



About This Profile

The grocery stores industry group is one of ten being profiled by the New York City Labor Market Information Service (NYCL-MIS) for the public workforce development system in 2009. The NYCLMIS identified the ten groups in an earlier report, *Gauging Employment Prospects in New York City*, 2009. In that report, we found that grocery stores compared well with the rest of the local labor market on several measures including job growth and performance during the most recent recession in New York City.

This profile is meant to help account managers with business development and job placement, career advisors with job counseling, and education and training professionals plan and refine their curriculum and placement activities in the industry. Jobseekers can also use this information to help make career decisions. Icons appear throughout this profile to highlight findings and recommendations of special interest to these audiences. See page 2 for a guide on How to Use This Profile, and an accompanying key to the icons.

Terms and Definitions

The sidebar on this page shows the definition of the *grocery stores industry group* according to the North American Industrial Classification System (NAICS). Within the NAICS system, grocery stores are classified within the *food and beverage stores subsector* (NAICS 445). Other industry groups in the subsector include specialty food stores, and beer, wine, and liquor stores. The food and beverage stores subsector is part of the larger *retail sector* (NAICS 44 and 45).

The grocery store industry group includes retail establishments that vary by size and the range of goods sold. Supermarkets sell a wide range of traditional grocery items (perishable and nonperishable foods), general merchandise, and health and beauty products, and an assortment of prepared foods. Convenience stores, on the other hand, typically sell limited lines of convenience items and food basics; some also offer prepared foods along with an assortment of nonfood items like magazines.

The industry group does not include stores that specialize in selling certain types of foods, such as solely meat, seafood, or North American Industrial Classification System Definition of the Grocery Stores Industry Group (NAICS 4451)

This industry group is made up of establishments engaged in retail sales of general lines of food products.

HOW TO USE THIS PROFILE

The table below shows specific ways that account managers, career advisors, and education and training professionals can use the information contained in each section of this profile to help them to serve employers and jobseekers.

PROFILE SECTION THIS SECTION CAN BE USED TO:

Terms & Definitions Speak more knowledgeably with jobseekers and employers about the industry group

Identify the top employers in New York City

Locate which boroughs have most employer sites

Jobs & Wages

Know how many jobs there are and where they are located

Understand where job opportunities may be improving or worsening

Understand basic wage trends in the industry group

Local Performance

Know the degree to which New York City employment in the industry group is or is not concentrated compared to the nation

Assess if employment in the industry group grows more in New York
 City than elsewhere

Estimate how stable the industry group is likely to be during this recession by:

Observing its employment performance during the previous two recessions

Indentifing job growth/loss trends in 2008

Occupations

 Identifying promising occupations for jobseekers who do not have a four-year college degree

Current
Workforce Facts

Know more about who works in the industry group in New York City: borough of residence, education, and age

 Compare current workforce figures with what employers tell you they need to assess 'gaps'

WORKFORCE PROFESSIONALS PROFILE USER KEY

CA Career Advisors

AM Account Managers

Education and Training Providers

All Stakeholders

These icons appear throughout the text to mark findings and recommendations that will be of particular interest to specific workforce stakeholders.



In 2008, there were

5,111 grocery store

establishments

TABLE 1. New York City Grocery Store Establishments by Borough, 2000-2008

	2000	2008	Change
Bronx	860	931	8%
Brooklyn	1,321	1,519	15%
Manhattan	1,369	1,205	-12%
Queens	1,125	1,260	12%
Staten Island	170	195	15%
New York City	4,845	5,111	5%

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-2008 (2Q).

health food. Stores that sell a mixture of food and more general merchandise, such as supercenters or warehouse club stores, also are not included in this industry group.

In recent years, the industry group has undergone consolidation. Three-quarters of the more than 34,000 grocery stores in the nation are operated by supermarket chains (usually regionally specialized); the rest are operated by independent owners that operate a small number of stores. There are many more convenience stores than grocery stores, but they employ only a few workers per store.¹

In New York City in general, workers in the larger supermarket chains are represented by United Food and Commercial Workers Union, while employees in smaller corner markets and convenience stores are not.²

NAICS allows users to uniformly identify and classify employers and ensure that

people are referring to the same group of firms. The broadest NAICS grouping is the *sector*: identified by a 2-digit code. The next level is the *subsector* (3-digit code), followed by the *industry group* (4-digit codes). Workforce providers should identify one or more subsectors or industry groups and then identify the types of employers that are included in their selection. If the selection does not reflect the employers they are interested in, they can expand, reduce, or change the NAICS selection as needed.

