

February 2012

The Q-626 Report: A Study Analyzing the Diversity of the 626 Largest Businesses, and the 105 Largest Minority-Owned Businesses in Queens

Leonard M. Baynes

Follow this and additional works at: <https://scholarship.law.stjohns.edu/lawreview>

Recommended Citation

Baynes, Leonard M. (2006) "The Q-626 Report: A Study Analyzing the Diversity of the 626 Largest Businesses, and the 105 Largest Minority-Owned Businesses in Queens," *St. John's Law Review*. Vol. 80 : No. 3 , Article 5.

Available at: <https://scholarship.law.stjohns.edu/lawreview/vol80/iss3/5>

This Article is brought to you for free and open access by the Journals at St. John's Law Scholarship Repository. It has been accepted for inclusion in St. John's Law Review by an authorized editor of St. John's Law Scholarship Repository. For more information, please contact selbyc@stjohns.edu.

THE RONALD H. BROWN CENTER FOR CIVIL RIGHTS AND
ECONOMIC DEVELOPMENT

**THE Q-626 REPORT:
A STUDY ANALYZING THE DIVERSITY OF
THE 626 LARGEST BUSINESSES, AND THE
105 LARGEST MINORITY-OWNED
BUSINESSES, IN QUEENS**

LEONARD M. BAYNES†

“Queens is the most diverse county in America, with some of the most extraordinary, energetic, entrepreneurial people you will find anywhere in the world.”¹

I. INTRODUCTION	1008
II. RACIAL AND ETHNIC DIVERSITY OF THE RESIDENTS OF QUEENS.....	1011
A. <i>Increase in Racial/Ethnic Diversity and Foreign-Born Residents</i>	1011
B. <i>Income, Education, and Employment</i>	1014
III. AN OVERVIEW OF THE BUSINESSES OPERATING IN QUEENS.....	1016
A. <i>Most Q-626 Businesses Are Privately Held</i>	1017

† Professor of Law, St. John’s University School of Law and Director of The Ronald H. Brown Center for Civil Rights and Economic Development; B.S., New York University; J.D.-M.B.A., Columbia University. I want to thank my research assistants: Imran Ahmed, Colin Grimes, Edgar Romney, Evan A. Moeller, Cassandra Labbees, Jefferey LeMaster, John Ngo, Michael Mayhew, Hoorya Riaz, Matthew Heaton, and Romeo Ybarez for their able assistance with this project. The Q-626 and Q-105 statistical data in this Article are derived by database analysis conducted by the Author. Summary reports of both the Q-626 and Q-105 databases appear as Appendix A and Appendix B, respectively, of this Article. Please contact the Author at baynesl@stjohns.edu for additional database information.

¹ Tania Padgett, *Borough’s Robust Economy an Inspiration, Clinton Says*, NEWSDAY (N.Y.), Mar. 15, 2004, at A52 (quoting New York Senator Hillary Rodham Clinton).

B. <i>Geographical Diversity of the Businesses Operating in Queens</i>	1018
IV. THE RACIAL AND ETHNIC DIVERSITY OF THE BUSINESSES OPERATING IN QUEENS	1020
A. <i>Racial and Ethnic Diversity of the Q-626 Businesses</i>	1020
B. <i>Racial and Ethnic Diversity of the 105 Largest Minority-Owned Businesses</i>	1022
V. IMPLICATIONS OF RACIAL/ETHNIC DIVERSITY OF QUEENS ON BUSINESS GROWTH AND ECONOMIC DEVELOPMENT	1027
A. <i>Retail Trade</i>	1028
B. <i>Real Estate</i>	1030
C. <i>Air Travel-Related Businesses</i>	1031
D. <i>Manufacturing</i>	1034
E. <i>Construction Contractors</i>	1035
F. <i>Health Care-Related Businesses</i>	1036
G. <i>Automobile-Related Businesses</i>	1038
H. <i>High Tech Businesses</i>	1038
I. <i>Banks and the Financial Sector</i>	1039
VI. METHODOLOGY	1042
VII. CONCLUSION	1043
VIII. FUTURE RESEARCH IS NEEDED	1044

I. INTRODUCTION

On a national level, between 1997 and 2002, members of racial minority groups have started businesses at higher rates than Whites.² During this period, the number of businesses owned by African Americans, Latinos/as, and Asians grew by 33%—three times the rate of growth of businesses owned by other segments of the population.³ The growth rate between 1997 and 2002 was 45% for African American-owned firms,⁴ 31% for Latino/a-owned businesses,⁵ and 24% for Asian American-

² See Krissah Williams, *Marketplace Diversification; Census Shows More Women, Minorities Own Businesses*, WASH. POST, July 29, 2005, at D1.

³ See *id.*

⁴ Press Release, Nat'l Black Chamber of Commerce, *Black Firms Lead the Growth* (Aug. 1, 2005), available at <http://www.nationalbcc.org/press/article.asp?id=244&scope=press>.

⁵ *Id.* Between 1997 and 2002, the number of Latino/a-owned businesses in New York City grew by 57%, a rate much higher than the national average. *Hispanic Businesses Soar in NY*, CRAIN'S N.Y. BUS., Mar. 27, 2006, at 3.

owned businesses.⁶ Many of the new businesses, however, do not have employees⁷ and earn revenues below the national average.⁸

The Q-626 Report is designed to investigate and analyze the diversity of the 626 largest businesses and the 105 largest minority-owned businesses operating in Queens, New York. Over the past two decades, the borough of Queens has undergone major demographic changes, resulting in a plummeting percentage of White residents and large increases in the number of Asian American and Latino/a residents. Thus, Queens has been at the forefront of the nation's demographic changes and may serve as a useful model for successfully integrating racial diversity into the business community.

Some have pointed to Queens's diversity of businesses to help explain how it weathered the recent economic slow down better than the rest of the nation..⁹ From 2000 to 2002, wages in Queens and other outer New York City boroughs increased by 6.1% while falling in Manhattan by 7.1%.¹⁰ Queens lost 20% of the jobs created in the 1990s as compared to Manhattan's more-than 50% loss.¹¹ Some policy-makers believe that small businesses, comprising about two-thirds of all businesses in

⁶ Press Release, Nat'l Black Chamber of Commerce, *supra* note 4.

⁷ See Robert W. Fairlie & Alicia M. Robb, *Why Are Black-Owned Businesses Less Successful than White-Owned Businesses? The Role of Families, Inheritances, and Business Human Capital* 6 (Dep't of Econ., U. of Cal., Santa Cruz, Working Paper No. 618, 2005), available at <http://repositories.cdlib.org/cgi/viewcontent.cgi?article=1066&context=ucscecon> (noting that only 11.3% of African American-owned businesses have any employees as compared to 21.4% of White-owned businesses that have at least one employee); see also Williams, *supra* note 2 (stating that more than half of minority-owned businesses have no employees and earn much less than the national average).

⁸ Williams, *supra* note 2 (noting that Black-owned businesses with no employees earned an average of \$20,761 and Hispanic-owned businesses with no employees earned an average of \$30,925); see also Fairlie & Robb, *supra* note 7, at 6 (finding that 40% of African American-owned businesses experience financial loss and, overall, African American-owned firms close at a higher rate than White-owned firms).

⁹ See Padgett, *supra* note 1 (quoting Senator Clinton hailing "economic prowess" of Queens but expressing concerns about the nation's overall economic health).

¹⁰ Andy Newman, *Other Boroughs Beat Manhattan in Weathering Recession*, N.Y. TIMES, Feb. 6, 2004, at B1. *But cf.* Press Release, Office of the N.Y. City Mayor, Mayor Bloomberg Presents \$52.2 Billion FY 2007 Preliminary Budget (Jan. 31, 2006), available at <http://www.nyc.gov> (follow "News and Press Releases" hyperlink; then follow "January 2006" hyperlink; then follow "January 31, 2006" hyperlink) (noting that Wall Street revenues have reached \$225 billion—pre-September 11 levels).

¹¹ Newman, *supra* note 10, at B1.

Queens, are a vital part of the borough's economic strength.¹² In fact, analysts believe that Queens may have been better positioned to weather the post-September 11 recession because of its large number of small businesses.

The Q-626 Report is significant because it is the first report on the diversity of the largest businesses and largest minority-owned businesses operating in Queens. At the same time, this paper is limited because it analyzes these businesses based purely on data sources, without more empirical and investigative research. This study is designed as an important first step in analyzing racial diversity of the business community in the most diverse county in the country. It finds that in terms of size, there are two business communities in Queens. The first includes a small number of medium to large businesses with annual revenues exceeding \$100 million per year. The second includes the vast majority of businesses, which are small to medium in size, with annual revenues of less than \$100 million per year. In addition, this Report reveals the under-representation of African American and Latino/a-owned businesses among the largest businesses operating in Queens.

This Report is divided into several parts. Part II examines the racial and ethnic diversity of Queens's residents and their corresponding income, educational, and employment statistics. Part III provides an overview of businesses in Queens. Part IV analyzes the racial and ethnic diversity of the 626 largest businesses and 105 largest minority-owned businesses in Queens. Part V evaluates the implications of this diversity on a variety of market segments in Queens, such as retail, real estate, air travel, manufacturing, construction, automobile-related businesses, the high-tech industry, health-related businesses, the food and beverage industry, and financial endeavors. Part VI discusses the methodology used to determine the rank order of the largest businesses operating in Queens. Parts VII and VIII will conclude and recommend further areas of study, specifically the underutilization of African American and Latino/a-owned businesses among the largest businesses in Queens.

¹² See Press Release, New York State Comptroller, *Vibrant Queens Economy Most Diversified in City, Providing Numerous Opportunities for Growth* (June 8, 2006) (quoting New York State Comptroller Alan Hevesi as stating that "[t]wo thirds of all businesses in Queens employ between one and four people, making small businesses an important part of the borough's economic vitality").

II. RACIAL AND ETHNIC DIVERSITY OF THE RESIDENTS OF QUEENS

A. *Increases in Racial/Ethnic Diversity and Foreign-Born Residents*

Contrary to the stereotype conveyed by the 1970s sitcom *All in the Family*, which depicted Queens as the home of ethnic White bigots, Queens is now the most diverse county in the United States.¹³ In an interview with *Newsday*, Audrey Singer, the author of a recent Brookings Institute study entitled “The Rise of Immigrant Gateways,” stated that Queens was a “vibrant hub of diverse immigrant life, with newcomers from everywhere from China to Guyana to India”¹⁴ Singer described Queens as the “quintessential continuous gateway . . . [i]t is essentially the kind of landing and launching area that works well for working and middle-class people.”¹⁵

According to the U.S. Census Bureau’s 2003 “New York Quick Facts,” the borough of Queens has a population of 2.2 million.¹⁶ In 2000, Queens was the ninth most populous county in the U.S and had a population larger than sixteen states.¹⁷ If

¹³ Queens has been called “one of the most diverse places on the planet.” *Is Queens the Most Diverse?*, PRESS OF S.E. QUEENS, Sept. 26, 2003, at 12. According to the U.S. Census Bureau’s American Community Survey, Queens has the second-highest percentage of foreign-born residents among the 231 counties ranked in the survey. *Miami-Dade Leads Nation in Pct. of Foreign-born, Latest Results Show 33 Million Nationwide*, U.S. NEWSWIRE (D.C.), Sept. 3, 2003, <http://releases.usnewswire.com/GetRelease.asp?id=20201> (leading the nation is Miami-Dade County, with nearly 1.2 million foreign-born residents, followed by Queens County, with 46.6% of its population being foreign-born). The state of New York also has the second-highest population of foreign-born residents. *Id.* (leading is California with 26.9%, followed by New York with 20.9%). But according to an article in a regional paper Queens may not be second. *Is Queens the Most Diverse?*, *supra* note 13. The article quotes an Associated Press survey naming Hawaii the most diverse county in the U.S., with Queens coming in fifth. *Id.* A separate survey, however, conducted by marketing research company Claritas names Queens as the most diverse. *Id.* One possibility for the difference may have been the different weight assigned to the Hispanic category by the surveys. *Id.*

¹⁴ Bart Jones, *City Vibrant Hub for 3.1 Million*, NEWSDAY (N.Y.), Mar. 10, 2004, at A3 (referencing Audrey Singer, *The Rise of Immigrant Gateways*, BROOKINGS INST. STUDY, Feb. 2004, at 1).

¹⁵ *Id.*

¹⁶ U.S. Census Bureau, Queens QuickFacts, <http://quickfacts.census.gov/qfd/states/36/3651004.html> (last visited July 27, 2006).

¹⁷ Queens County Overall Econ. Dev. Corp., *Comprehensive Economic Development Strategy*, 3 QUEENS BUS. GLOBAL OUTLOOK (SPECIAL ISSUE) 1, 74

Queens were a separate city, it would be the fourth largest in the country.¹⁸ Forecasts predict that within twenty years Queens's population will exceed 2.8 million, overtaking Brooklyn as the city's most populous borough.¹⁹

The population of Queens is now almost evenly divided between the different racial and ethnic groups. Of the 2.2 million people, approximately 32% are non-Hispanic Whites.²⁰ Hispanics represent 25% of the population, while Blacks or African Americans are at 19%.²¹ Possibly as many as 33% of African American Queens residents are foreign-born, with a sizable number having roots in the Caribbean.²² Finally, Asian Americans comprise 18% of the Queens population.²³

From 1970 to 2000, the immigrant population of Queens soared from 21% to 46% of the total population.²⁴ It is estimated that two-thirds of Queens's population is either first or second generation.²⁵ Compared to the figures from 2000, the racial demographics in 2002 show a decrease of 1.8% for non-Hispanic Whites, an increase of 0.9% for Hispanics, a decrease of 0.4% for Blacks or African Americans, and an increase of 2% for Asians.²⁶

Forecasts of demographic trends for New York State and New York City are informative. In 2005, members of racial and ethnic minority groups comprised 40% of the population of New York State.²⁷ In 2004, members of minority groups comprised

(2002).

