

# **REQUEST FOR PROPOSALS**



# **DOWNTOWN URBANA MARKET STUDY**

**City of Urbana, Illinois  
Community Development Department  
400 S. Vine Street  
Urbana, IL 61801  
(217) 384-2444**

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**Issued December 23, 2009**



## **Request for Proposals**

### **Downtown Urbana Market Study**

**City of Urbana, Illinois**

The City of Urbana is seeking a professional consultant to develop a market study for downtown Urbana, Illinois. Urbana is a university community of just over 40,000 residents and is part of the Champaign-Urbana urbanized area located in Champaign County. The purpose of the study is to determine the amount and types of businesses that the downtown Urbana market can support now and over the next 5-10 years.

#### **Background**

For the purposes of this study, downtown Urbana is defined as the area contained within Urbana's two downtown Tax Increment Finance (TIF) Districts, or generally the area bounded by Park Street to the north, California Street to the south, Maple Street to the east, and Birch Street to the west (see attached map). Downtown Urbana is generally located three-quarters of a mile east of the University of Illinois campus, one and a half miles east of Campustown, and two miles east-southeast of downtown Champaign.

In recent years, downtown Urbana has seen a resurgence in occupancy and foot traffic, sparked by the development of a number of new niche retail and restaurants and some mixed-use development. Many buildings along Main Street have been redeveloped or rehabbed, and restaurants and retail have drawn residents and visitors back to the City's core. Important locations in the downtown include Lincoln Square (an enclosed downtown mall), the County and Federal Courthouses, the Urbana Free Library, the Urbana Civic Center, the Post Office and Independent Media Center, Busey Bank, Schnucks shopping center, Main Street, Race Street, and Broadway Avenue businesses, and the Market at the Square (a weekly farmers market that attracts thousand to downtown every weekend from May through November). Those buildings, businesses, and events make up the key components of downtown (see attached photos).

The Urbana Business Association (UBA) is a membership-driven organization of business-owners and stakeholders and works in partnership with the City of Urbana to help promote Urbana and the downtown through special events, marketing, and networking with businesses.

In 2001, a Downtown Strategic Plan commissioned by the City of Urbana was completed. Some of the strategies outlined in the Downtown Strategic Plan include ways to improve the visual quality and aesthetics of downtown, maintaining downtown as the center of town, increasing the amount of

downtown housing, and giving the downtown a particular market orientation and attracting uses related to it. That last strategy is the one that the City is most trying to help address through the use of a market study. While downtown Urbana has enjoyed some success, there is more to be done, especially with regard to redevelopment.

The selected consultant will be expected to provide an analysis of downtown's current retail market and climate, projection of downtown's future development potential, description of business types most appropriate for downtown and identification of opportunity sites for new business creation or mixed-use development or redevelopment. There are several local resources that can assist with the collection of information about Urbana, such as the Downtown Strategic Plan, 2005 Urbana Comprehensive Plan, and Tax Increment Finance District Redevelopment Plans, copies of which can be found online through the City's website at [www.city.urbana.il.us](http://www.city.urbana.il.us) (click on the link for "Community Development Department"). Information regarding existing downtown businesses is also available through the City of Urbana Economic Development Division as well as through the UBA.

### **Downtown Vision**

City leaders, downtown stakeholders, property owners, and the broader community have a collective vision for downtown that is driven by the development of a vibrant 24/7 environment. This downtown will offer a wide range of employment, living, retail, dining, arts, culture and entertainment options that in combination ensure a sustainable community and economy. Downtown will have a diverse workforce and residential population, and will offer attractions and amenities that appeal to all members of the Urbana community. Outside visitors will leave with the intention to return. Downtown will be an attractive, safe and accessible environment, with an emphasis on pedestrian-oriented activity. In short, the vision is that downtown develops to its full potential.

Bringing residents to live downtown is an important component of the downtown vision. To that end, the City is working on acquiring redevelopment sites in the downtown area to attract developers who wish to construct projects that will help to fulfill the goals of the Downtown Strategic Plan, including providing places to live downtown while also adding retail options that are currently lacking or underrepresented in the downtown area.