AM Account managers need to understand how the food and beverage stores subsector is organized so they can speak more knowledgeably with employers.

In 2008, there were 5,111 grocery store establishments in New York City, representing a 5 percent increase since 2000. Table

TABLE 2 New York City's Largest Grocery Store Establishments, 2008

Establishments	Borough	Employment
*Fresh Direct Inc	Queens	2,000
+Namdor Inc	Manhattan	1,700
*Shop Rite Supermarket	Staten Island	650
*Whole Foods Market	Manhattan	500
+Krasdale Foods Inc	Bronx	446
+Lisa S Food Enterprises Inc	Queens	400
*Fairway Wholesale Inc	Manhattan	330
*C-Town Supermarkets	Bronx	300
*Pathmark	Queens	300
*Pathmark	Staten Island	300
*Shop Rite Supermarket	Brooklyn	300

SOURCE | +Dun & Bradstreet; *ReferenceUSA Establishment Lists, 2008, Retrieved March 2009.

TABLE 3 Employment In I	New York City Grocery S	tores By Borough	, 2000-2008
	2000	2008	Change
Bronx	5,542	5,851	6%
Brooklyn	9,861	10,330	5%
Manhattan	12,508	15,906	27%
Queens	11,452	11,256	-2%
Staten Island	2,982	3,495	17%
New York City	42,346	46,879	11%
SOURCE New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-2008 (2Q).			

Grocery stores employed 46,879 people in New York City in 2008, an 11 percent increase from 2000. 1 shows that grocery stores establishments are concentrated in Manhattan, Brooklyn, and Queens and that the greatest growth in the number of establishments took place in Brooklyn and Staten Island.

An establishment is a location where companies provide materials or services and can also be described as an "employment site." A single firm or company may have many establishments.

Table 2 is a list of the largest grocery store establishments in New York City and the borough in which they are located. Three each are located in Brooklyn, Queens and Manhattan; and two each are located in Staten Island and the Bronx. The largest establishment is FreshDirect. Although FreshDirect is technically a part of NAICS 4451, it differs from the most other establishments in the industry group because its sales are entirely online and not in retail locations. Other names that appear on the list are familiar to most New Yorkers, including Pathmark, Fairway, and ShopRite.

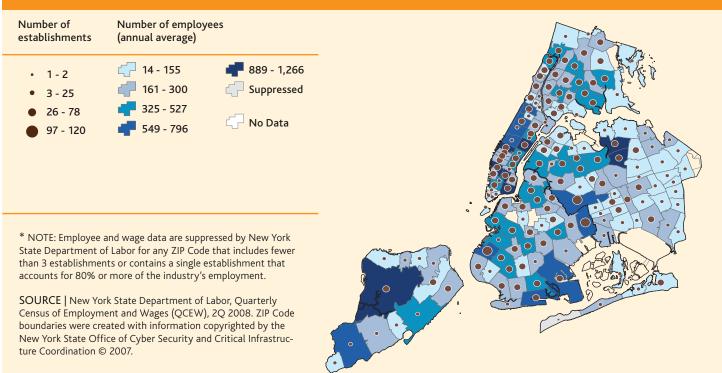
Namdor is Gristedes' parent company. Together the 10 largest establishments employ 7,752 or 15 percent of the New York City workforce in NAICS 4451.

AM Account managers should know the largest grocery store establishments and be aware that these establishments employ nearly one out of seven in the grocery workforce in New York City.

To collect establishment names and contact information, account managers should:

- Purchase commercially available lists such as Hoover's, Moody's, Dun & Bradstreet, or ReferenceUSA; or
- Download lists for free from the New York Public Library for Science, Industry and Business (SIBL) on 34th Street and Madison Avenue. Instructions for downloading establishment lists from SIBL can be found at NYCLMIS' website at www.urbanresearch.org or www.nyc. gov/wib.