¹⁸ Queens QuickFacts, *supra* note 16; John Roleke, *Navigating Queens, NY*, ABOUT.COM, June 29, 2003, <http://queens.about.com/b/a/3691.htm>.

¹⁹ Sam Roberts, *Coming Soon, 9 Million Stories in the Crowded City*, N.Y. TIMES, Feb. 19, 2006, § 1, at 33.

²⁰ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 74.

²¹ *Id.*

²² Nina Bernstein, *Record Immigration Changing New York's Neighborhoods*, N.Y. TIMES, Jan. 24, 2005, at B1.

²³ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 74.

²⁴ Jones, *supra* note 14; see also Erik Ipsen, *Entrepreneurs Ride Waves of Ethnic Evolution*, CRAIN'S N.Y. BUS., June 6, 2005, at A94. In fact, 67% of the babies born in Queens are to foreign-born mothers. Justin Walden, *Immigrants' Births Rise in Broome; Increase Mirrors National Trend*, PRESS & SUN-BULL. (Binghamton, N.Y.), July 8, 2005, at 1B.

²⁵ Ipsen, *supra* note 24, at A94.

²⁶ U.S. Census Bureau, 2000–2002 American Community Survey Change Profile for Queens County, <http://www.census.gov/acs/www/Products/Profiles/Chg/2002/0002/Tabular/050/05000US360811.htm> (last visited Sept. 9, 2006). According to the profile, however, only the percentage change in White and Asian populations are considered statistically significant. *Id.*

²⁷ Robert Pear, *Racial and Ethnic Minorities Gain in the Nation as a Whole*,

65.2% of New York City's population.²⁸ Hispanics are expected to comprise more than a third of the total population.²⁹ However, it is now projected that the Black share of New York City's population, currently below 25%, is expected to decline even further.³⁰ The arrival of Black immigrants has not kept pace with the migration of African Americans to the South or the Poconos for lifestyle or economic reasons.³¹ The population of White New Yorkers is projected to drop from 44% to 22%.³² We can extrapolate from these larger New York State and New York City trends that Queens, which is already very diverse, is likely to become even more so, with the strong probability that it will lose more of its White population.

According to a 2004 study by the Brookings Institution, of the communities with the forty-five largest concentrations of immigrants in the United States, New York City had the second largest number of foreign-born individuals.³³ Although New York City's foreign-born population grew by 37.3% in the 1990s,³⁴ there has been a recent decline in the rate of immigrants settling in New York.³⁵ Nevertheless, it is estimated that approximately

N.Y. TIMES, Aug. 12, 2005, at A16.

²⁸ John Moreno Gonzales, *Ever-Changing Face of America*, NEWSDAY (N.Y.), Aug. 22, 2005, at A22.

²⁹ Ron Howell, *Welcome to Queens: A Widening Flow of Immigrants and Ethnic Groups Is Transforming the Borough into a Global Society*, NEWSDAY (N.Y.), Jan. 3, 1999, at H16. The city's Dominican population increased 55% from 1990 to 2000, and in 2003, one of every ten New York City schoolchildren was Dominican. David Saltonstall, *A Dominican Boom: Population Explodes 55% Here Since '90*, DAILY NEWS (N.Y.), Oct. 10, 2003, at 18. If the current trend remains the same, Dominicans will outpace Puerto Ricans as the largest Hispanic community within this decade. *Id.* On a similar note, the Mexican population in New York City "has more than tripled in ten years—making them the fastest-growing ethnic group in the Big Apple." Bridget Harrison, *Welcome, Amigos—Mexicans Fastest-Growing Group in City*, N.Y. POST, Sept. 16, 2003, at 16. Over 60% of New York City's Mexican community resides in Brooklyn and Queens, with the neighborhoods of Sunset Park, Bushwick, Elmhurst, North Corona, and Jackson Heights being sites of great growth. *Id.*; see also *Real Estate Scene: Elmhurst a Melting Pot City's Most Ethnically Diverse Area*, DAILY NEWS (N.Y.), Jan. 20, 2000, at 7.

³⁰ Sam Roberts, *New York City Losing Blacks, Census Shows*, N.Y. TIMES, Apr. 3, 2006, at A1.

³¹ *Id.*

³² Howell, *supra* note 29.

³³ Jones, *supra* note 14 (Los Angeles was number one).

³⁴ *Id.*

³⁵ See Sam Roberts, *New York Population Loss Is Linked to Cost of Housing*, N.Y. TIMES, Apr. 20, 2006, at A25.

46% of the residents of Queens are foreign-born,³⁶ which is a larger amount than any other New York City borough.³⁷ Moreover, 54% of the residents of Queens speak a language other than English at home.³⁸

The 2000 Census shows that the Asian population of New York City grew 54%, with Queens being 18% Asian,³⁹ and grew by 201,000 people between 2000 and 2004.⁴⁰ "Nearly 800,000 New Yorkers—one in [ten]—are Asian."⁴¹ As will be seen in the next section, despite this incredibly rich racial and ethnic diversity, the income, educational, and employment levels of the residents of Queens have remained high and often exceed the rest of the City.⁴² The minority-owned businesses may be taking advantage of this diversity by selling food, services, and goods desired by, and unique to, these different communities. As will be seen later, many of the minority-owned businesses are marketing a wide variety of services to their communities.

B. *Income, Education, and Employment*

The most recent U.S. Census reports that approximately 74.4% of Queens's population (25 years or older) are high school graduates, and approximately 24% of this same population has a four-year college degree.⁴³ The median household income is \$42,439 per year,⁴⁴ and the per capita income is \$19,222.⁴⁵ These median household income figures were 15% higher than the estimated \$38,293 of the rest of New York City.⁴⁶ The income of

³⁶ Queens QuickFacts, *supra* note 16; *see also* Ipsen, *supra* note 24, at A94; *Miami-Dade Leads Nation in Pct. of Foreign-born*, *supra* note 13.

³⁷ Donald Bertrand, *Aid Push by Three in Council: Want Help for Immigrants*, DAILY NEWS (N.Y.), Mar. 22, 2005, at 3 (noting that Queens is home to 36% of New York City's immigrant population).

³⁸ Queens QuickFacts, *supra* note 16.

³⁹ Dave Goldiner, *Big Climb in City's Asian Count: Queens Ground Zero for 54% Increase in '90s*, DAILY NEWS (N.Y.), May 22, 2001, at 23.

⁴⁰ Sam Roberts, *Whites To Be Minority in New York State Area Soon, Data Show*, N.Y. TIMES, Mar. 7, 2006, at B1.

⁴¹ *Id.*

⁴² *See* Queens County Overall Econ. Dev. Corp., *supra* note 17, at 76, 78 (showing chart of unemployment rate in Queens as compared to New York City); *see also* Steven Malanga, *Minority Business Triumphs in Gotham*, CITY J. (N.Y.), Spring 2002 (describing several thriving businesses owned by minorities).

⁴³ Queens QuickFacts, *supra* note 16.

⁴⁴ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 77.

⁴⁵ Queens QuickFacts, *supra* note 16.

⁴⁶ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 77.

15% of the residents of Queens fell below the poverty line as compared to 21% for the rest of the City.⁴⁷ Approximately 22% of the population is eighteen years or younger.⁴⁸ In 2000, 58.4% of Queens's residents older than the age of 16 were part of the workforce, as compared to 57.5% for the rest of the City.⁴⁹ If current trends continue, and the working age population in Queens continues to grow twice as fast as in the other boroughs, Queens's share of this vital demographic will one day exceed the rest of New York City.⁵⁰

At 61.1% each, Blacks/African Americans and Latinos/as had the highest labor force participation rates in the borough, closely followed by Asian Americans.⁵¹ The Blacks or African Americans living in Queens have historically had aggregate income higher than their White counterparts.⁵² The 5.9% unemployment rate in Queens in 2002 was below that for New York City, at 7.6%.⁵³ Like the rest of the country, unfortunately, the unemployment rate for Blacks/African Americans was higher than that for Whites.⁵⁴ Approximately 62% of the residents of Queens work in the borough of Queens.⁵⁵ As will be seen later in this Report, the increase in racial and ethnic diversity, combined with relatively high levels of income, employment, and educational status, is also reflected in the diversity of the businesses operating in Queens. Demographers expect the labor force in Queens to increase 28% between now and 2020.⁵⁶ Moreover, the Queens population is expected to remain young and vital, with the

⁴⁷ *Id.*

⁴⁸ Queens QuickFacts, *supra* note 16.

⁴⁹ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 78.

⁵⁰ Queens County Overall Econ. Dev. Corp., *Comprehensive Economic Development Strategy*, Queens Bus. Global Outlook 29 (May 2003) (PowerPoint Slides on file with author), available at <http://207.201.169.11/index.php?menuoption=Research-Analysis>.

⁵¹ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 78.

⁵² Sam Roberts, *Black Incomes Rise Above Whites in Queens*, N.Y. Times, Oct. 1, 2006, at 129. See generally Joseph Berger, *Famous, Admired and (Finally) Welcome; in Queens, Black Notables Stepped into the Middle Class*, N.Y. Times, Mar. 28, 2005, at B1 (calling East Elmhurst, Queens the "black Beverly Hills" and referring to Ditmars Boulevard as the "black gold coast").

⁵³ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 78.

⁵⁴ *Id.* at 79.

⁵⁵ Queens Econ. Dev. Corp., *The Queens Economy: A Low Octane Recovery*, 1 QUEENS BUS. ADVANTAGE, Nov. 1, 2004, at 10.

⁵⁶ Jon Orcutt & Michelle Ernst, Op-Ed., *Bloomberg Should Put Transit First*, NEWSDAY (N.Y.), May 17, 2005, at A31.

percent of those older than sixty-five declining and those under eighteen growing faster.⁵⁷

III. AN OVERVIEW OF THE BUSINESSES OPERATING IN QUEENS

Queens has a diversity of businesses. The most recent census showed that there were over 159,668 businesses operating in the borough of Queens, and they collectively generated over \$60 billion in sales.⁵⁸ The 74,300 minority-owned firms generated earnings of \$7 billion per year.⁵⁹ The minority-owned firms comprised 46% of the businesses and generated 12% of the total aggregate revenue in Queens.⁶⁰ The Black/African American-owned businesses generated revenues of \$677 million, the Latino/a-owned businesses generated revenues of \$1.4 billion, and the Asian owned businesses generated revenues of \$5 billion.⁶¹

The Q-626 is the ranking, based on revenue, of the 626 largest for-profit businesses operating in Queens. Collectively, they have aggregate revenues of \$43.5 billion, which constitutes 72.5% of all business revenues generated in Queens. These 626 largest businesses employ 75,786 employees and are diverse in the types of services performed and products sold, ranging from construction, health, and pharmaceuticals, to high tech goods, air travel, wholesale and retail, food and beverage distribution, automobile sales, manufacturing, and banking and finance.

Upon closer inspection, the data suggest that there are two business communities. There are thirty-seven very large businesses that earn revenues of over \$100 million per year. Of these businesses, four have revenues in excess of one billion dollars per year. They are Skanska (U.S.A.) Inc., an international construction holding company located in Whitestone; the LeFrak Organization, a major New York real estate developer located in Rego Park; Kinray, Inc., a major pharmaceutical distributor located in Whitestone; and JetBlue Airways Corp., a discount passenger airline headquartered in

⁵⁷ Queens County Overall Econ. Dev. Corp., *supra* note 50, at 29.

⁵⁸ U.S. Census Bureau, 1997 Minority and Women-Owned Businesses, Queens County, NY, <http://www.census.gov/epcd/mwb97/ny/NY081.html> (last visited Jul. 28, 2006).

⁵⁹ *Id.*

⁶⁰ *Id.*

⁶¹ *Id.*

Forest Hills. Of the ten largest businesses, at least five started as, and have remained, family-owned and operated businesses.⁶²

The other 594 businesses in Queens are medium-sized businesses with sales under \$100 million per year. The lowest ranked business of the Q-626 is Otto Herrmann, Inc., a wholesaler of hardware located in Ridgewood. It earns approximately \$9.5 million per year. Interestingly, Queens has long-established homegrown institutions such as Flushing Financial Corp., the holding company of the Flushing Savings Bank. More recently, Queens began developing minority homegrown companies including Latino/a-owned Delgado Travel, located in Jackson Heights, with revenues of approximately \$58 million per year; Latino/a-owned Dial-A-Mattress, located in Long Island City, with revenues of \$70 million per year; Asian-owned Coby Electronic Corp., located in Maspeth, with sales of approximately \$82 million per year; and Black/African American-owned Clarke Fabricator, Inc., located in Jamaica, with sales of \$44 million per year. Some of the minority-owned businesses have marketed to the changing demographics, such as VP Records located in Jamaica.⁶³ VP Records, started by a Chinese family that emigrated from Jamaica, began as a record store but later evolved into a record label and distributor.⁶⁴ It produces fifty to sixty reggae albums per year.⁶⁵ In 1999, Billboard Magazine ranked VP Records as the top reggae label.⁶⁶

A. Most Q-626 Businesses Are Privately Held

Most of the Q-626 businesses are privately held. In fact, of these 626 largest businesses, only forty-five, or 7.2%, are publicly traded. Of the five largest businesses operating in Queens, four are privately held. They are Skanska (U.S.A.) Inc., the LeFrak Organization, Charmer Industries, and Kinray, Inc.