Existing programs have been aimed at attracting targeted retail uses to the downtown, with marked success in the past several years. The Tax Increment Finance Redevelopment Incentive Program is one such program that assists in façade improvement, signage and fit-out costs for new, expanding, and remodeling businesses. The Gallery District Incentive Program is a rent subsidy program targeted toward retail art galleries and businesses with a strong art component. The New Business Incentive Program is a recently adopted rent subsidy program used to attract targeted new retail businesses to Downtown Urbana. Combined with the UBA's and City's joint marketing efforts, all of these programs

continue to make a positive impact on the vibrancy of downtown Urbana as a place to shop and do business. These programs are described more fully on the City website at [www.city.urbana.il.us/ed](http://www.city.urbana.il.us/ed).

### **Recent Downtown Development Activity**

Recent years have seen a resurgence in downtown activity, beginning with the construction of a Schnucks anchored shopping center in the mid-1990's, expansion of the Champaign County Courthouse, the development of a 43-unit mixed-use development in the core of downtown, and the re-use and revitalization of Lincoln Square Village (the nation's second enclosed downtown mall). Downtown Urbana has also been able to attract a number of retail businesses, restaurants, and galleries, increasing pedestrian traffic on Main Street. Other businesses to locate in the downtown area recently include a co-op grocery store, a fitness center, a bank, a Walgreens Drugstore, several arts related businesses, and several restaurants.

Despite these successes, there is more that needs to be done to fulfill the City's goals for a vibrant and attractive downtown. The City would like the selected consultant to be able to make recommendations in the study report of how to:

- Allow Main Street to realize its potential
- Densify Main Street
- Reoccupy the Historic Lincoln Hotel
- Attract redevelopment of existing obsolete buildings
- Attract new development, especially mixed-use projects
- Connect downtown to Lincoln Square
- Improve the appearance of University Avenue

In addition to the increase in private business activity, the City has invested a large amount in installing new infrastructure in the form of streetscape enhancements and other beautification measures. The City plans to do even more in the upcoming years to include enhancements to the Boneyard Creek that travels through the heart of downtown, rebuilding of Race Street, Broadway Avenue streetscape improvements, creation of a public plaza, installation of public art, and other redevelopment projects.

### **Supporting Data**

The following studies can be used to assist in understanding the background for this requested market study. These studies are available in electronic versions on the City website at [www.city.urbana.il.us](http://www.city.urbana.il.us) under "Community Development" and "Economic Development".

- Urbana Downtown Strategic Plan
- Downtown Urbana Parking Study

- Boneyard Creek Master Plan
- TIF 1 & 2 Plans and Amendments

## **Project Scope**

The goal of this market study is to complete an assessment of downtown’s current economic market and climate, to project downtown’s future business development potential, to analyze the market sectors and shares, describe business types most appropriate for downtown, and to identify opportunity sites for new business creation.

Professional services shall include:

- An assessment of downtown’s current economic market and climate.
- A projection of downtown’s future development potential to include the square footage (retail and office square footage by sector/type) that the downtown market could absorb now and within the next 5-10 years.
- A report and highlight of the market for downtown and boutique hotels
- Identification of business and housing types. The analysis should include a projected number of owner-occupied vs. rental, achievable rents and/or price per square foot, and identification of target users.
- Identification of location requirements and/or preferences for the targeted market.
- Steps to take for implementation.

The final report should:

- Understand dynamics of the trade area including its customers and competition
- Address specific relevant issues such as business mix, vacancies, intense competition from the edge of town, etc.
- Demonstrate and respond to the economic importance of downtown
- Support business expansion and recruitment efforts
- Identify niche markets
- Identify appropriate mixed uses for downtown and geographic clusters
- Develop a market-driven promotional plan
- Identify potential design improvements
- Include marketing recommendations

The process should involve:

- Scoping – undertake an in-person tour and analysis of downtown including data collection

- Meeting with staff and stakeholders – this includes City staff, Council members, and business and property owners as well as customers of downtown establishments
- Analysis of data collected and put into a report – the report should include all data collected, analysis, development of scenarios, and recommendations
- Recommendations – where do we go from here and what are steps for implementation?
- Presentation to staff and public – this could involve special public meetings and/or presentation to City Council or Committee

## **Deliverables**

The consultant will assemble the components into final documents for review. The consultant team will provide the City of Urbana with ten (10) hard copies of the complete plan, ten (10) large copies of each map (if necessary for legibility), and an electronic version of the plan in quality resolution PDF and Word format.

