

PUBLIC RELATIONS-A TOOL FOR THE COMMUNITY PLANNER

by

STEVEN MICHAEL THOMPSON 265

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Approved by

Vernon P. Dennis

Major Professor

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## CHAPTER I

### INTRODUCTION

#### I. STATEMENT OF THE PROBLEM

Partly because of the lack of understanding of the methods and purpose of city planning and the consequent public apathy to planning proposals, and partly because of a genuine interest in bringing planning decisions closer to the affected citizens, city planners today are devoting increasing attention to public relations. While older approaches were based largely on publicity through eye-catching reports and newspaper articles, much more positive and broadly conceived civic relations programs are being undertaken today.<sup>1</sup>

However, few planning agencies have adopted this public relations approach, which may explain the limited implementation of planning proposals. The process of an agency overcoming apathy by earning community understanding and support, will be explored in this thesis.

#### II. PURPOSE OF THE STUDY

This thesis assumes that the plans of the planning agency are not necessarily poor, but rather that the low rate of plan implementation is explained by the lack of understanding and support of the planning process. The problem is not only due to faulty communications but also to the lack of meaningful relations with the public. The focus of this study will be to document agency use of public relations in the planning

process and plan implementation, and to answer the question, "Is there an advantage in having a public relations specialist on the staff of a planning agency?"

### III. LIMITATIONS OF THE STUDY

This study will not attempt to make a definitive statement about public relations and the planning process<sup>2</sup>, but rather will study the agency public relations in a specific community. The specific attributes of this community and agency are the main limitations of this study. The techniques developed here may not be applicable to other planning agency public relations efforts. Therefore, the emphasis of this study is upon the effort of one planning agency to earn community understanding and support.

### IV. ORGANIZATION OF THE STUDY

Chapter II of the study undertakes to briefly indicate the role of the planner in a professional agency and the agency's responsibility to the public. This will be a general statement of a planner's function, and not a detailed definition of the word "planner."

Chapter III explores the field of public relations and the public relations process. Since any public relations text book can illustrate the relationships between interest groups and power structures in a community, this chapter will only outline the responsibilities of a public relations specialist.



Chapters II and III will supply the necessary background information for the remainder of the study. Chapter IV is a summary of the environment of Kansas City, Kansas, and an explanation of the goals and objectives of the Kansas City, Kansas Urban Renewal Agency.

Chapter V is a case study of the University-Rosedale Project conducted by the urban renewal agency. It will be an attempt to describe the public relations functions of each member of the staff connected with the University-Rosedale project.

Chapter VI is the concluding chapter that will attempt to evaluate the effectiveness of this planning approach. Included in this evaluation is an interview with the reporter from the Kansas City Kansan, who was, at that time, covering urban renewal activity.



## FOOTNOTES FOR CHAPTER I

<sup>1</sup>F. Stuart Chapin, Jr., Urban Land Use Planning (Urbana, Illinois: University of Illinois Press, 1965), p. 471.

<sup>2</sup>This has been done by J. David Dorris in his thesis, Public Relations and the Planning Process, for the University of Tennessee, 1967.

## CHAPTER II

## THE ROLE OF THE PLANNER IN A GOVERNMENT AGENCY

Since the planning journals are publishing challenging and often contradictory statements about the theory of "planning," this chapter will adopt the theory of planning proposed by Paul Davidoff in his August, 1965 article for the Journal of the American Institute of Planners titled, "Advocacy and Pluralism in Planning."<sup>1</sup> In this article, Davidoff made two major points: Planners ought to take positions on issues, and there should be alternate or competitive solutions proposed. The advantages of being an advocate planner are that: it provides a means of informing the public of alternatives, it forces public groups to interact with private groups, and it forces critics to come up with solutions. This position has been repeated by Alan Altshuler.<sup>2</sup> Altshuler emphasizes that, "Today's city planners are less confident of their own infallibility and more respectful of the value of the political process. Moreover, they believe that they cannot be judged as planners without an assessment of their actual influence on community decisions."

## I. THE PLANNER'S ROLE

Professional planning has evolved from several professional specialities: architecture, civil engineering, landscape architecture, law and public administration; as well as the disciplines of geography, political science economics and sociology. Since it is unlikely that one person could develop

in-depth knowledge of all these fields, professional planners today are being trained as generalists and specialists. A generalist is, in this sense, a person who is trained to understand the urban and regional concepts obtained from a variety of professional and disciplinary fields. A specialist is a person who is trained to apply the urban and regional concepts in the planning process.

With the ability to use a vast amount of data, the planner may assume one of four roles: a technician analyzing data; an advocate seeking to get a particular policy alternative selected; a politician seeking to win support for planning per se or to implement an existing plan; a co-ordinator seeking arrangements with other departments which will allow unified, comprehensive approaches to joint problems. It must be emphasized that the planner's unique responsibility as a professional and a specialist is to make decisions within the planning process and to communicate those decisions.

## II. THE IMPORTANCE OF COMMUNICATIONS

The implementation of plans can be detained or stopped by a planner's inability to communicate with effected project people. (Communication used here not only means the transfer of information, but also a technique for expressing ideas efficaciously.) If a planner is to be at all effective, he must develop methods of talking, writing, and illustrating in such a way that, in a short space of time and under pressure, etc. a major point can be put forward.

Jack Horton Anderson, in his thesis Readability of Planning Pamphlets, analyzed the style of expression used in planning reports prepared for public distribution. He found that the majority of 106 pamphlets studied did not measure up to readability standards. Since printed literature is the most popular media for presenting planning information, Anderson's thesis emphasizes that many planners may not be efficaciously communicating with their lay audience.

What effect does the public's understanding have on citizen participation? Charles H. Cooley, in his famous article "The Significance of Communication," states that, "Ignorance makes the sway of public opinion impossible. . . . When the people have information and discussion they will have a will, and this must sooner or later get hold of the institutions of society."<sup>3</sup> Cooley's report indicates the reason why so few planning reports are implemented--ineffective planning communication produces no citizen participation.

### III. THE PROFESSIONAL'S RESPONSIBILITY IN A PUBLIC AGENCY

Today, all levels of government--federal, state and local--are so complex and remote that citizens tend to become apathetic, bewildered or angry. Centralization and concentration of government tends to produce a sense of remoteness in the citizen. This gulf between citizen and government only deepens

as decision-making moves away from him. Government too often appears to be a contest for power between special-interest groups. This "maze of government needs to be explained, interpreted, and clarified."<sup>4</sup>

In the context of the public agency, the professional planner must be able to explain, interpret, and clarify his agency's goals and objectives. The planner must communicate this information in such a way as to gain public understanding and support. It should be one of the planner's main responsibilities to activate citizen understanding and involvement in planning proposals.

This process of communications between government and citizen is called "public relations." The formal "justification for government public relations rests on two premises: (1) A democratic government is obliged to report to its citizens; (2) Effective administration requires citizen participation and voter support."<sup>5</sup> Hopefully, an effective government public relations program (i.e. planning agency public relations program) will provide the stimulus for: (1) active cooperation in action programs (for example, rehabilitation projects); (2) compliance in regulatory programs (for example, public health laws); and (3) voter support for the incumbent administration's policies (for example, planning).<sup>6</sup>

The role of a planner must go beyond the popular notion of a technical specialist. The planner is a professional with many tools; one of which is the ability to communicate.

The planner must overcome the misunderstandings about government agencies by (1) providing a needed service-planning, and (2) through good communications, inform the public about this service.



## FOOTNOTES FOR CHAPTER II

<sup>1</sup>Paul Davidoff, "Advocacy and Pluralism in Planning," Journal of the American Institute of Planners, (Chicago, Illinois, November 1965, Volume XXXI, Number 4,) p. 331.

<sup>2</sup>Alan A. Altshuler, The City Planning Process, (Ithaca, New York; Cornell University Press, 1966), p. 356.

<sup>3</sup>Charles H. Cooley, "The Significance of Communication," Reader in Public Opinion and Communication ed. by Bernhard Berelson and Morris Janowitz (New York City, N. Y., The Free Press) 1967, p. 152-53.

<sup>4</sup>Scott M. Cutlip, and Allen H. Center, Effective Public Relations (third edition; Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1965), p. 374.

<sup>5</sup>Ibid., p. 376.

<sup>6</sup>Ibid., p. 376.



## CHAPTER III

## THE ROLE OF PUBLIC RELATIONS

## I. PURPOSE

Communication is not an end in itself. Rather, it is the elemental social technique upon which all social processes depend. Its elemental significance rests upon the fact that, without it - and in sufficient quantity, quality and range - there can be no interstimulation and reciprocal response, no common meaningful concepts, no informative or directive action, no accumulation and transmission of knowledge, no social organization, no planning and reorganization.<sup>1</sup> Public relations is a technique of communicating to the public the aims and accomplishments of an organization.<sup>2</sup>

Definition Of Public Relations.

A survey was made, by Glenn and Denny Griswold in 1948, to determine the working definitions of public relations used by 2,000 of the leading public relations executives and practitioners of the United States. From those definitions they distilled the following as their concept of a definition broad enough to cover the whole function and concise enough to guide any plan or program:

"Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public

interest, and executes a program of action to earn public understanding and acceptance."<sup>3</sup>

This definition is accepted by most public relations textbooks, and will be the accepted definition for this thesis. The reader will please note two important concepts-- public relations is a management function; and public relations desires to earn public understanding and acceptance. These two functions separate public relations from the practice of advertising or publicity.

#### Objectives of Public Relations.

Scott M. Cutlip and Allen H. Center have assembled the "generally agreed upon" objectives for a planned, continuing program in government.

1. To win consent for new laws and new reforms dictated by the needs of an everchanging, technological society. This involves a deep, fundamental shift in our theory of government and has dangerous implications.
2. To overcome apathy and bewilderment toward new and complex functions of government; also, to provide reliable information for the voter seeking to make an intelligent decision at the polls.
3. To keep the citizen informed of the services and the functions provided so that he may participate and gain full benefit from them.
4. To give the citizen usable devices for relaying his views and opinions to the administrator without employment intermediaries.
5. To interpret public opinion to the law enforcement agencies in order that regulations will be realistic and acceptable.
6. To crystallize public sentiment and pave the way for noncoercive compliance. This requires convincing the citizen of the need for the administrative rules and assisting him in understanding them.
7. To build a reservoir of support for an agency which it may tap when the going gets rough; to have friends in time of need when a conflict develops with other agencies, with the legislature, or with the public.<sup>4</sup>

Since government public relations is too frequently equated with "propaganda," these objectives are often misunderstood and subsequently resisted by the public. "The idea that governmental propaganda can be and should be eliminated stands in the way of open, careful, and efficient use of this administrative tool. In addition, negative stereotypes attached to governmental information services by people who understand no distinction between the two types of activity. These negative stereotypes are a major deterrent to the more effective use of the whole of governmental public relations".<sup>5</sup>

## II. PROCESS OF PUBLIC RELATIONS

In order to understand the public relations process, it is helpful to break it apart and examine each phase. However, the unity and continuity of the whole process should be kept in mind as the various phases are studied. The phases of the Public Relations process are: research-listening, planning-decision making, communication, and evaluation.

### Research--Listening.

In order to achieve a worthwhile social objective, the public relations specialist must operate from a foundation of soundly planned action. These plans must be based on four prerequisites: (1) Calculation of resources, both human and physical--manpower, money, and time available for the purpose; (2) thorough knowledge of the subject; (3) determination of objectives, subject to possible change after research--

specifically, what is to be accomplished, with whom and through whom; and (4) research of the public to learn why and how it acts, both individually and as a group.<sup>6</sup>

A knowledge of the attitudes, motives, reactions, misconceptions, and prejudices of people who comprise the various publics is the most important element in building good public relationships for an organization. Every administrator practices intuitive methods for getting a "feel" of public opinion. However, a more thorough, scientific method is needed to determine the views of the public. The organized method of determining what people think about an organization, its policies, practices, programs, personnel, and intentions is public opinion or public relations research.

"Opinion research must be a continuous procedure, as public attitudes toward an organization are never static but are constantly changing."<sup>7</sup> The public opinion of an organization is continuously influenced by internal factors, such as a public statement by an administrator, or by factors over which the organization has no control, such as changing economic conditions, social changes, or the actions of pressure groups.

#### Planning<sup>8</sup>--Decision Making.

After the preliminary research has been made it is possible to know whether the objectives are realistically attainable. The role of the public relations specialist is critical at this stage of the process; planning for mass persuasion is governed by many factors that call upon all of his powers of training, experience, skill, and judgement. The public relations plan

determines the tactics of the program - now the information is to be disseminated over the network of communication; it should be flexible and geared to the realities of the situation.

"Do not think of tactics in terms of segmental approaches. The problem is not to get articles into a newspaper or obtain radio time or arrange for a motion-picture newsreel; it is, rather, to set in motion a broad activity, the success of which depends on interlocking all phases and elements of the proposed strategy, implemented by tactics that are timed to the moment of maximum effectiveness. An action held over but one day may fall completely flat. Skilled and imaginative timing has determined the success of many mass movements and campaigns, the familiar phenomena so typical of the American people's behavior pattern."<sup>9</sup>

#### Communication.

Communication always requires three elements--the source, the message, and the destination. A source may be an individual (speaking, writing, drawing, gesturing) or a communication organization (like a newspaper, public document, or television station). The message may be in the air, impulses in an electric current, a wave of the hand, a flag in the air, or any other signal capable of being interpreted meaningfully. And finally, the destination may be an individual listening, watching, or reading; or a member of a group, such as a discussion group or a lecture audience; or an individual member of the particular group called the mass, such as the reader of a newspaper or a viewer.<sup>10</sup>

The emphasis placed upon mass communication's ability to instigate opinion change, has been highly over-emphasized.



The two-step flow of mass communications<sup>11</sup> assumes that there is a direct relationship between information and attitudes. Paul Lazarsfeld says that this concept is too oversimplified and states that the effect of mass communications depends on "a complex network of specialized personal and social influences."<sup>12</sup> An attempt will now be made to illustrate the nature of these influences.

#### The Source.

The first important factor in communication is the person or organization who formulates and issues the message. Three kinds of attitudes held by the source of communication will affect the communication. The source's attitude toward (a) himself, (b) his subject matter, and (c) his receiver are relevant to most communications situations.<sup>13</sup> If the source has an unfavorable attitude toward any of these three factors, mere selling power is not likely to overcome the poor impression of the sender that is generated to the public.<sup>14</sup>

#### The Message.

Since the mass is constantly flooded with information, a public apathy, commonly referred to as a narcotizing dysfunction, has developed. People are not automatically motivated by messages, in the mass media. Wilbur Schramm suggests some conditions that must be fulfilled if the message is to arouse its intended response.

1. The message must be so designed and delivered as to gain the attention of the intended destination.
2. The message must employ signs which refer to experience common to source and destination, so as to 'get the meaning across.'

3. The message must arouse personality needs in the destination and suggest some ways to meet those needs.
4. The message must suggest a way to meet those needs which is appropriate to the group situation in which the destination finds himself at the time when he is moved to make the desired response.<sup>15</sup>

#### The Destination.

The last important consideration is, "How will the message be received?" It is a known fact in social psychology that the level of satisfaction is greater for the individual when all channels of communication are open--i.e. the individual "feels" free to ask the source questions about the message.<sup>16</sup> This is illustrated by Bernard Berelson's study, which concludes that "The more personal the media, the more effective it is in converting opinions. This means (other things being equal) that personal conversation is more effective than a radio speech, and that a radio speech is more effective than a newspaper account of it."<sup>17</sup>

The effect of a communication is therefore dependent upon the degree of personalization. One last question that must be asked is, "How long will it take before an opinion change is made?" Changing a person's opinion is not easy. In addition to the above mentioned considerations of source and message, time is important. Changes in opinion of a general nature show increasing effects with lapse of time.<sup>18</sup>

It can therefore be concluded that the source, message and the destination must all be considered in any communication. There must be adequate study and analysis before any results are obtainable. And, these results may be neither dramatic



nor rapid in arriving.

Evaluation.

"Extensive feedback is essential to an effective communications program."<sup>19</sup> Since the effect of communications is often not immediate, a periodic re-examination should be made to determine the worth of each function. Increasingly, in the opinion of Stanley Baar, practitioners "are being obliged to prove that the effort has produced measurable and valuable results and that the cost is fair and reasonable..." He suggests four questions to answer in these periodic examinations:

1. How much does this activity contribute specifically to the attainment of ... goals? What specific goals?
2. Are we getting our full money's worth for each expenditure?
3. Is the over-all cost offset by its accomplishments? Specifically what accomplishments?
4. All of our public relations expenditures--how much do we really need them, and why?<sup>20</sup>

## FOOTNOTES CHAPTER III

<sup>1</sup>Joyce O. Hertzler, A Sociology of Language, (N.Y.C., N.Y., Random House, 1965), pp. 20-27.