⁶² See generally Angela Montefinise, *Big Business in Queens; The Top of the Heap*, QUEENS TRIB., June 24–30, 2004, at 21 (noting that the LeFrak Organization, Kinray Inc., National Envelope Corp., Major Automotives, and Leviton Manufacturing Co. are family-run businesses).

⁶³ Malanga, *supra* note 42.

⁶⁴ *Id.*

⁶⁵ *Id.*

⁶⁶ *Id.*

Chart 1		
No. of Publicly and Privately Held Q-626 Businesses		
Public	Private	Total Number of Businesses
45	581	626

These 581 privately held businesses generated \$31 billion in revenue, constituting approximately 84.6% of the revenues generated by the 626 largest businesses operating in Queens.

Chart 2		
Comparison of Revenue Generation by Q-626 Privately and Publicly Held Businesses		
Public	Private	Total Sales
\$5,851,514,000	\$30,835,263,000	\$36,686,777,000

Of the forty-five publicly traded businesses, eleven are in the air-travel related business, constituting approximately 24% of the publicly traded businesses in the Q-626. This fairly large percentage suggests that these particular businesses may need the outside capital infusion garnered from shareholders as a publicly traded corporation. Further research on the privately held businesses in Queens is necessary. Given the fact that several of the largest businesses are privately held and family-operated, major investment banks and venture capitalists may not have a history of underwriting and investing in Queens. Despite the success of the large family-owned, privately held businesses, an issue arises as to whether some of the smaller businesses that are also family-owned and privately held have access to investors who could help the small businesses grow their businesses through public sales and other investment opportunities.

B. Geographical Diversity of the Businesses Operating in Queens

The Q-626 businesses are geographically spread throughout the borough of Queens. However, most of the economic activity is located in a few neighborhoods. Long Island City, by far, has the lion's share of businesses in the Q-626.⁶⁷ Approximately 209, or

⁶⁷ This is not surprising, given that Long Island City is the "fourth-largest business center in New York City." Press Release, Rep. Carolyn B. Maloney, Victory for New York in Federal Transportation Bill (July 28, 2005), in U.S. FED. NEWS, July 28, 2005.

33.4%, of the 626 largest businesses are located in Long Island City. Jamaica comes in second with eighty-eight, or 14%; Flushing and Maspeth are tied for third with fifty-six businesses, each constituting 8.9% of the businesses.

Chart 3	
No. of Q-626 Businesses by Queens Neighborhood	
Neighborhood	Number of Q-626 Businesses Located in Each Neighborhood
Long Island City	209
Jamaica	88
Flushing	56
Maspeth	56
Woodside	28
Astoria	24
College Point	20
Ridgewood	18
Whitestone	14
Corona	14

In terms of aggregate revenues earned by the Q-626, the businesses operating out of Whitestone earn the most—approximately \$9.3 billion. The Q-626 businesses operating in Long Island City with aggregate earnings of \$8.1 billion are second, and those in Rego Park, with aggregate earnings of \$3.8 billion, are third.

Chart 4	
Revenue of Q-626 Businesses by Queens Neighborhood	
Neighborhoods	Aggregate Sales of Q-626 Businesses in Each Neighborhood
Whitestone	\$9,307,068,000
Long Island City	\$8,088,074,000
Rego Park	\$3,800,000,000
Flushing	\$2,353,883,000
Jamaica	\$2,241,854,000
Astoria	\$1,422,075,000
Forest Hills	\$1,380,820,000
Maspeth	\$1,320,777,000
College Point	\$1,276,427,000
Woodside	\$1,107,631,000

The high level of economic activity in Whitestone and Rego Park is fueled by the presence of a few billion dollar businesses located in each neighborhood. Whitestone has Skanska (U.S.A.) Inc., with \$5.7 billion in sales, and Kinray Inc., which has \$3.3 billion in sales. Similarly, Rego Park has the LeFrak Organization with \$3.8 billion in sales. There is only one other business that is part of the Q-626 operating out of Rego Park.⁶⁸ The presence of these businesses in their present locations skews the results and should not be taken as discounting the emergence of Long Island City, Jamaica, and Flushing as economic powerhouses, having a large percentage of the Q-626 businesses and contributing a weighty dollar volume to the local economy.

IV. THE RACIAL AND ETHNIC DIVERSITY OF THE BUSINESSES OPERATING IN QUEENS

A. *Racial and Ethnic Diversity of the Q-626 Businesses*

Queens has the most minority-owned businesses in the state of New York.⁶⁹ It ranks third in the United States for the number of Asian-owned businesses, sixth in the number of Latino/a-owned businesses and seventh in the number of Black/African American-owned businesses.⁷⁰

In general, the Q-626 businesses are racially and ethnically diverse. Of the 626 largest businesses, eighty-three are minority-owned, comprising approximately 13.3% of the total. In fact, one of the minority-owned businesses, Coby Electronics Corp., is among the fifty largest businesses in Queens. Seven minority-owned businesses are among the 100 largest businesses in Queens.⁷¹

⁶⁸ The other Rego Park business is J.P. Morgan Chase, with sales of \$7.2 million.

⁶⁹ Queens County Overall Econ. Dev. Corp., *supra* note 50, at 15.

⁷⁰ *Id.* But see Paul Herrera, *Asian-Run Businesses Flourishing*, PRESS ENTERPRISE (Riverside, Cal.), May 17, 2006, at E1 (indicating that in 2002 Queens had the second-most Asian-owned businesses in the country).

⁷¹ These seven businesses are: Coby Electronics Corp., Dial-A-Mattress Operating Co., Delgado Travel Agency Corp., Airgate International Corp., MonChong Loong Trading Corp., T W Wang, Inc., and Jwin Electronics Corp.

Chart 5	
Ownership of Q-626 Businesses by Race/Ethnicity	
Race/Ethnicity	Number of Businesses of Q-626
Black/African American	4
Hispanic	6
Asian	67
Middle Eastern	4
Other	2
Non-Minority	544

The minority-owned businesses in the Q-626 generated aggregate revenues of \$1.8 billion, which comprises 4.9% of the Q-626 total. Although \$1.8 billion is a respectable overall sales volume, collectively these aggregate sales are dwarfed by the sales of the non-minority-owned businesses, which have aggregate sales of \$34 billion.

Chart 6	
Revenue Generation of Q-626 Businesses by Owner's Race/Ethnicity	
Race/Ethnicity	Aggregate Revenues of Q-626 Businesses
Black/African American	\$88,227,000
Hispanic	\$177,695,000
Asian	\$1,430,222,000
Middle Eastern	\$160,572,000
Other	\$30,160,000
Non-Minority	\$34,886,301,000

The minority-owned business data show disparities that are cause for concern. Although minority-owned businesses operating in Queens comprise over 46.5% of all businesses in Queens,⁷² they comprise only 13.3% of the 626 largest businesses and 4.9% of their aggregate sales. This difference needs to be studied further.

⁷² Queens QuickFacts, *supra* note 16.

B. Racial and Ethnic Diversity of the 105 Largest Minority-Owned Businesses

The Q-626 Report also examines the 105 largest minority-owned businesses in Queens.⁷³ They range in size from Coby Electronics Corp., with sales of \$82.7 million per year, to United Print Group, Inc., with sales of \$6 million per year. There are approximately twenty-two businesses among the 105 largest minority-owned businesses whose sales are too small to appear on the list of 626 largest businesses. In order to find these additional minority-owned businesses, it was necessary to delve deeper into our databases.

The success of these minority-owned businesses is particularly significant given the fact that, for the past decade, New York City has had no race-based affirmative action policy for awarding business contracts.⁷⁴ In fact, a recent \$1.3 million study managed by Medgar Evers College showed that only 11.7% of New York City contracts were awarded to business enterprises owned by women and minorities.⁷⁵ This Report led the City to consider instituting measures to increase the participation of minority and women-owned businesses in City contracts.⁷⁶ Others have given credit for the growth of minority-owned businesses to free market policies of the administration of former Mayor Rudolph Giuliani.⁷⁷ A determination of the most effective policies to encourage and sustain the growth of these businesses requires further study, especially in evaluating whether some policies may be more beneficial for some groups than others. Regardless of which policies are more beneficial, the largest minority-owned businesses in Queens should be celebrated for

⁷³ See Appendix B: THE Q-105 REPORT.

⁷⁴ See Press Release, The City Council of the City of N.Y. Office of Commc'n, Women and Minorities Are Not Getting Their Fair Share of City Contracts (Jan. 25, 2005), available at http://www.nycouncil.info/pdf_files/newswire/01_25_05_disparity_study.pdf (noting that the administration of Mayor Rudolph Giuliani discontinued the City's Minority and Women Business Enterprise Program).

⁷⁵ See Dan Janison, *Study: Inequality in City Contracts*, NEWSDAY (N.Y.), Jan. 26, 2005, at A16.

⁷⁶ See *id.*; Press Release, Nat'l Black Chamber of Commerce, Affirmative Action Returns to NYC (Jan. 25, 2005), available at <http://www.nationalbcc.org/press/article.asp?id=211&scope=press> (announcing the proposed changes).

⁷⁷ See Malanga, *supra* note 42.

their business acumen and their success attributed singularly to their own pluck and determination.

Collectively, the 105 largest minority-owned businesses have annual revenues of approximately \$2 billion, which comprises only 28.6% of the total revenues of all minority-owned businesses operating in Queens. Unlike the Q-626 businesses whose revenues constitute 72.5% of all business revenues in Queens, this small percentage of total minority revenues represented by the 105 largest minority-owned businesses indicates that most of the minority-owned businesses in Queens are small, with revenues below \$6 million per year. The 105 largest minority-owned businesses are involved in every conceivable type of industry, such as freight forwarding, wholesale/retail sales, food and beverage sales, banking, and other financial services.

Approximately 82% of the largest 105 minority-owned businesses are located in only five neighborhoods: Jamaica, Flushing,⁷⁸ Long Island City, Maspeth, and Woodside.

Chart 7
Queens Neighborhoods with Heavy Concentration of
Q-105 Minority Businesses⁷⁹

Neighborhood	Number of Minority Businesses
Jamaica	22
Flushing	21
Long Island City	18
Maspeth	15
Woodside	10

The concentration of these businesses in certain majority-minority neighborhoods, such as Flushing and Jamaica, could have occurred for several reasons. First, these businesses may have started by providing goods, products, and services that are desirable and unique to these communities. Second, these businesses may feel more comfortable being located in racially homogeneous neighborhoods. Finally, because these neighborhoods are more racially diverse, the rents and occupation costs might be lower, encouraging these generally smaller businesses to be located there. However, this heavy

⁷⁸ Flushing is New York City's second largest Chinatown and Queens's largest urban center. See Alison Gregor, *Square Feet; Changing Face of Queens: From Small Asian Shops to High-End Stores*, N.Y. TIMES, June 28, 2006, at C11.

⁷⁹ See Appendix C: SUM OF SALES OF Q-105 BUSINESSES BY NEIGHBORHOOD.

concentration of minority-owned businesses in so few neighborhoods also raises the possibility that real estate agents may have steered these businesses to particular neighborhoods.

Overall, the data show a dearth of diversity among the largest minority-owned businesses operating in Queens. Asian-owned businesses constitute approximately 82% of the 105 largest minority-owned businesses in Queens. Despite having some of the highest percentages of businesses in the country, very few Latino/a or African American-owned businesses operating in Queens have sales high enough to fit into the 105 largest minority-owned businesses. Of the 105 largest minority-owned businesses, only nine, or 8.3%, could be identified as Latino/a-owned. Their annual revenues comprise only 6.9% of the revenues of all the 105 largest minority-owned businesses. Of the nine Latino/a-owned businesses, Dial-A-Mattress Operating Co. and Delgado Travel Agency Corp. are very large, and in fact are among the 100 largest businesses in Queens. The other seven have annual revenues of \$18.6 million or less.

Queens has very few large Black/African American-owned businesses among the 626 largest or 105 largest minority-owned businesses. Only four, or 3.8%, of the 105 largest minority-owned businesses could be identified as Black/African American businesses. Unlike the Asian and Latino/a-owned businesses, no Black/African American-owned business fits into the 100 largest businesses in Queens. Clarke Fabricators, Inc., located in Jamaica, came closest at number 111 of the largest 626 businesses, and number eight of the largest minority-owned businesses in Queens. The other three Black/African American-owned businesses have revenues below \$20 million.

Chart 8	
Ownership of Q-105 Businesses by Race/Ethnicity⁸⁰	
Race/Ethnicity	Number of Businesses Among 105 Largest Minority-Owned Businesses
Black/African American	4
Hispanic	9
Asian	86
Middle Eastern	4
Other	2

⁸⁰ See Appendix D: SUM OF SALES OF Q-105 BUSINESSES BY OWNER'S RACIAL GROUP.

The Latino/a-owned businesses collectively have annual aggregate sales of \$200.6 million per year. The Black/African American-owned businesses collectively have revenues of \$88.2 million per year. In contrast, the Asian-owned businesses have annual aggregate sales of approximately \$1.6 billion per year.

