



About this Profile

Restaurants are one of ten industry groups being profiled by the New York City Labor Market Information System (NYCLMIS) for the public workforce development system in 2009.¹ The NYCLMIS identified the ten groups in an earlier report, *Gauging Employment Prospects in New York, City 2009*. In that report, we found that restaurants compared well with the rest of the local labor market: industries within this group have experienced job growth above and beyond what would have been expected based on national or industry growth and retained jobs relatively well during at least one of the two previous recessions 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

In this report, we discuss two industry groups under the general term “restaurants.” They are *full-service restaurants* (NAICS 7221) and *limited-service eating places* (NAICS 7222). The sidebar on this page shows the definition of the two industry groups according to the North American Industrial Classification System (NAICS).

These industry groups are found within the *food services and drinking places subsector* (NAICS 722). The subsector is organized according to the type and level of services that are provided. Other industry groups in the subsector include special food services (e.g., catering and mobile food service) and drinking places (e.g., bars and nightclubs). Food services and drinking places is one of two subsectors within the larger *accommodation and food services sector* (NAICS 72).

Full service restaurants include traditional restaurants and restaurants that

North American Industrial Classification System Definition of Full-Service Restaurants (NAICS 7221) and Limited Service Eating Places (NAICS 7222)

Full service restaurants provide food services to patrons who order and are served while seated and who pay after they have finished eating. Limited service eating places provide food services to patrons who pay before eating. All full-service restaurants have waiters or waitresses; most limited-service eating places do not.

In 2008, there were 13,249 restaurants in New York City, a 25 percent increase since 2000.

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	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ 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: <ul style="list-style-type: none"> ■ Observing its employment performance during the previous two recessions ■ Identifying job growth/loss trends in 2008
Occupations	<ul style="list-style-type: none"> ■ Identifying promising occupations for jobseekers who do not have a four-year college degree
Current Workforce Facts	<ul style="list-style-type: none"> ■ Know who works in the industry group in New York City: borough of residence, education, and age ■ Compare current workforce figures with employers' needs to identify gaps

WORKFORCE PROFESSIONALS PROFILE USER KEY

	Career Advisors
	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.

TABLE 1. NYC Restaurant Establishments by Borough, 2000-2008

	2000	2008	Change
Bronx	835	1,050	26%
Brooklyn	1,872	2,558	37%
Manhattan	5,374	6,241	16%
Queens	2,134	2,854	34%
Staten Island	421	543	29%
New York City	10,636	13,249	25%

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-2008 (2Q), NAICS 7221 and 7222.

may also serve alcoholic beverages, provide carry-out service or nontheatrical entertainment. Limited-service eating places include fast-food restaurants, takeout stands, snack bars, nonalcoholic beverage bars, and cafeterias and buffets. Examples of food services that are not included within this NAICS are bars, dinner theaters, food trucks, concession stands, and caterers.

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 services and drinking places subsector is organized (as described above) so they can speak more knowledgeably with employers.

In 2008, there were 13,249 restaurants in New York City, representing a 25 percent increase since 2000 when there were 10,363. Table 1 shows that restaurants are mainly concentrated in Manhattan. However, Brooklyn and Queens experienced greater percentage growth during this period (37% and 34%, respectively).

Table 2 is a list of the 10 largest restaurants establishments in New York City and the borough in which they are located. All but one are located in Manhattan. Together

TABLE 2 New York City's Largest Restaurant Establishments, 2008

Establishments	Borough	Employment
+Ark Restaurants Corp	Manhattan	2,037
+Volume Services Inc	Bronx	1,500
*Red Lobster	Manhattan	501
*Hard Rock Cafe	Manhattan	500
*Bouley Upstairs	Manhattan	500
*Planet Hollywood	Manhattan	500
*Tavern On The Green LP	Manhattan	415
*Zone Enterprises of New York	Manhattan	400
+Volume Services Inc	Manhattan	360
+McDonald's	Manhattan	360

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


There were 170,800 restaurant jobs in New York City in 2008, 30 percent more than there were just eight years before.