Jobs & Wages

Grocery stores employed 46,879 people in New York City in 2008, an 11 percent increase from 2000 (Table 3). Jobs and job growth were concentrated in Manhattan with almost one-third of the jobs in the industry group and a 27 percent increase since 2000. Although Staten Island represents a small number of grocery store jobs, the rate of job growth was the strongest there. Queens was the only borough experiencing job loss in the industry group.

Figure 1 shows that there are grocery stores in every ZIP code in New York City as indicated by the scattered dots. However, employment in grocery stores is not evenly distributed, as indicated by the more darkly

TABLE 4 Average Annual Wage Earned in Grocery Stores by Borough, 2000-2007

	2000	2007 CI	nange
Bronx	\$18,489	\$18,591	1%
Brooklyn	\$20,479	\$20,133	-2%
Manhattan	\$25,859	\$26,197	1%
Queens	\$20,473	\$22,201	8%
Staten Island	\$22,161	\$22,378	1%
New York City	\$21,911	\$22,677	3%

* In 2007 constant dollars.

SOURCE | New York State Department of Labor,
Quarterly Census of Employment and Wages,
2000 and 2007.

FIGURE 2 Annual Wages in Grocery Stores in New York City, 2007

Annual wages — ZIP Code average

- \$11,170 \$25,000
- \$25,001 \$50,000
- \$58,011
- \$141,072

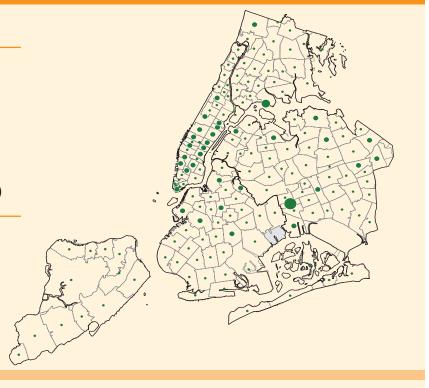


ZIP Code boundaries

Wage data suppressed (one or more establishments)

* NOTE: Employee and wage data are suppressed by New York State Department of Labor for any ZIP Code that includes fewer than 3 establishments or contains a single establishment that accounts for 80% or more of the industry's employment.

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages (QCEW), 2007. ZIP Code boundaries were created with information copyrighted by the New York State Office of Cyber Security and Critical Infrastructure Coordination © 2007.



shaded areas. Grocery store employment is most highly concentrated in Flushing Queens, around Willowbrook Park in Staten Island, and in Chelsea, the Lower East Side and the Upper East Side of Manhattan.

Table 4 shows the average annual wages in grocery stores by borough in 2000 and 2007. In 2007 the overall average annual wage was \$22,677 in 2007, just 8 percent above the poverty threshold of \$21,027 for a family of four at the time.³ Manhattan workers earned the highest wages in 2007 on average \$26,197. After adjusting for inflation, the average annual wage of grocery store workers increased 3 percent. Wages increased in all of the boroughs except

Brooklyn. The steepest wage increases were in Queens (8%).

Figure 2 shows the average annual wages of grocery store workers by ZIP code. Overall, wages are fairly evenly distributed throughout the city. However, there are two spots - in Ozone Park, Queens and Hunts Point, the Bronx - with average annual wages at \$141,000. Hunts Point is a major food distribution center and may employ grocery executives. The grocery establishments in Ozone Park are likely headquarters for a grocery firm, as the average compensation is at or near executive level pay.

Employment specialization (also known as "location quotient") measures how much employment in a particular industry group





 $SOURCE \mid National \ data \ from \ the \ U.S. \ Department \ of \ Labor, Bureau \ of \ Labor \ Statistics; \ New \ York \ City \ Data \ from \ the \ New \ York \ State \ Department \ of \ Labor, \ Quarterly \ Census \ of \ Employment \ and \ Wages, \ Annual \ Average \ 2007.$

FIGURE 4 Number of Jobs Added/Lost in New York City's Grocery Stores Because of Local (Dis)Advantage, 2000-08



SOURCE | National data from the U.S. Department of Labor, Bureau of Labor Statistics; New York City data from the New York State Department of Labor, Quarterly Census of Employment and Wages.