Race/Ethnicity	Aggregate Revenues of Q-626 Businesses
Black/African American	\$88,227,000
Hispanic	\$200,595,000
Asian	\$1,585,456,000
Middle Eastern	\$160,572,000
Other	\$30,160,000

The lack of Black/African American-owned businesses among the largest businesses operating in Queens is surprising, given this group's long participation in the borough and historic middle class status. The Blacks or African Americans living in Queens have traditionally been homeowners and have had a per capita income greater than their White counterparts.⁸¹

For the Latino/a and Black/African American-owned businesses, the success of Dial-A-Mattress Operating Co., Delgado Travel Agency Corp., and Clarke Fabricator, Inc. seem to be the exception, not the rule, in Queens. This lack of diversity among the 105 largest minority-owned businesses deserves further study. It may be occurring because African Americans are less likely to have an intergenerational link to relatives who have been self-employed and owned their own businesses that can serve as mentors and role models.⁸² It could also result from a lack of access to capital, a difficulty faced by many small businesses.⁸³ Also, African American-owned businesses experience higher incidents of loan denial and are

⁸¹ Roberts, *supra* note 52 (describing how Black incomes in Queens exceed white income). See generally Berger, *supra* note 52 (describing the East Elmhurst and Corona sections of Queens as "neighborhood[s] that served as stepping stone[s] into middle class" for Blacks).

⁸² See, e.g., Fairlie & Robb, *supra* note 7, at 7-12 (stating that "an individual who had a self-employed parent is roughly two to three times as likely to be self-employed as someone who did not have a self-employed parent").

⁸³ See *id.* at 16-20; see also *infra* notes 172-86 and accompanying text.

charged higher interest rates than similarly situated White-owned businesses.⁸⁴ Given that many of these businesses are privately held, there may be issues of accurate reporting of earnings; some businesses may engage in a mostly "cash economy."⁸⁵ Since New York City is the only jurisdiction in the U.S. that does not provide subchapter S status for small corporations,⁸⁶ engaging in a purely "cash economy" may be short-term rational behavior for these businesses. However, as a result they are also stymied from the ability to grow beyond "Mom and Pop" status.⁸⁷

This disparity could be the result of lack of access to traditional business networks like the Chambers of Commerce.⁸⁸ For instance, Queens has no chapter of the National Black Chamber of Commerce. This absence may hamper the Black community's ability to network and discover business opportunities. Queens does have a chapter of the Hispanic Chamber of Commerce in Queens, which might help explain this community's somewhat better business performance, as evidenced by nine businesses of the largest 105 businesses in Queens. Also, the Asian community in Flushing has several business organizations like the Flushing Chinese Business Association, Korean American Small Business Service Center, and the Korean American Association of Flushing.

The mainstream chambers of commerce in Queens might not be providing the minority-owned businesses with networking

⁸⁴ See, e.g., Fairlie & Robb, *supra* note 7, at 27–28.

⁸⁵ A "cash economy" occurs when businesses engage in purely cash transactions, keeping much of their revenue records off the books. See William Tucker, *Urban Immigrant Entrepreneurs*, N.Y. SUN, Mar. 17, 2004, at 9.

⁸⁶ *Id.* Pursuant to Subchapter S of the tax code, small business corporations are treated like partnerships so that their income flows through to the shareholder and is taxed only once. The vast majority of the businesses are privately held. *Id.*

⁸⁷ *Id.*; see also Interview by Jonathan Bowles with Arturo Ignacio Sanchez, Urban Planning Expert, in Queens, N.Y., in *Q&A: How Important Are Immigrants to NYC's Economy?*, CITY LIMITS, Sept. 1, 2005, at 24. These businesses might choose a limited liability company as their corporate form. Unlike a corporation, the limited liability corporate form might allow flow-through status for New York City business income taxes. Provided New York City allows flow-through treatment for limited liability companies, a question arises as to whether these small minority-owned businesses are getting sophisticated legal and accounting help that would allow them to consider pursuing this option. This issue needs to be studied further.

⁸⁸ See, e.g., Fairlie & Robb, *supra* note 7, at 30–31 (highlighting the fact that African American firms have more limited access to business, social, and family networks than White-owned firms).

opportunities. Some have expressed concern that the mainstream chambers of commerce may be failing to meet the needs of minority-owned businesses.⁸⁹ For instance, in 1996, several minority-owned businesses broke away from the Jamaica Chamber of Commerce because they felt that it failed to reach out to merchants of color.⁹⁰ Moreover, local community boards and governing bodies may not have the resources to reach out to immigrant and minority entrepreneurs, as these institutions typically lack the capacity to transcend language barriers and cultural bars.⁹¹

Others might try to explain the racial and ethnic disparity among the largest businesses in Queens by arguing that people of African or Latino/a descent are not interested in starting their own businesses. For example, Supreme Court Justice Sandra Day O'Connor stated in *City of Richmond v. J.A. Croson Co.*⁹² that it is not likely that racial and ethnic groups would be represented "lockstep" in every field of endeavor.⁹³ However, given the high participation rate of people of African and Latino/a descent in businesses nationwide and in Queens, in particular, Justice O'Connor's analysis is inapplicable here. Further study is needed to better understand this underrepresentation.

V. IMPLICATIONS OF RACIAL/ETHNIC DIVERSITY OF QUEENS ON BUSINESS GROWTH AND ECONOMIC DEVELOPMENT

The increase in diversity of the residents of Queens appears to affect the types of products and services being sold by the business community. Recent immigrants are likely to want to use products and services that are culturally relevant to their lifestyle. In fact, 52.4% of the 105 largest minority businesses are concentrated in three industry segments: (1) air travel; (2) food/beverage; and (3) wholesale/retail. These diverse communities are likely seeking out goods and services that are necessary or germane to their way of life, and, as recent immigrants, these diverse consumers are likely to want to stay in

⁸⁹ Claire Serant, *Growth Spawns New Biz Group; Minority Retailers Say Their Interests Are Being Ignored*, DAILY NEWS (N.Y.), Nov. 17, 1996, at 1.

⁹⁰ *Id.*

⁹¹ Interview with Arturo Ignacio Sanchez, *supra* note 87.

⁹² *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989).

⁹³ *Id.* at 507.

touch with their relatives living abroad by shipping American products and other goods to them.

In contrast, 52.9% of the 626 largest businesses in Queens are concentrated in the following three industry segments: (1) wholesale/retail; (2) construction; and (3) manufacture. It is not clear whether these businesses are catering to the minority population. However, it is clear that they will be confronted with hiring an increasingly diverse workforce.⁹⁴

A. Retail Trade

Queens has a vibrant retail trade. In 2002, there was approximately \$11.2 billion in retail sales—which breaks down to \$5,008 per capita.⁹⁵ A clear example of the vibrant retail trade is the fact that the Queens Center Mall, located in Rego Park, “generates annual sales of \$920 per square foot,” which, per capita, is the highest revenue per square foot of any mall in the nation.⁹⁶ However, with per capita spending of \$5,008, Queens appears to have unmet retail needs. Although this per capita spending is higher than Brooklyn or The Bronx, it is far below the per capita retail sales of Manhattan, Staten Island, Nassau, and Suffolk Counties.⁹⁷ Some of this unmet consumer need is being met by big box stores, like Target in College Point, that have recently located to Queens.⁹⁸

One-hundred eighteen, or 18.8%, of the 626 largest businesses in Queens are involved in the wholesale/retail industry. This industry segment generates \$3.18 billion in sales, or approximately 8.7%, of all sales derived from the 626 largest businesses in Queens. Of the 105 largest minority-owned businesses, approximately 18, or 17.1%, are involved in the wholesale/retail industry.⁹⁹ Collectively they earned aggregate revenues of \$336 million.

In 2004, food services and drinking places were the second largest category of businesses operating in Queens.¹⁰⁰ In 2003,

⁹⁴ See Appendix E: SUM OF SALES OF Q-105 BUSINESSES BY INDUSTRY.

⁹⁵ Queens QuickFacts, *supra* note 16.

⁹⁶ Queens County Overall Econ. Dev. Corp., *supra* note 50, at 17.

⁹⁷ See generally U.S. Census Bureau, New York QuickFacts, <http://quickfacts.census.gov/qfd/states/36000.html> (last visited July 27, 2006).

⁹⁸ See Nic Kovac, *Third Brooklyn Target on the Way*, QUEENS LEDGER, Mar. 16, 2006.

⁹⁹ See Appendix E: SUM OF SALES OF Q-105 BUSINESSES BY INDUSTRY.

¹⁰⁰ See Donato A. Bendinelli, *Queens Economy Growing: Category Changes*

there were 2,723 firms in the food services and drinking places industry category.¹⁰¹ They employed 26,563 employees whose aggregate wages were \$421.8 million.¹⁰² Thus, the average wage of these employees was only \$15,879.¹⁰³ Therefore, although this industry segment has a very large number of businesses, its companies employ fewer workers and pay lower salaries than businesses in other industries.¹⁰⁴ Some believe that the growth of this industry segment may be derived from the increase in ethnic restaurants in Queens.¹⁰⁵ Local bodegas, roti shops, and take-out Chinese food restaurants are now prevalent throughout Queens. It may even be possible that the growth in eating and drinking establishments evens out the disparity in retail trade when comparing Queens to neighboring counties.¹⁰⁶

Of the Q-626, approximately sixty-five businesses, or 10.4%, were in the food/beverage industry. They had aggregate sales of \$3.6 billion, or approximately 9.8%, of the aggregate revenues of the 626 largest businesses in Queens. Of the 105 largest minority-owned businesses, approximately 19% are involved in the food and beverage industry.¹⁰⁷ Collectively, they earned aggregate revenues of \$309 million.

Given the diversity of Queens's neighborhoods, visitors get an opportunity to sample goods, products, and services offered by its businesses.¹⁰⁸ For example, *New York Newsday* reported that shoppers frequent the Jamaica Avenue businesses for their

Reveal New Top Five Boro Industries, TIMES LEDGER (N.Y.), Jan. 20, 2005, at S2.

¹⁰¹ New York State Department of Labor, Quarterly Census of Employment and Wages, Queens County, Accommodation and Food Services Sector, Food Service and Drinking Places Industry, <http://www.labor.state.ny.us/workforceindustrydata/apps.asp?reg=nyc&app=ins> (last visited July 27, 2006) (providing annual figures by county, sector and industry).

¹⁰² *Id.*

¹⁰³ *Id.*

¹⁰⁴ Bendinelli, *supra* note 100.

¹⁰⁵ See S. Mitra Kalita, *A Taste of Home Turns a Profit*, NEWSDAY (N.Y.), Aug. 21, 2001, at A43 ("In the region, where manufacturing has experienced steep declines and job losses, experts say immigrant entrepreneurs remain largely responsible for the steady growth in food manufacturing in the city.").

¹⁰⁶ *See id.*

¹⁰⁷ See Appendix E: SUM OF SALES OF Q-105 BUSINESSES BY INDUSTRY.

¹⁰⁸ Many visitors come to Queens to visit its two sports stadiums, Arthur Ashe Tennis Stadium and Shea Stadium, both located in Flushing Meadows Corona Park. This park also contains several museums, film studios, a botanical garden, and a zoo.

Black/African American-centric merchandise.¹⁰⁹ Busloads of passengers travel to Jamaica Avenue from other northeast cities like Boston and Detroit.¹¹⁰ Queens's organizations are trying to lure more visitors to the borough, especially those that usually confine their stays to Manhattan.¹¹¹ In addition, the Queens community is trying to find ways to lure business travelers who stay at the LaGuardia area hotels to sample the ethnic cuisines in nearby downtown Flushing and Jackson Heights.¹¹² In fact, the hotels located at LaGuardia have begun running special shuttles to nearby neighborhoods.¹¹³ However, some Flushing business owners still feel that there is a missed opportunity due to the failure to market ethnic cuisine to 2.7 million sports fans who visit the borough for Mets games and the U.S. Open.¹¹⁴

B. Real Estate

Queens leads the New York City housing boom with the most permits issued for development purposes. Permits were issued for over 6,853 units in Queens in 2004.¹¹⁵ There also has been robust demand for quality office space in Queens, leading to a reduction in vacancy rates for commercial property.¹¹⁶ Moreover, a higher percentage of Queens residences are owner occupied than the rest of New York City. In 2000, 41% of all housing units in Queens were owner occupied as compared to 24.2% of the rest of New York City.¹¹⁷ In addition, during 2003, the value of real estate in Queens rose by 11.3% to \$127 billion as

¹⁰⁹ Jeffrey Novich, *They'll Go the Distance To Spend Their Dollars: Out-of-State Shoppers Discover Jamaica Is the Land of the Spree*, NEWSDAY (N.Y.), Dec. 16, 2003, at A55.

¹¹⁰ *Id.*

¹¹¹ Marc Ferris, *Attracting Tourists to Queens: "People Want To See the Real New York and That's What We Have Here,"* NEWSDAY (N.Y.), Dec. 7, 2003, at G6.

¹¹² Christine Armario, *Flushing Trolley; Area Roots for More Visitors*, NEWSDAY (N.Y.), Apr. 27, 2004, at A18.

¹¹³ *See, e.g.,* Ferris, *supra* note 111 (noting the Bay Western City View Inn runs a 24-hour van service to shuttle guests between the hotel, LaGuardia Airport, and nearby points of interest).

¹¹⁴ Lydia Polgreen, *Ethnic Food, Anyone? After Tennis, Flushing Calls*, N.Y. TIMES, Sept. 2, 2004, at B3.