TABLE 3 Employment In NYC Restaurants By Borough, 2000-2008

	2000	2008	Change
Bronx	7,210	8,743	21%
Brooklyn	14,279	19,642	38%
Manhattan	87,570	112,721	29%
Queens	18,115	23,820	31%
Staten Island	4,573	5,832	28%
New York City	131,747	170,800	30%

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

the 10 largest establishments employ 7,073 or 18,858 or only 4 percent the New York City workforce in NAICS 7221 and 7222. This indicates that the average restaurant establishment size is quite small. That is, the 10 largest establishments listed in Table 2 stand in contrast to the majority of the restaurants in New York City.

 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.

Some of the establishments listed in Table 2 are familiar to most New Yorkers. Hard Rock Cafe, Planet Hollywood, (ESPN) Zone, and Tavern on the Green are large, well-known establishments that primarily serve the tourist trade. Red Lobster and McDonald’s are among the most well-known fast food chains in the nation. Bouley owns several high-end restaurants, a bakery, and runs a catering service.

Topping the list, however, are two establishments that are less well-known to people outside of the food service industries. Ark runs several large establishments located among other places in Bryant Park, the World Financial Center, and at the South Street Seaport. Volume Services provides all of the concessions at the Javits Convention Center and Yankee Stadium.

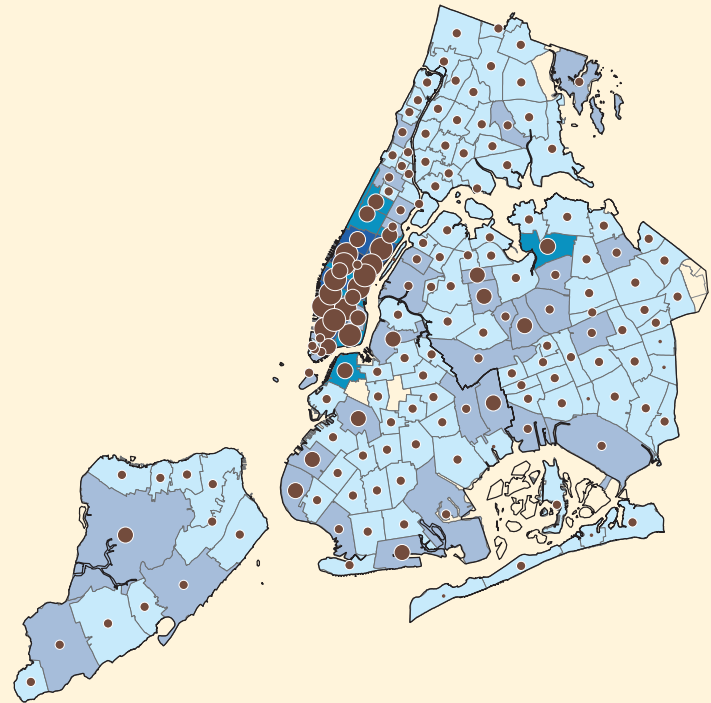
AM Account managers should know the largest establishments in restaurants and be aware that these establishments employ only a small portion (4%) of the restaurant workforce in New York City.

AM 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

FIGURE 1 Establishments and Employment in Restaurants in New York City, 2008

Number of establishments	Number of employees (annual average)	
• 4 - 10	10 - 582	9,463 - 11,169
• 11 - 111	598 - 1,447	Suppressed
• 117 - 194	1,611 - 3,235	No Data
• 248 - 384	4,470 - 7,303	



* NOTE: Employee and wage data are suppressed by NYSDOL 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 | NYS Department of Labor, Quarterly Census of Employment and Wages (QCEW), 2Q 2008. ZIP Code boundaries were created with information copyrighted by the New York State Office of Cyber Security and Critical Infrastructure Coordination © 2007.