## **Request for Proposals Selection Criteria**

Proposals will be received by the City of Urbana and be reviewed and evaluated by a selection team composed of City Staff and selected officials. All proposals will be reviewed using the following criteria, but are not limited by the following selection criteria:

- Competence, including technical education and training, experience in the kind of project to be undertaken, availability of adequate personnel, equipment and facilities.
- Past record of professional accomplishments with similar studies.
- Ability to design an approach and work plan to meet the project requirements
- Quotation of rates, fees or charges and other detailed cost-proposal or cost-breakdown information
- Familiarity with the local economy

## **Minimum Requirements**

- The firm selected shall be experienced in performing the services as described in the Project Scope.
- The firm shall have substantial relevant experience and knowledge of preparing studies for communities of similar size and nature.

## **Fee Submittal**

Interested firms are required to submit a flat fee cost proposal with hourly rates for any additional services. The City's budget requires any study to not exceed \$40,000. Proposals in excess of this amount may be considered.

## **Submission of Proposals**

Firms wishing to provide professional services for this project must submit a formal, written proposal no later than January 29, 2010, 5:00 p.m. CST. Firms must provide five (5) copies of the proposal. In preparing proposals, firms should strive for comprehensive and accurate content and presentation following the general guidelines shown in this Section. The background description of the firm should address the following:

- The names and resumes of the firm's principal officers.
- The names and resumes of the staff members available for this project.
- A brief history of the growth and development of the firm.
- Examples of previous work of a similar nature showing the level of activity on and responsibility for each project.
- A statement to the effect that the firm or firms are not and have not been under contract with any group whereby a conflict of interest could ensue.
- The proposal should include a minimum of three references of similar work, complete with names and contact information. Also include, if possible, samples of the final report delivered to those references.

## **Selection Process**

The City will select a respondent on the basis of responsiveness of the proposal to the RFP requirements, readiness to undertake the required services, qualifications of the responding firm and principal assigned staff, relevant project experience, and willingness to execute an acceptable written contract. The City reserves the right to reject any or all proposals, and to request written clarification of proposals and supporting materials.

Interviews may be conducted with one or more responsible entities that have submitted proposals in order to clarify certain elements. The selection shall be made by a respondent review team representing relevant City staff and decision makers.

The individual and/or consulting team to be retained will be the one whose proposal is determined to be the most advantageous to the City.

The City of Urbana will require that each respondent provide certain statistical data concerning employee composition on race, color, job description and compensation. This information will be

reviewed by the City Human Relations Commission to determine compliance with the City's Equal Employment Opportunity ordinance. The required forms will be sent directly to each respondent by the City of Urbana Finance Department. The required documentation shall be completed and submitted to the City Finance Department upon receipt to facilitate review by the Commission while the consultants are preparing their response to the RFP prior the selection of a consultant for contract negotiations.