^{*} Values > 1: More specialized than the nation; < 1: Less specialized; 1: Equally specialized as the nation.

is concentrated in New York City compared to the rest of the nation. Industry groups with high specialization are typically strongly rooted in New York City.

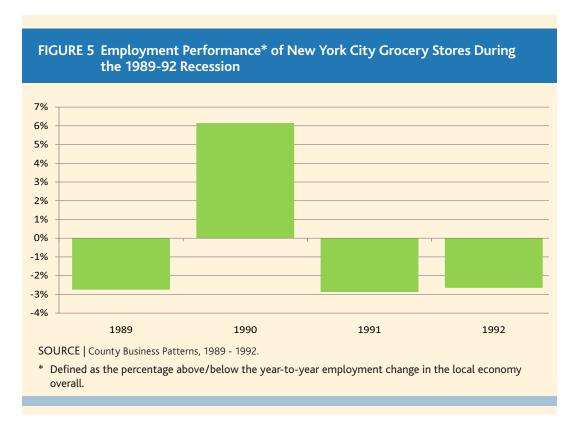
AM Account managers should be aware of how strongly rooted in New York City the industry group they are working with is and the characteristics of the labor market that are important to the employers in that industry group.

Figure 3 compares grocery stores with the other industry groups in the food and beverage stores subsector on employment specialization in New York City. Grocery store employment is slightly more concentrated in New York City than the rest of the nation. Employment in specialty food stores for example, candy stores, health food stores, and bakeries – are nearly four times more concentrated in New York.

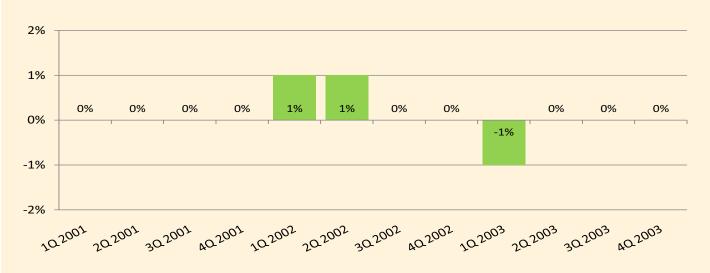
Local Performance

In any industry group, jobs may grow or decrease for several reasons: the economy is growing in general; the industry group is growing nationally above and beyond the overall economy, or because of unique advantages of the local economy. Figure 4 shows that about 4,500 jobs — or just about all grocery store job growth stores during that period (see Table 3) — was due to local advantage. Specialty foods and liquor stores experienced some local advantage too during this period, but to a lesser extent.

Although caution is warranted when making comparisons, the current reces-

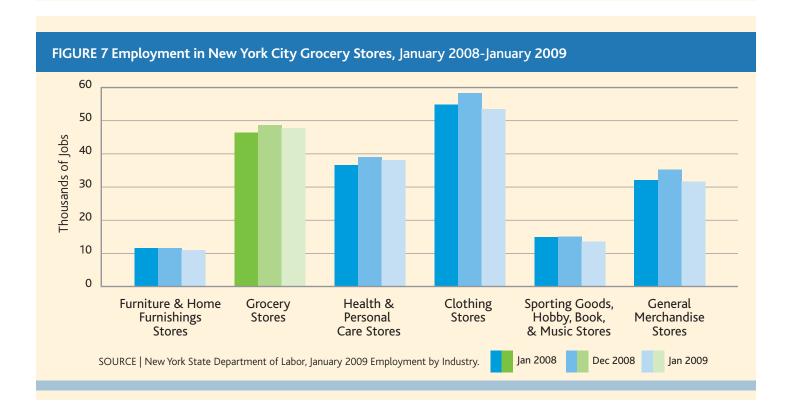






SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages, 2000 - 2003

^{*}Defined as the percentage above/below the quarter-to-quarter employment change in the local economy overall.



sion is similar to the 1989-92 recession in several ways. It was preceded by a rapid decline in housing prices, a sharp decrease in the stock market, and entailed the failure of several banking institutions. Although the labor market has changed a great deal since 1992 and other factors underlie the current recession, these similarities remain.