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

There were 170,800 jobs in the restaurants industry group in New York City in 2008, 30 percent more than there were just eight years before (Table 3). About two-thirds of the restaurants workforce are in Manhattan. Fast-paced restaurant job growth occurred across the boroughs with slightly slower growth in the Bronx..

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

	2000	2007	Change
Bronx	\$16,392	\$16,195	-1%
Brooklyn	\$16,713	\$17,017	2%
Manhattan	\$27,020	\$27,080	0%
Queens	\$16,692	\$16,883	1%
Staten Island	\$15,143	\$14,951	-1%
New York City	\$23,496	\$23,537	0%

* 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 Restaurants in New York City, 2007

Annual wages — ZIP Code average

- \$9,738 – \$15,000
- \$15,001 – \$20,000
- \$20,001 – \$25,000
- \$25,001 – \$34,714

ZIP Code boundaries

Wage data suppressed (one or more establishments)

* NOTE: Employee and wage data are suppressed by NYSDOL 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 | NYS 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.

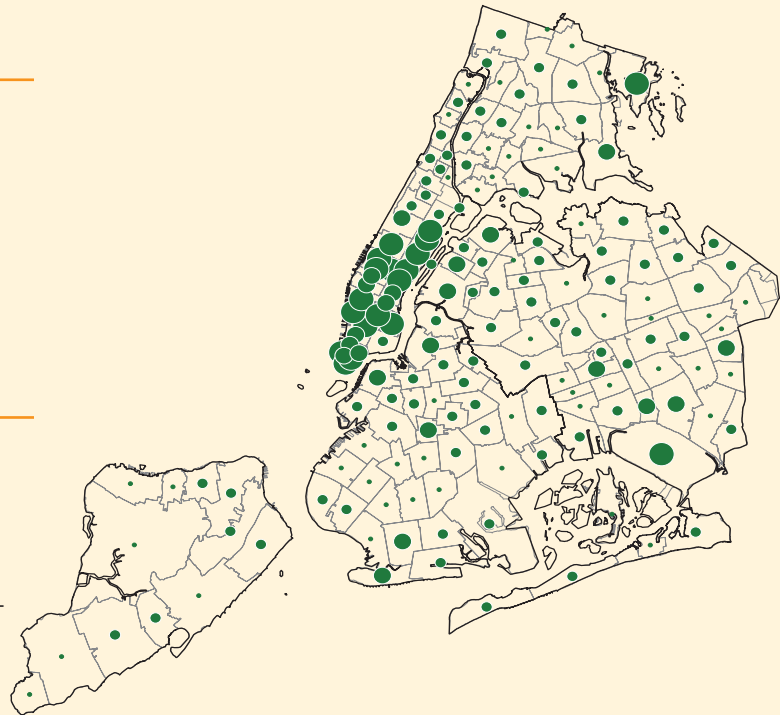


Figure 1 confirms the information in Tables 1 and 3: restaurants (indicated by the larger dots) are most concentrated throughout Manhattan (in most neighborhoods except East Harlem), with additional clusters in Brooklyn Heights and Flushing Queens. Job concentration (indicated by darker shading) corresponds with establishments concentrations in the same locations.