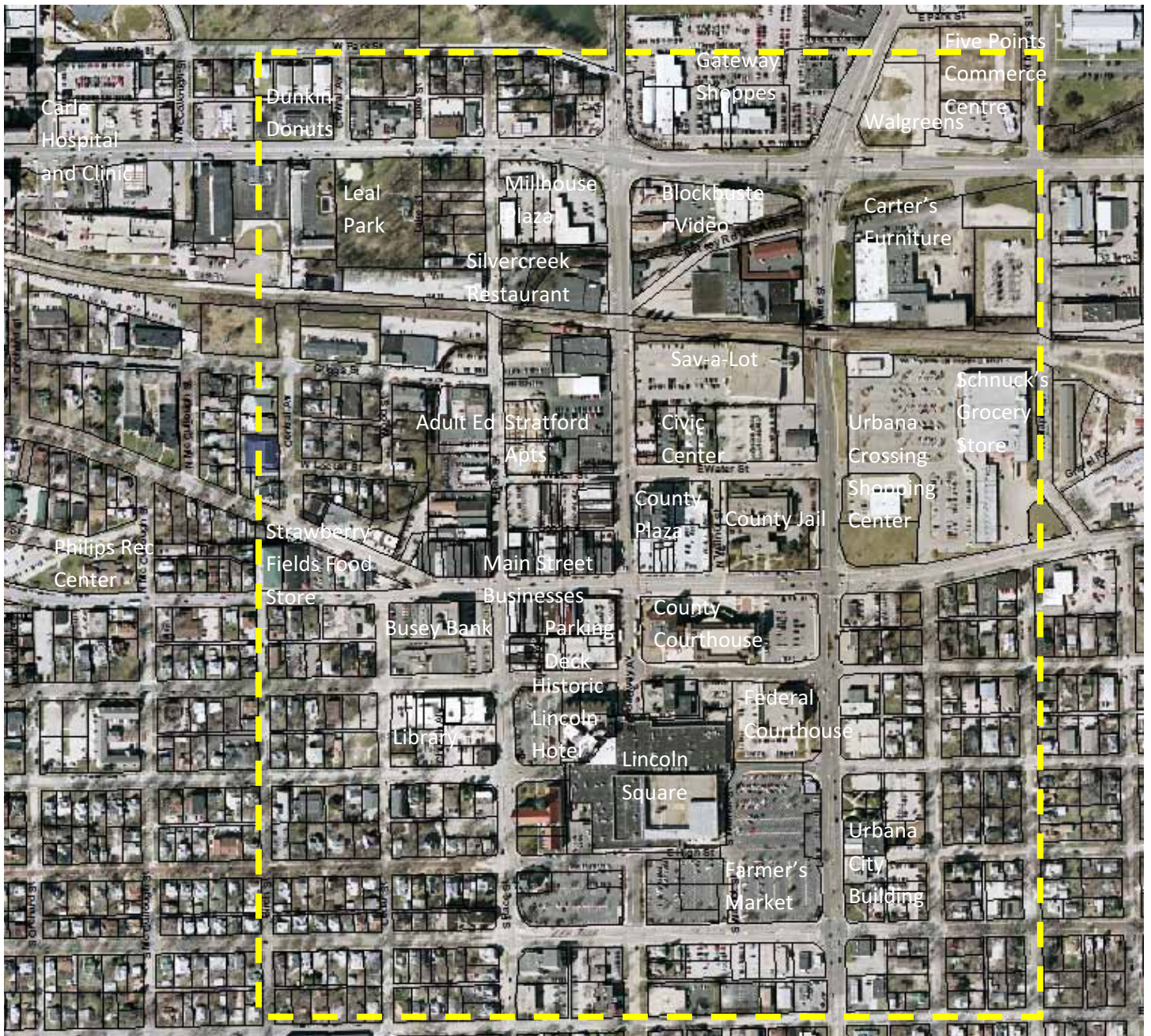
### **Information and Contact**

Please submit five (5) copies of your proposal (with costs outlined separately) to:

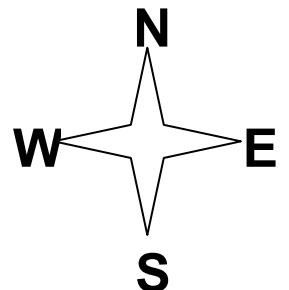
Tom Carrino  
Economic Development Manager  
City of Urbana  
Community Development Dept.  
400 S. Vine Street  
Urbana, IL 61801  
(217) 384-2444  
[trcarrino@city.urbana.il.us](mailto:trcarrino@city.urbana.il.us)



# Attachment – Downtown Aerial Map



## Downtown Urbana Study Area Boundary and Points of Interest



Attachment – Photos of Downtown





## Questions Related to City of Urbana, Illinois Market Study RFP

**1. *What is the project completion timeline and when would you like to initiate the project?***

Regarding the project timeline, we are relying on the respondents to present a reasonable timeframe to complete the project. We assume that the methodology used to collect and analyze data will dictate the project timeline.

Regarding the initiation of the project, responses are due by 5:00 pm CST on January 29, 2010. We expect to have a respondent review team review the responses and potentially conduct interviews with respondents. Depending on the review process, it is realistic to expect the project will commence in March 2010.