<sup>2</sup>Bertrand R. Canfield, Public Relations--Principle Cases, and Problems, (Homerwood, Illinois, Richard D. Irwin, Inc., 1956), p. 11.

<sup>3</sup>Glenn Griswold and Denny Griswold, Your Public Relations, (N.Y.C., N.Y., Funk and Wagnall's, 1948), p. 4.

<sup>4</sup>Cutlip and Center, pp. 376-377.

<sup>5</sup>Donald Krimel, from his Ph.D. thesis, "The Public Communications Function of the Federal Government", (Madison: University of Wisconsin Library, 1955).

<sup>6</sup>Edward L. Bernays, Public Relations, (Norman, Oklahoma, University of Oklahoma Press, 1952), p. 161.

<sup>7</sup>Canfield, op. cit., p. 455.

<sup>8</sup>Even though the values of a planned program are clearly evident, there is surprisingly little emphasis on this step. A survey made of practioners in Columbus, Ohio found that only 53 per cent were being guided by written objectives--from William Carter Moore and Walter W. Seifert's "Testing a Test City for a Public Relations Profile," Public Relations Journal, Vol. 18, September, 1962.

<sup>9</sup>Edward L. Bernays, op. cit., p. 455.

<sup>10</sup>Charles E. Osgood, "The Measurement of Meaning," Reader In Public Opinion and Communication, edited by Bernard Berelson and Morris Janowitz, (N.Y.C., N.Y.; The Free Press, 1966), p. 647.

<sup>11</sup>For a full discussion of this significant theory, see Elihu Katz and Paul Lazarsfeld, Personal Influence: The Part Played by People in the Flow of Mass Communications, (New York: The Free Press of Glencoe, Inc., 1955), pp. 15-42.

<sup>12</sup>Paul Lazarsfeld and Herbert Menzel, "Mass Media and Personal Influence," Science of Human Communication, edited by Wilbur Scheanm, (N.Y.: Basic Books, Inc., 1963), p. 95.

<sup>13</sup>David K. Berlo, The Process of Communication, (N.Y., Holt, Rinehart, and Winston, Inc., 1960), p. 48.

<sup>14</sup>Philip Lesly, "Public Relations as a Sales Force," Relations Handbook, (N.Y., Prentice-Hall, Inc., 1950), p. 169.

<sup>15</sup>Wilbur Scheamn, The Process and Effects of Mass Communication (Urbana, Illinois, University of Illinois Press, 1954), p. 13.

<sup>16</sup>Roger Brown, Social Psychology, (N.Y., The Free Press, 1965), p. 681.

<sup>17</sup>Bernard Berelson, "Communications and Public Opinion," Mass Communications edited by Wilbur Scheamn, (Urbana, Illinois, University of Illinois Press, 1960), p. 531.

<sup>18</sup>Carl I. Hovland, Arthur A. Lumsdaine, and Fred D. Sheffield, "Short-time and Long-time Effects of an Orientation Film," Reader in Public Opinion and Communication, edited by Bernard Berelson and Morris Janowitz, (N.Y., The Free Press, 1967), p. 401.

<sup>19</sup>Scott M. Cutlip and Allen H. Center, Effective Public Relations, (Englewood Cliffs, N. J., Prentice-Hall, Inc., 1965), p. 169.

<sup>20</sup>Stanley Baar, "Yardsticks for Public Relations," Public Relations Journal, Vol. 13, April, 1959, 20tt.

## CHAPTER IV

## THE KANSAS CITY, KANSAS URBAN RENEWAL AGENCY

## I. WHY WAS IT SELECTED FOR THIS STUDY?

Urban Renewal began for Kansas City, Kansas in 1955, with the formation of the Urban Renewal Commission. Since that time, the Urban Renewal Agency has made redevelopment and rehabilitation a reality at ten different project sites. Because the agency is so effective in completing urban renewal projects, Kansas City, Kansas has been selected as one of six cities in the United States to be studied for a report on urban renewal rehabilitation. It is interesting that this agency has, as a regular staff position, a "Public Information Officer." It is this officer's function to help the public understand what the agency does.

Since the Kansas City, Kansas Urban Renewal Agency is effective in implementing plans, and since they are unique in having a public relations specialist on their staff, the agency was chosen for a detailed study of agency public relations.

II. HOW DOES THE AGENCY DO PUBLIC RELATIONS WORK?<sup>1</sup>

The Kansas City, Kansas Urban Renewal Agency directs its public relations toward two general audiences: (1) political interest groups and (2) residents of project areas. This

chapter will first briefly describe what public information is supplied to the local interest groups, and then the public relations directed to residents of project areas will be investigated in detail.

#### Public Relations to Local Interest Groups.

The public relations approach directed to the local civic organizations is a type of insurance for the agency. As a controversial subject, urban renewal is being constantly evaluated with social-economic criteria. Because of this the agency provides, as a public service, accurate information about all their activities. This information is especially important since elections usually bring savage attacks upon the urban renewal agency from candidates for opposition parties. And, a stock pile of public good will is necessary to carry the agency through these "bad times."

The public relations information given to local interest groups is in the form of speeches, news releases and printed literature. The speeches, which are accompanied by slide presentations, are given to local Kansas City, Kansas, civic clubs by members of the planning staff. The news releases, which cover day to day activities, feature stories and human interest stories, are supplemented by general planning features from outside Kansas City, Kansas. These news releases appear in local news papers and on local television and radio. The printed literature includes publications such as Change

and Blue Print for Progress, which describe previous and current projects. All the above releases and publications are written by the staff public information officer.

#### Public Relations to Project Areas.

The second public relations approach which the Urban Renewal Agency uses is directed to the property owners and tenants of the project area. The approach is a combination of three different magnitudes of personalization (e.g. personal contact) including: fact-to-face confrontation, public meetings and printed mail-outs. These types of contact are integrated into a program of operation which will now be described.

The Urban Renewal Agency begins working with the project residents at the beginning of planning activities which is approximately one and one-half years before the beginning of physical project activities. One of the saving graces is that the project moves slow. This characteristic of UR (urban renewal) projects allows the Kansas City, Kansas Urban Renewal Agency to become involved with every resident in the project area.

#### The Project Residents' Contacts With Urban Renewal.

The first information about the project is released in the local newspaper. However, first personal contact with the Urban Renewal Agency will come approximately a year after that, in the form of a notification of a public meeting. If



he attends the public meeting, he will then be told that a survey is being taken to obtain information about the project area. He will be surveyed soon after this meeting to determine his relocation needs.

The resident's immediate reaction, after being questioned, is that he must move soon. However, it is at least a year before moving will be necessary. During this time the agency will conduct two or three small meetings in the resident's neighborhood and will mail him Change magazine every two months. Also, the agency mails each resident small pamphlets titled Questions and Answers About. . ., to more fully acquaint him with the mechanics of UR.

Approximately six months before the beginning of physical project activities, a final public hearing will be held for all project residents. Soon after this meeting the project property is bought and the resident comes in contact with the UR Relocation Officer. The aid these Relocation Officers give the project resident will be the last personal contact the resident has with the Urban Renewal Agency--unless he is relocated to a future project area.

The agency not only supplies unrequested information but is available for any other questions the residents may have. A branch office is established in or near the project, for the resident's convenience. Also, a note is made of most phone calls taken at the Urban Renewal Agency office, so that problems and personal attitudes can be evaluated.



#### IV. PUBLIC RELATIONS ACTIVITIES OF THE URBAN RENEWAL AGENCY

The remainder of this article will describe the activities outlined above. This is an attempt to describe each of the public relations actions of the urban renewal program.

##### Formal Written Correspondence

This type of "mail out" is used only to announce meetings. The letters generally contain technical phraseology and convey impersonal attitudes. Also, the letters are very formal and impersonal in appearance. These faults can be overlooked since they are only used to announce a meeting and not to convey other information. A copy of a sample letter is illustrated on page 92 of Appendix A.

##### Public Meetings

Most of the public meetings, which are held two to three times during the year before the project's dead line, are broken down into informal groups. Held usually at a local church YMCA or YWCA, these meetings present information to one or two blocks (approximately 30 people) at a time. The planners talk in a common language and try to get many questions answered before the final hearing. "The biggest problem is ignorance of the program. However, when you get into the reasons and the dynamics of the project, you get people on your side."

Although no one on the staff is trained as a social worker, they feel that they are sensitive to the feelings of the project

residents. Since most of the meetings are integrated, there is no need for special approaches to Negroes or other minorities. Rather the people in the project areas are treated as individuals and not members of a minority or majority race group.

Another type of public meeting is conducted by the Urban Renewal Agency. This type of meeting is a group lecture to the civic organizations and high school classes in the project area, for the purpose of creating community feeling before a big project meeting. Through these meetings the people of the projects are influenced to stay in Kansas City, Kansas and to develop community spirit and pride.

#### Survey Questionnaire

The survey taken from the project areas is an attempt to record the vital statistics each individual family in the project. This record of family size, income, family composition will help the relocation officer find the families adequate new homes. This interview also helps identify special problems that a family may have--e.g., a need for welfare assistance.

#### Mail-Outs

There are several publications that are sent (without cover letter) to the residents of project areas. All of these publications are written to explain the mechanisms of urban renewal and what the project resident can and/or must

do about relocation or rehabilitation. Two types of publications are distributed: Change magazine, and Questions and Answers About . . . .

The pamphlet titled Questions and Answers About . . . ., is distributed by certified mail to project residents. These "mail-outs" are sent to families (on the basis of the survey) describing specific programs for which they are qualified. These pamphlets are honestly and simply written about significant urban renewal questions: relocation, rehabilitation, financing rehabilitation, urban renewal and acquisition. An example for this pamphlet is illustrated on page 89 of Appendix A. There are even publications written in Spanish, so that older Spanish-speaking residents may share in the public information. This publication is illustrated on page 90, of Appendix A.

Change magazine which is published once every two months is distributed to project residents and to those interested in renewal activities. The magazine is slick finished, well written and well illustrated. The object of this publication is to tie together all the urban renewal activity in the city and explain the significance of these projects. A copy of Change is illustrated on page 91, of Appendix A. The University-Rosedale coverage by Change is included in Appendix C, pages 105-113 Final Public Hearing.

Although Kansas' state laws makes no provision for a referendum, the Kansas City, Kansas City Commissioners hold a large meeting to see how people feel about the urban renewal

project. The final public hearing draws together the residents of the project area to openly debate the issue. The hearing will have five to seven hundred people attend and is generally very long. The purpose of this hearing is not really to answer questions, since the UR staff has probably already done this, but to help the city commissioners decide how to vote on the proposed urban renewal project. These hearings are held at or near the project area to all residents are able to attend.

#### Relocation Staff

The four members of the Kansas City, Kansas Relocation Staff help the residents of project areas find new homes, and move with as little hardship as possible. They evaluate the families requesting help and assist in obtaining adequate housing and money grants.

The staff begins its work when the project property is acquired (beginning approximately six months after the project is started). The relocation officers work personally with project families and probably are the most effective promoters of good will in the urban renewal agency. The close personal contact is definitely an effective contribution to good public relations.

#### Summary Statement.

The Kansas City Urban Renewal Agency has developed a complete program of publications. There appears to be a very strong reliance on the use of published documents.

An examination of these publications reveals that they are well written and easily understood. However, farther examination of individual staff members' contributions, needs to be made before the total agency public relations can be evaluated. This chapter has only evaluated the formal agency policy concerning public relations, and described public relations activities.

## FOOTNOTES OF CHAPTER IV

<sup>1</sup>Larry A. Schindler, Project Manager for Kansas City, Kansas Urban Renewal Agency, the information presented here is from a personal interview with the author, March 1, 1968.



## CHAPTER V

## CASE STUDY OF UNIVERSITY-ROSEDALE PROJECT

## I. RATIONALE FOR USING A PROJECT CASE STUDY APPROACH

Since a previous thesis, by J. David Dorris, had already theoretically described a need for public relations within the planning process, this author felt that case study illustration would best demonstrate this need. In order to be fair, an agency was chosen that could best represent planning agencies - an (enlightened) agency that had a staff public relations specialist. This agency is the Kansas City, Kansas Urban Renewal Agency. It is hoped that an analysis of the case study will not only describe what is actually being done in Kansas, but will indicate directions that should be followed by all agencies. This does not imply that the Kansas City, Kansas, Urban Renewal Agency should be duplicated. The real value of this report is to supply to the reader a vicarious experience with public relations in a planning agency.

II. KANSAS CITY, KANSAS' PROBLEMS TYPIFIED  
BY ROSEDALE COMMUNITY

Kansas City, Kansas, housing ranges from large family homes, which are currently divided into small apartments to hastily built homes with outdoor toilet facilities. Frequently noted housing deficiencies are unsafe electrical service and wiring, inadequate plumbing, weathered or missing

exterior roof and wall coverings, and foundation settlement caused by poor limestone used in the basement walls or by hilly, unstable subsoil strata.

Many of the towns original residences were built on river bluffs or their hillsides overlooking the Kaw and Missouri Rivers. Land subdivision gave little concern for the topography, which made lots inaccessible to streets and utilities. Deterioration was inevitable, and now these relatively close-in blighted areas call for change.<sup>1</sup>

The community of Rosedale is typical of this type of physically blighted community. Rosedale is also socially blighted, having - transients, newly arrived southern white (formerly farmers), older people, and a small percent each of Mexican-American and Afro-American - no existing neighborhood organization. The close proximity of Rosedale stimulates more of an identification with Kansas City Missouri than with Kansas. Also there is resentment of the Kansas University Medical Center which is the principle focus in the community.

Simply put, Rosedale is typical of the physically and socially deteriorated community that predominates in Kansas City, Kansas. It is the Urban Renewal Agency's responsibility to redevelop these areas.

### III. PROCEDURE IN CASE STUDY

The University-Rosedale project was selected to be the case because the project was a challenge to the planning staff, and because the planning staff included a full time

public information officer at the time of implementing the project. The year 1966 was chosen to be the time studied, so that the staff could be identified, and so that the project would be almost complete and still fresh in the staff's minds. (There was a chance for retrospective analysis without the emotional ties to a current project.)

An organization chart was drawn for May, 1966 (a slight change in orientation occurred at this time) and the staff members were identified. That organization chart is presented on page 34. (It must be noted that the individual staff members names or personalities are not important but rather, what is important is the roles that these individuals played in the planning project.) These staff members were interviewed and asked only two open-ended questions: What was your role in the agency?, and What public relations activities did you personally conduct? This information was analyzed in relation to the previous discussions on a planners role in the planning agency, and public relations. The concluding chapter of this thesis is the result of that analysis.