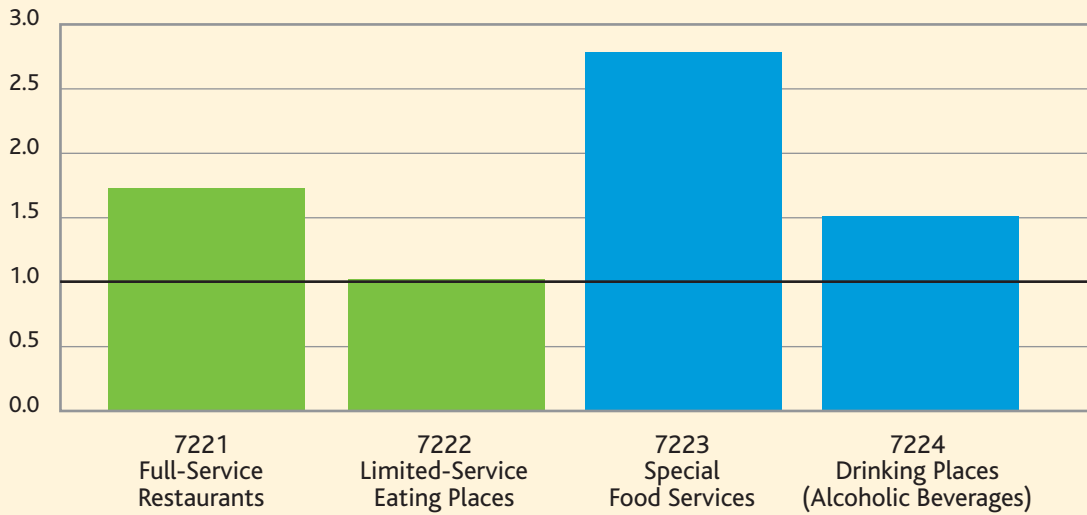
Table 4 shows the average annual wages in restaurants by borough in 2000 and 2007. In 2007 the overall average annual wage in restaurants was \$23,537 in 2007, or just 12 percent over the poverty threshold of \$21,027 for a family of four at the time. Manhattan restaurant workers earned the most on average at \$27,080 in 2007.

Despite the tremendous job growth during this period, the average annual wage of restaurant workers did not change between 2000 and 2007.

Figure 2 shows the average annual wages earned in restaurants by ZIP code. The map largely reflects the data shown in Table 4, with the highest wages, being earned in Manhattan with additional higher-wage areas in Jamaica and Forest Hills, Queens; Coney Island and Brooklyn Heights, Brooklyn; and Pelham Bay/Co-Op City, the Bronx.

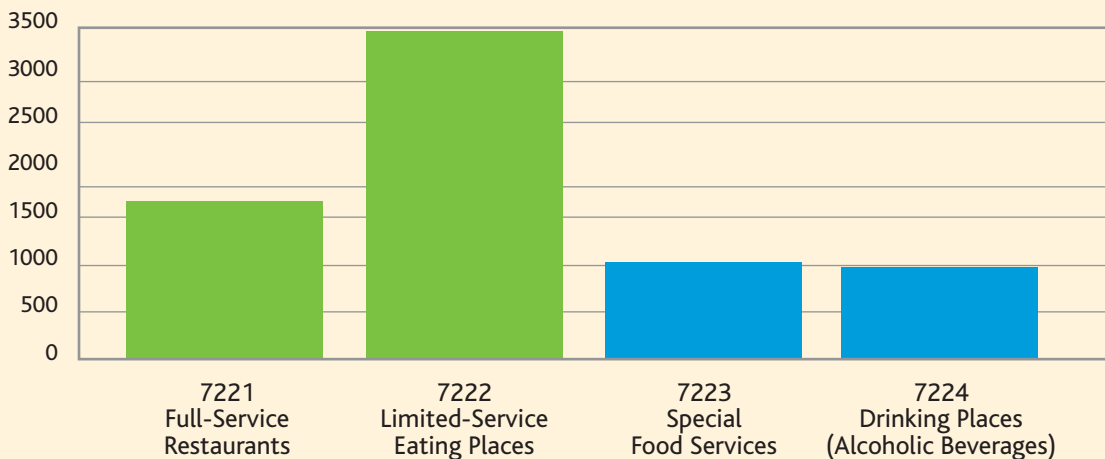
Employment specialization (also known as “location quotient”) measures the degree to which employment in a particular industry group is concentrated in New York City compared to the rest of the nation. Industry

FIGURE 3 New York City's Employment Specialization* in Food Services, 2007



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, Annual Average 2007.
 * Values >1: More specialized than the nation; <1: Less specialized; 1: Equally specialized as the nation.