**2. *Is there a list of consultants who have been contacted or have expressed an interest in this project?***

Yes. The list of consultants that were mailed a copy of the RFP and/or have contacted us related to the project is attached.

**3. *Has a past consultant been asked to pursue this opportunity as well?***

Valerie S. Kretchmer Associates, Inc. conducted a downtown housing market analysis in 2002. That firm is on our distribution list.

**4. *Who has done this type of work recently in your area?***

City of Urbana staff is not always aware of when a private market analysis is being conducted. As far as public market analysis projects, Valerie S. Kretchmer Associates, Inc. conducted a downtown housing market analysis in 2002, and Claire Bennett Associates, Inc. conducted a market analysis as part of a corridor study for the City of Urbana in 2008. Business Districts, Inc. has recently done market analysis work for the City of Champaign, Illinois.

**5. *Who is on the selection committee?***

The selection committee has not yet been finalized. It is expected there will be representatives from the Community Development Services Department (including representatives from the Economic Development and Planning Divisions), the Public Works Department, and the Mayor's Office.

**6. *Will you provide evaluation credit for assembling a team with small or disadvantaged business firms?***

Specific evaluation criteria have not yet been established.

**7. In several places, the RFP references urban design concepts. Is it expected that a responding team should have urban design experience?**

While the RFP does reference urban design concepts, the most critical component of the project is the collection and analysis of data related to the various market sectors in downtown Urbana. We are pleased to accept recommendations related to urban design, however, we expect the majority of work related to urban design will be handled as a separate project when the Downtown Strategic Plan is updated.

**8. How important is the boutique hotel component of the market analysis?**

The City views the boutique hotel component of the project as very important. The Historic Lincoln Hotel is currently vacant, and the City would like an analysis as to the future viability of the property as a hotel.

**9. Explain what is meant when the City wants the final report to include a “market driven promotional plan” and “marketing recommendations”.**

The City has limited resources for marketing and business attraction. The City would like the selected consultant to not only determine unmet needs and underserved markets in downtown, but to make recommendations as to how City staff can most effectively attract businesses and developers to meet those needs and markets.

**10. Will a survey be an acceptable method of collecting data?**

Yes. While we cannot force people or businesses to participate, the City will be supportive of data collection through surveys.

**11. Is Lincoln Square Village an important part of the project?**

Yes. The City views Lincoln Square Village as a critical property in downtown Urbana, and therefore is an important part of this project.

**12. Does the City own, or is it in the process of acquiring sites in downtown?**

Yes, the City owns and is in the process of acquiring sites in downtown. Some of these sites are expected to remain as governmental uses while others will potentially be redevelopment opportunities.

**13. The RFP references the City's Equal Employment Opportunity Ordinance and EEO forms. Will this material be made available?**

Yes. These materials are attached.

List of firms that were contacted or expressed interest in the project.

Hitchcock Design Group  
BDI Business Districts, Inc.  
Beckett & Raeder, Inc.  
Teska Associates, Inc.  
Munson Research and Consulting  
FarSite Group  
Gibbs Planning Group  
Urbanics Consultants Ltd.  
Applied Real Estate Analysis, Inc.  
Valerie S. Kretchmer Associates, Inc.  
4 Insights, Inc.  
Site Analytics Co.  
Richard Caplan & Associates  
Strategy 5  
McComb Group  
Johnson Consulting  
Gruen and Gruen and Associates  
Halcrow Group  
Schreiber Anderson Associates  
BBP and Associates LLC  
Development Strategies  
Strategic Advisory Group  
Vierbicher  
Indiana University Northwest

<p align="center"> <b>CITY OF URBANA</b>  <b>HUMAN RELATIONS DIVISION</b>  <b>400 SOUTH VINE ST.</b>  <b>URBANA, ILLINOIS 61801</b>  <b>(217) 384-2466 (phone); 384-2426 (fax)</b>  <b>terent@city.urbana.il.us</b> </p>	<b>Office Use Only (9/09)</b>	
	<b>Requested by:</b>	<b>Date:</b>
	<b>Approved by:</b>	<b>Date:</b>
	<b>Certification</b>	
	<b>Date:</b>	
<b>Certificate Expiration Date:</b>		