There are, of course, some obvious defects in the case study approach, and, more specifically, in this case study. The Kansas agency is not typical of all planning agencies, and as such may not be useful in drawing attention to good or bad procedures used in all agencies. Another defect is the strong element of subjectivity which is unavoidable in this kind of research. Nevertheless, the information

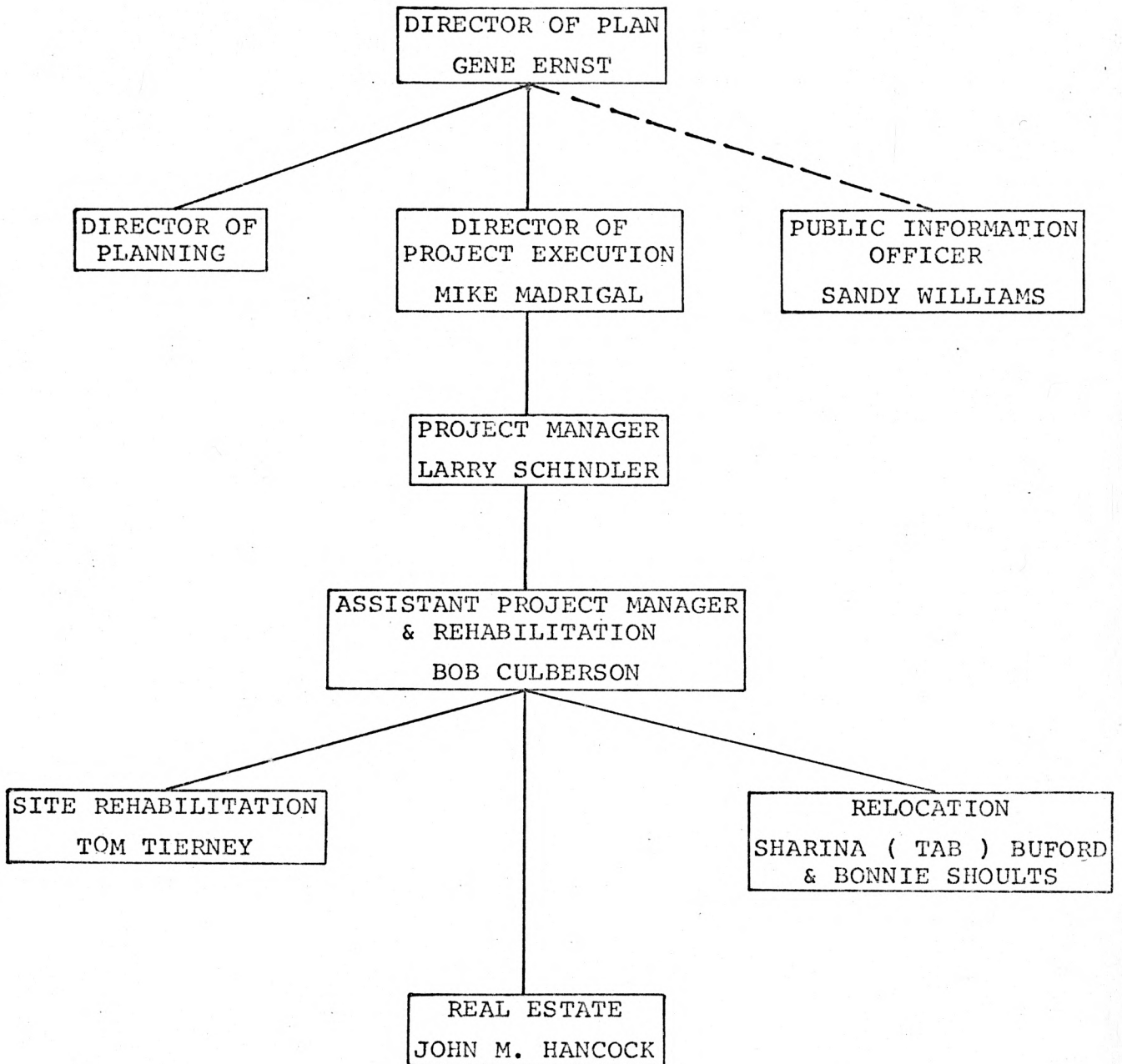


FIGURE I

ORGANIZATION CHART FOR KANSAS CITY, KANSAS URBAN RENEWAL AGENCY PROJECT, UNIVERSITY ROSEDALE (1966)

made available to the reader concerning a new developing tool for the planner cannot be obtained successfully in any other way and thus be justified methodologically.

#### IV. PRESENTATIONS OF INTERVIEWS

The following interviews are records of the author's conversations with the former members of the University-Rosedale planning staff (May, 1966). The staff members were interviewed in their own offices, and at their own convenience. The interview situation was formal, yet on a friendly personal basis. The staff members were briefed as to the nature of the study, and were all requested to be candid with their comments. The interviews were structured only to the extent that two questions were asked. The interviewees were compelled to tell their own stories in their own way. Although this led to a disorganized set of notes, each story was reorganized by the author, and checked as to its accuracy. (A copy of the letter sent with the interviews is included in Appendix B, page 94. The return letters sent to approve the notes of the interviews are also included in Appendix B, pages 95-103.

The following interviews will be prefaced by definitions of the roles played. These interviews will essentially follow the order outlined in the agency's "Organization Chart." Those interviews of the agency staff of the University-Rosedale Project are now submitted:



PLANNING DIRECTOR

The Planning Director is the administrative head of the organization and responsible within that agency for executive direction, for personal and financial management, for program planning, and for supervising program execution. The planning director for the Kansas City, Kansas Urban Renewal Agency was, Gene Ernst. (Background-Trained as an Architect)

Q--What was your role with the University-Rosedale Project in 1966?

At that time, beginning in May, 1966 I was Director of the Agency. My main job was to keep all projects on schedule. We had a few meetings with the established older citizens and business owners, and we had some real estate speculators who required a lot of my time to make sure that they conformed with the plan for the area.

Since we were involved in planning two projects and implementing five others, my time was spent interpreting the plans so that the projects could be carried out. I did not spend much of my time exclusively on University-Rosedale.

Q--What public relations activities did you conduct to help you carry out your job?

You must understand the relationships within this neighborhood. There were a lot of transients, newcomers, and older people--no existing neighborhood structure. The K.U. Medical Center is the second or third largest industry for



Kansas City, Kansas--and, as such, was viewed by residents with suspicion. Over the years there had been some real animosities between the center and the neighborhood. The older segment of the community viewed the Center as a land grabber.

When the project began, it had everything going against it--expenses, topography, etc. However, Kansas City, Kansas, felt it might lose the Medical Center unless it proposed to create growth and a better environment in that area. Since this was the main purpose, the people of the neighborhood could only tag along.

The public relations pitch was to de-emphasize the Medical Center and emphasize the community. We played up the benefits that the neighborhood would receive. All the public meetings, in the planning stage (1964) were directed toward discussion of benefits the neighborhood would receive. Once implementation is started, you stop talking and get to work. Hancock and Buford had a lot of talk in the home, but this was not publicized because it was personal. Perhaps in this stage, it is better to talk individually, since the individual must be motivated to fix up his home or to relocate.

Q--Would you say the University-Rosedale Project was a success?

It is difficult to measure success. One way is to see how fast acquisition, relocation and rehabilitation progress. In this respect, the University-Rosedale Project was very suc-

cessful in relation to other projects in Kansas City, Kansas. You really cannot put your finger on why the people were more cooperative--could be a more experienced staff, could be the availability of better financing for rehabilitation.

DIRECTOR OF DEVELOPMENT AND EXECUTION

The Director of Development and Execution is the administrative head of the projects being implemented, and is responsible within those projects for executive directions, for personal and financial management, and for supervising program execution for the agency. The Director of Development and Execution for the Kansas City, Kansas Urban Renewal Agency was, Mike Madrigal. (Background-Trained as a planner)

Q--What was your role in the University-Rosedale Project in 1966?

I was Assistant Director of Development and Execution. My job was to coordinate the functions of requisition, dispensation, rehabilitation and relocation. We tried to lessen the impact of urban renewal on the people. We did this by developing a timing sequence for activities and overseeing the entire project. At that time, I was working on two other projects, so the major contact with the people in the project was the project manager.

Q--What public relations activities did you personally conduct to help you perform your job of Assistant Director of Development?

I had meetings with the Rosedale business men and some of the people who had problems. I was more or less a trouble shooter. If we had any problems with the people of the project, I would visit them, explain what was happening and try to solve the problem on the spot. I was also an arbitrator

between the developers and the owners. Any real problems are handled by the people in the office.

Mostly I was in the field to see what was happening. I would check and see how the Project manager was doing and maybe give him a pat on the back. We were concerned with problems in budget and policy. We must have budget control.

Finally, ever so often, we would compile information and feed it to the Information Officer. They rely on our information for news publications and articles in Change. Sometimes we used the newspaper to announce improvements--so that the residents would not be surprised by the disrupted traffic.

Q--Would you say that there is a need for a public relations specialist on the planning staff?

You need to have someone there because there are so many things going on. It takes a full time person to keep track of the information about our city and other cities. The job is really a continuous learning process. It is essential to have someone who can present what is being done.

Q--Would you say that the University-Rosedale Project was a success?

Definitely. I see the project from an overview. I see how the different phases dovetail so that the minimum amount of inconvenience is forced onto the people. In this way the property lays idle for only a short time.

At this time, because of the close proximity to the Metro

area the K.U. Medical Center, it is in an ideal position. The city is building a recreation center within the area. The State of Kansas is building a Mental Health Center. And, the county is building a Child Guidance Center. This area will be one of the best mental health centers in the country. Because of the development, we have quite a few developers trying to buy property in the area.

PROJECT MANAGER

The Project Manager is the administrative head of one specific project, and is responsible within that project for executive direction, for personal and financial management, and for supervising project execution. The Project Manager for the University-Rosedale Project was Larry Schindler. (Background-Trained as an Architect)

Q--What was your role in the University-Rosedale Project in 1966?

I was the Project Manager for this project. In that position, I was responsible for scheduling and carrying out the programs of rehabilitation and relocation. I was not in an absolute position of power, since the people in the main office did have control over implementation.

Q--What public relations activities did you personally conduct to help you perform your job of Project Manager?

To answer that fully I must go back to the planning stage, 1964-65. I had a unique situation because I helped plan and carry out the University-Rosedale Project. For some reason, I had been in most of the houses - cursory inspections, reinspection, etc. I had become familiar with the people. (I do not like to let a secretary handle the mailing lists. Since tenants move every day, this lets me keep current my knowledge of who is in the neighborhood.)



During the planning stage, we conducted extensive meetings. The approach that we used was to give the people plenty of time to talk. There were basically three parts to the meetings: (1) opening remarks - an explanation of where we stood, what were specific proposals and various aids available; (2) questions - of a general nature; and (3) after meetings - specific and personal questions about particular property. We tried to project, to the residents, a feeling that we were aware of their problems. For instance, in the meetings we would call on them by name - Gene Ernst was a good one for that.

Another type of meeting that we conducted was for a central committee of residents. This committee was composed of one person elected from each block. This totaled about thirty people, who kept the residents on their block informed about planning progress. This committee was very helpful in site improvement; unfortunately we did not follow through in implementation.

Q--Why didn't this committee continue their meetings during implementation?

Although it is very important, the activity of neighborhood organization often gets sidetracked in the rush of daily business. This is partly what happened in University-Rosedale. Coupled with a change in Agency policy which put

these activities in the hands of the Information Services Officer, these two factors kind of meant the end of our neighborhood meetings. As far as the policy decision is concerned, the Planning Department took this rather personal. We felt a good job had been done and the rapport had been developed by the planners, therefore, the decision was questioned. The Information Services Officer had a great deal of other work to do, therefore, the neighborhood organizations suffered. Not all was lost, however, because by that time actual project activities had begun and relocation and rehabilitation personnel were actively in the field and seeing the families on an individual basis.

A field office has been maintained in the University-Rosedale area since about the conclusion of planning. This office has offered a convenient place for persons to come and talk with Agency staff members who were (and are) strictly associated with this project.

"Working with the project resident is a different type of job. We make ourselves an equal. You can not talk over their heads." (Darrel Stearns made a memo of definitions of words that we avoid - for example, never say "colored people", rather say "Negro.") You must sometimes say something a half a dozen ways to be sure that they get it.

Q--Were there any other public relations activities that you performed?

On several occasions, I was interviewed by the newspapers. These interviews were both for public relations and because of some news worthy incident. We have always had a favorable

press - Kansas City, Kansas, Kansas City Times, and lately TV editorials have picked up the big stories - for example, Center City.

Q--Were there special approaches used on racial or cultural minority groups?

Generally speaking, we treat them all alike. Now, we have found it helpful in having a Negro working in relocation. We had an excellent man working with us at that time - Tab Buford. Also, since some people on the staff speak Spanish, we had some of our brochures written in Spanish and we conducted some meetings in Spanish.

Q--Would you say that the University-Rosedale Project was a success?

In this project we were dealing with poor quality housing, topography that made maintenance difficult and an area with no community identification. (The way they are oriented, topography and street wise, it is not easy for them to identify with Kansas City, Kansas.) It was difficult to get streets repaired and police protection.

We had to overcome the idea that the bulldozer was king. We emphasized that we were going to save a lot of businesses. A lot of the original opposition was because of suspicion. We encouraged people to look at previous projects and to talk to friends in these projects. We also used a national film on rehabilitation.

To answer your question, not everything is in yet to see if the area has identified with itself. One indicator we have is that the project itself was not fought, but was pretty enthusiastically supported. Perhaps the new recreation center and park or perhaps the hospital will eventually tie the people together.

ASSISTANT PROJECT MANAGER AND REHABILITATION OFFICER

The Assistant Project Manager and Rehabilitation Officer is the field office manager and conservation-rehabilitation supervisor, and is responsible for executing the plan and schedule and for solution of residents' problems, within a specific project. The Assistant Project Manager for the University-Rosedale Project was Bob Culberson. (Background-experience in sales and construction.)

Q--What was your role in the University-Rosedale Project in 1966?

At that time I was the Assistant Project Manager and Rehabilitation Officer. I was concerned mainly with site improvement; coordinating both the public and private efforts.

Q--What public Relations activities did you personally conduct to help you perform your job of Assistant Project Manager and Rehabilitation Officer?

I was at the public meetings, and since I have been a resident of Rosedale for 15 years, I knew many of the people personally. I think the most important part of public relations is "good will." You must be a good listener. Although it may not be related with your work, when you go back again they feel they have to listen to you.

Every individual home owner is interested in what will happen to him. People can talk about urban renewal, but when the lawns are being torn up, that is when the public relations is most effective. The best thing is to be out there everyday,



and to be informal--let them air their minds. Believe me, people are not bashful about asking questions.

This is where trouble comes. Even though every situation is different, they want an answer. We had one man who didn't like to say that he would check and find out, but would rather tell them something; anything to get them out of his hair. This attitude led to much trouble.

I personally prefer a folksy, informal way of talking. I put myself at their level and make sure that they understand that we're all in the same boat. I can do this because I live in the area. Unfortunately, since you can't please everyone, it becomes a personal matter--and this is bad. I try to avoid this, but you must try to break down the barrier of "We're the government agency and they're the poor home owner."

It is important not to use our power to force progress. The residents lose sight of what we must do, because they are directly affected by personal things. The planner must be a salesman. If you can sell ten people on urban renewal, and get all the other easily persuaded people to do something, perhaps you can shame the others. When people begin to gripe about their neighbors, this is a good indicator.

Q--Were there other public relations activities that you performed?

We furnished speakers for civic clubs. We send cards from the office to families where there was sickness or a



death. One time we collected the beds from some demolished buildings and gave them to several needy families. One time, some people were blocked in their driveway because the construction crew left a gully that was washed out in an over-night rain. I got up on a bulldozer and filled in the trench so the people could get to work. The agency people must be interested in personal matters and not just urban renewal.

Q--Do you think there is a need for a public relations specialist on a planning staff?

Yes, I have had people gripe because they don't get Change magazine. It is wonderful if you can get it down to their level. They must be able to understand it. The literature is helpful; however, at its best, it is not as good as a personal call. The most important thing is to get involved personally. People want personal attention--the attitude is "What are you going to do for me?"

Q--Would you say that the University-Rosedale project was a success?

Since the people know that urban renewal is protection for "good" home owners, a lot more people are for it than against it. We don't have a house that the owners haven't started work. Previously the community spirit was all talk. Now we can see things happen. They feel a sense of pride.

Unfortunately, not enough is planned for what happens after a project closes. A code should be enforced. It boils down to neighborhood groups. Kansas City, Kansas is weak in this respect.

REHABILITATION OFFICER

The Rehabilitation Officer is the agent of the planning staff that is responsible for evaluating sites and suggesting improvements to be made, both public and private, and to help the private owners obtain financial aid for their rehabilitation. The Rehabilitation Officer for the University-Rosedale Project was Tom Tierney. (Background-experience in construction)

Q--What was your role in the University-Rosedale Project in 1966?

I was a Rehabilitation Officer, concerned mainly with site improvement. We met with the people in the area by blocks, and explained the improvements to be made. They were reluctant at first and were slow to improve their property. It was a job to get them to do something until the agency did something, such as new streets. It was the responsibility of rehabilitation to inspect each house and to determine what must be done and then sell the home owner.

Q--What public relations activities did you personally conduct to help you perform your job of Rehabilitation Officer?

My job was to form groups and hold meetings. I tried to create pride in their neighborhood. Once the people have started fixing their homes they push others. The problem is getting off dead center--once you get it going, they work for you.

The people tend to identify with the working planner. I left the Kansas agency but I still get calls from Rosedale. The people tend to have confidence in the planner. To earn that confidence you must explain as best as you can; and be fair, yet firm.

Q--Were there any other public relations activities that you performed?

We had many pensioners who did not want to improve their property because they knew they would die before they could pay off the improvement cost. We convinced them that the property should be kept up and left to their heirs in good condition.