FIGURE 4 Number of Jobs Added/Lost in NYC's Food Services Because of Local (Dis)Advantage, 2000-08



SOURCE | National data from Bureau of Labor Statistics; New York City data from New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-08.

groups with high specialization are typically strongly rooted in New York City.

Figure 3 compares restaurants with the other industry groups in the food services subsector on the degree of employment specialization in New York City.

Employment in restaurants is more than one and a half times more specialized in New York City than it is in the rest of the nation overall. Even more specialized are specialty food services and drinking places.

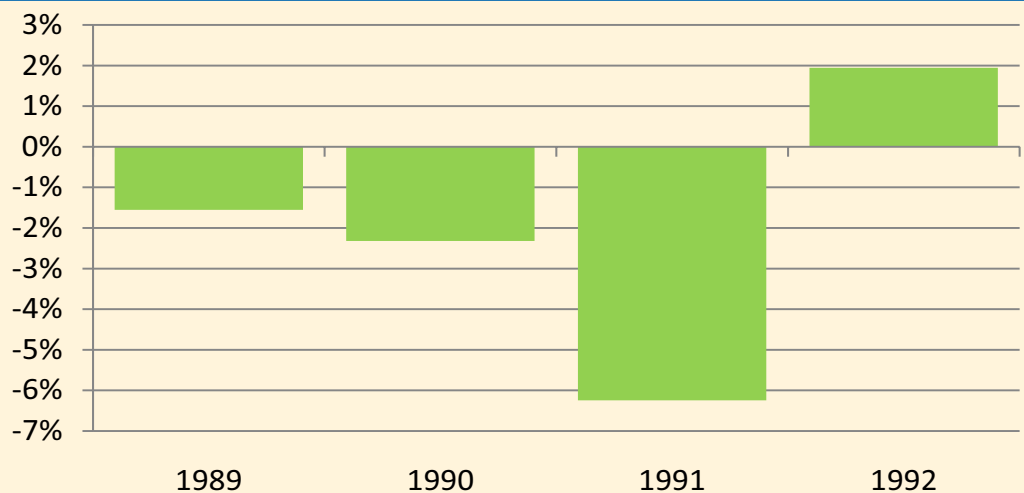
AM Account managers should be aware of how strongly rooted in New York City the industry group they are working with is and the characteristics of the labor market that are important to the employers in that industry group.

Local Performance

In any industry, 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 a local economy. Figure 4 shows – for restaurants and the other industry groups in the subsector – the number of jobs added between 2000 and 2007 because of a unique local advantage.³ Together, full-service restaurants and limited service eating places added more than 5,000 jobs because of the unique advantages of operating in New York City.

Although caution is warranted when making comparisons, the current recession is similar to the 1989-92 recession in