During the recession of 1989-92, decreased consumer demand appears to have affected employment in the grocery stores industry group a great deal (Figure 5). In all years but one, grocery stores lost more jobs

TABLE 5	Promising* Occupations in New York City Grocery Stores				
soc	Occupation	l Entry	Hourly Wa Median	ge Upper	Educational Requirements**
13-1022	Wholesale and Retail buyers	\$17.54	\$28.69	\$59.04	AA
11-9051	Food Service Managers	\$15.87	\$26.50	\$41.10	Less than HS
51-1011	First-Line Supervisors/Managers of Production and Operating Worker	\$14.71	\$26.27	\$43.33	HS or GED
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	\$17.17	\$26.22	\$40.44	HS or GED
53-1000 (1021, 1031)	Supervisors, Transportation and Material Moving Workers	\$14.78	\$25.64	\$38.29	HS or GED
35-1011	Chefs and Head Cooks	\$16.00	\$23.81	\$43.33	HS or GED
43-6011	Secretaries and Administrative Assistants	\$16.00	\$22.96	\$34.82	HS or GED
41-1011	First-Line supervisor/Manager of Retail Sales Worker	\$12.05	\$19.87	\$35.12	HS or GED
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$11.60	\$18.01	\$26.22	Some college
49-9041 (9045)	Industrial and Refractory Machinery Mechanics	\$10.54	\$17.62	\$26.18	Postsec cert
51-3021	Butchers and Other Meat, Poultry, and Fish Processing Workers	\$8.83	\$17.60	\$27.56	HS or GED
43-9011	Computer Operators	\$10.83	\$17.57	\$28.37	Some college
43-3021	Billing and Posting Clerks and Machine Operators	\$11.65	\$16.91	\$23.72	HS or GED
43-4021(51)	Correspondent Clerks and Order Clerks	\$11.01	\$16.47	\$23.39	HS or GED
43-4051	Customer Service Representatives	\$9.92	\$16.00	\$27.09	HS or GED
53-7051	Industrial Truck and Tractor Operators	\$9.79	\$15.23	\$23.59	HS or GED
35-1012 43-5071	First-Line Supervisors/Managers of Food Preparation and Serving Workers Shipping, Receiving, and Traffic Clerks	\$9.66 \$8.01	\$15.12 \$13.26	\$25.01 \$22.27	HS or GED HS or GED
51-9141 (93)(99)	Other Production Workers Including Semiconductor Processors and Cooling and Freezing Equipment Operators	\$8.14	\$13.20	\$27.23	HS or GED
53-3031	Drivers, Sales Workers	\$7.59	\$12.98	\$27.10	HS or GED
43-9061	Office Clerks, General	\$7.55	\$12.96	\$20.02	HS or GED
37-2011	Janitors and Building cleaners	\$7.57	\$12.51	\$19.67	HS or GED

^{*} Refers to the prevailing median wage and availability of the occupation to people with fewer than four years of postsecondary education and not to job growth potential or quality of the job experience.

^{**} Indicates the level of education attained by most individuals in this occupation according to a national survey of employers. Some New York City employers may require fewer or more years of education. Additional requirements such as drug, criminal screening, entry examinations, certification, and licensing may also apply. SOURCE | Occupational employment estimates: U.S. Bureau of the Census, American Community Survey, 2005-07 combined samples, place of work is New York City. Typical wages: Bureau of Labor Statistics, Occupational Employment Statistics, Metropolitan New York City, 2007. Educational requirements: U.S. Department of Labor, Employment and Training Administration, O*NET 13.0 Production database.

than the economy as a whole. Figure 6 shows that grocery stores retained proportionately as many jobs as the rest of the economy during 2001-03 recession, however.

Figure 7 shows the latest information released by the New York State Department of Labor on the job gains/losses in grocery stores and selected other industries within the retail sector since January 2008. Grocery store employment has grown by 1,100 jobs (2%) since this recession began, but all of the employment growth occurred in 2008. In the one-month period from December 2008 to January 2009, grocery stores actually lost 900 jobs. With the exception of health and personal care stores, the other industries in the retail sector have experienced job losses. The worst absolute job losses were in home furnishings which lost 5,900 jobs and clothing stores which lost 3,100 jobs over the oneyear period.