The Mexican-Americans required another approach. We had to shame them until they did something, and then pat them on the back. A little pat on the back goes a long way. You must remember that there was no special approach to racial or cultural minority groups. We worked with everyone on an individual basis, and this sometimes meant you were a referee-arbitrator between the property owner and the contractor.

Q--Do you think there is a need for a public relation specialist on a planning staff?

The majority of the people are not educated enough to understand most literature. Personal contact is most important, but you can't look down your nose at them. You must work with them,

make suggestions and show how it is to their advantage to rehabilitate.

This does not mean all literature was poor. Change magazine was well received by both residents and realtors. It kept the people informed about what was going on. The magazine was something that they could keep and read while small mail outs were waste basket fodder. If it doesn't look like it cost something to produce, it will be thrown out.

Although it is necessary to have a planner answer specific questions, an information officer is helpful for answering the many general questions. It is also good for someone to keep everyone in the office informed as to what is happening in other parts of the agency. Finally the people were more spirited in the project areas, because they could read in Change what was happening in their neighborhood. It was like a small town newspaper where they could see their names in print and read about people they knew. I think it is important to have some in the office who can do all this.

LAND ACQUISITION OFFICER

The Land Acquisition Officer is the agent of the planning office who is responsible for purchasing the sites selected for clearance. The Land Acquisition Officer for the Kansas City, Kansas Urban Renewal Agency was, John Hancock. (Background-experience as a real estate agent.)

Q--What was your role in the University-Rosedale Project in 1966?

My job was called the Land Acquisition Officer. I can best explain the title by telling you what I did. The first contact that I had with the people was to send them a notice that we would like to acquire their property. This notice was sent approximately two years after the previous publicity began, and explained how their price was determined. It explained that if they were not satisfied with the price, they could place their property in condemnation. The notice also explains available benefits.

Another letter is sent to arrange a meeting. At this meetings, the property owner will sign an agreement to sell his property for a specified price. Once the agreement to sell is signed, the name of the owner is referred to the relocation officer.

Q--What public relations activities did you personally conduct, to help you perform your job of Land Acquisition Officer?



The first point made to the resident is that we will continue the previous curtesy afforded them; for example, we will treat them fairly and sympathetically. In this way I take advantage of previous public relations. In my jobs the greatest publicity is carried through the grapevine. After the first six people, my job smoothes out.

I always give the property owner the opportunity to discuss the situation (by appointment) at a field or main office. Holding the meeting in an agency office eliminates the possibility of being in a position of reappraising property--which could happen if the interviewee were at his home. I always pick a room that is separated from everyone else in the office. When they don't see anyone else they get a feeling of privacy and can relax. Finally, I never press for a signing of option the first day, although 90% do sign at that time.

I treat everyone the same, and they know it. Since the first few interviews are important, I pick people who talk a lot and will be happy with their price. We use illustrations of the people who have been successfully moved. This is the big selling point; we are serving the people. This is illustrated by the agency policy of paying the highest price for property and not horse trading.

Q--Were there any other public relations activities that you performed?

I attended all public meetings and answered questions about price, personal and real property, etc.

Q--Do you think there is a need for a public relations specialist on a planning staff?

The best public relations comes from the efficiency of the staff. The people appreciate how they've been treated by the staff--they are never given unrealistic promises. All the previous public relations helps my job. For instance, while there is very little comment on Change, it does help in their understanding--it probably gives them something to talk about among themselves.

RELOCATION ADVISOR AND MORTGAGE FINANCE OFFICER

The Relocation Advisor and Mortgage Finance Officer is the administrative head of all relocation activity and financial aid given to relocatees. The Relocation Advisor and Mortgage Finance Officer for the Kansas City, Kansas Urban Renewal Agency was Sharnis (Tab) Buford. (Background-trained in economics.)

Q--What was your role in the University-Rosedale Project in 1966?

I had two jobs in the University-Rosedale project. I was both the Relocation Advisor and the Mortgage Finance Officer.

As the Relocation Officer, I was directly responsible for people relocated because of urban renewal, housing authority, minimum housing and the highway department. We relocated an excess of 500 families, individuals, and non-profit organizations. My staff of four was responsible for physical relocation. After they had relocated the people, my responsibility was to get money from the Federal Government to aid these people.

We wrote on families and ran checks to see if they relocated into sound, sanitary houses. If they did not, they were again put into the work load and we worked with them as we did before the project. Once the people were adequately relocated, they were on their own.

The second part of my work was with rehabilitation. I enjoyed this more because we could leave the people in the project area. Since we were working with limited income

people, we could get grants and 3% loans from the Federal Government. About 95% of these people in rehabilitation were happy and very responsive because they didn't have to move.

Q--What public relations activities did you personally conduct to help you perform your jobs of Relocation Advisor and Mortgage Finance Officer?

I had no set pattern. However, it is important that you converse on their level. When I would work with someone, I would do some research in their occupation, so I could talk with them on their level. Once they accepted me, they would have confidence in me. When this happened I would work quickly and talk about urban renewal before he could analyze what I was doing. I didn't like it but that was the best way. If they were given a chance to talk to someone they would greatly benefit from it.

We work with everyone on the project. We would find their needs and then would work with their problems. What ever needed to be done I would try to do it. You see, the regulations say what you must do, but it doesn't say that some other things can't be done. The people knew that we went to bat for them. When they knew that we were fair we could gain their confidence and then the real problem is solved.

The biggest step is to get them over the initial shock. For those being relocated we would have to convince them that

they had to move. Once they were thinking right, they would be fairly easy to work with.

Q--Were there other public relations activities that you performed?

Of course, we had the public meetings. And then the surveys, which I helped conduct, were to help us get a jump on problems. And finally the home visits which we liked to prefix by correspondence.

On our visits we would sit down and join them in what they were doing. Maybe while we were drinking coffee, we would generally tell them about the program. They must face reality. If there is a problem we would guide them to discover their own solution. For instance, if a person were an alcoholic we would let him say he needed help--and before he knew what happened we would have him at AA.

You must avoid negative words. When you catch him by himself, make him feel important. You point out the contribution that he could make, then say that there should be a self examination. When he says, "Yes, I'm an alcoholic," that's when I begin my preaching.

It is important that the case worker is flexible--each person is worked with on an individual basis. Depending on the need we may work with Safeway, Salvation Army, Welfare, A.A. (For instance, the stores were requested for food--old food that was still edible.) We made the people feel important--the



worst thing is to go into someone's home and offend him. We avoided all negative words--we call the poverty program the "prosperity program." There are even times when you must let them think they are using you. The important thing is to satisfy the goals. You can't merely do what the regulations say, but you must go beyond that. Sometimes I carried this to the point of putting on an old hat and jacket just to put the people at ease. I came down to their level both physically and verbally. How far to go, all comes through experience with people. I like to develop the attitude that, "Everything is all right, because Mr. Buford is here."

Q--Did you experience any special problems because you are Negro?

There were no Negroes in rehabilitation areas. Since I was a Negro, the whites were apprehensive at first. But it was me or nobody. Once we were involved in work, they gained confidence in me. The prejudice was really minor in most instances.

Q--Do you think there is a need for a public relations specialist on a planning staff?

Change magazine was very helpful. The people see your picture and recognize you. Also the people would see what others were doing and would want to conform. They would ask me, "Will I get that money?" And we would tell them how to get it.



Sandy Williams worked with us to set up the information. You see, if we don't relocate the people, the area doesn't get redeveloped. The whole staff worked together like a pair of scissors. Sometimes we would do favors and then tell the staff about it. Sometimes you must pass the buck. You say, "The power structure is against this, but I'm going to try." We made them believe that it was a special favor, but really it was the "full treatment." Our job was to help the people anyway we could.

RELOCATION OFFICER

The Relocation Officer is the agent of the planning staff who is responsible for finding new homes for those families and individuals who are dispossessed by urban renewal. The Relocation Officer for the University-Rosedale Project was Bonnie Shoults. (Background-housewife.)

Q--What was your role in the University-Rosedale Project in 1966?

My job is basically social work. We are notified of property acquisition and from that time on we are responsible for obtaining decent, safe and sanitary housing for those being relocated. Approximately three weeks after acquisition, the person is processed.

When the person is processed he is first interviewed. We explain relocation, we record their family structure and determine the type of housing to be moved into. We also explain what aid programs are available for the people - for instance, the relocation adjustment payment. From that point on we read the newspapers and contact local real estate agents to find housing for them. Unfortunately there is little low-income housing.

Q--What public relations activities did you personally conduct to help you perform your job of project Relocation Officer?

"Relocation is idealism." At the meetings it is a big

beautiful dream, but in reality it is "get the people out, get the building up!". Some of the regulations we work within are not practical. For example, the H.U.D. definition of substandard housing states the number of children in a bedroom, however, any large family may have to crowd at times.

Within this framework, if there is a social problem, we try and find someone who can help the project resident. You really get into some bad situations. Some of these people are so poor that they may not have even a dollar. We had a woman who needed two dollars for a birth certificate, which is required before you can get into public housing. Anytime they don't have the cash, we use an emergency fund. (This fund is the receipts from the pop machine in the office.) The woman got the birth certificate. If the money needed is a larger amount, the Salvation Army has been very helpful.

Another person may need advice with what to do with the money he got from the acquisition of his home. Another may need legal aid. A few need the help of Family & Children's Services - that is, psychiatric aid, house keepers or visiting nurses. Many need help from the K.U. Medical Center. There are even people who we must take to the Welfare Office for assistance.

Q--You said you take them for assistance? Do you often take the people places in the city's cars?

No, you see the agency supplies mileage for our personal

automobiles. This is a real sore spot. We put a lot of mileage on our own cars by driving the people to see a house or to the doctor and mileage does not compensate the usage.

Q--Were there other public relations activities that you performed?

You must understand that the people are not taught to pick up their trash or to clean their house. I suggest that they should clean up, but I have reservations because it seems that you are talking down to them. I try to be kind. For instance, I never use the word "welfare"; rather it is "Aid to Dependent Children or Old Age Assistance."

Other aspects of the public relations are more the agency proving itself. The approach used in the interview is to be a good listener. Particularly the men and some women vent their anger on relocation. We agree with them and pass the blame off ourselves. Once we are agreeing on something, then we explain that we can not fight progress - then we get to work.

Sometimes the people can not relocate immediately, either because of money or because they can not find a new home. Since Urban Renewal is the new owner, we can cut rent and give them a delay - this, of course, is only for hardship cases. This type of thing really gets around, and improves the peoples image of urban renewal.

Q--Do you think that Change magazine was well read by the people you worked with?

I have had no mention about Change magazine. I do not think it impressed them much. It probably is used more to sell people outside the project or the rehabilitation people. People who are involved with rehabilitation are more likely to read Change than people who are being moved out.

INFORMATION OFFICER

The Information Officer is the agent for the planning staff who is responsible for evaluating the public's attitudes, identifying the policies and procedures of the planning agency, and executing a program of action to earn public understanding and support. The Information Officer for the Kansas City, Kansas Urban Renewal Agency was Sandy (Williams) Ernst. (Background-trained in magazine publication.)

Q--What was your role in the University-Rosedale Project in 1966?

At that time I was the Public Information Officer for the entire agency. I was there on behalf of the citizens to find out what the agency was doing and to explain it. It was my responsibility to: write Change, supply reporters information for articles and feature stories, build public displays, arrange tours, do photography work and keep public information photographs, arrange slide shows and write scripts, write any printed material for public distribution, talk to students, and to arrange the urban affairs library which included both recent publications and technical publications.

Q--What public relations activities did you personally conduct to help you perform your job of Public Information Officer?

Let me first explain my philosophy on public information. I believe that there are two audiences for any public information: (1) within project (internal); and (2) community-wide (external)--which includes city officials, tax payers and



other interested citizens. To reach these audiences we must use one of three approaches: (1) publicity--for example, Change, newspaper articles; (2) meetings--both internal and external; and (3) personal contact. The trick is to convince the community (external) that conditions are serious enough to require drastic public action without alienating the people within the project area (internal) who will ultimately be responsible for the success of the project.

In explaining urban renewal you must be frank with those with whom you are communicating. You not only explain what benefits the people will receive, but also tell them what problems they will encounter. This requires a very honest and sincere and down-to-earth approach--that is, you cannot be just another bureaucrat.

Public information is not advertising--that is, you cannot just talk at people. In order to get results you must have conversation--a two-way dialog. Anytime people are involved in change, there is controversy and noise. This is good if there is a two-way flow of information.

Q--Were there any faults you found with the agency?

The agency was really not strong in being frank. Some of the planners can talk for hours and still not communicate. I think the planners really did not know the effect that they had--they were out of touch--for instance, the meetings that were conducted were so structured that they immediately alienated

the audience. The burst of facts that were included was not grasped by the audience.

They did not seem to realize that the fulfillment of requirements was not enough justification for meetings. The Kansas City staff can't believe that they must become involved. It's too bad that they didn't have public involvement, because the staff had qualified people to give such activity.

Q--What exactly do you mean by public involvement?

Let me use an example of Town Fork Creek Urban Renewal Project in Kansas City, Missouri. The philosophy here is that nothing should be done by the agency that can be done by the residents--the planners are there for the citizen's use. All meetings are conducted by a citizen's advisory committee, which actually takes part in planning the project. This committee even conducted a day-long clinic for rehabilitation, where contractors had booths and gave estimates for repairs.

The trick is to let the people establish these organizations and programs.

Q--Do you think that the printed literature helped to involve the citizens in the project? And, do you think that a public relations specialist is essential to carry out a program, such as you have mentioned?

All the brochures and other public literature did was to fulfill a requirement--but they didn't necessarily communicate.

I don't think the important point is whether or not you have a public relations specialist on the staff, but rather, "What is the philosophy of the agency?" If an agency has the attitude that it knows what is good for the people, then it is impossible to have communication. The planner must be sincerely interested and believe he exists for the citizen's use.

Q--Weren't some of the publications nationally recognized because they were good?

Yes, the Department of Housing and Urban Development distributed Change and Blue Print for Progress nationally. However, I consider this more a credit to my ability to produce an attractive and informative publication rather than an endorsement of the agency's public relations approach.

Q--Are there any other comments you have about the University-Rosedale Project?

Only that I had a hard time justifying the whole project. If they wanted to have university expansion, they should have picked an area that the University wanted. As it turned out, the University is expanding in another direction, away from the project area.

#### V. SUMMARY OF THE INTERVIEWS

As is illustrated by the comparison of the definition of job title and the individual's role perception, there is a great

deal of individual attention given to the residents of the project areas than is formally required by the job title. It is interesting to note the various ideas of public relations among the members of the planning agency. The more responsibility the staff member has, the more reliance he has on printed documents and public meetings. And, the less responsibility within the organization, the more he relies on personal relations.

The concluding chapter, CHAPTER VI, will analyze the interviews from the standpoint of, "What does this mean to other agencies?" This summation is an attempt to emphasize that the formal role of the staff was not followed explicitly, but rather that there was a great deal of interpretation made by the staff. This interpretation by the staff followed a general pattern of increased personalization between the project resident and the staff member.

## FOOTNOTES FOR CHAPTER V

<sup>1</sup>F. Gene Ernst, "Rehabilitation in Kansas City," Building Research, Jan-Mar, 1968, p. 40.

## CHAPTER VI

## EVALUATIONS-COMMENTS AND SUGGESTIONS

The interviews of the preceding chapter have been explanations of individual styles of public relations in planning. These interviews will now be evaluated as the public relations product of the Kansas City, Kansas Urban Renewal Agency. The public relations product of the agency will be evaluated by two different methods: (1) an external expert evaluation by a local reporter from the Kansas City Kansan newspaper; and (2) a standard checklist evaluation of public relations prepared by Stanley Baar; as well as the author's evaluation, comments and suggestions.

I. OVERVIEW WITH NANCY JACK OF URBAN RENEWAL AGENCY  
PUBLIC RELATIONS

The following is an interview with Nancy Jack taken June 24, 1968. Miss Jack was the reporter from the Kansas City Kansan newspaper who covered most of the releases from the University-Rosedale Project. This interview will be used as an aid, to the author, to help impartially evaluate the agency's public relations program. Since Miss Jack was not affiliated with the agency, her opinion is an external expert evaluation. That interview is now presented:



Q--Miss Jack, you were the reporter who covered the University-Rosedale Project in 1966, for the Kansas City Kansan. Could you tell me what public relations material the agency submitted to your paper?

In 1966, the Urban Renewal Agency had an Information Officer who supplied facts. She gave us news about fresh developments and pictures when justified - for example, the first, the last, the most, etc. The Kansan's reporting of urban renewal was favorable - which helped the agency some. Miss Williams would tell us where there was a news story - we would try to report on it. If Congress would approve something, we would try to tie that in also.