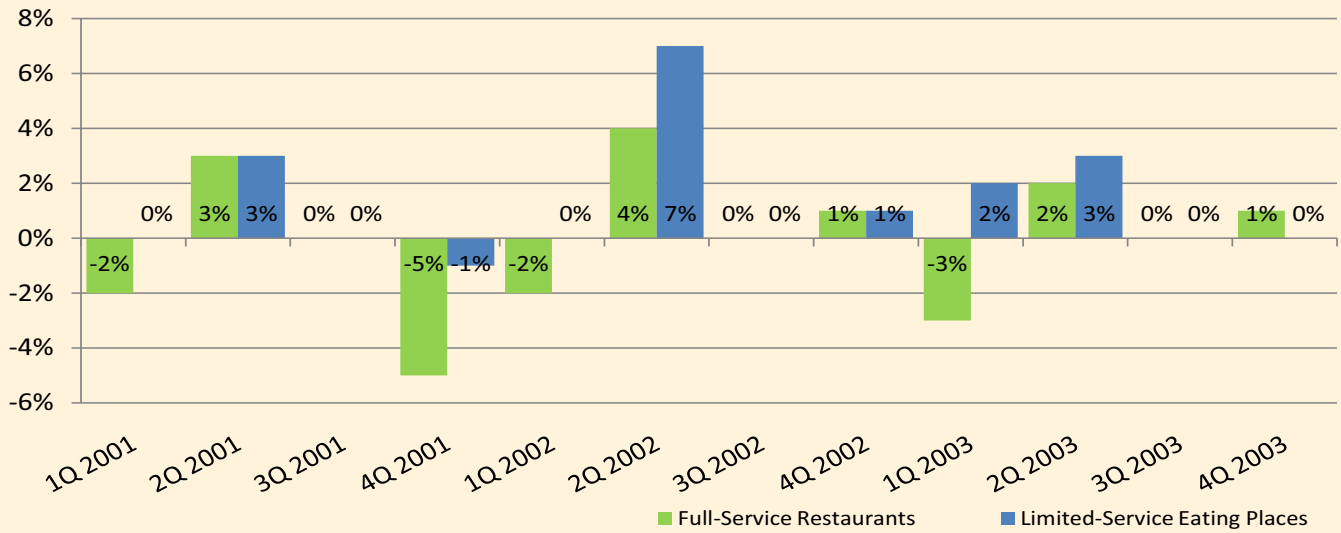
FIGURE 5 Employment Performance* of NYC Restaurants During the 1989-92 Recession



SOURCE | County Business Patterns, 1989 - 1992.

*Defined as the percentage above/below the year-to-year employment change in the local economy overall.

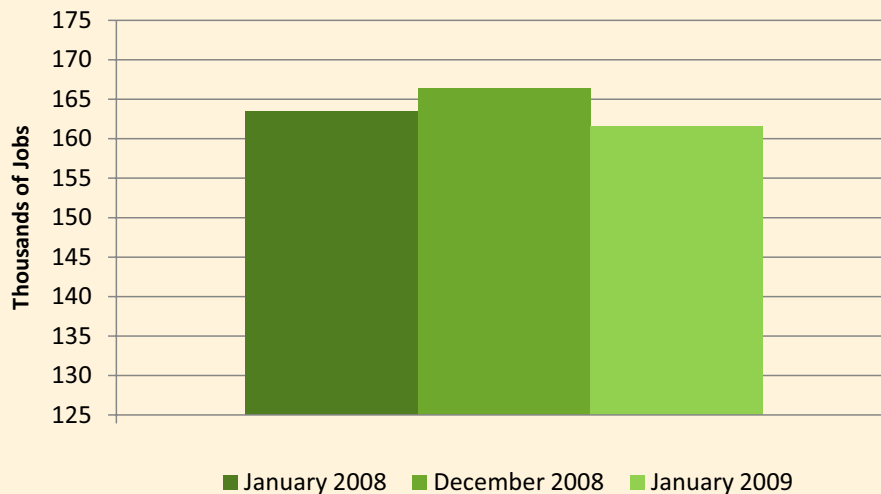
FIGURE 6 Employment Performance* of New York City Food Services During the 2001-03 Recession



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.

FIGURE 7 Employment in New York City Restaurants, January 2008-January 2009



SOURCE | New York State Department of Labor, January 2009 Employment by Industry.

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.

Figure 5 shows the year-to-year employment performance of restaurants against the economy on average during the recession of 1989-92. Restaurants consistently retained a lower percentage of jobs than the local economy on average until the final year of the recession.

Figure 6 shows how well restaurants retained jobs during the 2001-03 recession.

Although the labor market in 2003 was more similar to the current one, the recession was different in cause and magnitude. Although restaurants' employment performance during that recession varied, cumulatively, they retained more jobs than the economy as a whole.