AM Account managers should stay up to date on month to month employment figures issued by the New York State Department of Labor to assess whether job losses in the industry group are accelerating, stabilizing, or reversing.

Occupational Opportunities

Up until this point in this profile, we have examined employment and wages within the *industry group* and how it compares with other industry groups on a number of measures. In this section we look at the *occupations* that are available in grocery stores and the degree to which they offer opportunities for earnings and advance-

ment. In our working definition, a "promising" occupation:

- Employs a substantial number of people in New York City;
- Pays \$12.00 an hour or more to at least half of the people who hold the position; and
- Employs individuals who do not hold four-year college degrees.

Table 5 lists 18 promising occupations in grocery stores in descending order by median hourly wage (i.e., the wage earned by half of the individuals in the occupation in the Metropolitan New York City region). Several occupation groups are employed in grocery stores as reflected in this table: sales, office support, food preparation, material moving, repair, and associated management/supervisory positions in each category of occupations.

About one-third of jobs in grocery stores are sales-related, yet no entry-level sales positions made it to our list of promising occupations. The majority of grocery sales jobs pay below \$12.00 at the median: cashiers earn \$8.40 per hour at the median, and counter clerks earn \$11.40.

Several entry-level office support occupations offer promising wages below, including computer operators, billing and posting clerks, customer service representatives, office clerks, and shipping and receiving clerks. Mid- and upper-level office support positions include first line supervisors and general managers.

Food preparation occupations earning above \$12.00 per hour at the median include cooks and butchers; mid- and upper-level positions are available for first-

About one-third of jobs in grocery stores are sales-related, yet no entry-level sales positions made it to our list of promising occupations.

TABLE 6 Characteristics of New York City Grocery Store Employees,* 2007.

Percent of employees:		
Not New York City residents 8%		
New York City residents	92%	
Bror	ıx 18%	
Brookly	n 30%	
Manhatta	ın 10%	
Queer	ns 29%	
Staten Islan	nd 5%	
Male	72%	
Female	28%	
Asian	17%	
Black	10%	
Hispanic	50%	
Other	2%	
White	21%	
Age 16-24	13%	
25-34	28%	
35-44	32%	
45-54	19%	
55+	7%	
Less than HS or GED	33%	
HS or GED	38%	
Some College	17%	
Bachelor's	9%	
Graduate or Professional Degree	2%	

SOURCE | American Community Survey, Public Use Microdata Samples, 2005-07. *Full-time wage earners working in New York City in NAICS 4451. line supervisors as well as food-service managers.

Transportation and moving-related occupations are responsible for transporting and unloading stock; repair occupations for servicing refrigerators and other specialized equipment in grocery stores. The entry-level occupations in this area that appear as promising in Table 5 include machinery mechanics and repairers, tractor operators, and light truck drivers.

- Career advisors should know that grocery stores offer a broad variety of entry-level opportunities for people without postsecondary educational experience.

 On-the-job training is needed for food preparation occupations and to move into supervisory positions, however.
- Education and training providers should assess the extent to which their current offerings reach and assist individuals in entry level occupations in grocery stores to move to more highly-skilled and better paying positions in office-related, food processing, and transportation and material moving occupations.
- United Food and Commercial Workers (UFCW) Union Local 1500, that represents 19,000 food workers in most major New York City grocery store establishments, may be a promising source for identifying needs, reaching, and assisting grocery workers to climb the career ladder.
- No absolute prohibitions exist to exclude ex-offenders from working in grocery stores. Contact the Legal Action

Center (www.lac.org), Re-entry Net/NY (www.reentry.net/ny), or the H.I.R.E. Network (www.hirenetwork.org) for more information about employment restrictions, and rights and appeal procedures for ex-offenders.

For a complete list of approved training providers in New York City — searchable by sector, occupation, and borough — go to www.nyc.gov/trainingguide. The NYC Training Guide offers course and contact information, job placement rates, and student reviews of courses, costs, and eligibility for individual training grant (ITG) vouchers through the Workforce1 Career Centers or the New York City Department of Human Resources Administration.

Many jobs in the grocery stores industry group pay wages just above the minimum wage. Account managers should work with employers, labor organizations, and relevant employer associations to encourage the development of advancement pathways for individual in these low-wage positions.