Q--Do you think that the agency's public relations activities were successful? And, do you think there is a need for a public relations specialist on a planning staff?

The Information Officer was "invaluable to the local press!" The position was valuable to help us get the answers. It is difficult for an outsider to find the information. (In fact, it takes the beginning Information Officer about a year to learn about urban renewal.) The March 1966 issue of Change magazine was a gold mine of information - it was the single most valuable document and I always referred to it.

The public relations activities were eventually very helpful in getting citizen approval of planning. Relocation is usually difficult, but the University-Rosedale project went through. In fact, everyone of the agency's projects has been accepted as a success.

The agency has taken care of its own public relations. I do not mean to imply that the Kansan handled it all, although we did cover many day to day activities. However, when the news about University-Rosedale hit the papers, it was not a big surprise. (The first project left the residents in the dark, so that they did not know what to expect.) You see, the public relations function was carried on extensively in the project area, not just in the media.

The staff men carried the ball at all meetings, assisted by the Information Officer. There were slide shows, bus tours, and other presentations -- including a scale model of the project area. (In the recent push for Center City there were some 60+ speeches given without the Information Officer). The return for these efforts is that there was not much objection at the public hearing. Of course, there is always resistance to change, but there was not a great deal of objection at the public hearing. Of course, there is always resistance to change, but there was not a great deal of objection to the project.

University-Rosedale is the city's fifth urban renewal project. The Kansas City, Kansas Urban Renewal Agency knows the value of good public relations, and the folly of trying to cover up for obvious past mistakes. The staff always has learned from its mistakes.

## II. A CHECK-LIST FOR EVALUATING PUBLIC RELATIONS

Now that Miss Jack has given her personal evaluation of the Kansas City, Kansas Urban Renewal Agency's public relations, is there any other way of evaluating the public relations program? In an effort to prove that a public relations program has produced measurable and valuable results and that the cost is fair and reasonable, Stanley Baar has proposed a check-list to be used in periodic examinations. The Kansas City, Kansas Urban Renewal Agency will now be evaluated by Mr. Baar's check-list for public relations effectiveness.

How Much Did This Activity Contribute Specifically to the Attainment Of Goals? What Specific Goals?

Have the public relations goals been satisfied? Using the public relations goals defined for a government agency, by Cutlip and Center, an evaluation will be made. The following is a list of the objectives of the agency, and a determination of whether or not they have been satisfied.

- (1) The agency did win approval of the project at the public hearing and was supported during implementation.
- (2) The agency provided reliable information to the interested citizens, and gained their support.
- (3) The agency provided information to the news media, to keep the citizen daily informed of the services and functions available.
- (4) Since the agency conducted public meetings and had representatives at the residents' homes, the citizen was able to relay his views and opinions to the administrators without difficulty.
- (5) Unfortunately, the agency works on the basis of the unpopular law of eminent domain and so was unable to allow public opinion to detour its use.

- (6) The agency representatives (particularly the rehabilitation and relocation officers) convinced the citizens of the need for the administrative rules and assisted them in understanding them.
- (7) With Change magazine and with the speaking engagements, newspaper articles and word-of-mouth advertising; the agency was able to build a reservoir of support with the city government, HUD, and the public. This is evidenced by the passage of an addition to the original clearance area, in the middle of the project execution.

Did the Agency Get Its Full Money's Worth for Each Expenditure?

According to Sandy (Williams) Ernst, the agency was able to produce Change magazine for \$700 dollars per issue. The other expenses for the publication of material included such publications as Questions About.... According to Cris Vedros (present Director of the Agency), the total expenditures of the Public Information Officer, including salary, was approximately \$20,000 per year. When this is evaluated against the total assets of \$23,166,979.17 (as of December 31, 1966), the expenditures for a Public Information Officer seem minor. (The average salary of a public relations director, according to the Publicity Club of America in 1961, was \$15,500 per year).<sup>1</sup> Obviously, the agency was receiving its money's worth.

Was The Over-All Cost Offset By Its Accomplishments? Specifically What Accomplishments?

The over-all cost of the public relations program was more than offset by its accomplishments. The Urban Renewal Agency has the support of the local press, public officials, and the citizens. If the agency did not have this support, none of its projects would have been approved at the public

hearings. Ten such projects have been approved since the agency was founded in 1955.

All of the Public Relations Expenditures--How Much Did They Need Them?

Evaluating the cost versus benefit for "social goods" is extremely difficult. This thesis does not desire to involve itself with a discussion of social planning; however, this is impossible to a degree. The trend of the Federal government to be concerned with the individual has been evidenced by the recent "Civil Rights" and "Model Cities" legislation. No longer is it correct to be inconsiderate and uncompromising when working with citizens in project areas.

The planners have found that to have plans successfully implemented in Kansas City, Kansas, they must have a degree of citizen cooperation. How much public support is enough? Can an agency ever have too much public support? No one knows these answers. However the cost of the public relations program for the University-Rosedale project seems small when compared to the project expenses of \$2,881,092.13 (as of March 1966) which could have been lost, in part, because of failure to get a cooperative citizenery.

The fact that the agency received the time of its professional staff members for evening meetings at no additional cost indicates that the value received was misrepresented. Miss Jack indicates that the agency makes a great deal of use



of its professional staff. It is probably safe to admit that not only did the agency need the expenditures that it had, but that it was able to receive the large "social good-will" per dollar spent because it victimized the professional staff.

### III. AUTHOR'S EVALUATION, COMMENTS AND SUGGESTIONS

#### Review of Urban Renewal Agency's Public Relations

The case study of the Kansas City, Kansas Urban Renewal Agency public relations efforts in the May to December, 1966 sector of the University-Rosedale Project, produced several interesting facts about this agency. Most notable of these "facts" was that every member of this project recognized a need to break down the barrier of mistrust between the agency and the affected citizens. A Public Information Officer was a regular staff position (directly in line under the director) and was used extensively. Also, the agency did not rely entirely on the public relations efforts of this specialist, but each staff member made a personal effort to earn public support.

Publications were used extensively by this agency. These publications have been criticized because they were not directed to project residents. Public meetings were held to inform the residents about agency plans. Those meetings have also been criticized because they were not effective at communicating. The newspaper was used to keep the citizens informed. And, a general attitude was expressed by the agency staff that the



public relations was not used to cover-up poor performance, but rather as a vehicle to express the agency's goals and procedures in a straight-forward way.

The University-Rosedale Project, which included all the previously mentioned public relations devices, is by appearances a success. If physical development is an indicator of success, then the expanding Medical Complex of Kansas University Medical School, the Kansas State Mental Hospital and the County Child Guidance Center qualifies this project to be called successful. If cooperation of the project residents can be a measure of success, then again it was successful. However, was the success of this project a direct result of their public relations program?

The combined evaluations made by Nancy Jack, the system by Baar, and the urban renewal project staff agree that the public relations issued from the agency was a factor in the success of the University-Rosedale Project. Contradicting these evaluations, Sandy (Williams) Ernst believed the public relations efforts of the agency were ineffective, and that the project, as a direct result, was ineffective. This type of contradictory evidence was very difficult to analyze. However, an evaluation must be made.

#### Evaluation of Urban Renewal Agency's Public Relations.

This author believes that fundamentally, the University-Rosedale Project was a success. And that, a portion of this success can be attributed to the agency's formal public rela-

tions activities and to the willingness of the entire staff to make an effort to become personally involved with each project resident. The two major faults of the agency's procedure were: (1) the agency was overdependant upon the use of printed documents, and (2) the agency excluded the project residents from the decision-making process.

These faults of the agency's procedure can possible by explained by reference back to the staff's professional qualifications. The staff members were not trained as professional planners, and consequently were not formally trained to think comprehensively - that is, trained to evaluate an idea on its intrinsic worth, rather than disregard an idea because of its source.

The Kansas City, Kansas Urban Renewal Agency excluded the project residents from the decision-making process, as a usual procedure. Having none of the resident's recommendations represented in the planning program, the agency's printed literature represented only the opinions of the urban renewal staff. Since the literature represented only the urban renewal agency's ideas (the process of two way flow of communications was eliminated), this literature could be called propaganda.

If the author's analysis is correct (and this can only be proved by conducting additional studies), then the Urban Renewal Agency misused their well-written literature. This does not imply that the entire agency is a corrupt, diabolical machine.

On the contrary, this agency did attempt to earn public understanding and support. However, the analysis indicates that, the agency does not understand how public relations literature should be used, and more important that the agency's staff did not really understand what public relations was all about.

The fact that the agency had a Public Information Officer and yet the staff did not understand public relations, inspires some interesting questions. Why did the staff remain uninformed about public relations, after a staff Public Information Officer was appointed? Was the Information Officer qualified? Or, was the Public Information Officer's ideas about public relations, suppressed by the staff of the agency?

From analysis of the interviews, literature survey and experts' evaluations, it is the author's opinion that there is a real advantage in having a public relations specialist on the staff of a planning agency, if the agency commits itself to a policy of citizen involvement, and the specialist is qualified. There is also a need for an informal understanding within the agency that the citizen involvement means citizen participation in the planning process. Public relations can not cover up poor performance, but only successfully communicates the truth. Before any public relations program will succeed, this philosophy must be accepted by every member of the staff. Only then will public relations become a tool for the community planner.

### Comments and Suggestions for Further Study

Now that all the information has been presented from this study, this author had an apprehensive feeling about making a definite statement about the effectiveness of the Urban Renewal Agency's public relations. Several studies are needed before any precise statement can be made about the public relations program described by the previous interviews. Since there is an obvious discrepancy between the defined roles of the staff and their real functions, the need for an organization analysis is indicated - where the staff member's role perceptions are researched and a study is made of the informal relationships between jobs.

Also since there was a divergent opinion of the usefulness of the formal public relations approach perhaps a study is needed, investigating each staff member's concept of "public relations" and "publicity." Whether or not the staff members understood the meaning of public relations is seriously questioned by this author. However, the fact that the individual staff members acknowledged that the project residents required personal attention, is an indicator that the staff realized their job was made easier by (if only to a limited degree) use of "public relations."

## FOOTNOTES FOR CHAPTER VI

<sup>1</sup>Reported in Blurbs, club publication, January, 1961, p. 2.

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APPENDIX

APPENDIX A.

ILLUSTRATIONS OF PUBLIC RELATIONS  
LITERATURE USED BY URBAN RENEWAL AGENCY



questions  
and  
answers  
about  
relocation



a key to your new home



urban renewal agency  
619 ann avenue  
kansas city, kansas

MAIL-OUT SAMPLE - QUESTIONS AND  
ANSWERS ABOUT RELOCATION





## Introduction

Moving is never a simple job. We have prepared this brochure for you as a key to the problems of relocation. The Agency maintains a staff of relocation experts to help you in every way possible. If and when the building in which you live (or in which your business is located) is purchased by the Urban Renewal Agency, you will be contacted by the relocation staff. You will not be expected to move immediately as we realize that it will take time to find a new home—whether it's for yourself, your family, or your business.



Listings of property for sale or rent may be seen at all relocation offices. Special assistance is given by the issuance of a 221 Certificate of Eligibility. A 221 Certificate of Eligibility is a special certificate that entitles you to purchase a home with a low down payment. You are eligible for this special plan, because you are being displaced by governmental action.

An excellent source of good housing is Federal Housing Administration (FHA) and Veterans Administration acquired properties. A list can be seen at the Relocation Office.

## Will families be evicted when the city takes title to the land?

No family will be evicted unless they fail to pay rent, maintain a nuisance on the premises, refuse to move when suitable new living quarters are offered, or refuse to cooperate with the relocation staff.

## Will some families move to public housing?

Families and individuals who meet the requirements and wish to apply will be given



priority as vacancies occur. If you are eligible for public housing you must make application to the public housing authority in order to receive a relocation adjustment payment if a unit is not available.

### **Will I be paid for my moving expenses?**

After the Urban Renewal Agency has purchased the property and you have moved, you will be reimbursed for moving expenses. Be sure to contact the relocation office at least one (1) week BEFORE you move. Remember, if you move before the Agency buys the property, you may not be eligible for financial assistance.

### **How much will I be paid for moving expenses?**

You may be paid the actual moving expense up to a maximum of \$200.00. This does not mean you will receive \$200.00. It means whatever amount it takes to move your personal property up to \$200.00. The Relocation Specialists will explain this to you.

Businesses may be reimbursed for their moving expenses up to \$25,000.00.

### **Please do not listen to rumors!**

We are particularly anxious that you receive adequate information about our program. Everything to be done in this Urban Renewal area will be explained to you by a member of the relocation staff. If you have any questions regarding your own individual problems, contact the relocation office at 619 Ann, FI. 2-0222, or the site office listed on the back of this brochure. Please read the following material carefully.

### **When must I move?**

As an owner-occupant or tenant, you are not required to move until after the Agency acquires the property which you occupy and gives you notice to vacate. Even after the Agency acquires a property, families living there do not have to move until they find a standard dwelling unit, or until one is found for them by the Relocation staff.

### **Will I be expected to pay rent?**

After the Urban Renewal Agency acquires the property where you are living, you will pay rent up until the date you move.



Owners occupying property acquired by the Urban Renewal Agency will receive a sixty (60)-day rent-free period.

Tenants occupying property at the time of purchase by the Urban Renewal Agency will pay the Agency the same rent they paid the former owner. This rent will be due the first of the month following purchase by the Agency.

### **Where will I move?**

You may move to any place of your choice, as long as it is decent, safe and sanitary, and meets Minimum Housing Requirements.

### **Will I be given assistance?**

The relocation staff will do everything they can do to help you find a new home and move with as little hardship as possible.

### **How can I find a house?**

Many listings on property rentals may be seen at all Relocation Offices. Please feel free to check with us concerning these rentals.

### **If my move involved storage, who will pay this storage expense?**

Urban Renewal will pay storage expense, however, both moving and storage costs cannot exceed \$200.00 per living unit.

### **As a property owner will I be reimbursed for settlement costs?**

All property owners will be reimbursed for certain incidental expenses incurred in conveying their property to Urban Renewal. The Relocation Office will explain this to you in detail.

### **Is there additional financial assistance?**

In addition to a relocation payment for reasonable moving expenses, a family or elderly individual may be eligible for a relocation adjustment payment up to \$500.00. To be eligible a family or elderly individual must be unable to secure a suitable dwelling unit in a low rent federally-assisted public housing project and move into decent, safe and sanitary housing.

Businesses are eligible for a small business displacement payment in addition to moving expenses. However since the requirements are complicated, it is important that you check the business relocation specialist of the Urban Renewal Agency.



preguntas  
y  
contestas  
de  
renovacion  
urbana



Que pasa aqui



urban renewal agency  
619 ann avenue  
kansas city, kansas



## 1. ¿Que es renovación urbana?

Renovacion urbana es un programa que Kansas City, Kansas ha escogido para resolver sus problemas de hogares dilapidados, confusiones en trafico, impropios y insuficientes sitios para industria y areas decaidas de negocio y probres planes de ciudad. Los técnicos nombran todos estos problemas "decaimiento" urbano.

El gobierno federal acto como banquero para ayudar a Kansas City, Kansas a cumplir este programa. Los recursos locales y privados no son adecuados para hacer este trabajo.

## 2. ¿Se necesita en Kansas City, Kansas renovación urbana?

El censo 1960 de hogares en los estados unidos indica Kansas City, Kansas es décimo del fondo en las condiciones de sus habitaciones. Las otras nueve ciudades están en el sur. El Kansas City Star reporta en marzo de 1965 que de la entera area metropolitana, Kansas City, Kansas tiene las condiciones más dilapidadas y deterioradas en sus hogares.

Este problema de hogares dilapidados aumenta posibilidades de accidentes, incendios, enfermedades y de delincuencia y en consecuencia aumenta el costo, al contribuyente de tasas, por servicios municipales. Decadencia rebaja valores de propiedad y causa negocios y familias que se muevan fuera de la ciudad. Muchas de estas propiedades estan delinquentes en sus tasas y no pagan su cuota de tasas. En otras palabras decadencia agota todos los pagadores de tasas de Kansas City, Kansas.

## 3. ¿De donde viene la autoridad de la agencia?

El programa renovación urbana de Kansas City, Kansas se hizo posible por la cooperacion federal, el estado y gobierno local. En el año 1949 el presidente H. S. Truman firmó una acta de hogares, para hacer posible que comunidades recibieran ayuda federal para corregir sus problemas. La ley de Kansas pasada el año 1955 permite que ciudades emprendan renovación urbana. El programa local es dirigido por la junta de comisionados compuesta de cinco ciudadanos de Kansas City, Kansas, nombrados por el mayor y aprobados por el "City Commission".