**EQUAL EMPLOYMENT OPPORTUNITY (E.E.O.) WORKFORCE STATISTICS FORM**

**Please complete the sections below as instructed. Failure to properly complete this form may result in a delay or denial of eligibility to bid or do business with the City of Urbana.**

**Section I. Identification**

**1. Company Name and Address:**

Name:

d/b/a:

Address:

City/State/Zip:

Telephone Number(s) include area code:

Check one of the following

Corporation	<input type="checkbox"/>	Partnership	<input type="checkbox"/>	Individual Proprietorship	<input type="checkbox"/>	Limited Liability Corp.	<input type="checkbox"/>
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FEI Number:	<input type="text"/>	Social Security Number:	<input type="text"/>
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**2. Name and Address of the Company's Principal Office *(answer only if not the same as above)***

Name:

Address:

City/State/Zip

**3. Major activity of your company (product or service):**

**4. Project on which your company is bidding (if known):**

## SECTION II. Policies and Practices

Description of EEO Policies and Practices		YES	NO
A.	Is it the Company's policy to recruit, hire, train, upgrade, promote and discipline persons without regard to race, color, creed, class, national origin, religion, sex, age, marital status, mental and/or physical disability, personal appearance, sexual preference, family responsibilities, matriculation, political affiliation, prior arrest, conviction record, or source of income ?		
B.	<p>Has someone been assigned to develop procedures, which will assure that the EEO policy is implemented and enforced by managerial, administrative, and supervisory personnel? If so, please indicate the name and title of the official charged with this responsibility.</p> <p style="margin-left: 40px;">Name: _____</p> <p style="margin-left: 40px;">Title: _____</p> <p style="margin-left: 40px;">Telephone: _____</p> <p style="margin-left: 40px;">Email: _____</p>		
C.	Does the company have a written Equal Employment Opportunity plan or statement? Note: If no, a copy of an E.E.O statement is enclosed. <b>You must attach an EEO Statement in order to be considered eligible to do business with the City of Urbana. Questions? (217) 384-2466 or <a href="mailto:terent@city.urbana.il.us">terent@city.urbana.il.us</a>.</b>		
D.	Has the company developed a written policy statement prohibiting Sexual Harassment? <b>You must attach a copy of your company's Sexual Harassment Policy in order to be considered eligible to do business with the City of Urbana.</b>		
E.	Have all recruitment sources been notified that the company will consider all qualified applicants without regard to race, color, creed, class, national origin, religion, sex, age, marital status, mental and/or physical disability, personal appearance, sexual preference, family responsibilities, matriculation, political affiliation, prior arrest, conviction record, or source of income?		
F.	If advertising is used, does it specify that all qualified applicants will be considered for employment without regard to race, color, creed, class, national origin, religion, sex, age, marital status, mental and/or physical disability, personal appearance, sexual preference, family responsibilities, matriculation, political affiliation, prior arrest, conviction record, or source of income?		
G.	Has the contractor notified all of its sub-contractors of their obligations to comply with the Equal Opportunity requirements either in writing, by inclusion in subcontracts or purchase orders?		
H.	Is the company a state certified minority/women owned business? If yes, please attach a copy of state certification.		
I.	Does the company have collective bargaining agreements with labor organizations?		
J.	Have the labor organizations been notified of the company's responsibility to comply with the Equal Employment Opportunity requirements in all contracts with the City of Urbana?		



### SECTION III. Employment Information

Please complete the company work force analysis on the bottom of this page. Use the number of employees as of the most recent payroll period. **You must complete this form in its entirety, as instructed and submit your organization's (1) EEO Statement and (2) Sexual Harassment Policy in order to be eligible to do business with the City of Urbana. For detailed descriptions of the Job Classifications see attached descriptions.** If minorities and females are currently und represented in your workforce, please attach a copy of an explanation of your plan to recruit and hire qualified minorities and females.

