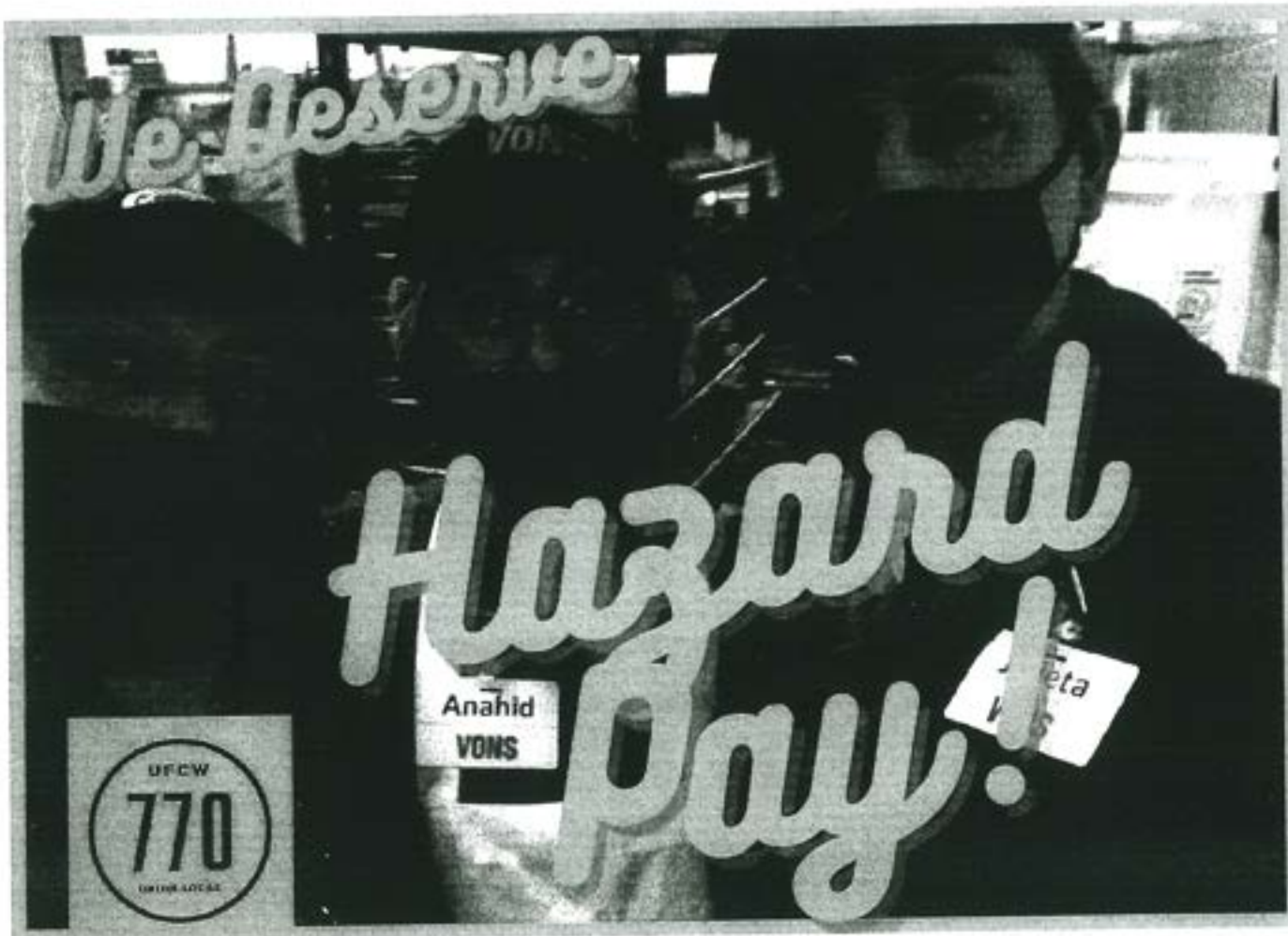
Years of Service: 4 1/2



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vanesa Jackson

Workplace: Albertsons 1335

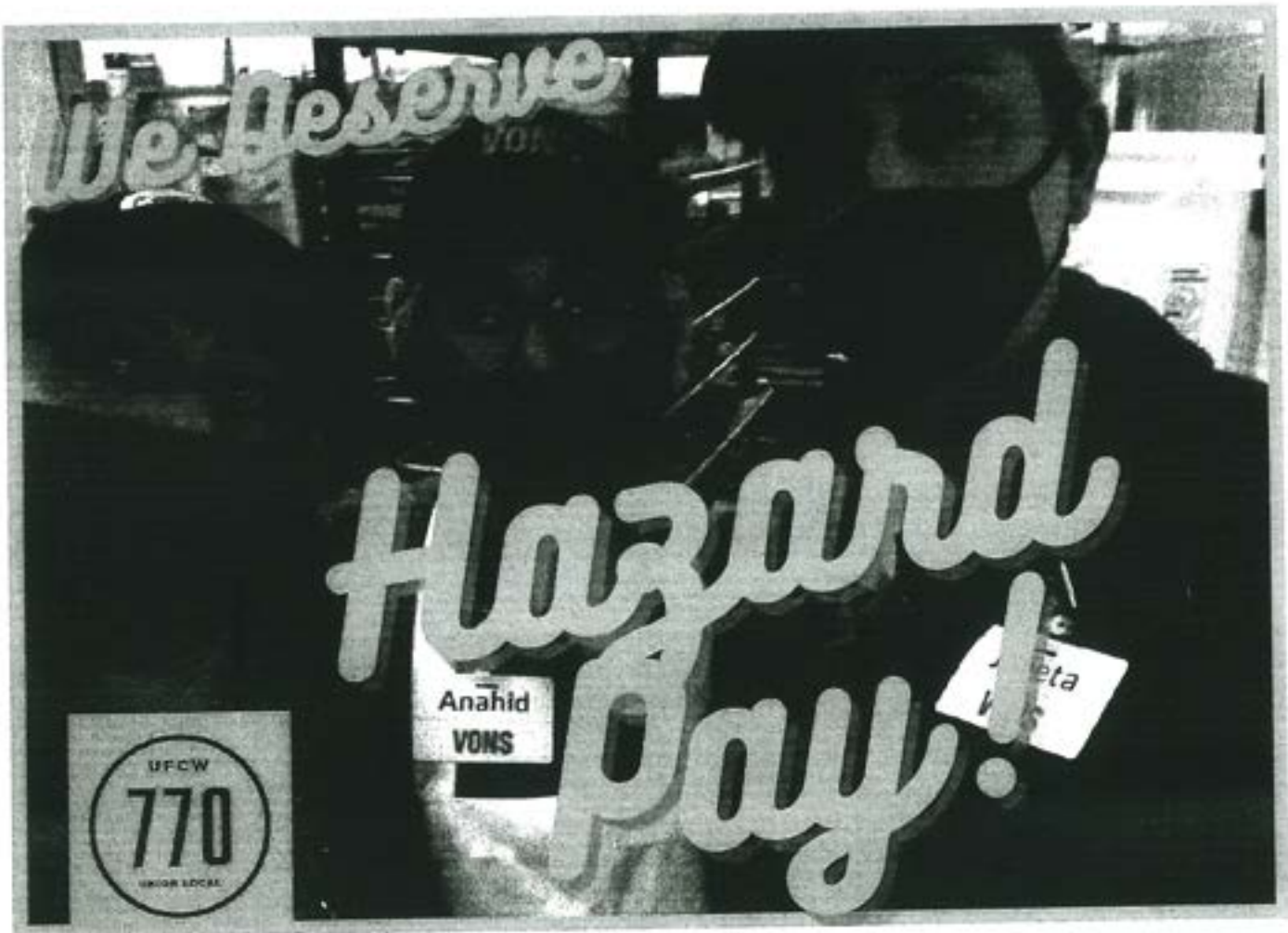
Years of Service: 1 year



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Josefina Flores

Workplace: Albertsons 1335

Years of Service: 29



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Mia Gonzalez

Workplace: Albertsons