¹¹⁵ Jennifer Steinhauer, *Where Once Crack Ruled, Construction Now Booms*, N.Y. TIMES, Jan. 29, 2005, at B1 (noting that Brooklyn was second in numbers with 6,825 permits issued).

¹¹⁶ John Reinertsen, *The Next Big Thing Coming to Queens County*, REAL EST. WKLY., Mar. 2, 2005, at 26.

¹¹⁷ Queens County Overall Econ. Dev. Corp., *supra* note 50, at 32.

compared to an 8% increase in value in the rest of New York City.¹¹⁸

Asian Americans are becoming more involved in real estate development and acquisition.¹¹⁹ They are leasing and buying space for their own business needs. Commercial brokers report that Asian Americans now constitute 33% or more of their revenues in Queens.¹²⁰ Five years ago, they were not a factor.¹²¹ Moreover, the acquisitions have gone beyond the confines of traditional Asian neighborhoods such as Flushing to other neighborhoods.¹²² For example, Asian American businessman Thomas Chen recently built a 160,000-square-foot plant in College Point for the Q-626 15th largest minority-owned business, Crystal Window & Door Systems.¹²³

As a consequence of the growth in diversity of businesses, real estate offices in Queens have hired brokers and agents who are of racially and ethnically diverse backgrounds.¹²⁴ While a couple of decades ago real estate offices were more homogenous, today, about one out of every four incoming agents are members of racial or ethnic minorities.¹²⁵ As stated succinctly by Neil Dolgin, executive vice president of Kalmon Dolgin Affiliates, Inc., a real estate company, "we saw a definite need" to hire two brokers who speak several Chinese and Korean dialects.¹²⁶

C. Air Travel-Related Businesses

Queens has two major airports, John F. Kennedy International Airport and LaGuardia Airport, plus ready access to Newark Liberty International Airport and Long Island MacArthur Airport located in Islip, New York. Air transportation accounts for 8% of the employment in Queens and

¹¹⁸ *Id.* (noting that growth in Queens real estate during fiscal year 2003 was double that of growth in Manhattan).

¹¹⁹ Steve Garmhausen, *Asian American Owners Shopping for More Space: Seen as Rising Force in the Brooklyn, Queens Markets for Industrial Sites*, CRAIN'S N.Y. BUS., Oct. 11, 2004, at 10.

¹²⁰ *Id.*

¹²¹ *Id.*

¹²² *Id.* (noting the expansion of Asian American business owners to the Queens's neighborhoods of Corona, Elmhurst, College Point, and Woodside).

¹²³ *Id.*

¹²⁴ Joe Catalano, *Suddenly Diverse*, NEWSDAY (N.Y.), Apr. 12, 2002, at C6.

¹²⁵ *Id.* (citing the Long Island Board of Realtors).

¹²⁶ Garmhausen, *supra* note 119.

12% of all wages.¹²⁷ Given this embedded infrastructure, it is no surprise that a number of businesses are related to air travel. They include the obvious, such as major airline carriers JetBlue, American Airlines, and Northwest Airlines, but also a number of related businesses that provide ancillary services such as freight forwarding.

Air transportation jobs declined 16% in 2001.¹²⁸ Given the decline in air travel after September 11th, many of the prominent air carriers have suffered major losses.¹²⁹ Passengers and air cargo passing through Kennedy and LaGuardia Airports have dramatically declined; Newark Liberty International Airport now handles more passenger traffic than either Kennedy or LaGuardia.¹³⁰ In 1990, 70,792 tons of air cargo passed through LaGuardia Airport.¹³¹ By 2001, the cargo passing through LaGuardia dropped to 14,795 tons.¹³² Kennedy Airport presently carries over one million tons of cargo.¹³³ In 2003, the air tonnage at Kennedy grew by 2.7% as compared to tonnage growth of 7.2% nationwide.¹³⁴

The declining amount of air cargo received by Queens's airports may be due to their inaccessibility. Once the cargo arrives at the airports, traffic congestion on New York City's highways makes transport of the cargo into and out of New York City difficult.¹³⁵ In turn, Newark Liberty International Airport has become a more desirable destination for cargo shipments to the Northeast.¹³⁶ New York City has attempted to alleviate the congestion by allowing some light trucks to now operate on the Grand Central Parkway.¹³⁷ Additionally, the completion of the

¹²⁷ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 26.

¹²⁸ *Id.*

¹²⁹ *Id.*

¹³⁰ *Id.* at 27–28.

¹³¹ *Id.* at 27.

¹³² *Id.*

¹³³ *Id.*

¹³⁴ Lydia Polgreen, *When It Positively Has To Be There Fast, J.F.K. Loses Ground*, N.Y. TIMES, July 10, 2004, at B1.

¹³⁵ *See id.*

¹³⁶ *See id.* (explaining, as an example, how because of the traffic delays, much of the overnight express mail cargo has moved to Newark Liberty International Airport).

¹³⁷ Winnie Hu, *Metro Briefing New York: Queens: Traffic-Reduction Plan Set*, N.Y. TIMES, Oct. 2, 2003, at B6.

AirTrain is expected to alleviate the highway congestion¹³⁸ to Kennedy Airport.¹³⁹ To further alleviate congestion, the White House has allowed New York City to use \$2 billion in September 11th aid toward the \$6 billion necessary to build a rail link connecting the World Trade Center site to the Long Island Railroad and Kennedy Airport.¹⁴⁰ The project is expected to be completed in 2013.¹⁴¹

JetBlue Airways Corp. has been the one bright spot for air travel in Queens. A discount carrier that earned \$1.27 billion in revenues in 2004,¹⁴² it is Kennedy Airport's busiest carrier,¹⁴³

¹³⁸ See Joshua Robin, *AirTrain on Track for Year-End Start*, NEWSDAY (N.Y.), Sept. 4, 2003, at A16 (highlighting that there is no more room for cars on the Van Wyck Expressway and implying that the AirTrain will help combat traffic congestion). There have been some initial problems with some of AirTrain's service. See Joshua Robin, *Riding on Nerves*, NEWSDAY (N.Y.), Jan. 25, 2004, at A6 (noting that there have been some equipment malfunctions and lower than expected ridership). Several major highways, in whole or in part, traverse the borough of Queens, including the Grand Central Parkway, Van Wyck Expressway, Cross Island Parkway, Long Island Expressway, Brooklyn-Queens Expressway, and Belt Parkway. Queens, which is located on the island of Long Island, is connected to the rest of New York City and State through several bridges and tunnels. It is connected to Manhattan by the Midtown Tunnel, Queensborough Bridge, and Triborough Bridge. By going through Brooklyn, travelers can reach Manhattan through the Manhattan Bridge, Brooklyn Bridge, Williamsburg Bridge, and the Brooklyn Battery Tunnel. Queens is connected to The Bronx by the Triborough Bridge, Whitestone Bridge and Throgs Neck Bridge.

¹³⁹ Queens also has several New York City subway lines that traverse the borough, and there is access to the Long Island Railroad at some select stations.

¹⁴⁰ Raymond Hernandez, *Bush Approves Using 9/11 Aid for J.F.K Link*, N.Y. TIMES, July 30, 2004, at A1. A passenger heading to Manhattan from Kennedy Airport would take the AirTrain to Jamaica to pick up the Long Island Railroad. *Id.* An elevated connector would be built in Jamaica to take AirTrain passengers to the Long Island Railroad tracks heading for Brooklyn. *Id.* In Brooklyn, a new underground station and three-mile tunnel would be built connecting the Long Island Railroad to lower Manhattan. *Id.* The new connection would also accommodate 100,000 Long Island commuters a day. *Id.*

¹⁴¹ *Id.* In addition, \$65,167,979 in funding will be provided to the Metropolitan Transportation Authority for the Long Island Railroad East Side Access Project. This Project will bring Long Island Railroad riders with a direct connection to the Grand Central Terminal in Manhattan, and as a consequence, will allow individuals to go directly from Kennedy Airport to Grand Central Station. Press Release, Office of N.Y. Senator Charles Schumer, *Schumer, Clinton Announce Over \$65 Million for New York Long Island Railroad Eastside Project* (Apr. 29, 2005) (on file with author).

¹⁴² Steven Lott, *JetBlue Posts Modest Profit, Thanks to Low Costs*, AVIATION DAILY, Jan. 28, 2005, at 18.

¹⁴³ Reinertsen, *supra* note 116; see also Press Release, The Port Authority of N.Y. & N.J., *Construction Begins on Spectacular New Passenger Terminal at John F. Kennedy International Airport* (Dec. 7, 2005), available at <http://www.panynj.gov/>

serving thirty four U.S. cities and the Dominican Republic.¹⁴⁴ JetBlue carries more than ten million passengers annually¹⁴⁵ from its base of operations at Kennedy Airport.¹⁴⁶ JetBlue has also reached an agreement with the Port Authority of New York and New Jersey to share the cost of building an \$850 million terminal at Kennedy Airport,¹⁴⁷ and to operate it pursuant to a 30-year lease.¹⁴⁸ It also launched service from LaGuardia Airport.¹⁴⁹

There are fifty two air travel-related businesses, constituting 8.3% of the 626 largest businesses, operating in Queens. These businesses have aggregate revenues of \$3.7 billion, constituting approximately 10% of aggregate revenues of all 626 largest businesses, operating in Queens.

Eighteen, or 17.1%, of the 105 largest minority-owned businesses are related to air travel. The vast majority of these air travel-related businesses are Asian owned. In fact, seventeen, or 19.8%, of the Asian-owned businesses are in the air travel sector. This large percentage is probably due to recent immigrant travel and shipment of American goods and products to relatives living abroad. The minority-owned businesses operating in this business sector have aggregate revenues of \$315.8 million, constituting approximately 15.8% of the aggregate revenues of those minority-owned businesses.

D. Manufacturing

Twenty percent of New York City's manufacturing jobs are located in Queens, constituting approximately 9% of the borough's job base.¹⁵⁰ These businesses are located primarily in Astoria, Maspeth, Long Island City, Jamaica, and College Point.¹⁵¹ From 1980 to 2001, Queens suffered a 47% drop in the

pr/pressrelease.php?id=777.

¹⁴⁴ Press Release, JetBlue Airways Corp., *JetBlue Gives Four Maine Reasons To Fly to Portland* (Feb. 23, 2006), available at <http://www.jetblue.com/learnmore/pressprint.asp?newsID=400>.

¹⁴⁵ Press Release, The Port Authority of N.Y. & N.J., *supra* note 143.

¹⁴⁶ *Id.*

¹⁴⁷ Thomas J. Lueck, *Jetblue To Build New Terminal at Kennedy*, N.Y. TIMES, Aug. 5, 2004, at B1.

¹⁴⁸ Press Release, The Port Authority of N.Y. & N.J., *supra* note 143.

¹⁴⁹ Reinertsen, *supra* note 116.

¹⁵⁰ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 18.

¹⁵¹ *Id.*

number of manufacturing jobs, but it was less severe than the 56% drop suffered by New York City.¹⁵² The remaining 1,600 manufacturing jobs located in Queens are mostly small firms employing fewer than twenty people.¹⁵³ Apparel manufacturers comprised approximately 20% of all manufacturing jobs in Queens.¹⁵⁴

Of the Q-626, ninety-eight, or 15.7%, of these businesses are in the manufacturing sector. These businesses have aggregate sales of \$3.8 billion, comprising 10.4% of the aggregate revenues of the 626 largest businesses in Queens. Of the 105 largest minority-owned businesses, only five or 4.8% of the minority-owned businesses are in the manufacturing sector. Together, these four businesses earned \$128 million, constituting approximately 6.5% of their aggregate revenues of the 105 largest minority-owned businesses. There is a fairly large disparity between minority-owned and other businesses operating in this market sector.

Manufacturing is an important industry segment to a largely immigrant population because it offers easy employment to recent immigrants who may not have particularly high levels of education or English-language proficiency. One-third of New York City residents who failed to complete high school work in the industrial sector, and 18.5% of them speak limited English.¹⁵⁵ Increases in real estate prices pose a significant threat to the manufacturing sector in Queens¹⁵⁶ because these increases make property owners reluctant to renew long-term commercial leases.¹⁵⁷ This reluctance is particularly evident in areas such as Long Island City, where speculation on residential conversions has dramatically driven real estate prices up.¹⁵⁸

E. Construction Contractors

Construction jobs constitute approximately 9.1% of jobs in Queens.¹⁵⁹ This percentage is four times larger than construction

¹⁵² *Id.* at 19.

¹⁵³ *Id.*

¹⁵⁴ *Id.* at 21.

¹⁵⁵ Charles V. Zehren, *Bolstering the City's Industrial Sector*, *NEWSDAY* (N.Y.), Jan. 30, 2005, at A58.

¹⁵⁶ *Id.*

¹⁵⁷ *Id.*

¹⁵⁸ *Id.*

¹⁵⁹ Queens County Overall Econ. Dev. Corp., *supra* note 17, at 16.

jobs existing in the rest of New York City.¹⁶⁰ These jobs are very lucrative, paying \$1,033 average weekly wages as compared to the \$711 borough-wide average.¹⁶¹ These jobs also grew in the local economy even though there were contractions in other segments of the economy. In 2004, specialty contractors¹⁶² were the largest industry segment in Queens,¹⁶³ with over 2,500 specialty contractors employing 29,190 employees.¹⁶⁴ These employees had aggregate earnings of \$1.7 billion,¹⁶⁵ constituting an average wage of \$58,826.