**TABLE A – TOTAL CONTRACTOR/VENDOR WORKFORCE**

Job Categories	Overall Totals		White (Not of Hispanic Origin)		Black or African-American (Not of Hispanic Origin)		Hispanic or Latino		Asian or Pacific Islander		American Indian or Alaskan Native	
	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Mgrs												
Professionals												
Technicians												
Sales Workers												
Office & Clerical												
Craft Workers (Skilled)												
Operatives (Semi-Skilled)												
Laborers (Unskilled)												
Service Workers												
<b>TOTAL</b>												
M = MALE, Column B is sum of Rows D, F, H, J and L.												
F = FEMALE, Column C is sum of Rows E, G, I, K and M.												
<b>Date of above Data:</b> _____												

**TABLE B\* – EMPLOYEES TO BE ASSIGNED TO CONTRACT**

Job Categories	TOTAL EMPLOYEES		BLACK EMPLOYEES		HISPANIC EMPLOYEES		OTHER MINORITY EMPLOYEES	
	M	F	M	F	M	F	M	F
Officials & Mgrs								
Professionals								
Technicians								
Sales Workers								
Office & Clerical								
Craft Workers (Skilled)								
Operatives (Semi-Skilled)								
Laborers (Unskilled)								
Service Workers								
<b>TOTAL</b>								

\*Totals included under Table B should be a projection of numbers of persons to be employed in the performance of the City contract.

**For Contractors:**

**Data provided in Table B will be verified by worksite inspections.**

### SECTION IV. Certification

By signing below, the company certifies that it has answered all of the foregoing questions truthfully to the best of its knowledge and belief and agrees that it/he/she will comply and abide by the City of Urbana's Code of Ordinances (Section 2-119).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Typed Name and Title

\_\_\_\_\_  
Tel. Number

\_\_\_\_\_  
Date

### **SECTION V. Verification**

**Prior to submitting this form, please check the answers to the following questions to verify your completion of this form:**

**1. Did you fill in all of the appropriate boxes in the table in Section III, including the "TOTAL" row?**

**YES** \_\_\_\_\_ **NO** \_\_\_\_\_

**2. Have you enclosed your company's EEO statement.**

**YES** \_\_\_\_\_ **NO** \_\_\_\_\_

**3. Have you enclosed your company's Sexual Harassment policy.**

**YES** \_\_\_\_\_ **NO** \_\_\_\_\_

# DEFINITIONS OF TERMS LISTED ON THE WORKFORCE STATISTICS FORM

(See previous Page)

## DESCRIPTION OF RACE/ETHNIC CATEGORIES

Race /ethnic designations as used by the Department do not denote scientific definitions of anthropological origins. For the purposes of this report, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than *one* race/ethnic group. The race/ethnic categories for this report are:

**White (Not of Hispanic origin).** All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

**Black of African-American (Not of Hispanic origin).** All persons having origins in any of the Black racial groups of Africa.

**Hispanic or Latino.** All persons of Mexican, Puerto Rican, Cuban, Central of South American, or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander.** All persons having origins any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands and Samoa.

**American Indian or Alaskan Native.** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

## DESCRIPTION OF JOB CATEGORIES

Each employee should be counted in only one job category. Select the category containing the jobs most similar to that performed by the employee. The jobs listed in each category are intended to provide an example, not a complete list, of all job titles falling into that category.

**Officials and managers.** Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of firm's operations. Includes: officials, executives, middle management, plant managers, department managers, and superintendents, salaried supervisors who are members of management, purchasing agents and buyers, railroad conductors and yard masters, ship captains, mates and other officers farm operators and managers, and kindred workers.

**Professionals.** Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, layers, librarians, mathematicians, natural scientist, registered professional nurses, personnel and labor relations specialist, physical scientist, physicians, social scientist, teachers, surveyors and kindred workers.

**Technicians.** Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 years of post high school education, such as is offered in many technical institutes and union colleges, or through equivalent on-the-job training. Include: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

**Sales.** Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents, and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.

**Office and clerical.** Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer),

shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

**Craft workers (skilled).** Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary hand painters, coaters, bakers, decorating occupations, and kindred workers.

**Operatives (semiskilled).** Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto service and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meatcutters, inspectors, testers and graders, handpackers and packagers, and kindred workers.

**Laborers (unskilled).** Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, groundskeepers and gardeners, farmworkers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operation and kindred workers.

**Service workers.** Workers in both protective and nonprotective service occupations. Includes: Attendants (hospital and other institutions, professional and personal service, including nurses aides, and orderlies), barbers, charworkers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.