Years of Service: 1 year

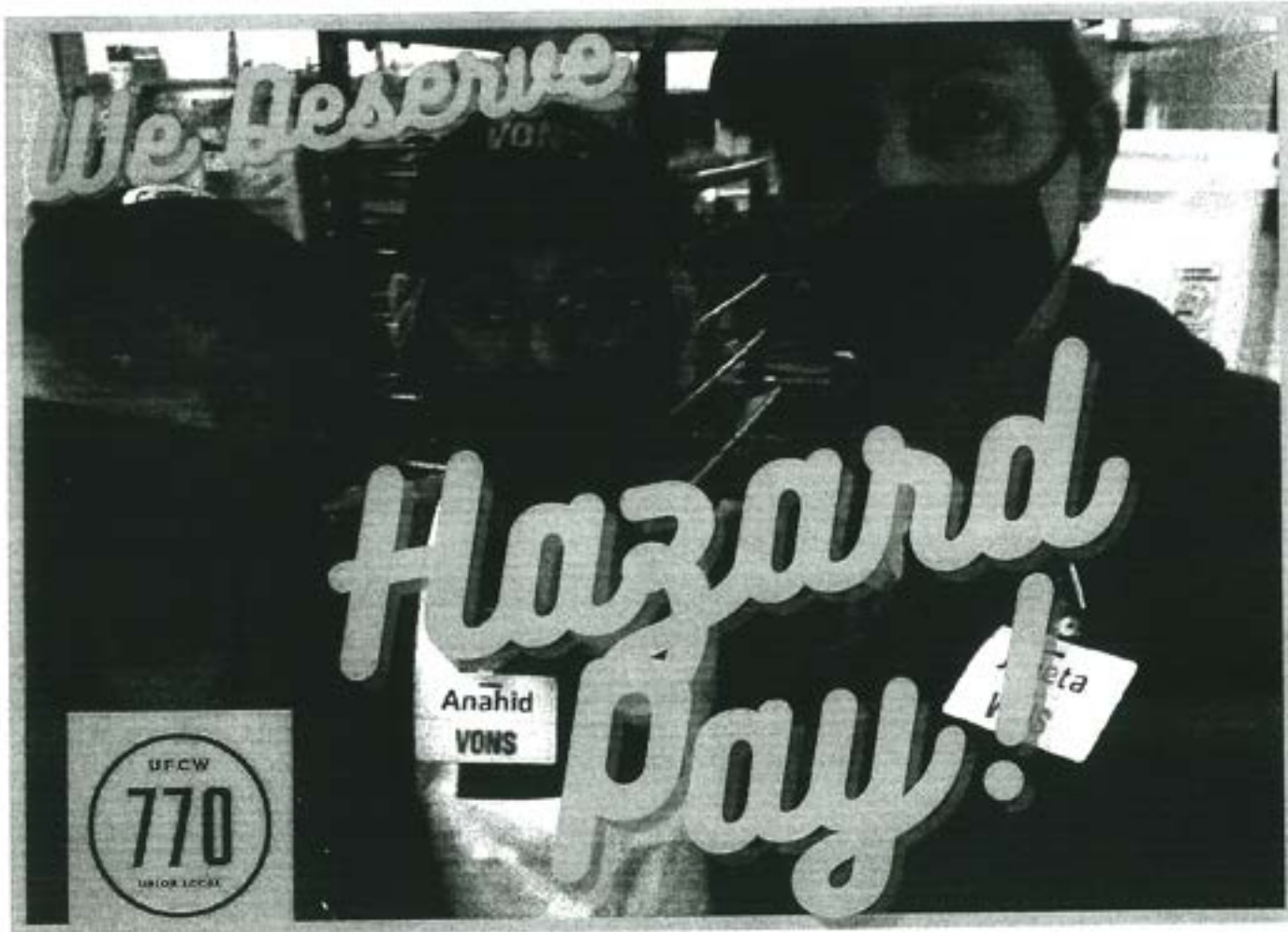


TO:

City Council

of Calabasas

Chase



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Chase LeClaire

Workplace: Albertson #1335

Years of Service: 1 year



TO:

City Council

of Calabasas

Dee



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Dolores Zaldivar

Workplace: Albertsons

Years of Service: 32

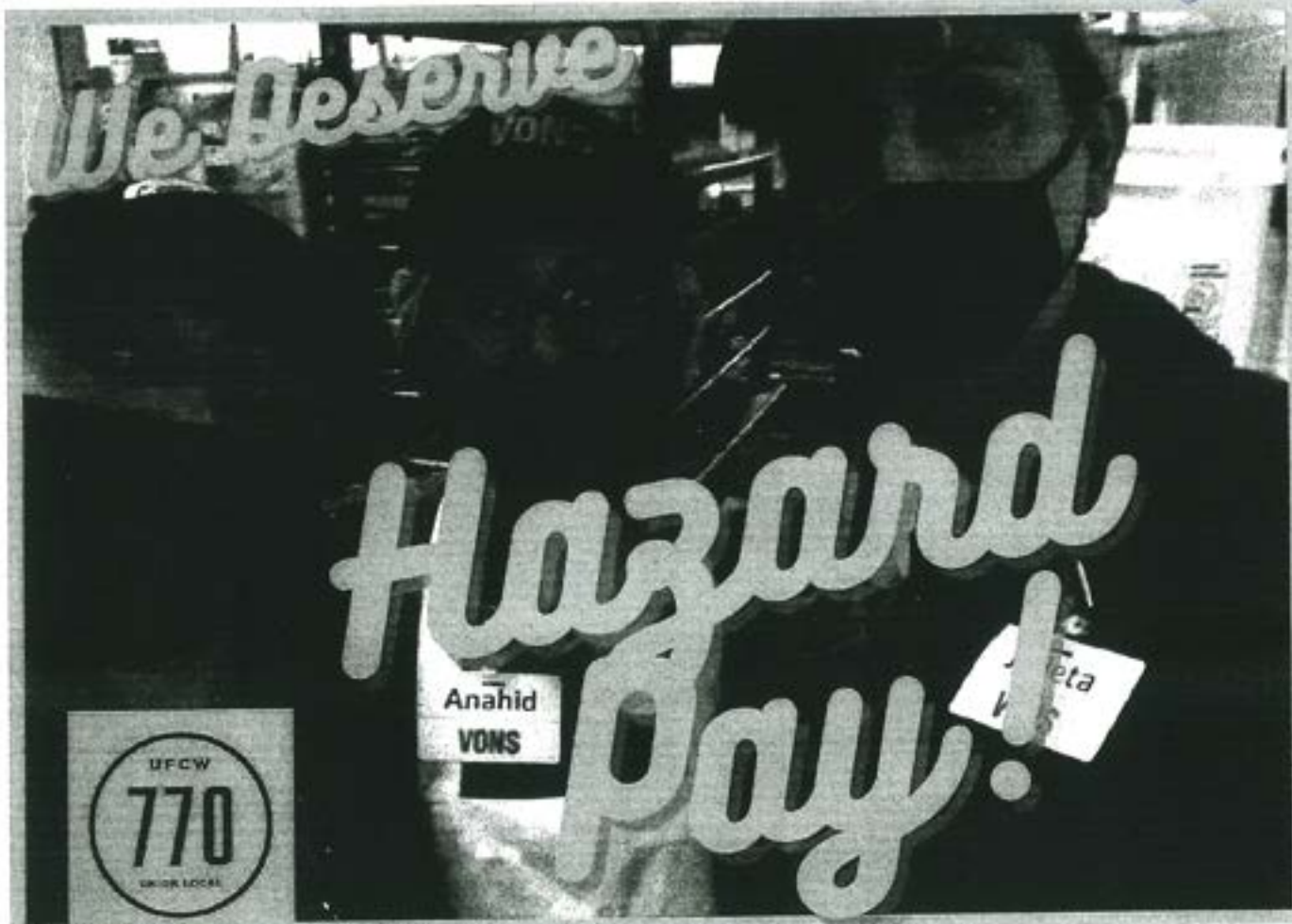


TO:

City Council

of Calabasas

Ashley



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Ashley Robbins

Workplace: Albertson's 1335

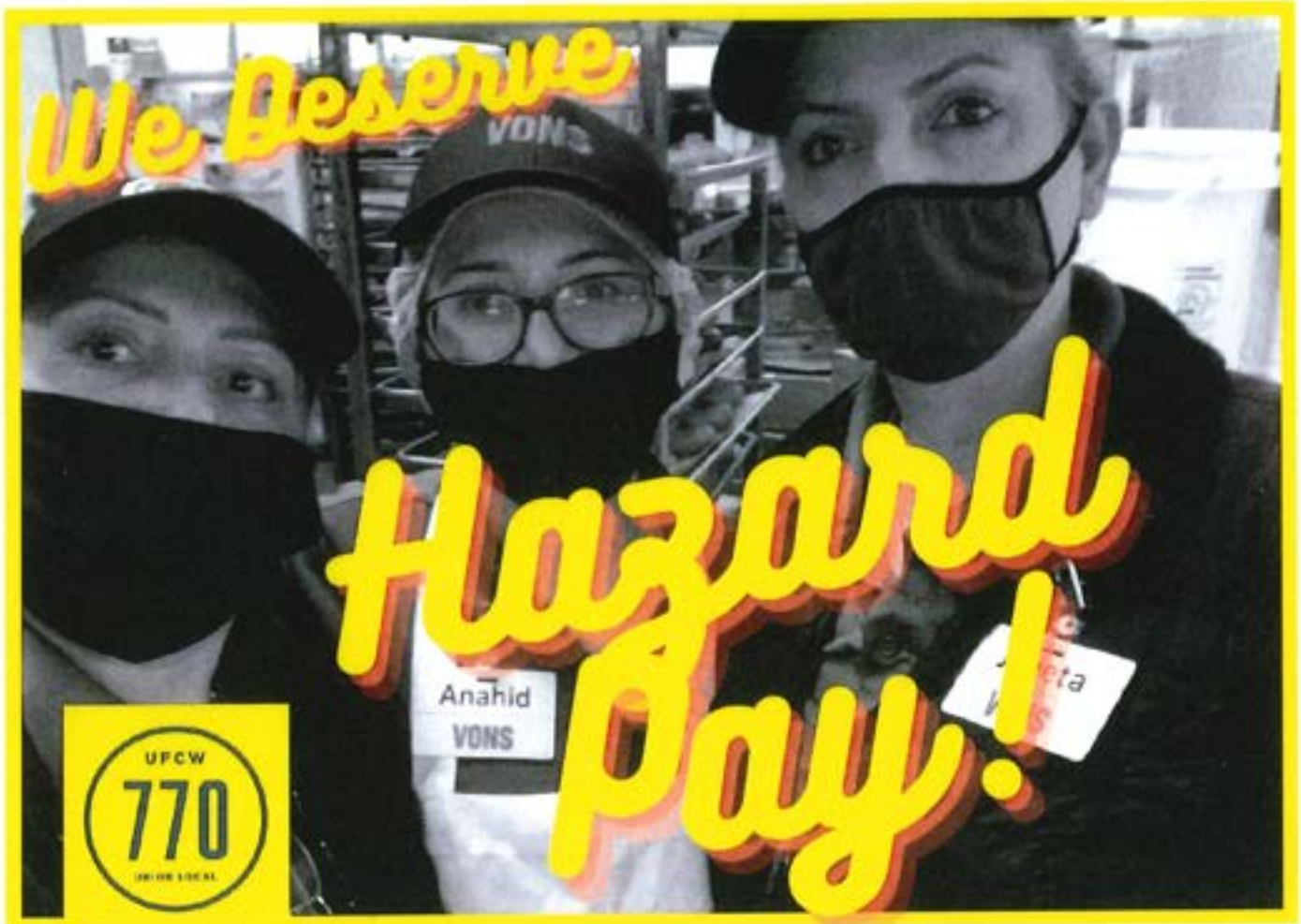
Years of Service: 4 months



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Grisel Dominguez

Workplace: Albertsons 1335

Years of Service: 1 year

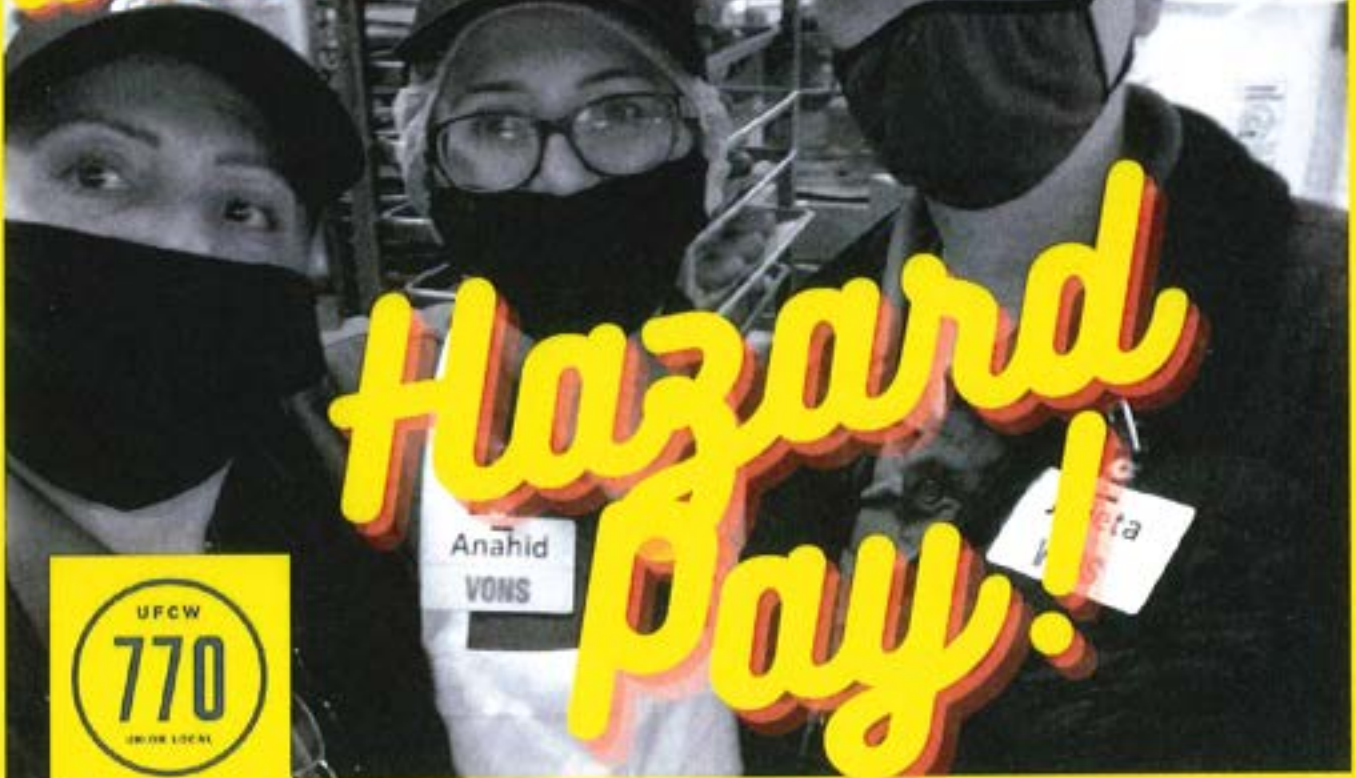


TO:

City Council

of Calabasas

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: GINA RICHARDS

Workplace: ALBERTSON 1335

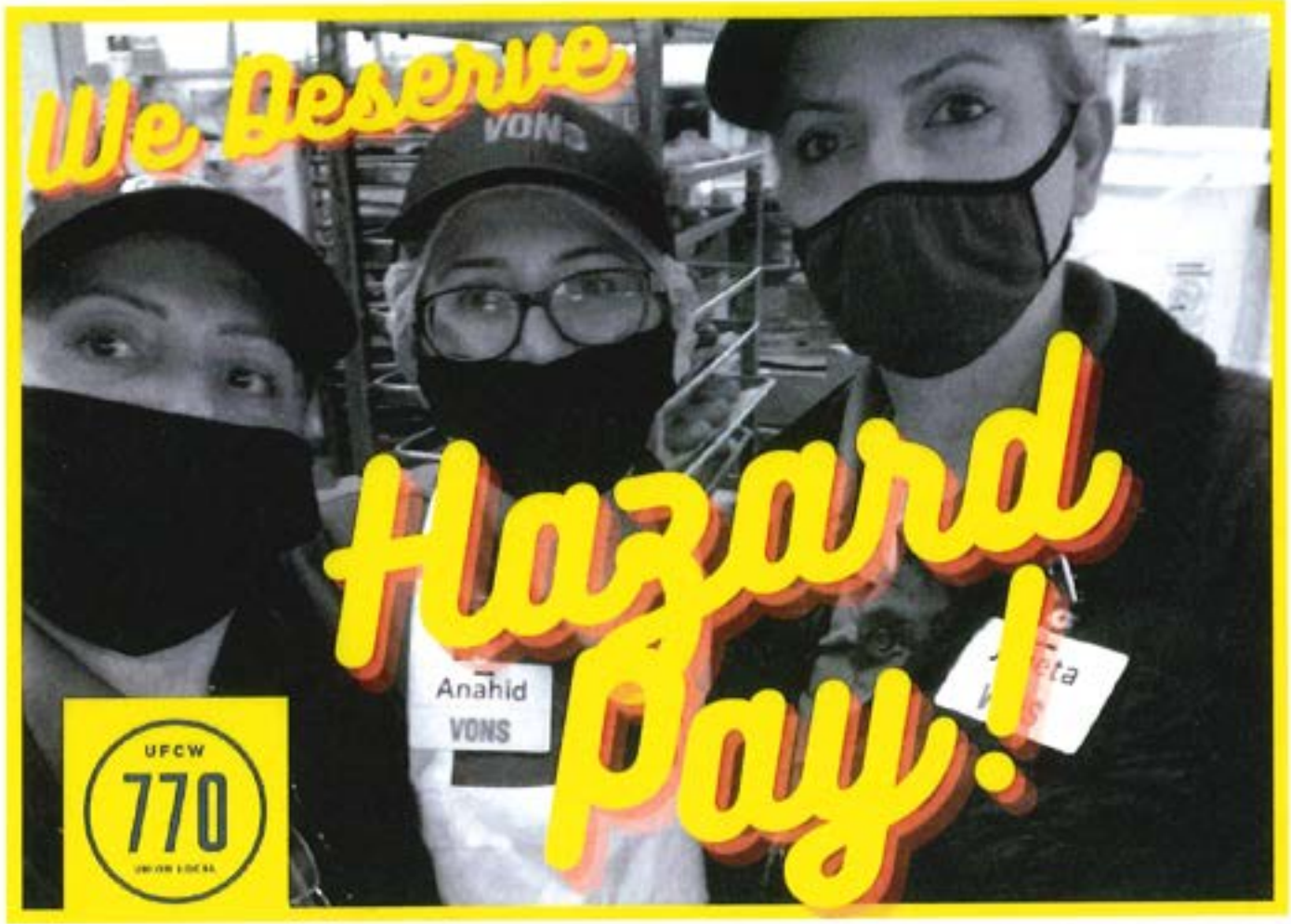
Years of Service: 32 YRS



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: María A. Corrales

Workplace: Bakery

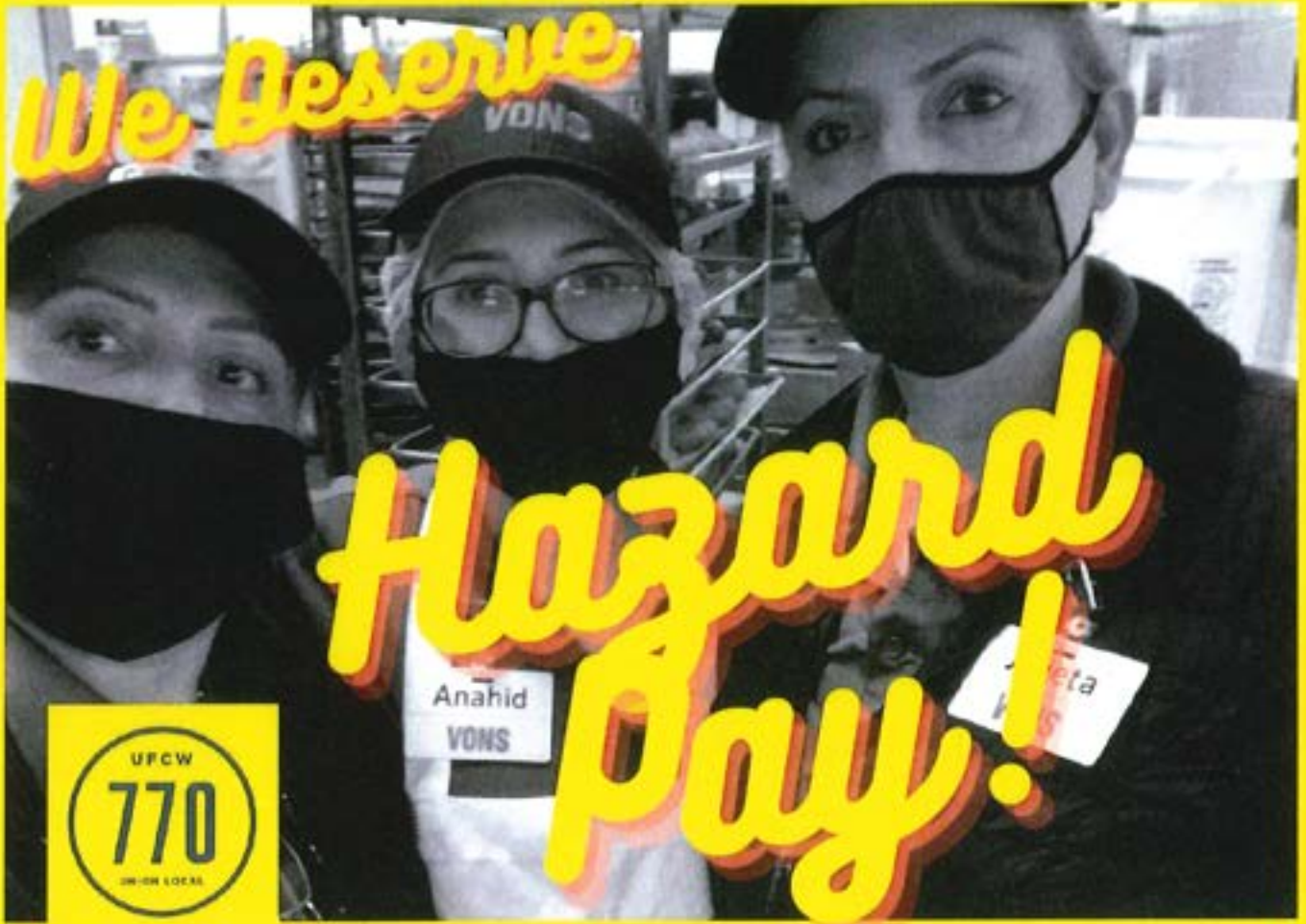
Years of Service: 19



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Leticia Rodriguez

Workplace: Albertsons Calabasas #1335

Years of Service: 14 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Teresa Luna

#1335

Workplace: Albatsons Calabasas

Years of Service: 1 year



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vanessa Rodriguez

Workplace: Albertsons

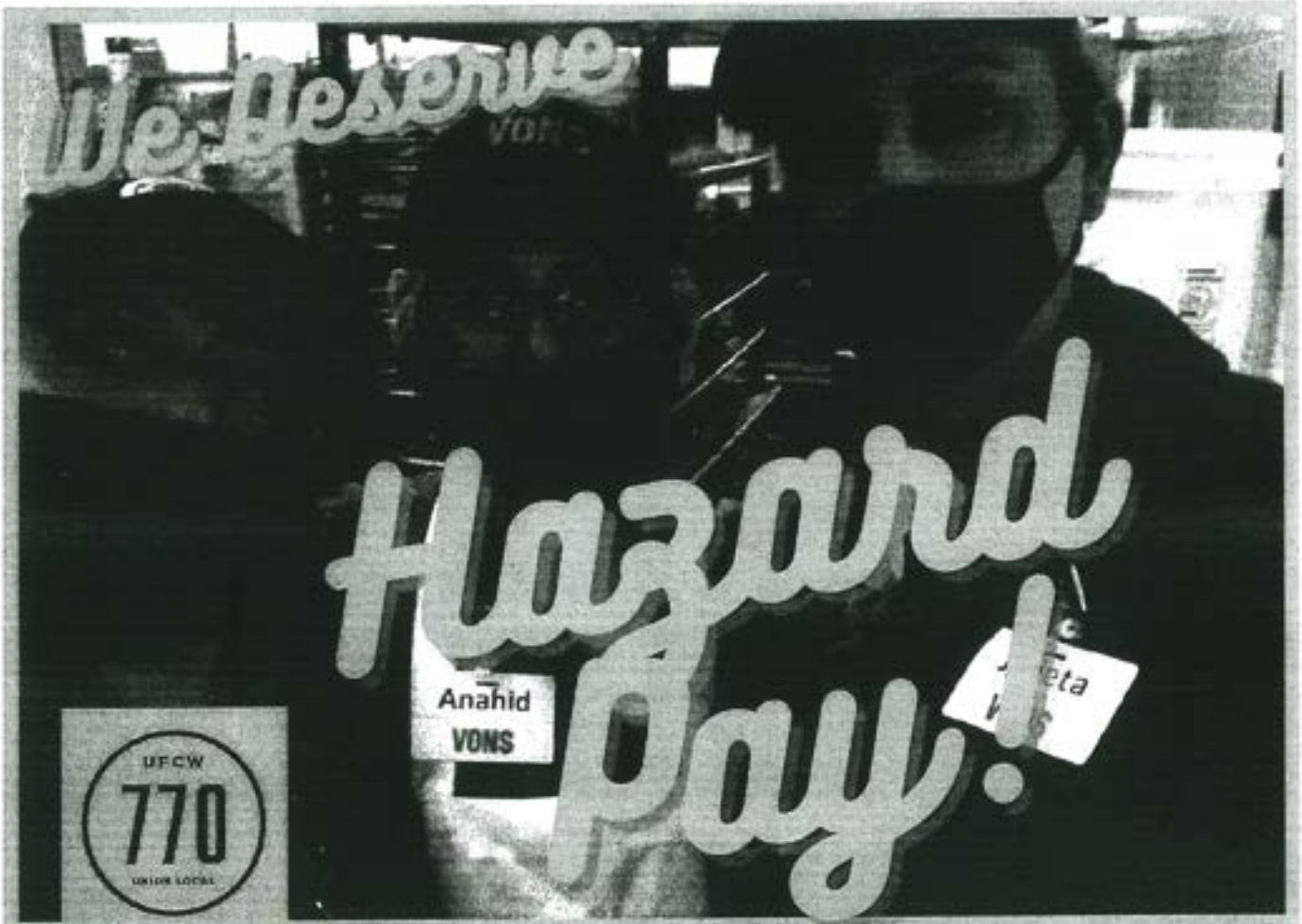
Years of Service: 15 yrs



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vanessa Rodriguez

Workplace: Albertsons

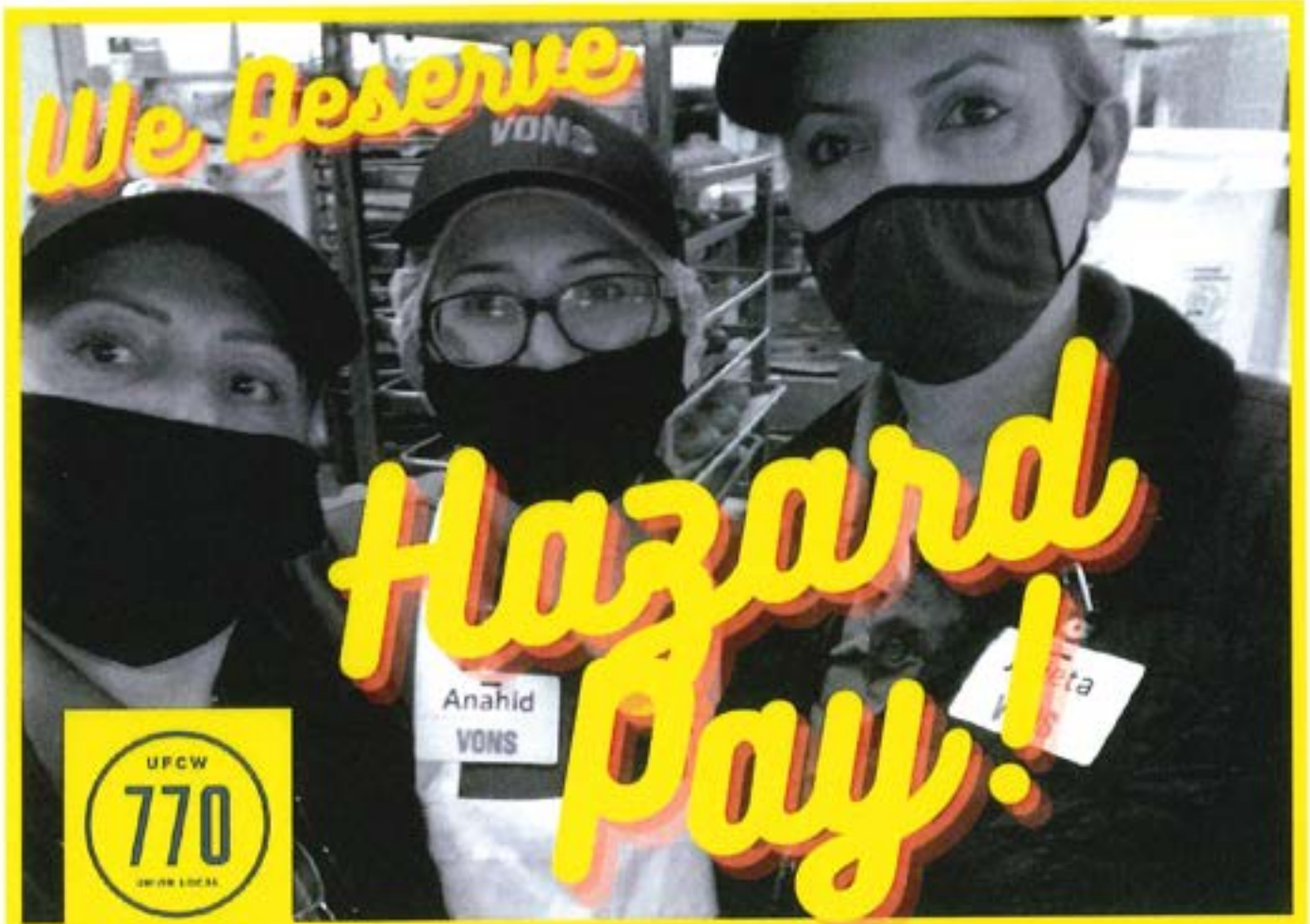
Years of Service: 15 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rosalba Marquez