## 4. ¿Como escogieron proyectos de renovación urbana?

Sugestiones para proyectos de renovación urbana vienen de organizaciones locales, individuos concernidos, o el "City Commission" de la ciudad. Kansas City, Kansas está emprendiendo un estudio detallado, nombrado el programa renuevo de comunidad. Cuando este estudio se termine, el nos determinara problemas y dara sugerencias en estas areas que necesiten corregirse. Una vez que un proyecto ha sugerido se debe aprobar por los "City Commission" de la ciudad, antes que aplicacion se hace al departamento de "Housing and Urban Development".

## 5. ¿Qué sucede en areas de estos proyectos?

Renovacion urbana tiene tres instrumentos para combatir decaimiento.

### Conservación

Preservar hogares buenos y casa de negocio buenos. Esto se hace corrigiendo otros problemas en el vecindario.



### **Rehabilitación**

Es el modo que los técnicos decían que re-  
sean parar y remodelar casas que sola-  
mente de buena construcción y condición.

### **Desarrollo**

Quiere decir tumbar casas y vender la  
tierra para desarrollo o mejoramiento publi-  
co. Generalmente nomás las casas deterio-  
radas se tumban pero en limitadas ocasiones  
fincas buenas las compra la agencia y la  
tierra se utiliza para mejoramientos públicos  
tales como parques, escuelas y calles o para  
corregir el pobre uso como industria en  
distrito residenciales o hogares en distritos  
industriales.

### **6. ¿Por qué hace la agencia tiene que comprar terreno y demolar fincas? Por qué no cumplen los dueños esto ellos mismos?**

Es imposible para los dueños individual o  
en conjunto reconstruir correctamente toda  
la area. Es necesario tumbar los edificios que  
están en malas condiciones, consolidarse los  
lotes, parcelan los lotes en acuerdo con  
el plan, hacer provisión para nuevas calles  
y parques, adoptar unas leyes para asegurar  
propio desarrollo en el futuro, y tambien para  
prevenir decaimiento en el futuro. Solamente  
el gobierno tiene poder para hacer todas estas  
cosas.

### **7. ¿Quién paga por renovación urbana?**

Proyectos son financiados con una com-  
binación de fondos. El gobierno federal paga  
dos terceros del costo neto del proyecto, la  
comunidad local paga un tercero. La parte  
local puede ser pagada en dinero efectivo o en  
la forma de créditos sin dinero, (créditos  
puede incluir artículos como calles, utilidades,  
escuelas, parques, lugares de recreo, esta-

ciones de bombero y otras mejoras públicas  
hizo por la comunidad que beneficios el  
proyecto de renovación urbana en la area.)  
Por medio de esta fórmula Kansas City,  
Kansas podría recibir dos dolares por cada  
dolar gastado en mejoras locales necesitadas.

### **8. ¿Qué pasa con hogares que la agencia no compra?**

Fincas y hogares que no compran están  
en buena condición o necesitan unos repara-  
ciones. Un miembro del cuerpo de rehabilita-  
ción visitara cada dueño de su hogar y le ayu-  
dara a determinar que reparaciones son nec-  
esarias. También nuestro cuerpo le ayudara a  
los dueños hallar contratistas competentes,  
dar dibujos arquitectos, y aconsejara relativa-  
mente a contratos donaciones, y prestamos.

### **9. ¿Qué planes tiene la agencia para ayudarme a mover?**

La agencia tiene un cuerpo de gente para  
ayudar familias hallar hogares nuevos y  
mover con la menos dificultad. El cuerpo de  
gente relocalización será localizado en la oficina  
del sitio, listado en el reverso de este papel.

Un miembro del cuerpo relocalización visitara  
a cada familia que se moviera para entrevistar  
y determinar sus necesidades. Esto se haga  
antes que ninguna propiedad sea comprada,  
para hacer todo el esfuerzo de hallar un hogar  
decente, seguro, y sanitario para cada familia  
y individuo. Dueños de negocio recibirán la  
misma asistencia relocalización.

Asistencia financiera para cubrir costos de  
moverse será aprovechable. Solamente los que  
se muevan después de que el proyecto ha em-  
pezado son elegible a recibir los pagos.  
Hay asistencia adicional financiera para  
familias y individuos que puedan cualificar.

Por más información tocante a estos pagos,  
contacte su representante en el oficio del  
sitio, listada en el reverso de este papel.



## 10. ¿Seré Expulsado?

Nadie será expulsado a menos que falta de pagar la renta, rehusa a moverse a otro hogar comodo que se la ofresca, rehusa a cooperar con el cuerpo relocación de la agencia o viola su contrata renta con la agencia.

## 11. ¿Hay aprovechable viviendas publicas?

Familias y personas de edad que se muevan de un proyecto de renovación urbana, se les dara la preferencia si son elegibles para viviendas publicas.

## 12. ¿Qué se me pagara por mi propiedad y cómo determinara la agencia los precios?

Se le pagara un precio justo, con el valor de la marcado, que es basado en no menos de dos valuaciones por apreciadores local y competente. Cada valuación es revisará por la agencia y el departamento de "Housing and Urban Development."

## 13. ¿Tengo que aceptar la oferta de la agencia?

Nosotros creemos que nuestra oferta es justa. Esperamos que usted la acepta. Si usted no es satisfecho, será necesario que la agencia lleve a corte para comprar la tierra. Esto se reconoce como un caso de condenación. La corte designara apreciadores para asistirlos a determinar el valor justo.

## 14. ¿Se espera que yo paga renta?

Despues que la agencia de renovación urbana adquiere la propiedad donde está viviendo, pagaras renta hasta el día que te muevas. Si es su casa recibiras un período de 60 dias renta libre. Si eres inquilino continuaras a pagar renta a la agencia en la misma cantidad que se la pagara a el dueño anterior. La renta se debe, en el primero del mes siguiente de la compra por la agencia.

## 15. ¿Qué ideas puede la agencia?

### Pepraciones:

Es preferible que dueños y ccupantes mantengan sus propiedades en buenas condiciones y no dejarlas deteriorar. Sería conveniente consultar a la agencia antes de atemptar reparaciones majores o adiciones. La agencia da revista a todas planes antes de estender un permiso de fincar.

### Caución:

Durante el plano de un proyecto habra personas extrañas haciendo apreciados y tomando varios agrimensuras. Recuerde todos miembros de la agencia cargara una tarjeta de indentificación. Algunas personas pueden representarse falsamente como miembros de la agencia. Pregunte usted por indentificación y por favcr dejenos saber si hay impostores.

### Rumores:

Sin duda usted oira muchos remores con-cierniendo actividades de renovación urbana. Recuerde usted el mejor origen de informacion al corriente es nuestra oficina. Si usted tiene prequntas tocante a sus problemas individuales esta en contacto con la oficina del sitio, listada en el reverso de este papel.

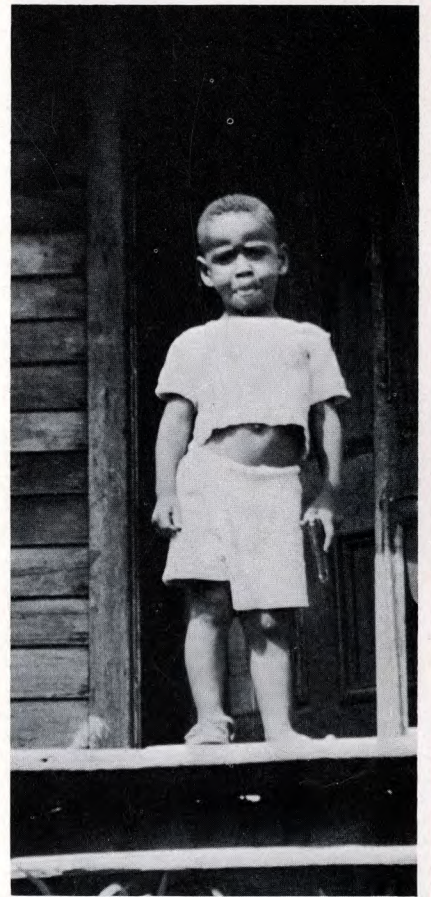


SAMPLE OF CHANGE MAGAZINE





*the  
face  
of  
change*







March-April 1966

## On the Cover

*Our cover photos reflect the faces involved in change through urban renewal. This issue also brings a change in the face of CHANGE. This edition of the magazine is devoted to an Annual Report of the Agency's activities in 1965 and to a summary of each urban renewal project in Kansas City, Kansas.*

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## URBAN RENEWAL AGENCY

619 ANN AVENUE • KANSAS CITY, KANSAS

March 16, 1966

The Honorable Joseph McDowell, Mayor  
and the Commissioners  
of Kansas City, Kansas  
Citizens of Kansas City, Kansas

Sirs:

The face of Kansas City, Kansas has changed in 1965. Much of the change is found in the city's five active urban renewal projects. Two other projects were proposed this year to help meet the demands of "KCK on the grow."

This is the face of change in urban renewal. Old neighborhoods sparkle with remodeled homes and new construction. Dirt roads become paved streets with sidewalks and curbs. Parklets and landscaping break the monotony of business districts. Extra-large sewers tackle the problem of flooded streets and basements. Modern plumbing replaces outdoor toilets.

A city's face is her buildings and streets, but her heart is her people. And the heart of KCK has changed in urban renewal projects. Community spirit and pride dominate areas that formerly suffered from apathy and neglect.

This is the heart of change in urban renewal. Youngsters play in parks instead of streets. Families find pride in their homes and neighborhoods. Residents complain about community problems they previously ignored. Some children, for the first time in their lives, sleep in homes that have heat and indoor plumbing.

Because of this change it has been a year of great satisfaction. On behalf of myself and the members of the Board of Commissioners, I would like to express our appreciation to you and to the members of the City Commission for your continued support of urban renewal, and to submit this Annual Report of the Urban Renewal Agency of Kansas City, Kansas.

Very truly yours

Maurice A. Walker, M.D.  
Chairman  
Urban Renewal Agency Commission



# the face of gateway

Gateway, the first urban renewal project in Kansas and in Kansas City, Kansas, took several significant steps toward completion in 1965.

Land was purchased by the city with industrial revenue bonds for construction of the \$1-million H. D. Lee warehouse.

The developers of the 206-unit Holiday Inn motel located at the west end of the inter-city viaduct have found the location so ideal that they plan another 100-unit motel in a commercial complex across the street.

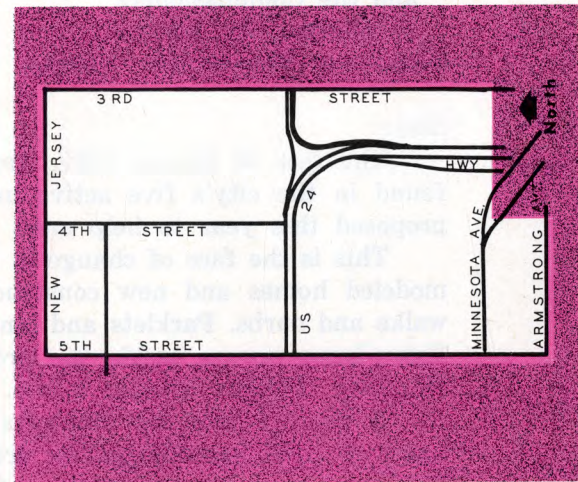
Midway Ford, the first to build in Gateway, purchased an adjoining parcel for future expansion.

Gateway Plaza Homes announced 100% occupancy on their first-year anniversary in June. This 156-unit housing development was financed under FHA's 221 (d) (3) low-mortgage, long-term interest rate program for middle-income families.

Home State Bank also celebrated its first year in Gateway by dedicating a marker to commemorate the historical events which have occurred in and around Gateway.

This redevelopment activity contrasts with the dilapidated housing, outhouses, open sewers, fire hazards, traffic tangles and obsolete business district which formerly greeted the visitor to Kansas and to Kansas City, Kansas.

One major site improvement built by the Agency was Jersey Creek, an open sewer which ran through the north end of the project. In Gateway the unsanitary eyesore was stabilized with a concrete channel.



Type of Project.....	Redevelopment
Total Acreage .....	100
Begun .....	1956
Existing Use.....	Commercial, Residential and Industrial
Principal Reuse.....	Commercial, Residential and Industrial
Acquisition Completed .....	100%
Relocation Completed (Family) .....	100%
Relocation Completed (Business) .....	100%
Demolition Completed .....	100%
Land Sale Completed.....	99%





1. These gaudy signs in the 400 block on the north side of Minnesota Avenue concealed rotten wood, cracked walls, falling plaster, poor plumbing and bad wiring.
2. The new Home State Bank contrasts with the decaying buildings formerly in the commercial area on Minnesota Avenue.
3. Jersey Creek was once an ugly, stinking open sewer where neighborhood children played.
4. The Creek now serves as a storm sewer with a concrete channel and a high fence.
5. These homes are typical of the housing conditions in Gateway before urban renewal.
6. Gateway Plaza Homes provide conveniently-located townhouses.



## ASSETS

<b>Current Assets</b>		
Cash (Proj. Exp. Acct.).....	\$ 145,965.05	
Cash (Temp. Repayment Acct.)..	202,352.02	
Cash (Escrow Acct.).....	9,518.81	
		\$ 357,835.88
<b>Accounts Receivable</b>		
Revolving Funds .....	1,246.60	
Investments Held .....	653,301.48	
<b>Project Cost to Date</b> .....	6,343,096.74	
Less Land Sold.....	—1,312,664.20	
Less Bid Deposits.....	— 9,518.81	
		5,020,913.73
Relocation Payments (Sec. 106f)		93,252.17
<b>Total Assets</b> .....		<b>\$6,126,549.86</b>

## LIABILITIES

<b>Interest Payable</b>		
John Nuveen & Company.....	\$ 54,397.11	
<b>Preliminary Loan Notes (Ninth Series A)</b>		
John Nuveen & Company.....	2,732,000.00	
<b>Capital</b>		
Local Cash Grants-in-Aid.....	\$1,050,000.00	
Real Estate Tax Credits.....	101,024.09	
Non-Cash Grants-in-Aid .....	581,605.49	
		1,732,629.58
<b>Federal Capital Grants</b>		
Progress Payments .....	1,514,271.00	
Relocation Payments .....	93,252.17	
		1,607,523.17
<b>Total Liabilities and Capital.</b>		<b>\$6,126,549.86</b>





1. Buckled streets and collapsed sewers are reminders of the 1951 flood.
2. Piles of scrap metal was the neighbor of the family living in this house.
3. Much of the housing had been under water in 1951 and never repaired. The vacant land is overgrown with weeds.
4. Oversize sewers have brought proper drainage to the Armourdale Industrial Park.
5. Deluxe Cleaners completed a new processing plant and drive-in facility this year.
6. The Missouri Native Stone Corp. brought contemporary architecture to Armourdale.



## ASSETS

### Current Assets

Cash (Proj. Exp. Acct.).....	\$ 99,366.17
Cash (Temp. Repayment Acct.)..	91,166.26
Cash (Escrow Acct.).....	12,512.17

\$ 203,044.60

### Accounts Receivable

Revolving Funds .....	4,928.45
-----------------------	----------

### Investments Held .....

—0—

**Project Cost to Date**..... 2,432,266.19

Less Land Sold..... — 431,279.75

Less Bid Deposits..... — 12,512.17

1,988,474.27

Relocation Payments (Sec. 106f)....