Figure 7 shows the latest information released by the New York State Department of Labor on the job gains/losses in restaurants since the current recession began in January 2008. Figure 7 indicates that job growth continued in restaurants until December 2008. However, between December 2008 and January 2009, there was a sharp downturn representing a loss of

TABLE 5 Promising* Occupations in Restaurants

SOC	Occupation	Hourly Wage			Educational Requirements**
		Entry	Median	Upper	
33-9032	Security Guards and Gaming Surveillance Officers	\$10.59	\$26.70	\$39.30	AA
11-9051	Food Service Managers	\$15.87	\$26.50	\$41.10	Less than HS
35-1011	Chefs and Head Cooks	\$16.00	\$23.81	\$43.33	HS or GED
43-5061	Production, Planning, and Expediting Clerks	\$13.83	\$21.27	\$32.01	HS or GED
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	\$12.05	\$19.87	\$35.12	HS or GED
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$11.60	\$18.01	\$26.22	Some college
51-3021	Butchers and Other Meat, Poultry, and Fish Processing Workers	\$8.83	\$17.60	\$27.56	HS or GED
43-4051	Customer Service Representatives	\$9.92	\$16.00	\$27.09	HS or GED
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	\$9.66	\$15.12	\$25.01	HS or GED
37-2012	Maids and Housekeeping Cleaners	\$9.21	\$14.81	\$20.74	HS or GED
35-3041	Food Servers, Nonrestaurant	\$9.05	\$14.05	\$20.24	Less than HS
53-3031	Drivers/sales workers and truck drivers	\$7.59	\$12.98	\$27.10	HS or GED
35-3011	Bartenders	\$7.42	\$12.80	\$23.29	HS or GED
37-2011	Janitors and building cleaners	\$7.57	\$12.51	\$19.67	HS or GED

* Refers to prevailing wage and availability of jobs and not to the quality of the job or growth projections.

** 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.

4,900. All told, there was a net loss of 1,900 jobs in the restaurant industries in New York City between January 2008 and January 2009.

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 restaurants *industry group* and restaurants compares with other industry groups in the ambulatory health care subsector. In this section we look at the *occupations* that are available in restaurants and the degree to which they offer opportunities for earnings and advancement. 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 14 promising occupations in restaurants 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).

The occupations that are missing from Table 5 are as notable as the ones that are in it. For example, according to the most

recent Census information, waiters and waitresses account for about one-fifth of New York City’s restaurant workforce. Yet, waiters and waitresses does not appear in Table 5 because the occupation’s median wage falls below \$12.00 per hour.

CA Career advisors should know the promising restaurant occupations available for people without postsecondary educational experience.

Food service managers, chefs, and first-line supervisors of food service workers typically have worked in restaurant-related jobs prior to assuming these occupations. The entry-level positions associated with these occupations are waiters and other servers and cooks, neither of which appear in Table 5 due to lower prevailing wages.

Security guards, production expediting clerks, and bookkeeping clerks require no previous experience in restaurants. Clerk positions offer some opportunity for advancement with additional education or certification. For example, bookkeeping clerks can be certified by the American Institute of Professional Bookkeepers.⁴

ET Education and training providers should assess the extent to which their current offerings reach and assist individuals in entry-level occupations in restaurants to move to more highly-skilled and better paying positions, such as chefs and food service managers.

U As of this writing, Unite Here and its former affiliate Workers United are undergoing negotiations to determine which

In January 2009, 4,900 restaurant jobs were lost. Because of 2008 job growth, the net job loss between January 2008 and January 2009 was only 1,900.

TABLE 6 Characteristics of New York City’s Food Services Employees,* 2007.

Percent of employees:	
Not New York City residents	8%
New York City residents	92%
Bronx	15%
Brooklyn	22%
Manhattan	18%
Queens	35%
Staten Island	3%
Male	73%
Female	27%
Asian	21%
Black	9%
Hispanic	48%
Other	2%
White	20%
Age 16-24	17%
25-34	32%
35-44	28%
45-54	15%
55+	7%
Less than HS or GED	32%
HS or GED	35%
Some College	17%
Bachelor’s	13%
Graduate or Professional Degree	3%

*SOURCE | American Community Survey, Public Use Microdata Samples, 2005-07.
Full-time wage earners working in New York City in NAICS 7221 and 7222.

one will represent restaurant workers and other members.⁵ Until these negotiations are settled, neither labor union can be expected to effectively coordinate with the workforce system on training its members. In the near-term, however, the Restaurant Workers of New York (ROCNY) may be a more promising source for identifying needs, reaching, and assisting restaurants workers to climb the career ladder. ROCNY offers its own classes in cooking, customer service, serving, and bartending among others.