Workplace: Albertsons

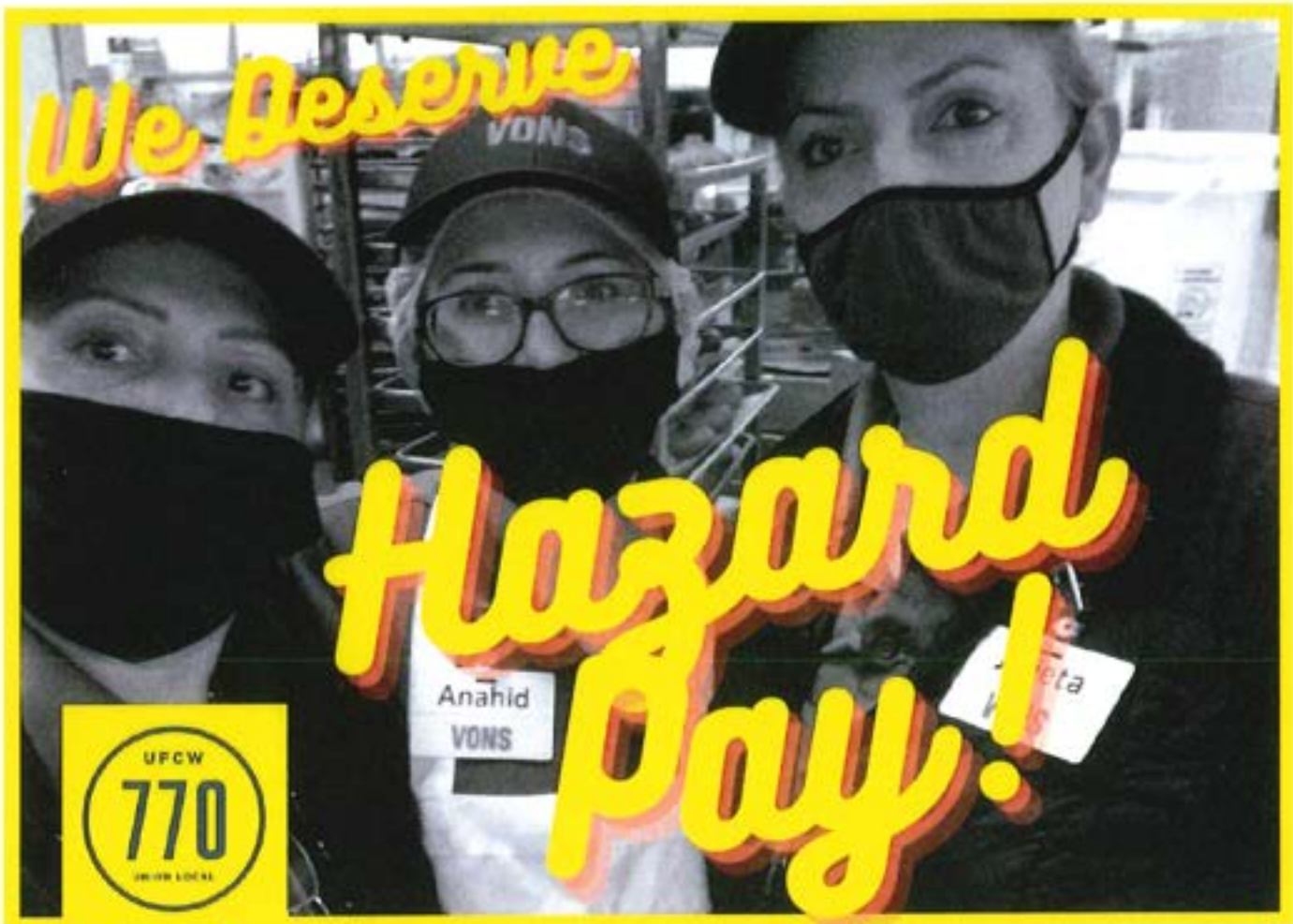
Years of Service: 23 yrs



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Sonny Saldana

Workplace: Albertson's

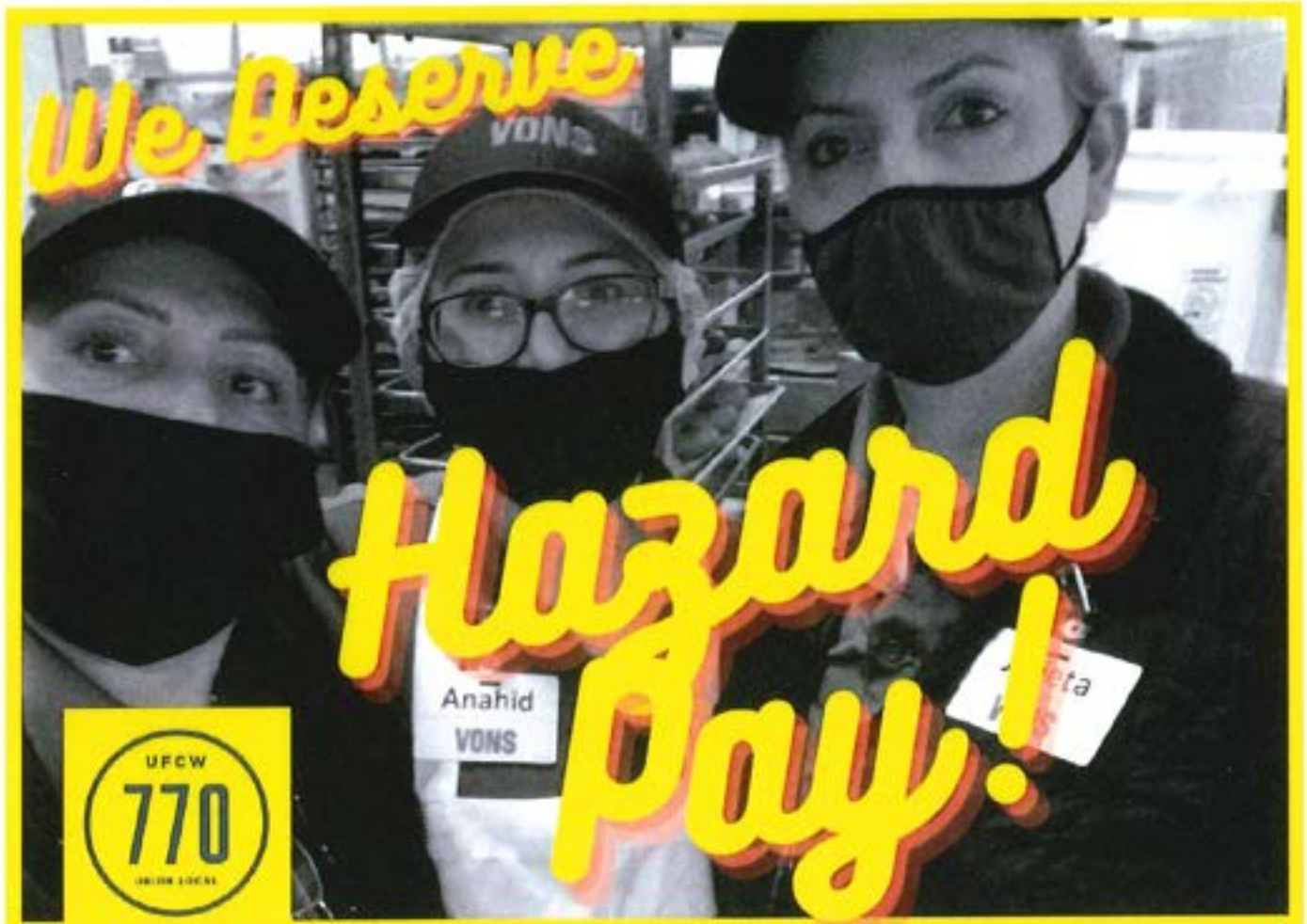
Years of Service: 1 year



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jocelyn Dadula

Workplace: Alber Asens

Years of Service: 1 yr



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rocio Osorio

Workplace: Albertsons

Years of Service: 2yrs



TO:

City Council

of Calabasas

Vidal



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vidal Melchor

Workplace: AlberSon

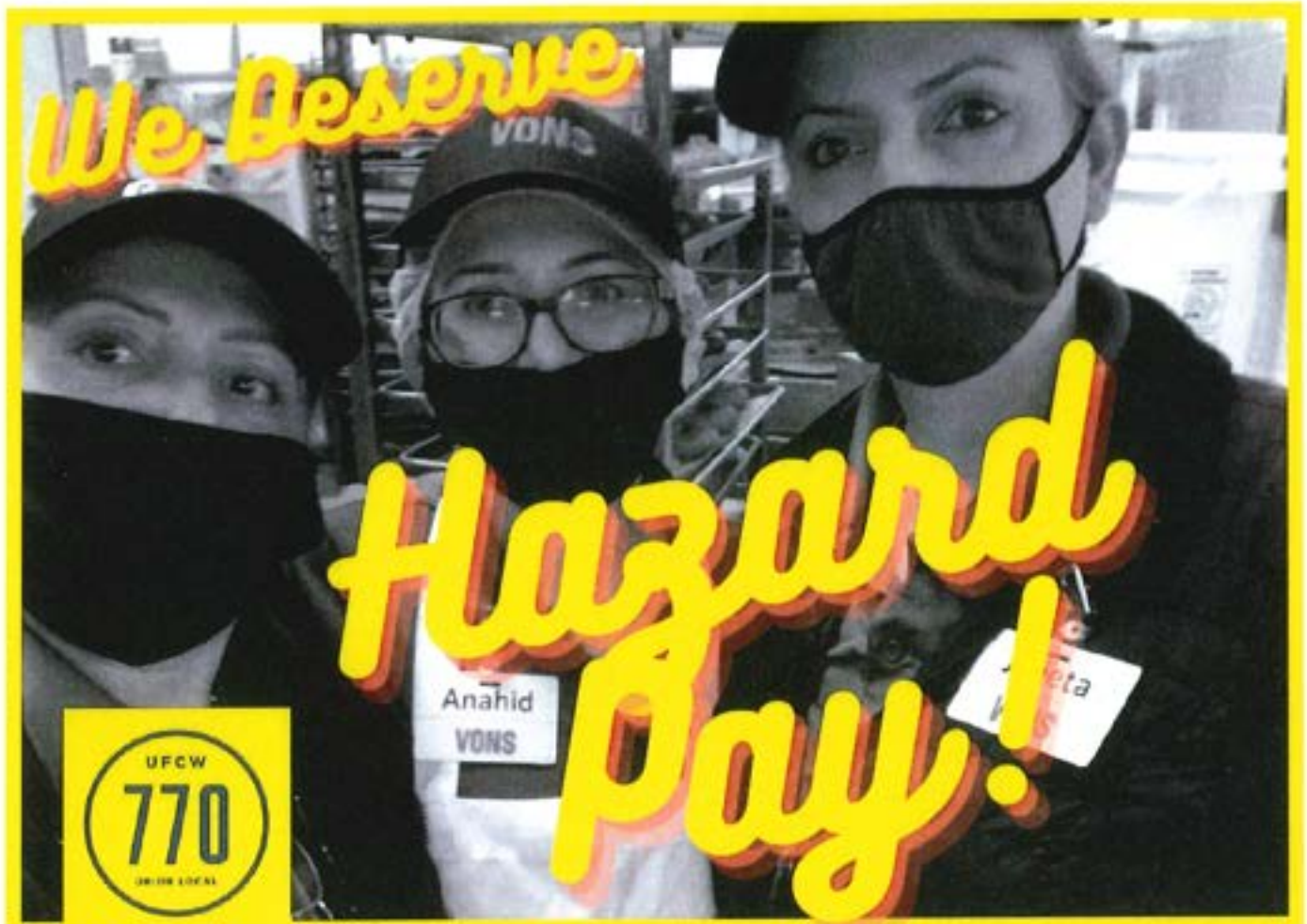
Years of Service: 6



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

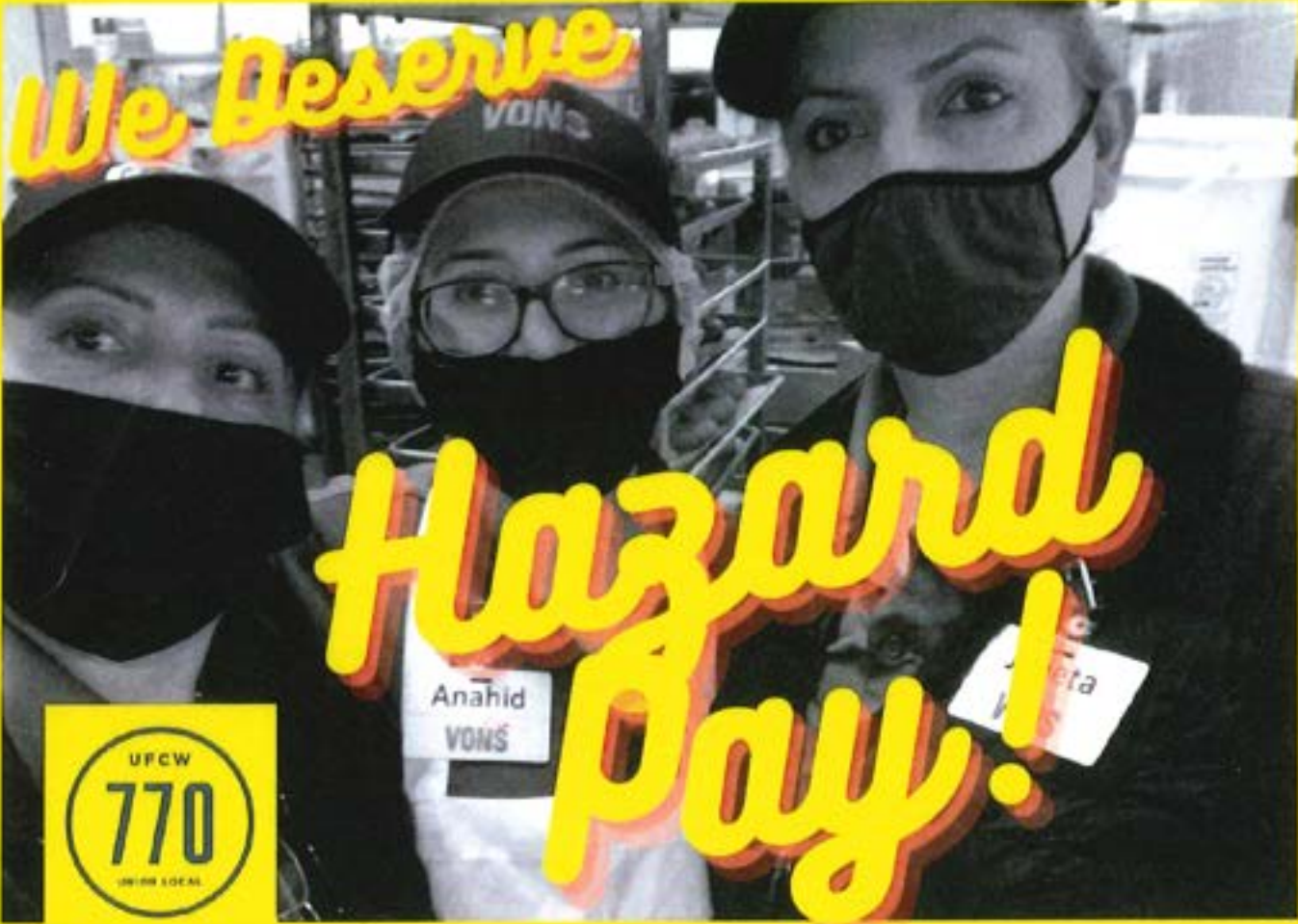
Name: VIVIANA BARRANTES DE WALSH

Workplace: ALBERTSONS

Years of Service: 15 YEARS



TO:
City Council
of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jesus A. Amiey

Workplace: Albertson's

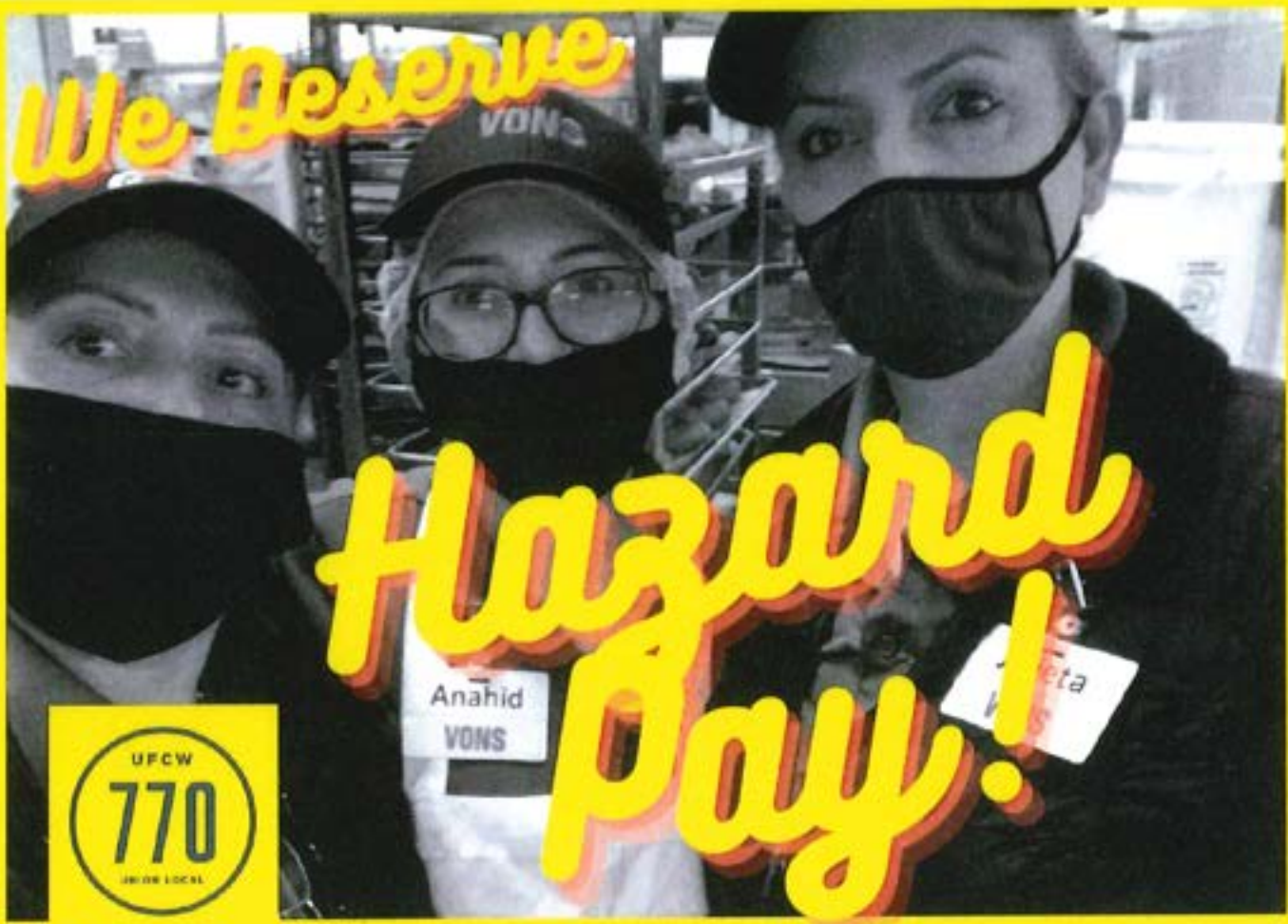
Years of Service: 32



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Marialo Herrera

Workplace: Albertsons-1335

Years of Service: 14



TO:

City Council

of Calabasas

Dima



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Dimitry Malkov

Workplace: Alhambra

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Camila Recio

Workplace: Albertsons

Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Suzanne Schultz

Workplace: Albertsons

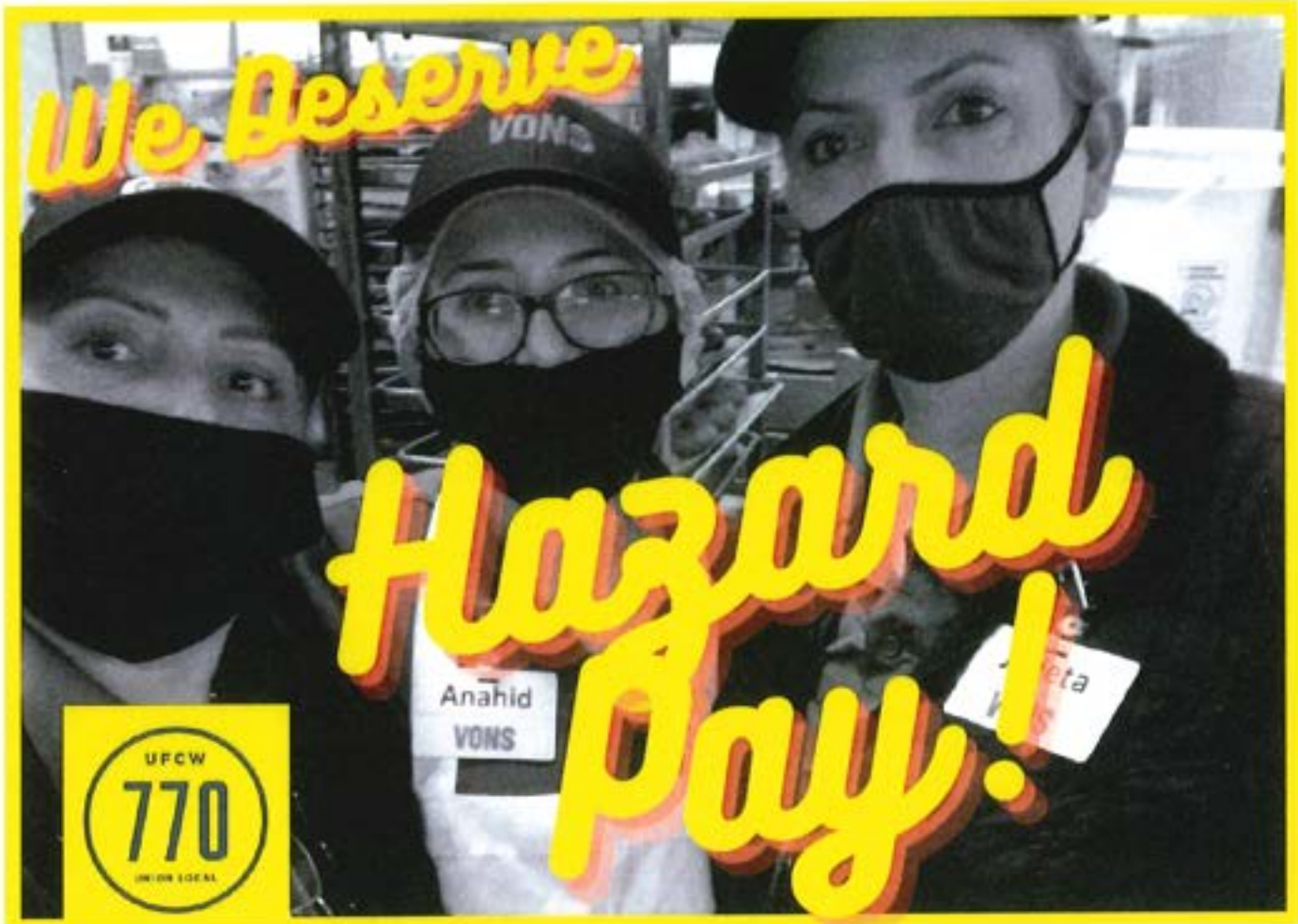
Years of Service: 1



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Tonia Vitauza

Workplace: Albertson 1335

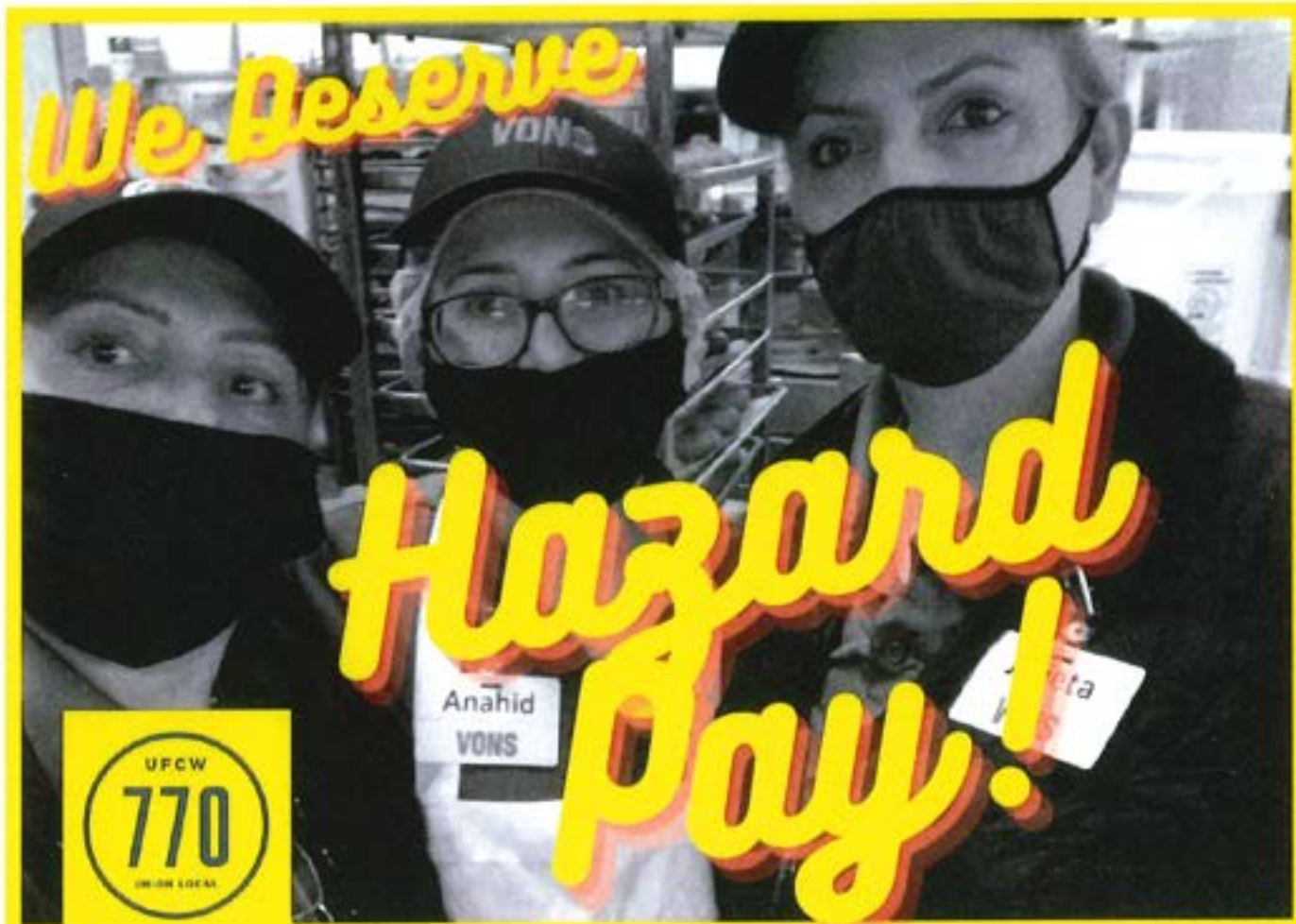
Years of Service: 29



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jose Valeriano

Workplace: Albertson 1335

Years of Service: 22

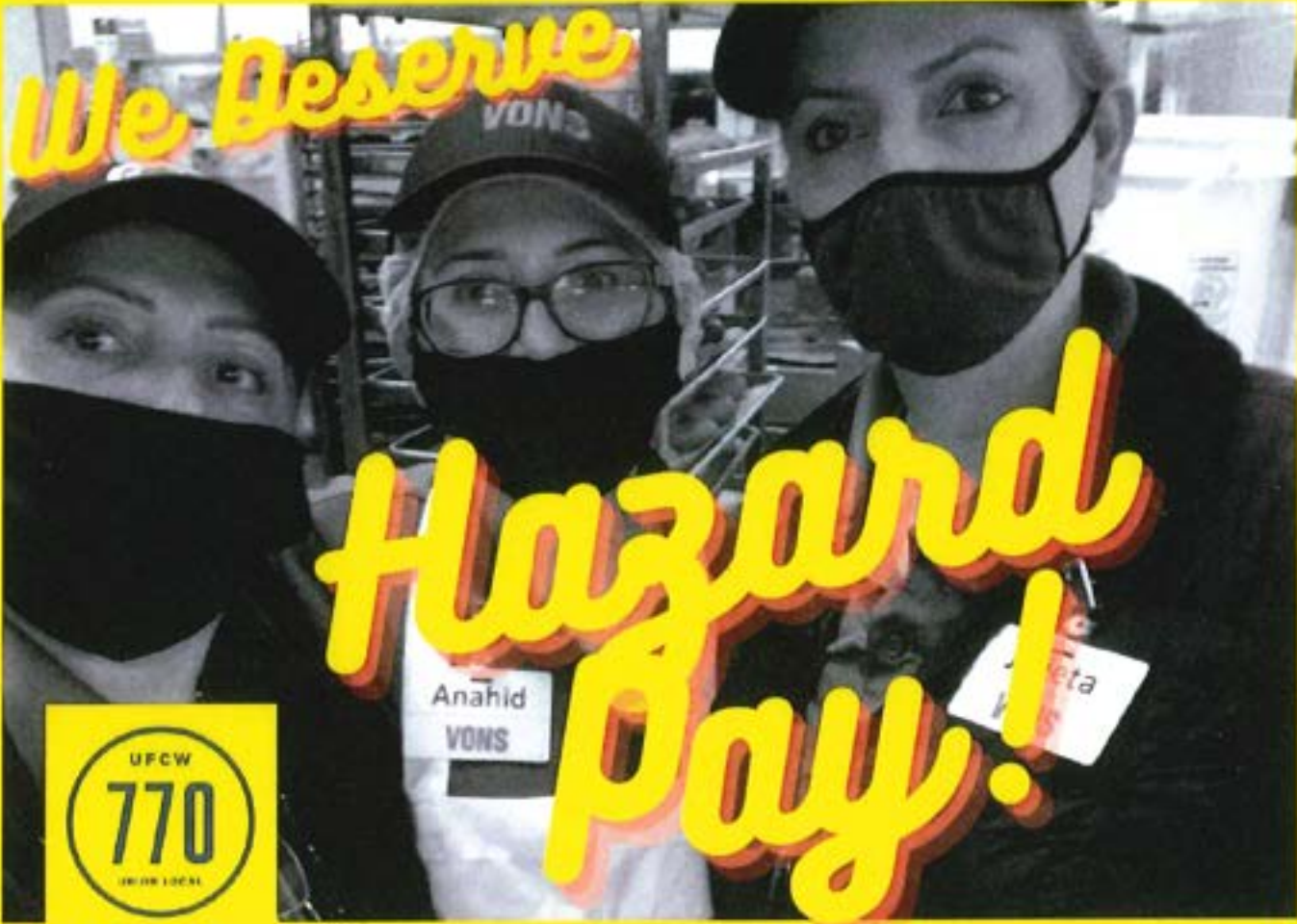


TO:

City Council

of Calabasas

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vilma Barahona

Workplace: Albertsons

Years of Service: 16 years



TO:

City Council

of Calabasas



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Aaron Silva*

Workplace: Alberstons 1335

Years of Service: 8



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Adreana Martínez*

Workplace: Alberstons 1335

Years of Service: 3



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Ali Honarmand*

Workplace: Alberstons 1335

Years of Service: 9 years



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Alma Cerda*

Workplace: Alberstons 1335

Years of Service: 25



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *April Summers*

Workplace: Alberstons 1335

Years of Service: 25



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Ashley Robbins

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Austin Rawnsley

Workplace: Alberstons 1335

Years of Service: 8



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Benjamin Montiel

Workplace: Alberstons 1335

Years of Service: 14



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Benjamin Sessing

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Blaze Hunter Fairrington

Workplace: Alberstons 1335

Years of Service: 3 months



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Brittney Staves

Workplace: Alberstons 1335

Years of Service: 2



TO:

**City Council
of Calabasas**

We Deserve

**Hazard
Pay!**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Camila Recio*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Cari Jones*

Workplace: Alberstons 1335

Years of Service: 34



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Carol Gillis*

Workplace: Alberstons 1335

Years of Service: 29



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Carrie Jones*

Workplace: Alberstons 1335

Years of Service: 34



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Catherine Hannegan*

Workplace: **Alberstons 1335**

Years of Service: **34**



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Chase Leclair

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Chris Culp

Workplace: Alberstons 1335

Years of Service: 22



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Christopher Clarke

Workplace: Ralphs 205

Years of Service: Less than 1 year



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Courtney Pettibone*

Workplace: **Gelsons I I**

Years of Service: **7**



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Dana Zetterberg

Workplace: Alberstons 1335

Years of Service: 36



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Danilo Orlino

Workplace: Alberstons 1335

Years of Service: 6



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Delores Zaldivar

Workplace: Alberstons 1335

Years of Service: 32



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Dina Adame*

Workplace: *Gelsons I I*

Years of Service: *25*



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Dina Adame

Workplace: Gelsons I I

Years of Service: 25



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Dmítry Malkov

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Donna Hernandez

Workplace: Alberstons 1335

Years of Service: 31



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Dorion Wilson*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Eleazar Ríos

Workplace: Gelsons I I

Years of Service: 19



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Elizabeth Lopez

Workplace: Alberstons 1335

Years of Service: 3 months



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Emily Cocea*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Gina Richarda

Workplace: Alberstons 1335

Years of Service: 32



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Gisel Dominguez

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Gloria Lopez Garcia*

Workplace: Alberstons 1335

Years of Service: 34



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Graeme Little*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Jacquelyn Martines*

Workplace: Alberstons 1335

Years of Service: 6 years



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Janielle Stewart*

Workplace: Alberstons 1335

Years of Service: 32



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jennifer Hoffer

Workplace: Alberstons 1335

Years of Service: 21



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Jess Jones*

Workplace: *Alberstons 1335*

Years of Service: *Year*



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jesus A Arriaga

Workplace: Alberstons 1335

Years of Service: 32



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jesus Lerma

Workplace: Gelsons I I

Years of Service: 22



TO:

**City Council
of Calabasas**

We Deserve

**Hazard
Pay!**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jesus Poor

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Joanna Ruiz

Workplace: Alberstons 1335

Years of Service: 27



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Jocelyn Dadula*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: John Brennan

Workplace: Gelsons I I

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: John Redmond

Workplace: Alberstons 1335

Years of Service: 22



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Jolene McQueen*

Workplace: Alberstons 1335

Years of Service: 13



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Jose A. Valeriano*