29,901.56

**Total Assets** .....

\$2,226,348.88

## LIABILITIES

### Interest Payable

Continental Illinois National Bank and Trust Company of Chicago..	\$ 8,152.80
---	-------------

### Preliminary Loan Notes (7th Series B)

Continental Illinois National Bank and Trust Company of Chicago....	720,000.00
---	------------

### Capital

Local Grants-in-Aid .....	\$ 270,729.00
Tax Credits .....	13,434.69
Non-Cash Grants-in-Aid .....	436,750.83

720,914.52

### Federal Capital Grants

Progress Payments .....	747,380.00
Relocation Payments .....	29,901.56

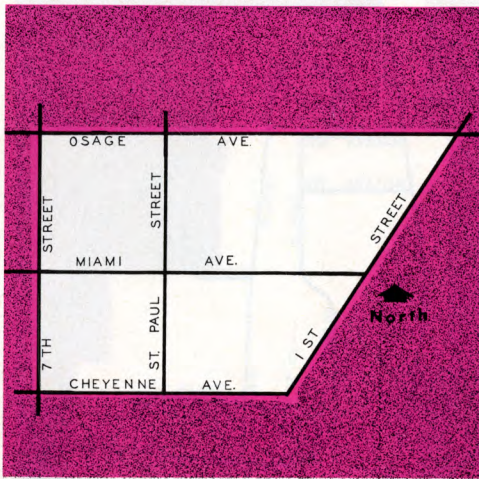
777,281.56

**Total Liabilities and Capital**....

\$2,226,348.88



# the face of armourdale



Type of Project.....	Redevelopment
Total Acreage .....	60
Begun .....	1958
Existing Use.....	Commercial, Residential and Industrial
Principal Reuse .....	Industrial
Acquisition Completed .....	100%
Relocation Completed (Family) .....	100%
Relocation Completed (Business) .....	100%
Demolition Completed .....	100%
Land Sale Completed.....	94%

1965 has also been a good year for the Armourdale Industrial Park. The two remaining large parcels in the 60-acre park were both sold this past year.

Now only two small parcels totaling a little under three acres remain to be sold.

Armourdale Warehouses already have begun construction of the first phase of their \$1 million development. The other developer, Goldblatt Tool Company, will be financed with \$1 million industrial revenue bonds.

These two companies will join the other ten firms located in the project.

Armourdale Industrial Park has been an outstanding success because of its location near rails, airports and major highways.

Urban renewal brought new storm sewers and wide, heavy-duty concrete streets to accommodate industrial truck traffic and it is now one of the trucking centers of the city.

The new buildings and streets contrast sharply with the buckled streets, collapsed sewers, junk yards and vacant lots which formerly occupied this area. In the 1951 flood Armourdale was under some 12 feet of water and parts of the area never recovered from the damage.



# the face of argentine heights

Argentine Heights is the first conservation, rehabilitation and clearance project in Kansas and the metropolitan area. The residential project is located on the bluff overlooking the Kaw River Valley.

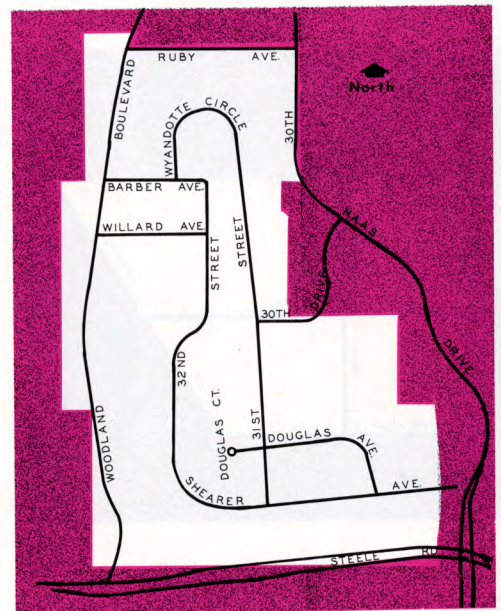
Argentine Heights has proven that rehabilitation can work. As property-owners began fixing up their houses, the spirit spurred others to remodel far beyond urban renewal's requirements. Once it became apparent that the area was not going to deteriorate into a neighborhood of old, uncared-for homes, new homes began to dot the attractive rehabilitated neighborhoods.

The most exciting event in the project came this year as new residents began moving into the 320-unit Berkshire Village Town Houses, located high on the top of the bluff. (Since then, over 100 families have moved into the middle-income, 221 (d) (3) cooperative development similar to Gateway Plaza Homes.)

Adjoining Berkshire Village is Glen Acres, a 71-lot residential subdivision. Fourteen new homes now enjoy the spectacular view of the Kansas City skyline.

During the year Argentine Baptist Church also moved into its new home in the project.

Rural living conditions existed on the top of this bluff in the clearance area before the Argentine Heights project began. The area was sprinkled with dirt roads, wells, outhouses and substandard houses. Some people even trapped wild animals on the hilltop. (These houses were cleared, streets and sewers built, and the land sold for the Glen Acres and Berkshire Village developments.)



Type of Project	Conservation, Rehabilitation, Redevelopment
Total Acreage	114
Begun	1958
Existing Use	Residential
Principal Reuse	Residential
Acquisition Completed	100%
Relocation Completed	100%
Demolition Completed	100%
Land Sale Completed	95%
Rehabilitation Completed	98%





**ASSETS**

**Current Assets**

Cash (Proj. Exp. Acct.).....	\$ 207,735.42
Cash (Temp. Rep. Acct.).....	14,767.64
Cash (Escrow Acct.).....	488.50
Petty Cash .....	25.00

\$ 223,016.56

**Accounts Receivable**

Relocation Grants Due.....	.50
Revolving Funds .....	627.95

628.45

**Investments Held**

—0—

**Project Cost to Date**

.....	1,833,888.29
Less Land Sold.....	447,930.46
Less Bid Deposits.....	488.50

1,385,469.33

4,838.25

Relocation Payments (Sec. 106f)....

**Total Assets**

\$1,613,952.59

**LIABILITIES**

**Interest Payable**

Bank of America N.T./S.A.....	
First National City Bank of N.Y.	\$ 1,134.81

**Preliminary Loan Notes (6th Series C)**

Bank of America N.T./S.A.....	
First National City Bank of N.Y.	603,000.00

**Capital**

Local Non-Cash Grants-in-Aid...\$	162,315.22
Local Cash Grants-in-Aid.....	13,401.31

175,716.53

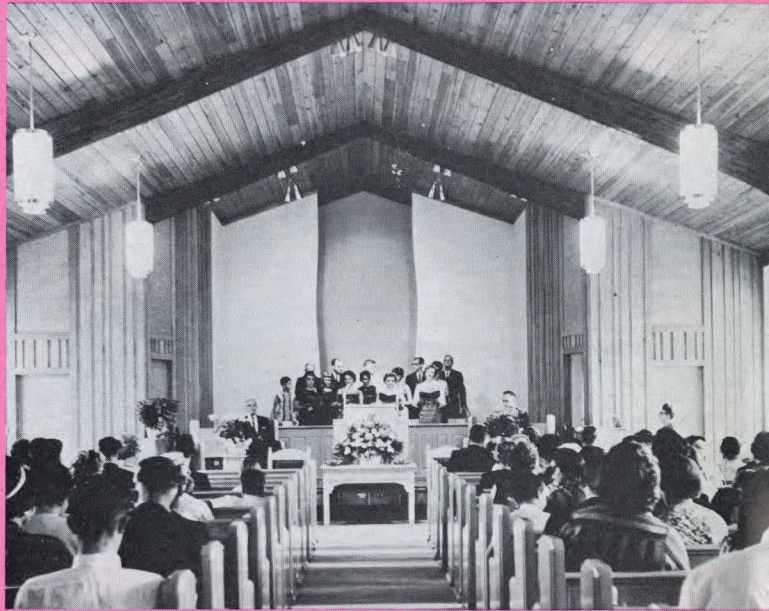
**Federal Capital Grants**

Progress Payments .....	\$ 829,263.00
Relocation Payments .....	4,838.25

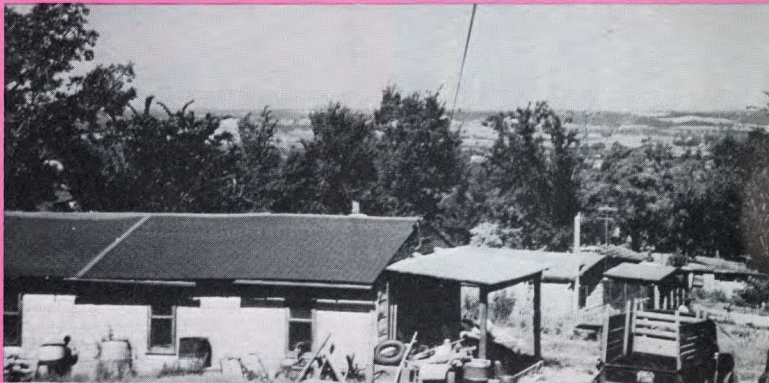
834,101.25

**Total Liabilities and Capital....**

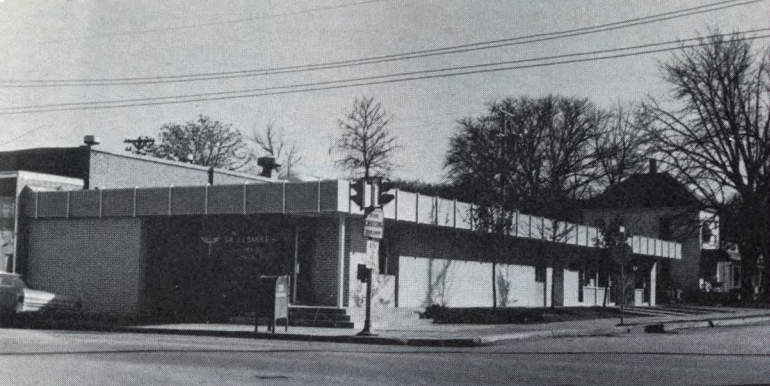
\$1,613,952.59



1. A 50-year-old home needed some repair work.
2. The owner received architect's sketches from the Agency and remodeled his home far beyond the requirements.
3. Argentine Baptist Church was dedicated in 1965.
4. Ozark-living was the style on this bluff in Argentine.
5. Berkshire Village captures the view from the hilltop.







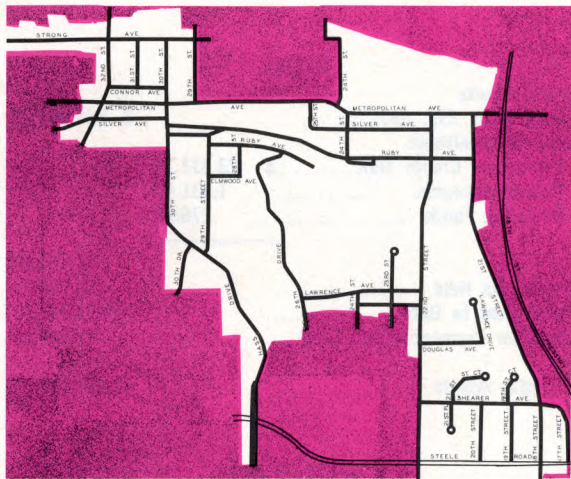
1. The groundbreaking for Dr. J. J. Banks' office building began the building boom on Strong Avenue which has brought new buildings for some firms and expansion plans for others.
2. Scott Plumbing found an opportunity to build a new building on Strong Avenue.
3. Many of the old buildings were fire hazards.
4. A dismal atmosphere handicapped the Strong Avenue business district as seen in this composite picture. New buildings and parklets bring a needed vitality to the area.
5. The proposed shopping center will take advantage of the new housing in the project.



<b>ASSETS</b>	
<b>Current Assets</b>	
Cash (Proj. Exp. Acct.).....	\$ 100,239.03
Cash (Temp. Repayment Acct.)..	33,375.00
Cash (Escrow Acct.).....	11,451.58
	\$ 145,065.61
<b>Accounts Receivable</b>	
Relocation Grants Due.....	91,827.23
Tenant Accounts .....	4,008.58
Revolving Funds .....	605.91
	96,441.72
Investments Held .....	—0—
<b>Project Cost to Date</b> .....	5,384,886.66
Less Land Sold.....	33,375.00
Less Deposits On Lands.....	11,451.58
	5,340,060.08
Relocation Payments (Sec. 106f)....	114,675.23
	\$5,696,242.64
<b>LIABILITIES</b>	
<b>Interest Payable</b>	
Bank of America N.T./S.A.....	\$ 29,655.40
First National City Bank of N.Y.	
<b>Preliminary Loan Notes (1st Series D)</b>	
Bank of America N.T./S.A.....	
First National City Bank of N.Y.	2,167,000.00
<b>Capital</b>	
Non-Cash Grants-in-Aid .....	2,358,959.01
<b>Federal Capital Grants</b>	
Progress Payments .....	\$1,025,953.00
Relocation Payments .....	114,675.23
	1,140,628.23
Total Liabilities and Capital..	\$5,696,242.64



## *the face of silver city*



This year has been a busy one in the Silver City project which joins the Argentine Heights project to the north and east. Unlike the Heights, this project has a complete cross section of community uses such as residential, schools, churches, shopping and industrial districts.

New buildings are being built and old ones remodeled in the Strong Avenue business district. Dr. J. J. Banks' office building was completed this year and is the first new building to be built on Strong Avenue in several years.

The most significant development this past year was a proposal by local developers to build a shopping center on Strong Avenue in the middle of the existing business district. This is one of the few times, probably the first time, a shopping center has taken advantage of an existing in-city market instead of moving to the suburbs.

Construction also began on two small parks on Strong. On the southern part of the project 40 acres of land also has been set aside for what will be the largest park in the city.

The residential areas have been as successful with rehabilitation as Argentine Heights and several new homes have been built in the older neighborhoods.

The part of the project planned for clearance was in the area hemming in Argentine High School. This contained the original Argentine shopping district and many of the dilapidated businesses and houses dated back to the days of the old silver smelter. It looked vaguely like a forgotten ghost town, even though many of the structures were still in use.

Type of Project.....	Conservation, Rehabilitation, Redevelopment
Total Acreage .....	338
Begun .....	1961
Existing Use.....	Residential, Commercial, Industrial
Principal Reuse.....	Residential, Commercial, Industrial, Public
Acquisition Completed .....	76%
Relocation Completed (Family) .....	85%
Relocation Completed (Business) .....	50%
Demolition Completed .....	75%
Land Sale Completed.....	3%
Rehabilitation Completed .....	43%



# *the face of university-rosedale*

In January, of this year, the University-Rosedale project, located on the hills and bluffs north of the University of Kansas Medical Center, went into the execution phase.

In a central location within the project will be an office area, multi-family housing development, neighborhood park, recreation building and new school site. This area is currently a barren excavation where a construction company parks its heavy equipment.

Other land in the project will be developed for the much-needed multi-family and apartment housing, offices and professional buildings, and other commercial and industrial uses. The southern end of the project will provide land for the multi-million dollar expansion program of the medical center.

Already project residents have shown enthusiasm for rehabilitation. Even the banks who once were reluctant to make improvement loans are getting involved as the hammers, nails and paint buckets begin to appear.

Progress payments and relocation payments are being made to the banks. The banks are providing the funds for the project. The banks are providing the funds for the project. The banks are providing the funds for the project.

## ASSETS

<b>Current Assets</b>	
Cash (Proj. Exp. Acct.).....	\$ 506,650.92
<b>Accounts Receivable</b>	
Relocation Grants Due.....	\$ 23,833.79
Tenant Accounts .....	1,331.42
Revolving Funds .....	276.02
	<hr/>
	25,441.23
<b>Investments Held</b> .....	303,812.50
<b>Project Cost to Date</b> .....	2,021,353.69
Relocation Payments (Sec. 106f)....	23,833.79
	<hr/>
<b>Total Assets</b> .....	<b>\$2,881,092.13</b>

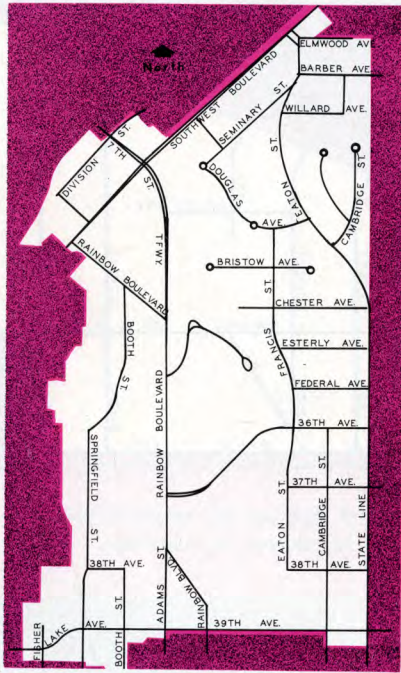
## LIABILITIES

<b>Interest Payable</b>	
Bank of America N.T./S.A.....	
First National City Bank of N.Y.	\$ 32,258.34
<b>Preliminary Loan Notes (1st Series E)</b>	
Bank of America N.T./S.A.....	
First National City Bank of N.Y.	2,825,000.00
<b>Capital</b> .....	—0—
<b>Federal Capital Grants</b>	
Progress Payments .....	—0—
Relocation Payments .....	23,833.79
	<hr/>
<b>Total Liabilities and Capital</b> .....	<b>\$2,881,092.13</b>





1. The business area only blocks away from the University of Kansas Medical Center lacks the needed pharmaceutical and medical shops, office space and commercial shops.
2. A narrow dirt road is the only direct route to Rosedale High School — a tight squeeze for Emergency vehicles.
3. Housing in some parts of University-Rosedale is built on inaccessible streets surrounded by junk and outhouses.
4. A construction company occupies this land only one block from the Medical Center. The owner has proposed to build apartments, offices and a motel on the site.