Current Workforce Facts

Table 6 shows that 92 percent of the individuals working in New York City grocery stores are New York City residents (3 out of 5 were residents of Brooklyn or Queens). Males predominate the industry making up nearly three-quarters of the grocery store workforce. Three out of five grocery store workers were Black or Hispanic.

Nationally, a third of all grocery store employees are ages 16-24; in New York City, young adults in this age bracket comprise only 13 of the industry's workforce. Almost three quarters of the industry workforce (71%) has no postsecondary educational experience.

In New York City, the grocery store workforce is younger than in the nation overall. Youth service providers may want to match youth and young adults to the variety of entry-level opportunities within the subsector, particularly occupations with advancement possibilities in or out of the industry, like sales, material moving, and food processing.

Endnotes

- 1 Bureau of Labor Statistics, U.S. Department of Labor, *Career Guide to Industries, 2008-09 Edition, Grocery Stores,* http://www.bls.gov/oco/cg/cgs024. htm (retrieved March 24, 2009).
- 2. Brennan Center for Justice, *Unregulated Work in the Grocery and Supermarket Industry in New York City*, 2007.
- 3. http://www.census.gov/hhes/www/poverty/threshld/thresh07.html
- 4. Figure 4 includes the results of a "shift-share" analysis. Shift-share is a method used to measure the competitiveness of a region's industries. The method divides local job growth into three different types. Local share is the portion of growth (or decline) that cannot be attributed to national or industry growth.

Grocery Stores: Industry Group Profile Findings	at a Glance	
About the Industry Group		
Sector: Retail	(NAICS 44-45)	
Subsector: Food and beverage stores	(NAICS 445)	
Industry Group: Grocery stores	(NAICS 4451)	
Establishments in New York City:	5,111	
Jobs and Wages		
Employment:	46,879	
Employment since 2000:	+11%	
Average annual wage:	\$22,677	
Wages since 2000:	3%	
Local Performance		
1989-92 Recession:	Worse than city average	
2001 Recession:	Somewhat better than city average	
NYC Employment Specialization: About as specialized as nat		
Local Advantage:	Advantage: +4,500 jobs added since 200	
January 2008 - January 2009 Job Losses/Gains:	1,100	
Occupations		
Major occupation(s):	Cashiers (hourly pay under \$12.00)	
_	nining and experience needed to move , moving, food processing occupations	
··	office support jobs for people without re than \$12.00 per hour at the median	
Current Workforce		
Residence:	92% in New York City	
Gender:	72% male	
Race/ethnicity:	60% Black or Hispanic	
Age:	13% ages 16-24, 21% ages 45 and older	
Education: 71% have high school diplo	oma, GED or fewer years of experience	

About the NYCLMIS

The New York City Labor Market Information Service (NYCLMIS) provides labor market analysis for the public workforce system. The service is a joint endeavor of the New York City Workforce Investment Board (WIB) and the Center for Urban Research at The Graduate Center of the City University of New York. The NYCLMIS' objectives are to:

- Develop action-oriented research and information tools that will be used by workforce development service providers and policy makers to improve their practice.
- Be the portal for cutting-edge and timely labor market data about New York City.

The NYCLMIS primarily serves the program and policy needs of the public workforce system. The NYCLMIS creates research and associated products that are of service to the broader practitioner and policy communities in their day-to-day and strategic decision-making. These products help distill, frame, and synthesize the volumes of data available for the practical use of the public workforce system's partners and stakeholders, with the overall goal of raising public awareness of the importance of workforce development in New York City.

About the WIB

The New York City Workforce Investment Board (WIB) administers the federal Workforce Investment Act funds in New York City and oversees the public workforce system run by the Department of Small Business Services and the Department of Youth and Community Development. The WIB is made up of over 40 volunteer members, appointed by the Mayor, representing local businesses, educational institutions, labor unions, community-based organizations, and other government agencies.

About the Center for Urban Research

Working with the City University of New York Graduate Center's faculty and students, the Center for Urban Research organizes basic research on the critical issues that face New York and other large cities in the U.S. and abroad; collaborates on applied research with public agencies, non-profit organizations, and other partners; and holds forums for the media, foundations, community organizations and others about urban research at The Graduate Center of the City University of New York.









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