Construction contractors comprised 115, or 18.4%, of the businesses among the 626 largest businesses operating in Queens. Skanska (U.S.A.), Inc. is the dominant firm in Queens, with revenues of \$5.8 billion per year. The other businesses are smaller in size. They earn combined revenues of \$8.8 billion, comprising approximately 24% of the aggregate revenues of the Q-626. Of the 105 largest minority-owned businesses, eleven, or 10.5%, are in the construction industry. Eight of the twelve, or 66.6%, are Asian-owned businesses. These minority-owned construction contractors have aggregate sales of \$208 million, comprising approximately 10.2% of the combined revenues for the 105 largest minority-owned businesses in Queens.

Unlike the manufacturing jobs, construction jobs usually require training and sometimes require a license, as in the case of plumbing and electrical work. However, some of these jobs do not require a license, like painting and pouring concrete. Also, although these jobs are highly skilled, they do not require a high school degree. Further study needs to be done to determine whether these jobs are being made available to the new immigrant population in Queens.

F. Health Care-Related Businesses

In 2004, ambulatory healthcare, social assistance, and hospitals operating in Queens were the third, fourth, and fifth

¹⁶⁰ *Id.*

¹⁶¹ *Id.*

¹⁶² Specialty contractors are defined as "establishments whose primary activity is performing specific activities (e.g., pouring concrete, site preparation, plumbing, painting, and electrical work) involved in building construction . . ." Bendinelli, *supra* note 100.

¹⁶³ *Id.*

¹⁶⁴ *Id.*

¹⁶⁵ *Id.*

largest industries in Queens based on the number of employees and wages.¹⁶⁶ Together, 3,548 firms in these industry segments employed 74,512 employees with aggregate wages of over \$2 billion in 2003.¹⁶⁷ The average wage for this industry segment is \$36,366 per year.¹⁶⁸

Of the 626 largest businesses operating in Queens, there are only 27, or 4.3%, in the health care-related sector. The number of businesses in this sector may be smaller than their share of employees because the Q-626 examines data only from profit-making ventures. A number of entities in the health care field may be non-profits. These businesses have aggregate sales of \$4 billion, comprising approximately 11% of the aggregate revenues of the 626 largest businesses. The aggregate revenues of these businesses are more than double their numerical percentage of the Q-626 population because of the large size of several of the representative businesses. Kinray, Inc. is a pharmaceutical distributor, with sales in excess of \$3 billion per year. Personal Touch Home Care is a home health care provider with sales of \$164 million, and Rxusa International, a pharmaceutical wholesaler, has sales of \$137 million per year. The other businesses are much smaller. They are nursing homes, medical offices, pharmacies, and related medical supply companies.

Of the 105 largest minority-owned businesses, only two, or 1.9%, are minority-owned. Both are owned by Asian Americans. They are Ridgewood Dialysis Center, a specialized outpatient clinic with annual sales of \$10 million, and Triborough Healthcare Management, with sales of \$39 million per year.¹⁶⁹ Collectively, they have sales of \$49 million, comprising only 2.4%

¹⁶⁶ *Id.*

¹⁶⁷ New York State Department of Labor, Quarterly Census of Employment and Wages, Queens County, Health Care and Social Assistance Sector, Ambulatory Health Care, Hospitals, and Social Assistance Industries, <http://www.labor.state.ny.us/workforceindustrydata/apps.asp?reg=nyc&app=ins> (last visited July 27, 2006) (providing annual figures by county, sector and industry).

¹⁶⁸ *Id.*

¹⁶⁹ Triborough Healthcare Management was recently involved in litigation in the Second Circuit. See *State Farm Auto. Ins. v. Mallela*, 372 F.3d 500 (2d Cir. 2004) (certifying a question to the New York State Court of Appeals to resolve whether Triborough Healthcare Management, which was allegedly fraudulently incorporated, was entitled to be reimbursed by insurers for medical services rendered by medical personnel who were allegedly managed by non-medical corporate management).

of the aggregate sales of all of the 105 largest minority-owned businesses in Queens.

G. *Automobile-Related Businesses*

Of the Q-626, only 39, or 6.2%, are in the automobile-related sector. Although this market sector is small in terms of the number of businesses, it has two very large businesses: Standard Motors, Inc., with revenues of \$747 million per year, and Major Automotive Companies, Inc., with sales of \$380 million per year. These automobile-related businesses have aggregate sales of \$2.22 billion, comprising approximately 6% of the 626 largest businesses in Queens. Of the 105 largest minority-owned businesses in Queens, only 2, or 1.9%, of these businesses are involved in the automobile-related sector. They are both Asian-owned businesses: Planet Automall with sales of \$20 million and Union Auto Center with sales of \$6.3 million. These two minority-owned businesses have aggregate sales of \$26.3 million, comprising approximately 1.3% of total aggregate sales. Given the commitment of automobile manufacturers to increase the diversity of their dealers, it was surprising to see so few minority-owned car dealerships operating in Queens.¹⁷⁰ This under-representation needs to be studied further.

H. *High Tech Businesses*

Of the 626 largest businesses in Queens, twenty-two, or 3.5%, are in the high tech sector. They have aggregate sales of \$905 million, comprising 2.5% of the aggregate sales of the 626 largest businesses in Queens. Several are cable and telecommunications providers. They range from the traditional incumbent telephone operating company, Verizon Communications, Inc., to the incumbent cable provider, Time Warner Inc. They also include newer businesses that provide ancillary telecommunications services like Telecard Global, Inc., which provides telecom switching services and Voice Over Internet Protocol. Some of these businesses market cellular telephones like Personal Communications Center. With sales of \$209

¹⁷⁰ See, e.g., Mac Gordon, *Harder Than It Looks—Minority-Owned Dealerships*, LOOKSMART, Sept. 1, 2003, http://www.findarticles.com/p/articles/mi_m0fjn/is_9_37/ai_107456923/print. Queens political leadership may want to reach out to some of the car manufacturers to increase these opportunities.

million, the largest high tech business in Queens is Orion Telecommunications Corp., which provides professional services and manufactures pre-paid calling cards. With revenues of \$170 million, the second largest business in this sector is Verizon Communications, Inc. Most of the other businesses are small and have revenues below \$100 million.

Of the 105 largest minority-owned businesses in Queens, eight, or 7.6%, are in the high tech sector. Six of the eight, or 75% of the businesses, are Asian-owned; the other two are owned by individuals of Middle Eastern descent. These minority-owned high-tech businesses have aggregate revenues of \$242 million, or approximately 12% of the aggregate revenues of the 105 minority-owned businesses operating in Queens. This industry is an important and growing segment of the economy, and the Queens political and business establishment may want to encourage businesses in this segment of the economy to relocate to Queens.

I. Banks and the Financial Sector

In the databases examined, only seventeen banks or other financial institutions with revenues in excess of \$1 million per year could be found operating in Queens. Only fifteen had revenues large enough to make it to the Q-626. These fifteen banks and financial institutions comprise only 2.4% of the 626 largest businesses in Queens. This small financial sector requires additional research. This listing of banks needs to be supplemented by reviewing FDIC, Federal Reserve, and other regulatory agency filings.

Citigroup Headquarters is the largest financial institution in Queens, with revenues of \$424 million per year. It provides processing services for its bank cards and investment products. However, that business is primarily a back office for Citigroup. Nonetheless, Citigroup provides a real presence to Long Island City. It plans to move 700 employees from Midtown Manhattan to Long Island City, and build a 14-story office building near its already-existing 48-story tower located in Long Island City.¹⁷¹

Collectively, the banks and financial sector have aggregate revenues of \$950 million, comprising approximately 2.6% of the

¹⁷¹ Charles V. Bagli, *Citigroup Moving 1,000 Workers from Downtown to New Jersey*, N.Y. TIMES, Jul. 13, 2004, at B1.

aggregate revenues of the 626 largest businesses operating in Queens. The large banks and financial institutions are mostly locally grown banks like Ridgewood Savings Bank, Flushing Financial Corp., and Maspeth Federal Savings and Loan Association.

Harry C. Alford, President of the Black National Chamber of Commerce, said that "[a]ccess to capital is No. 1 on the list" of difficulties confronting minority-owned businesses.¹⁷² Discrimination in the access to capital has also been much studied because it often serves as a major barrier to the development and success of minority-owned businesses.¹⁷³ In fact, the Department of Justice found that "[o]ver and over again, studies show that minority applicants for business loans are more likely to be rejected and, when accepted, receive smaller loan amounts than nonminority [sic] applicants with *identical* collateral and borrowing credentials."¹⁷⁴ Banking discrimination expert Professor Timothy Bates, in his path-breaking book, *Banking on Black Enterprise*, has declared that "banks treat black and white loan recipients differently, even when their qualifications do not differ."¹⁷⁵

The Asian American business community in Queens has also faced discrimination in procuring loans from banks. For example, Jentai Tsai, Chairman of Asia Bank, once sought a \$13,000 loan from a local bank for his previous business, Main Street Foods, but was turned down.¹⁷⁶ Mr. Tsai said, "I had been using this bank for all my cash deposits [and] they knew my business was good[,] but they still turned me down."¹⁷⁷ Instead,

¹⁷² Carrie Mason-Draffen, *Lack of Access to Capital Hurts Black Businesses*, *NEWSDAY* (N.Y.), Jan. 21, 2005, at A59.

¹⁷³ There also has been much research and evidence of discrimination in the mortgage lending context. See, e.g., Helen Ladd, *Evidence on Discrimination in Mortgage Lending*, 12 *J. OF ECON. PERSPECTIVES* 41, 42–43 (1998). There have also been several economic studies into discrimination against members of minority groups by lending institutions. See, e.g., Kenneth J. Arrow, *What Has Economics To Say About Racial Discrimination?*, 12 *J. OF ECON. PERSPECTIVES* 91, 92–93 (1998); Timothy Bates, *Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-ups*, 19 *J. URB. AFF.* 487, 487–88 (1997).

¹⁷⁴ Proposed Reforms to Affirmative Action in Federal Procurement, 61 *Fed. Reg.* 26042, 26057–58 (May 23, 1996) (compiling studies evidencing a disparity in lending rates between minority and non-minority business owners).

¹⁷⁵ TIMOTHY BATES, *BANKING ON BLACK ENTERPRISE* 50 (1993).

¹⁷⁶ Gene Mustain, *These Are Fruitful Times in Flushing*, *DAILY NEWS* (N.Y.), Oct. 28, 1997, at 28.

¹⁷⁷ *Id.*

he received a loan from friends to expand his business. To avoid such discrimination in the future, Mr. Tsai decided to form a bank, Asia Bank, which now has \$225 million in assets and makes loans to many businesses located in Flushing.¹⁷⁸ There are now several Asian-owned banks in Flushing, with over \$3 billion in bank assets.¹⁷⁹

Interestingly, eight, or 7.8%, of the 105 largest minority-owned businesses are in the banking or financial sector. They have aggregate revenues of \$126 million, which comprises approximately 6.3% of the total revenues of the 105 largest minority-owned businesses. These businesses provide services to the Asian, Hispanic, and Black/African American communities. The Asian community in Flushing has several banks serving its financial needs: Asia Bank, Grand Pacific Holdings, and Amerasia Bank. Of the four Black/African American-owned businesses, half are in the financial services sector: Regency Financial is a mortgage broker, and Uneeda Funding Brokerage is a loan broker. Similarly, among the nine largest Hispanic-owned businesses, two are also in the financial services sector: Delgado Travel Agency Corp., which performs money transmission services, and CPS Group, which has a credit card service. These minority-owned financial institutions seem to be closing the gap that may exist in gaining access to credit in Queens.

To deal with the lack of access to capital for Black and Latino/a-owned businesses, Mayor Bloomberg and Queens Borough President Helen Marshall announced that Carver Bancorp was opening a branch in the South Jamaica section of Queens.¹⁸⁰ The City plans to give it \$10 million in deposits because South Jamaica has received special designation as a banking development district.¹⁸¹ These districts are created to encourage banks to open in underserved communities.¹⁸² The program is set up so that only one bank in each district may receive funds from the City.¹⁸³ Prior to Carver's entry into the

¹⁷⁸ *See id.*

¹⁷⁹ *Id.*

¹⁸⁰ *See* Tania Padgett, *Banking for Minorities; Infusion of Money*, *NEWSDAY* (N.Y.), Apr. 13, 2004, at A25.

¹⁸¹ *Id.*

¹⁸² *Id.*

¹⁸³ *Id.*

market, the designated Jamaica area had only two bank branches for 80,000 people.¹⁸⁴ In addition, at least two nonprofit organizations make funds available for Queens businesses: Greater Jamaica Development Corp.,¹⁸⁵ and the Jamaica Business Resource Council.¹⁸⁶

A much fuller study of banking practices in Queens needs to be done, concentrating on determining the amount of funds the Queens-centered banks invest in the Queens market and in which neighborhoods the banks are located.

VI. METHODOLOGY

The Q-626 Report used the following methodology to derive a listing of the 626 largest businesses and 105 largest minority-owned businesses in Queens. Through a \$5,000 research grant from St. John's University, I was able to hire six research assistants to help me pursue this study. During the fall of 2003 and the summer and fall of 2004, my research assistants compiled, based on annual revenues, a database of the largest businesses in Queens. This list was generated by compiling data from the following data sources: Dun & Bradstreet's Million Dollar Database, Hoovers, *New York Newsday*, *Crain's*, *Queens Tribune Business Book*, and DED databases of certified minority contractors.

