

Hello,

I own and operate two highly successful sandwich franchises in Oregon, the brand has over 950 locations nationwide. Each of my stores generates over \$1 million in gross sales, but I will be lucky to see 6-9% of that, pre-tax. The employee turnover rate in my industry is extremely high. I have had over 175 total employees in the less than 2 years I've been open for business. Most of the employees are either high school students or un-ambitious young adults with poor work ethics. These young adults are mostly cigarette/alcohol/marijuana users with poor attendance and lack of respect for authority. I only have 2 female employees who have children and are trying to make an honest living with my wages; I treat them and pay them extremely well because they are hard workers with consistent performance.

I believe in rewarding people for good work and performance. An increase in the minimum wage would essentially be rewarding everyone. This would hinder my ability to develop the work ethic and performance of these young workers. I won't be able to give anyone wage increases as a reward for their work. I already receive a lot of complaints from my customers about our prices being too high, and I agree. But with the minimum wage already at \$9.25, this is the only way to pass the break-even point in my business. An increase above this wage will have detrimental results. The minimum acceptable quality of work I can expect from my employees increases proportionately to increases in the minimum wage. I reward my top performing employees with more hours and higher wages. If the minimum wage must increase, then it should only be to those employees working full-time hours. The under-performing employees working barely part-time should not be rewarded with higher wages. This does nothing to improving their work ethic or sense of self worth, it does the opposite.

Please feel free to contact me for more information. I am happy to share my experience in this field and provide acceptable alternatives to raising the minimum wage. Do not raise the minimum wage, myself and many others will go out of business and the very people you are trying to protect will lose their jobs.

Sincerely,

**Brandon C. Ensley**  
Franchisee | Firehouse Subs