Workplace: Alberstons 1335

Years of Service: 25



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Jose Corral

Workplace: Alberstons 1335

Years of Service: 32



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Josefina Flores

Workplace: Alberstons 1335

Years of Service: 28



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Juana Aguilar

Workplace: Alberstons 1355

Years of Service: 7 years



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Julieta villacana*

Workplace: Alberstons 1335

Years of Service: 26



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Kevin Debroux

Workplace: Alberstons 1335

Years of Service: 14



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Leona Shemza

Workplace: Alberstons 1335

Years of Service: 2



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Leonardo Perez

Workplace: Gelsons I I

Years of Service: 24



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Leticia Rodríguez*

Workplace: Alberstons 1335

Years of Service: 13



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Lupita Kyle*

Workplace: Alberstons 1335

Years of Service: 25 years



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *María A Corrales*

Workplace: Alberstons 1335

Years of Service: 19



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *María Vazquez*

Workplace: **Gelsons I I**

Years of Service: **15**



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Maribel Ramos

Workplace: Alberstons 1335

Years of Service: 15



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Maritza Mendibles

Workplace: Gelsons I I

Years of Service: 3



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Mia Gonzalez*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Mía K. Trevino*

Workplace: Ralphs 205

Years of Service: <1 month



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Michal Andersen

Workplace: Gelsons I I

Years of Service: One and a half



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Michele Burlew

Workplace: Alberstons 1335

Years of Service: 35



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Monika Serdyukova*

Workplace: Alberstons 1335

Years of Service: 2 months



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Nidole So

Workplace: Alberstons 1335

Years of Service: 31



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Paul Knapp

Workplace: Gelsons I I

Years of Service: 30



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Quinn Wilkins*

Workplace: Gelsons I I

Years of Service: 17



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Raul Cardenas

Workplace: Alberstons 1335

Years of Service: 23



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Robert Hitt

Workplace: Alberstons 1335

Years of Service: 6 months



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Robert Luna

Workplace: Alberstons 1335

Years of Service: 37



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Roberto Hernandez

Workplace: Alberstons 1335

Years of Service: 15



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rocío Osorio

Workplace: Alberstons 1335

Years of Service: 2



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Roman Lopez

Workplace: Alberstons 1335

Years of Service: 36



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rosalba Marquez

Workplace: Alberstons 1335

Years of Service: 23



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rosalie Herrera

Workplace: Alberstons 1335

Years of Service: 14Ca



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Rosario Apaez

Workplace: Gelsons I I

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Ruben Iñiguez

Workplace: Gelsons I I

Years of Service: 20



TO:

**City Council
of Calabasas**

We Deserve



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Ryan White*

Workplace: Alberstons 1335

Years of Service: 33



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Sean Patrick Worman

Workplace: Alberstons 1335

Years of Service: 4



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Shelley Baker

Workplace: Alberstons 1335

Years of Service: 30



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Sonny Lorenzo Saldana

Workplace: Alberstons 1335

Years of Service: 1 year



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Steven Casas*

Workplace: Alberstons 1335

Years of Service: 21



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Suzanne Schultz*

Workplace: *Alberstons 1335*

Years of Service: *1*



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Sylvia Griego*

Workplace: Alberstons 1335

Years of Service: 1 year



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Tamara Bluiett

Workplace: Alberstons 1335

Years of Service: 3



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Teresa Luna

Workplace: Alberstons 1335

Years of Service: 6 months



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Tom Duran

Workplace: Alberstons 1335

Years of Service: 3



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Tonia Vitanza*

Workplace: Alberstons 1335

Years of Service: 29



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: *Vanessa Jackson*

Workplace: Alberstons 1335

Years of Service: 1



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vanessa Rodriguez

Workplace: Alberstons 1335

Years of Service: 14



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vicki Terranova

Workplace: Alberstons 1335

Years of Service: 38



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vidal Melchor

Workplace: Alberstons 1335

Years of Service: 6



TO:

**City Council
of Calabasas**

We Deserve

*Hazard
Pay!*



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Vilma Barahona

Workplace: Alberstons 1335

Years of Service: 16



TO:

**City Council
of Calabasas**



Dear Councilmember,

My workplace is a hazard. Every day I risk my life to feed and support my community. Please stand with me and my coworkers to make sure we get the hazard pay we deserve.

Sincerely,

Name: Viviana Barrantes De Walsh

Workplace: Alberstons 1335

Years of Service: 15



TO:

**City Council
of Calabasas**