After my research assistants compiled a raw list, I eliminated nonprofit entities such as hospitals, universities, labor unions, and government entities. By using a variety of other databases, such as Yellowbook.com, we eliminated businesses that no longer had any facilities in Queens. We also combined the revenues of several branches of businesses operating at multiple locations in Queens. Letters were sent to all the businesses on our preliminary list, informing senior officials that one of my research assistants would be calling them to determine whether they considered themselves minority-owned, and whether they were privately held. After the preliminary surveys, I followed up with a certified letter, including a stamped, self-addressed post card, asking the

¹⁸⁴ *Id.*

¹⁸⁵ See Greater Jamaica Development Corp., Revolving Loan Fund, <http://gjdc.org/biz/web/loan.htm> (last visited July 27, 2006).

¹⁸⁶ See Jamaica Business Resource Center, Our Services, http://jbrdc.org/Our_Services/our_services.html (last visited July 27, 2006).

student-identified businesses to confirm their minority status. Approximately forty businesses failed to respond to our inquiries and were sent a certified letter informing them that my research assistants made several attempts to contact them, and that if they failed to respond by a certain date, they would be treated as non-minority-owned.

VII. CONCLUSION

Queens is the most racially and ethnically diverse county in the United States. Almost half of its residents are foreign-born. Its citizens are very well educated and have levels of employment that outpace most of the rest of New York City.

The Q-626 is the revenue-based ranking of the 626 largest for-profit businesses operating in Queens. Collectively, they have aggregate revenues of \$43.5 billion, which constitutes 72.5% of all business revenue generated in Queens. These 626 businesses employ 75,786 employees in offering a diverse range of services and products. Most are privately held and, in fact, only forty-five of the largest businesses are publicly traded.

The data suggest that there are two business communities in Queens. There are thirty-seven very large businesses that earn revenues of over \$100 million per year. Of these businesses, four earn revenues in excess of \$1 billion per year. Of the ten largest businesses, at least five started as, and have remained, family-owned and operated. Of these 626 largest businesses, 591 are small to medium-sized with sales under \$100 million.

Queens has the most minority-owned businesses in the State of New York. Approximately 46% of the businesses operating in Queens are minority-owned. These businesses collectively earn \$7 billion per annum. Of the 626 largest businesses, eighty-five, or approximately 13.6%, are minority-owned.

The Q-626 Report also examines the 105 largest minority-owned businesses operating in Queens. Collectively, they have annual revenues of approximately \$2 billion, which is only 28.6% of the total revenues of minority-owned businesses operating in Queens. This small percentage suggests that the vast majority of minority-owned businesses in Queens are small, with annual sales of less than \$6 million per year.

Some aspects of the minority-owned business data show disparities that are cause for concern. Although 46.5% of all businesses in Queens are minority-owned, they constitute only

13.6% of the 626 largest businesses. Moreover, as a proportion of aggregate revenue, the minority-owned businesses comprise less than 4.9% of the total businesses studied.

There is also a lack of diversity among the largest minority-owned businesses operating in Queens. Despite having some of the highest percentages of minority-owned businesses in the country, very few of the largest businesses are owned by Latinos/as or Blacks/African Americans. Of the 105 largest minority-owned businesses located in Queens, only nine could be identified as Latino/a-owned, with collective annual aggregate sales of \$200.5 million. Queens has very few large Black/African American-owned businesses—only four with annual revenues exceeding \$6 million could be identified.

This lack of diversity among the 105 largest minority-owned businesses deserves further study. It could result from a lack of access to capital, which many small businesses face, from capital market discrimination, or from lack of access to business and professional networks. Given that these businesses are all privately held, they may be engaging in a purely “cash economy,” and may fail to accurately report their earnings. No determinations can be made as to the causes of this underrepresentation without further study.

VIII. FUTURE RESEARCH IS NEEDED

This research is purely preliminary. It highlights the lack of representation among the largest businesses operating in Queens. There are important issues that need to be addressed, especially as Queens becomes more racially and ethnically diverse. It is crucial that the following three important issues be further explored:

1. The data suggest that some of the majority-owned largest businesses have been flexible and have attempted to accommodate diversity by hiring more minority employees, especially those who are fluent in other languages.¹⁸⁷ For example, to accommodate demographic changes in Queens, Elmhurst Hospital Center, located in a neighborhood where Asian Americans and Latinos/as now comprise 66% of the

¹⁸⁷ See Tommy Fernandez, *Hispanic Boom Translates to More Bilingual Hiring; Firms Grasp Value of Communication; Qualified Candidates Can Be Hard To Find*, CRAIN'S N.Y. BUS., July 28, 2003, at 14.

population, has 120 volunteers who speak thirty languages and serve as translators for its patients.¹⁸⁸

How is the larger Queens business and political community responding to increased racial and ethnic diversity in Queens? More specifically, have the traditional arms of the Queens business and political establishments, such as the Chamber of Commerce, attempted to develop ties and strategies to harness and embrace the diversity of the people and businesses of Queens in order to advance the objectives of the overall community?

2. Why are there not more Latino/a and Black/African American-owned businesses among the largest minority-owned businesses in Queens? Research could consist of case studies ferreting out any legal and structural problems that inhibit Latino/a or Black/African American-owned businesses from succeeding. The research should use the most successful minority-owned businesses as case studies to determine what they did to become successful.

3. Are there any policies or programs that the business or government sector can implement to facilitate the development of small businesses and to encourage exchange between the largest businesses and the largest minority-owned businesses in Queens? For example, should there be any special efforts to develop a specialized workforce that meets the needs of the business community?¹⁸⁹ Are the largest and most successful businesses procuring goods, services and products from the small minority-owned businesses?

By examining each of these issues in further detail, we would be able to maximize minority-owned businesses' participation and success, which will redound to the benefit of the larger Queens community.

¹⁸⁸ Martin Mbugua, *Elmhurst ER Features a Multi-Lingual Staff*, DAILY NEWS (N.Y.), Apr. 27, 1998, at S1. If a patient speaks a language other than one of those thirty languages, the hospital uses AT&T Language Line Services, which offers translations in 140 languages. *Id.*

¹⁸⁹ See generally Robert W. Walsh, *New York's New Business: Redefining Workforce Development*, URB. LAND, Sept. 2004, at 24 (highlighting a new model which links workforce development with economic development).

APPENDIX A

THE Q-626 REPORT: A STUDY ANALYZING THE DIVERSITY OF THE 626 LARGEST BUSINESSES, AND THE 105 LARGEST MINORITY-OWNED BUSINESSES, IN QUEENS

REPORT SUMMARY

Population Diversity

Queens Population	2.2 million
Non-Hispanic Whites	33%
Hispanics	25%
Blacks/African Americans	20%
Asian Americans	18%
Foreign-Born	46.6%
Language Other Than English Spoken at Home	54%
Median Household Income	\$42,439
Four Year College Degree	24%
18 or Younger	23%
Residents in Workforce	58.4%
Unemployment Rate	5.9%

Business Diversity

Number of Businesses in Queens	159,668
Aggregate Business Sales in Queens	\$60 billion
Number of Minority-Owned Businesses	74,300
Minority Percentage of Total Businesses in Queens	46.6%
Black/African American-Owned Aggregate Business Revenue	\$677 million
Hispanic-Owned Aggregate Business Revenue	\$1.4 billion
Asian-Owned Aggregate Business Revenue	\$5 billion

Q-626 Business Diversity

Aggregate Business Revenues of the Largest 626 Businesses in Queens	\$36.68 billion
Number of Publicly Traded of Q-626	7.2%
Percent of Minority-Owned of Q-626	13.3%
Black/African American Percent of Q-626	0.64%
Hispanic Percent of Q-626	1.4%
Asian Percent of Q-626	10.7%
Percent of Minority-Owned of Aggregate Revenues of Q-626	4.9 %

105 Largest Minority-Owned Businesses in Queens Aggregate Minority Sales \$2 billion

Aggregate Black/African American Sales \$88.2 million

Percent Black/African American	3.8%
Percent Black/African American of Aggregate Sales of 105 Largest Minority-Owned Businesses	4.3%

Aggregate Hispanic Sales \$200.6 million

Percent Hispanic	8.6%
Percent Hispanic of Aggregate Sales of 105 Largest Minority-Owned Businesses	9.8%

Aggregate Asian American Sales \$1.5 billion

Percent Asian	81.9%
Percent Asian of Aggregate Sales of 105 Largest Minority-Owned Businesses	81%

Q-626 Ten Largest Businesses in Queens

Name of Business	Sales
1. Skanska (U.S.A.), Inc.	\$5.7 billion
2. LeFrak Organization	\$3.8 billion
3. Kinray, Inc.	\$3.3 billion
4. JetBlue Airways Corp.	\$1.3 billion
5. Charmer Industries Inc.	\$790 million
6. Standard Motor Products, Inc.	\$747 million
7. National Envelope Corp.	\$650 million
8. Flight Safety International	\$644.8 million
9. Jetro Cash and Carry Enterprises	\$430 million
10. Citicorp, Inc.	\$424.5 million

Q-626 Ten Largest Minority-Owned Businesses in Queens

Name of Business	Sales	Race/Ethnicity
1. Coby Electronics Corp.	\$82.7 million	Asian
2. Dial-A-Mattress Operating Co.	\$70 million	Hispanic
3. Delgado Travel Agency Corp.	\$58.6 million	Hispanic
4. Airgate International Corp.	\$53 million	Asian
5. Mon Chong Loong Trading Corp.	\$50 million	Asian
6. T.W. Wang, Inc.	\$45 million	Asian
7. Jwin Electronics Corp.	\$44.7 million	Asian
8. Clarke Fabricator, Inc.	\$44.2 million	Black/African American
9. STS Jewels, Inc.	\$43.6 million	Asian
10. Twin Towers Enterprises, Inc.	\$40 million	Asian

Q-626 Ten Largest Asian-Owned Businesses in Queens

Name of Business	Sales	Industry
1. Coby Electronics Corp.	\$82.7 million	Electronics
2. Airgate International Corp.	\$53 million	Freight Forwarder
3. Mon Chong Loong Trading Corp.	\$50 million	Wholesale Groceries
4. T.W. Wang, Inc.	\$45 million	Publisher
5. Jwin Electronics Corp.	\$44.7 million	Electronics
6. STS Jewels Inc.	\$43.6 million	Wholesale Jewelry
7. Twin Tower Enterprises, Inc.	\$40 million	Contractor
8. Victoria Cruises, Inc.	\$40 million	Travel Agency
9. House of Spices India, Inc.	\$39 million	Wholesale/Retail Spices
10. Triborough Healthcare Management	\$39 million	Medical Facility Mgt.

Q-626 Nine Largest Hispanic-Owned Businesses in Queens

Name of Business	Sales	Industry
1. Dial-A-Mattress Operating Co.	\$70 million	Retail Mattresses
2. Delgado Travel Agency Corp.	\$58.6 million	Travel Agency
3. Ampf, Inc.	\$18.6 million	Wholesale Molding
4. Emco Tech Construction Corp.	\$10.7 million	Construction
5. Associated Food Stores, Inc.	\$10 million	Supermarket
6. Espinoza Corp.	\$10 million	Wholesale Grocery
7. CPS Group, Inc.	\$9.8 million	Credit Card Service
8. Eldorado Coffee Distributors	\$6.9 million	Coffee Roasters
9. United Print Group, Inc.	\$6 million	Commercial Printing

Q-626 Four Largest Black/African American-Owned Businesses in Queens

Name of Business	Sales	Industry
1. Clarke Fabricator, Inc.	\$44.2 million	Manufacture Metal Parts
2. Regency Financial, Inc.	\$20 million	Mortgage Broker
3. Uneeda Funding Brokerage	\$13 million	Loan Broker
4. Bens Limousine, Inc.	\$11 million	Transportation Broker

APPENDIX B**THE Q-105 REPORT:
THE TOP 105 MINORITY-OWNED BUSINESSES IN QUEENS****REPORT SUMMARY**

Company Name	City	Sales	Public/ Private	Minority- Owned	Industry
1. Coby Electronics Corp.	Maspeth	\$82,667,000	Private	Asian	High Tech
2. Dial-A-Mattress Operating	Long Island City	\$70,000,000	Private	Hispanic	Wholesale/Retail
3. Delgado Travel Agency Corp.	Jackson Heights	\$58,600,000	Private	Hispanic	Air Travel
4. Airgate International Corp.	Jamaica	\$53,000,000	Private	Asian	Air Travel
5. Mon Chong Loong Trading Corp.	Maspeth	\$50,000,000	Private	Asian	Food/Beverage
6. T W Wang, Inc.	Whitestone	\$45,114,000	Private	Asian	Misc.
7. Jwin Electronics Corp.	Woodside	\$44,736,000	Private	Asian	High Tech
8. Clarke Fabricator, Inc.	Jamaica	\$44,227,000	Private	Black	Manufacture
9. STS Jewels, Inc.	Long Island City	\$43,626,000	Private	Asian	Wholesale/Retail
10. Twin Towers Enterprises, Inc.	Maspeth	\$40,000,000	Private	Asian	Contractor
11. Victoria Cruises, Inc.	Woodside	\$40,000,000	Private	Asian	Misc.
12. House of Spices India, Inc.	Flushing	\$39,000,000	Private	Asian	Food/Beverage
13. Triborough Healthcare Mgt.	Forest Hills	\$39,000,000	Private	Asian	Health
14. Crystal Window & Door Systems	Flushing	\$35,575,000	Private	Asian	Manufacture
15. Elite Limousine Plus, Inc.	Long Island City	\$34,073,000	Private	Asian	Cab Service
16. Shake-N-Go Fashions, Inc.	College Point	\$31,875,000	Private	Asian	Wholesale/Retail
17. Seoul Shik Poom, Inc.	Flushing	\$31,532,000	Private	Asian	Food/Beverage
18. Air City, Inc.	Jamaica	\$30,000,000	Private	Asian	Air Travel
19. United Air Conditioning Corp.	Long Island City	\$28,310,000	Private	Asian	Contractor
20. Digital Warehouse USA, Inc.*	Long Island City	\$27,000,000	Private	Iranian	High Tech
21. Great Wall Corp.	Long Island City	\$27,000,000	Private	Asian	Manufacture