CA With the exception of security guards, there are no legal prohibitions barring the hiring ex-offenders in restaurant-related occupations. 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.

TC For a complete list of New York State-approved training providers – searchable by sector, occupation, and borough – go to www.nyc.gov/training-guide. 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.

AM Most entry-level occupations in restaurants pay just above the minimum wage. Account managers should work with employers and labor unions to encour-

age the development and strengthening of advancement pathways for individuals in these low-wage restaurant positions.

Current Workforce Facts

In 2005-2007, 92 percent of the individuals working in restaurants in New York City were New York City residents (Table 6) and 35 percent were Queens residents. Males predominate the industry making up 73 percent of the restaurant workforce. Individuals of Asian and Hispanic descent are over-represented in the restaurant workforce at 69 percent compared to 37 percent of the employed population in New York City.⁶ Table 5 earlier in this report suggests that most employment in restaurants does not require educational experience beyond a high school diploma or GED. Indeed, two-thirds of the workforce has a high school diploma, GED or fewer years of educational experience. New York City

Endnotes

1. Throughout this report, for the sake of brevity, we refer to the industries being discussed as "restaurants." According to NAICS protocol, restaurants includes two distinct industry groups: limited-service eating places (fast food) and full-service restaurants.

2. Poverty threshold tables are available at <http://www.census.gov/hhes/www/poverty/threshld/thresh07.html>.

3. Figure 5 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.

4. Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2008-09 Edition, Bookkeeping, Accounting, and Auditing Clerks, on the Internet at <http://www.bls.gov/oco/ocos144.htm> (visited March 27, 2009).

5. Maher, K. Union Factions Reject Mediation Offer from SEIU, *Wall Street Journal*, May 2, 2009..

6. The racial and ethnic composition may not be evenly distributed across occupations, however. A recent study highlighted differences in the racial and ethnic composition of workers in "back of the house" versus "front of the house" restaurant occupations in New York City. See, Lee, Jennifer, "Racial Bias Seen in Hiring of Waiters," *New York Times City Room*, March 31, 2009.

Restaurants: Industry Group Profile Findings at a Glance

About the Industry Group

Sector: Food Service and Accommodation	(NAICS 72)
Subsector: Food Service	(NAICS 722)
Industry Groups: Full-Service Restaurants	(NAICS 7221)
Limited-Service Eating Places	(NAICS 7222)
Establishments in New York City:	13,249

Jobs and Wages

Employment:	170,800
Employment since 2000:	+30%
Average annual wage:	\$23,537
Wages since 2000:	0%

Local Performance

1989-92 Recession:	Worse than city average
2001-03 Recession:	Up and down, cumulatively better than city average
NYC Employment Specialization:	1.5 times greater than nation's
Local Advantage:	+5,000 jobs added since 2000
January 2008- January 2009 Job Losses/Gains:	-1,900

Occupations

Major occupation(s):	Waiter/waitress, pays lower than \$12.00 at the median.
Other opportunities:	Cooks, and bookkeeping and production clerk may find advancement opportunities in the industry after more education and experience.

Current Workforce

Residence:	92% in New York City
Gender:	73% Male
Race/ethnicity:	69% Hispanic or Asian
Age:	77% 44 years of age or younger
Education:	67% have high school diploma, GED or fewer years

Account managers should work with employers and labor unions to encourage the development and strengthening of advancement pathways for low-wage, entry-level occupations in the industry.

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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