Company Name	City	Sales	Public/ Private	Minority- Owned	Industry
22. Grand Pacific Holdings Corp.	Flushing	\$26,608,000	Private	Asian	Bank
23. Zumo Management, Inc.	Jamaica	\$25,000,000	Private	Asian	Misc.
24. Goffa International Corp.	Long Island City	\$24,941,000	Private	Asian	Wholesale/Retail
25. Apple Builders & Renovators	Flushing	\$23,429,000	Private	Asian	Contractor
26. Telco Group, Inc.	Flushing	\$22,900,000	Private	Egyptian	High Tech
27. Ambe Sports Card, Inc.	Flushing	\$22,550,000	Private	Asian	High Tech
28. Ana Link Ltd.	Jamaica	\$22,000,000	Private	Asian	Misc.
29. Admiral Construction Services	Maspeth	\$20,160,000	Private	Guyanese/ Ecuadorian	Contractor
30. Computer Add-Ons, Inc.	Flushing	\$20,151,000	Private	Asian	High Tech
31. Daiei Trading Co., Inc.	College Point	\$20,000,000	Private	Asian	Food/Beverage
32. Japan Airlines Management	Jamaica	\$20,000,000	Private	Asian	Air Travel
33. Mega Contracting, Inc.	Astoria	\$20,000,000	Private	Asian	Contractor
34. Planet Automall, Inc.	Long Island City	\$20,000,000	Private	Asian	Automobile
35. Regency Financial Svcs. & Inv.	Springfield Gardens	\$20,000,000	Private	Black	Bank
36. Ocs America, Inc.	Long Island City	\$19,000,000	Private	Asian	Wholesale/Retail
37. Wider Consolidated, Inc.	Jamaica	\$18,861,000	Private	Asian	Air Travel
38. Ampf, Inc.	Long Island City	\$18,600,000	Private	Hispanic	Wholesale/Retail
39. Flushing Travel Agency, Inc.	Flushing	\$17,700,000	Private	Asian	Air Travel
40. Arxpo International, Inc.	Long Island City	\$17,626,000	Private	Asian	Wholesale/Retail
41. Southeast Produce, Inc.	Maspeth	\$17,142,000	Private	Asian	Food/Beverage
42. Asia Bank NA	Flushing	\$16,815,000	Private	Asian	Bank
43. Radhaswami, Inc.	Maspeth	\$16,369,000	Private	Asian	Food/Beverage
44. An & Brothers, Inc.	Jamaica	\$15,505,000	Private	Asian	Food/Beverage
45. Keung Enterprises, Inc.	Flushing	\$15,000,000	Private	Asian	Food/Beverage
46. Unise Investment Corp.	Flushing	\$15,000,000	Private	Asian	Bank
47. US Trading	Flushing	\$15,000,000	Private	Asian	Bank

Company Name	City	Sales	Public/ Private	Minority- Owned	Industry
48. J. T. & T. Air Conditioning	Maspeth	\$14,672,000	Private	Egyptian	Contractor
49. Laxmi Trading Co., Inc.	Maspeth	\$14,549,000	Private	Asian	Wholesale/Retail
50. Grant Int'l Co., Inc.	Long Island City	\$14,344,000	Private	Asian	Wholesale/Retail
51. Stonewall Contracting Corp.	College Point	\$14,223,000	Private	Asian	Contractor
52. Air Tiger Express (u.s.a.)	Jamaica	\$13,400,000	Private	Asian	Air Travel
53. Uneeda Funding Brokerage	Jamaica	\$13,000,000	Private	Black	Bank
54. Korea Times New York, The, Inc.	Long Island City	\$12,314,000	Private	Asian	Misc.
55. Gleemonsky Enterprises USA	Flushing	\$12,274,000	Private	Asian	Wholesale/Retail
56. Taiyi Corp.	Woodside	\$12,200,000	Private	Asian	Manufacture
57. Ken Distributors, Inc.	Maspeth	\$12,000,000	Private	Asian	Wholesale/Retail
58. 37th Ave Market, Inc.	Corona	\$11,964,000	Private	Asian	Food/Beverage
59. Parker Wen, Inc.	Springfield Gardens	\$11,735,000	Private	Asian	Air Travel
60. Metropolitan Cable Communications	Woodside	\$11,554,000	Private	Asian	High Tech
61. Johnny Air Cargo, Inc.	Woodside	\$11,524,000	Private	Asian	Air Travel
62. Han Nam Chain Corp.	Flushing	\$11,196,000	Private	Asian	Food/Beverage
63. Clare Freight Intl USA	Jamaica	\$11,119,000	Private	Asian	Air Travel
64. Bens Limousine Service, Inc.	Long Island City	\$11,000,000	Private	Black	Cab Service
65. Stone Computer International	Woodside	\$10,771,000	Private	Asian	High Tech
66. Emco Tech Construction Corp.	Astoria	\$10,695,000	Private	Hispanic	Contractor
67. Kingtext Paper and Plastic	Maspeth	\$10,641,000	Private	Asian	Wholesale/Retail
68. Ridgewood Dialysis Center	Ridgewood	\$10,300,000	Private	Asian	Health
69. Associated Food Stores, Inc.	Astoria	\$10,000,000	Private	Hispanic	Food/Beverage
70. Bally Produce Corp.	Maspeth	\$10,000,000	Private	Asian	Food/Beverage
71. Big Apple Development, Inc.	Bayside	\$10,000,000	Private	Asian	Contractor
72. Columbia Logistics, Inc.	Jamaica	\$10,000,000	Private	Asian	Air Travel

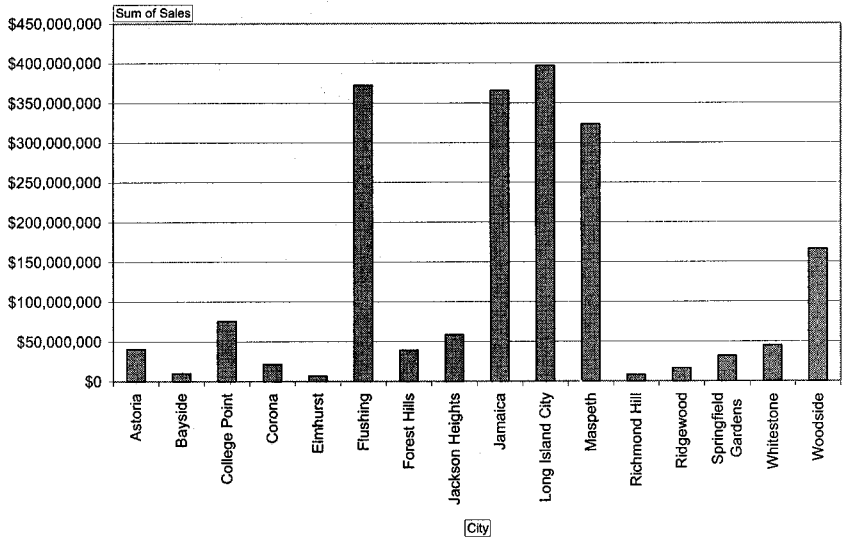
Company Name	City	Sales	Public/ Private	Minority- Owned	Industry
73. Csi Cargo System Air & Sea	Jamaica	\$10,000,000	Private	Asian	Air Travel
74. Espinoza Corp.	Jamaica	\$10,000,000	Private	Hispanic	Food/Beverage
75. GE Logistics, Inc.	Jamaica	\$10,000,000	Private	Asian	Air Travel
76. Photo Experts, Inc.	Woodside	\$10,000,000	Private	Asian	Misc.
77. Solex Express, Inc.	Jamaica	\$10,000,000	Private	Asian	Misc.
78. V P Record Distributors, Inc.	Jamaica	\$10,000,000	Private	Chinese/ Jamaican	Misc.
79. Maya Overseas Foods, Inc.	Maspeth	\$9,857,000	Private	Asian	Food/Beverage
80. Amerasia Bank, Inc.	Flushing	\$9,811,000	Private	Asian	Bank
81. CPS Group, Inc.	College Point	\$9,800,000	Private	Hispanic	Bank
82. Haisein Co., Inc.	Maspeth	\$9,609,000	Private	Asian	Food/Beverage
83. U S Industrial Products Corp.	Corona	\$9,600,000	Private	Arab	Manufacture
84. S L Discount Distributors Corp.	Woodside	\$9,547,000	Private	Asian	Wholesale/Retail
85. Shine Electronics Co., Inc.	Long Island City	\$9,526,000	Private	Asian	Wholesale/Retail
86. Kwon's Corp.	Flushing	\$9,100,000	Private	Asian	Food/Beverage
87. Siad, Mufeed	Woodside	\$9,100,000	Private	Asian	Food/Beverage
88. South East World Wide Ltd.	Jamaica	\$9,100,000	Private	Asian	Air Travel
89. Bayat Overseas Inc.	Maspeth	\$9,000,000	Private	Asian	Wholesale/Retail
90. Monpat Construction, Inc.	Flushing	\$8,329,000	Private	Asian	Contractor
91. Direct Speed Ltd.	Jamaica	\$8,000,000	Private	Asian	Air Travel
92. Tiger Freight International	Jamaica	\$8,000,000	Private	Asian	Air Travel
93. Markie Contractors, Inc.	Richmond Hill	\$7,800,000	Private	Asian	Contractor
94. F S Cargo, Inc.	Jamaica	\$7,717,000	Private	Asian	Air Travel
95. Citi Car Transportation Corp.	Long Island City	\$7,500,000	Private	Asian	Cab Service
96. Airgol International USA, Inc.	Jamaica	\$7,000,000	Private	Asian	Air Travel
97. Kam Lun Food Products, Inc.	Elmhurst	\$7,000,000	Private	Asian	Food/Beverage
98. Malcom Distributors, Inc.	Woodside	\$7,000,000	Private	Asian	Wholesale/Retail
99. Remax Win Real Estate	Flushing	\$7,000,000	Private	Asian	Misc.

Company Name	City	Sales	Public/ Private	Minority- Owned	Industry
100. Eldorado Coffee Distributors	Maspeth	\$6,900,000	Private	Hispanic	Food/Beverage
101. P W Yun Corporation	Flushing	\$6,700,000	Private	Asian	Cab Service
102. Union Auto Center, Inc.	Flushing	\$6,300,000	Private	Asian	Automobile
103. OH Trading Co., Inc.	Long Island City	\$6,147,000	Private	Asian	Wholesale/Retail
104. Shun Hoa Trading Co.	Ridgewood	\$6,000,000	Private	Asian	Wholesale/Retail
105. United Print Group, Inc.	Long Island City	\$6,000,000	Private	Hispanic	Misc.

*Includes \$12,000,000 in sales from Digital Warehouse, Inc. and \$15,000,000 in sales from affiliated company Netfast Communications, Inc.

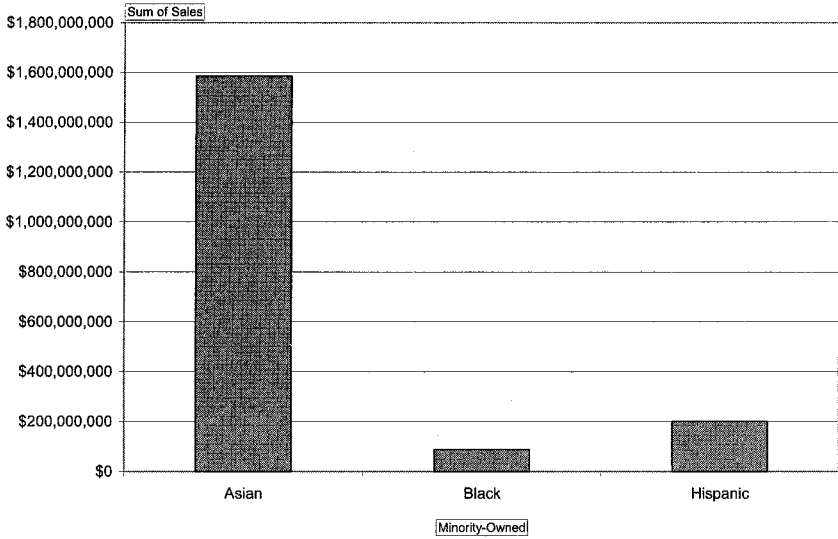
APPENDIX C

SUM OF SALES OF Q-105 BUSINESSES BY QUEENS NEIGHBORHOOD



APPENDIX D

SUM OF SALES OF Q-105 BUSINESSES BY OWNER'S RACIAL GROUP



APPENDIX E

SUM OF SALES OF Q-105 BUSINESSES BY INDUSTRY