Type of Project .....	Rehabilitation, Redevelopment
Total Acreage .....	267
Begun .....	1962
Existing Use .....	Residential, Commercial
Principal Reuse .....	Residential, Commercial
Acquisition Completed .....	54%
Relocation Completed (Family) .....	38%
Relocation Completed (Business) .....	59%
Demolition Completed .....	21%
Rehabilitation Completed .....	12%





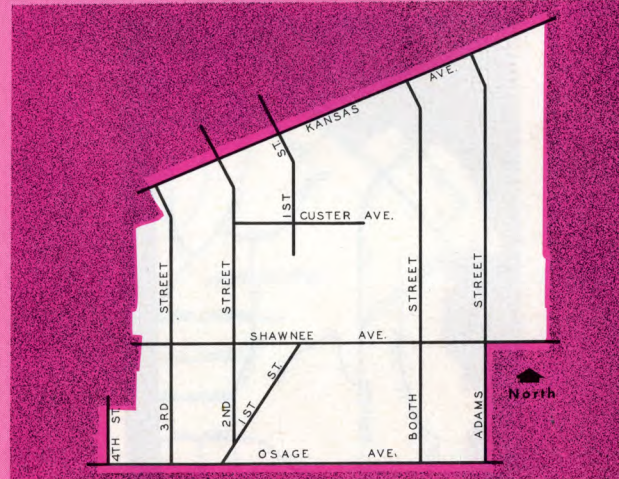
## *the face of armourdale east*

The Armourdale East project will be another first for the city and state. This proposed project will pioneer in the area of industrial rehabilitation. Very few cities in the country have tackled the problem of cleaning up industrial areas rather than clearing them and starting all over again.

The application for a grant to plan the project was submitted in September by the City Commissioners. Approval of the \$86,500 grant was received in December.

The basic problem of Armourdale East is the residential-industrial conflict. According to the city's master plan, the entire area should be for industrial use. This conflict means children play in streets which are used as main thoroughfares by semi-trailer trucks. The existing industries are hemmed in by houses and have no room for expansion. The city loses tax dollars because land that has high property value for industrial use has low property value for residential use.

The Agency has begun studies, surveys and planning of the project. Meetings have been held with property owners and residents to discuss a preliminary plan. It is estimated the planning will take 12 months. At the end of that time a public hearing will be held and citizens will be invited to tell the City Commissioners what they think of the plan. If the City Commissioners approve the plan, an application will be sent to the Department of Housing and Urban Development for funds to actually begin the project. After that application is approved, the Agency will begin buying property, building streets and sewers and establishing the rehabilitation standards.



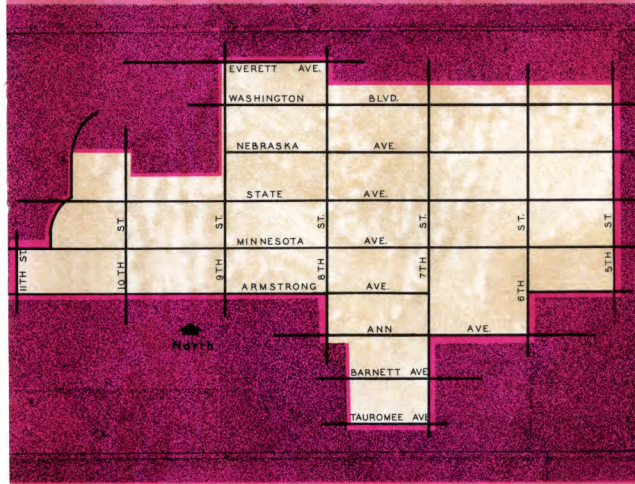
Junk yards, vacant land and old houses occupy land that would be valuable for industries.







## *the face of center city*



Center City was urban renewal's biggest news story in 1965. The City Commissioners submitted an application for a grant to plan the 180-acre downtown project in September.

Through urban renewal the City hopes to increase the vitality of its downtown area. This may be accomplished by such things as increasing the parking area. In addition the existing parking lots need to be made more accessible to the business area by providing walkways from the alleys to Minnesota Avenue. The dark, dirty alleys need a massive clean-up campaign and, hopefully, the businesses would be inspired to spruce up the rear of their buildings. The forest of utility poles cluttering the alleys could be cleared by placing the utilities underground.

Downtown Minnesota Avenue is not a pleasant sight and has problems providing parking for shoppers.

The city also hopes to gain needed office space, a civic center complex from the Downtown Urban Renewal Project. Possibly the housing surrounding the business district will be increased.

Urban renewal could also undertake a study of the architectural features of the area so an attempt may be made to give an identity or image to downtown Kansas City, Kansas. This image may be developed by rehabilitation of the local businesses by their owners and by the appropriate use of what the planners call "street furniture"—such things as benches, fountains and lights.

Darrel Stearns, executive director, emphasized "The importance of a downtown should not be under-estimated. Statistics prove that a city needs to have a strong downtown if it is going to remain in a competitive position with other downtowns."







## URBAN RENEWAL AGENCY

92

619 ANN AVENUE • KANSAS CITY, KANSAS

First meeting on Blocks 30 and 31.

As you probably know, the Urban Renewal Agency was asked by the Board of City Commissioners to add to the Center City Urban Renewal Area the two blocks bounded by Ann Avenue on the north, 6th Street on the east, Tauromee on the south, and 7th Street on the west. In this area, as was the case in the original planning boundaries, various surveys of the families and individuals involved must be conducted as well as surveys of the buildings.

In order to explain these surveys and the goals of the project in general, the Urban Renewal Agency invites you to attend a meeting Tuesday, August 22, 1967, at 7:30 p.m. in the basement of the YWCA building at 6th and State Avenue.

If you are unable to attend this meeting, feel free to call or visit the Urban Renewal offices for further information.

Sincerely,

Larry A. Schindler  
Project Manager

LAS:bb

R - 27 Jardine Terrace  
Manhattan, Kansas  
July 1, 1968

Mr. Bob Culverson  
Urban Renewal Agency  
619 Ann Avenue  
Kansas City, Kansas 66106

Dear Mr. Culverson:

First, let me thank you very much for letting me interview you last Monday. The information that I obtained from that interview was most helpful. I appreciate that you stayed beyond the normal work hours to help me.

You will find included with this letter, two copies of the first draft of our interview. Please feel free to correct this draft. Although the interview may not have been copies verbatim, I hope that it will meet your approval.

I have included a stamped, self-addressed envelope that you can use to send back one copy of the revised interview. The other copy you may keep, for your own reference.

Thank you again for your help.

Sincerely,

*Steven Michael Thompson*

Steven Michael Thompson



## URBAN RENEWAL AGENCY

95

619 ANN AVENUE • KANSAS CITY, KANSAS

March 7, 1968

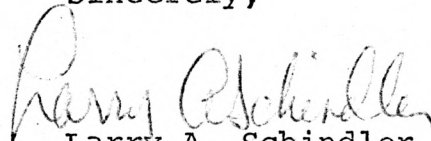
Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas 66502

Dear Steve:

Enclosed are several documents which our Agency has mailed to property owners and tenants regarding meetings and relocation.

I found our discussion last Friday most interesting and I hope it was meaningful and helpful to you in your studies. Please feel free to contact me if you need additional information.

Sincerely,

  
Larry A. Schindler  
Project Manager

LAS:bb  
encl.





## URBAN RENEWAL AGENCY

95

619 ANN AVENUE • KANSAS CITY, KANSAS

March 7, 1968

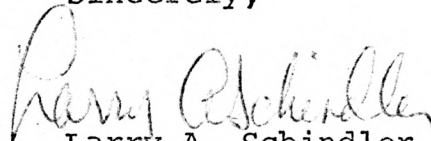
Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas 66502

Dear Steve:

Enclosed are several documents which our Agency has mailed to property owners and tenants regarding meetings and relocation.

I found our discussion last Friday most interesting and I hope it was meaningful and helpful to you in your studies. Please feel free to contact me if you need additional information.

Sincerely,

  
Larry A. Schindler  
Project Manager

LAS:bb  
encl.



## URBAN RENEWAL AGENCY

96

619 ANN AVENUE • KANSAS CITY, KANSAS

March 12, 1968

Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas 66502

Dear Steve:

Enclosed is a more complete relocation information statement which is used in our projects. As noted in the "Acknowledgment", this is delivered and explained whenever possible and prior to the final project approval.

I trust this will assist you in your report.

Sincerely,

Larry A. Schindler  
Project Manager

LAS:bb  
encl.



# CITY OF KANSAS CITY, KANSAS

97

CITY HALL  
DR 1-3300



July 2, 1968

FROM:  
NANCY C. JACK  
INFORMATION OFFICER

S.M. Thompson  
R-27 Jardine Terrace  
Manhattan, Kan. 66502

Dear Mr. Thompson:

Your draft of the interview was pretty accurate, so I didn't indicate very many changes.

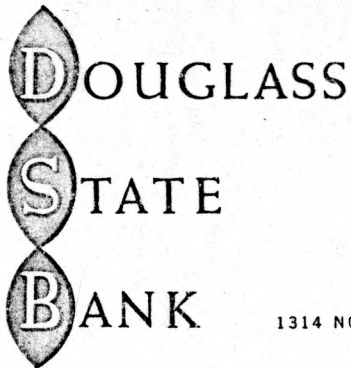
If you need the approval of the interviewee, consider this to be it. Thanks for the spare copy of the draft, and lots of luck with your project.

Sincerely,

(Miss) Nancy C. Jack



THE



AREA CODE 913  
PHONE FINLEY 2-7060

98

1314 NORTH 5TH STREET • P. O. BOX 1460 KANSAS CITY, KANSAS 66117

July 2, 1968

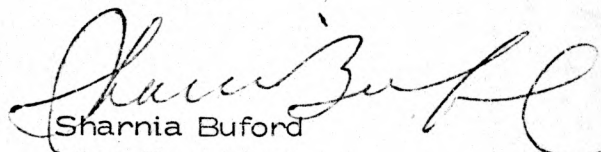
Mr. Steven M. Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas 66502

Dear Mr. Thompson:

I received your letter today with two copies of an interview with me held the latter part of June 1968. I must admit that I talk pretty bad (tæ-hee), but I think that you managed to get the gist of our conversation. I feel that if you polished this interview up a bit, perhaps it might be sufficient to turn in to your associate professor, Mr. F. Gene Ernst.

If I can be of any further assistance to you in this endeavor, please feel free to call on me at your convenience.

Sincerely,



Sharnia Buford  
Vice President

SB:epb

THE  
DEPENDABLE  
SERVICE  
BANK

July 3, 1968

Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas

Dear Mr. Thompson:

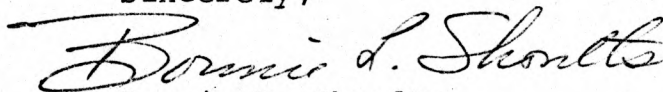
Enclosed is a corrected copy of your interview. After reading it, I realize that so much more could have been said, but then you are not writing a book.

I probably should delete the paragraph "Relocation is Idealism", because it might cause some static in regards to my job. Maybe I have not stated it as clearly as someone else could. Anyway, leave the paragraph in.

Thank you for the honor of interviewing me. This is my first experience of being on the other side of an interview, especially on a subject that I like so well, my job, Relocation.

If I can be of any other help, please feel free to call on me.

Sincerely,



Bonnie L. Shoults



## URBAN RENEWAL AGENCY

100

619 ANN AVENUE • KANSAS CITY, KANSAS

July 10, 1968

Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
K.S.U.  
Manhattan, Kansas 66502

Dear Mike:

Enclosed I am returning a copy of your transcript of our recent discussion. I have made some changes, including a new paragraph, and believe this now is a true indication of what we discussed.

I am also sending the additional set of literature which you have requested. You will note only one of these sets is complete, our supply on certain documents is depleted except for file copies.

We trust this information will be helpful to you on your thesis.

Sincerely,

Larry A. Schindler  
Director of Planning

IAS:bb  
encl.





July 15, 1968

Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas 66502

Dear Mike:

Mrs. Ernst and I have reviewed the interview drafts and find them essentially accurate as discussed with you on July 2, 1968.

You will note several minor corrections and additions, which I think will help in the total meaning.

Sincerely,

A handwritten signature in dark ink, appearing to read 'F. Gene Ernst', written over a horizontal line.

F. Gene Ernst, Assistant Dean  
College of Architecture  
and Design

FGE:lms

encl (1)



# URBAN RENEWAL AGENCY

102

619 ANN AVENUE • KANSAS CITY, KANSAS

July 15, 1968

Mr. Steven Michael Thompson  
R-27 Jardine Terrace  
Manhattan, Kansas

Dear Mr. Thompson:

This letter is authority for you to use the material as contained in the interview regarding public relations in connection with the University-Rosedale Urban Renewal Project in Kansas City, Kansas.

You may use any or all of the material as corrected, provided it remains in context.

Sincerely,

John M. Hancock  
Real Estate Manager

JMH:jj



# URBAN RENEWAL AGENCY

103

619 ANN AVENUE • KANSAS CITY, KANSAS

July 15, 1968

Mr. Steven Thompson  
R 27 Jardine  
Manhattan, Kansas 66502

Dear Steven:

It was indeed a pleasure meeting you on your recent trip to Kansas City. I do hope the interview held with me in some way gave you additional information needed for understanding a program such as ours.

I would like for you to feel free to use any and all parts of that interview as you see fit.

I do hope we can meet again.

Yours truly,

Robert Culberson  
Project Manager

RC:ld



APPENDIX C

RECORD OF UNIVERSITY-ROSEDALE PROJECT,  
AS RECORDED IN CHANGE MAGAZINE

DECEMBER 1965

105

**University-Rosedale**

**CONSTRUCTION MAY BEGIN** this fall on the first of three phases of improvements in the southwest area of the University-Rosedale project which will include street widening and resurfacing, alley paving and sidewalk construction as set out in plans drawn by Browne & Buford engineering firm.

**A REWARD FOR BEAUTY** will be presented over the next five years by the Rosedale State Bank for design, landscaping and remodeling efforts in the University-Rosedale project in the amount of \$1,000 a year for outstanding projects completed each year.

JANUARY 1966

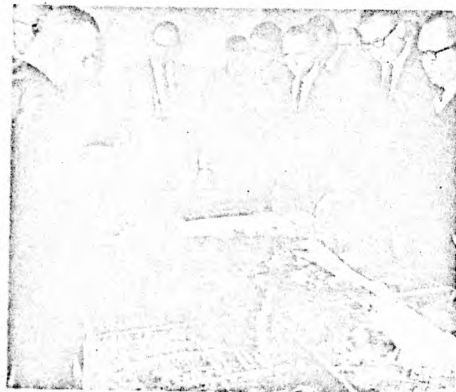
**University-Rosedale**

Bids have been made on two small lots north of Southwest Blvd., the first land to be sold by the Agency in the University-Rosedale project. Joe Waren, an Agency real estate officer, requested all inquiries for purchase of available splinter parcels; single-family and duplex residential lots be made at the Rosedale field office, 3708 Rainbow Blvd., AD 6-9200.



Halloween pranksters destroyed two houses by fire in the 3800 block on Fisher causing added problems to both the city and the Agency. Citizens are asked to alert police of such activities.

The City Attorney ruled that city population has dropped below that required by Kansas law for authorization of sale of urban renewal bonds by first-class cities. Mayor Joseph H. McDowell asked the Agency to request an extension of time on the city's first \$175,000 payment, due the federal office Jan. 1, 1966, until Aug. 1, 1966 for the University-Rosedale project and he assured Director Stearns the population would increase by more than 50,000 persons.



The University-Rosedale Project model, built by Kansas University architectural students, joins three other models on display at the Urban Renewal office, 619 Ann Avenue. The model, valued at \$12,000, has been displayed at the Kansas University Medical Center, Rosedale High School and Rosedale State Bank for this past year.

Gov. William Avery (left) had many questions and remarks about the renewal plans for north of the Medical Center when he viewed this model.

**the face  
of  
university-rosedale**

In January, of this year, the University-Rosedale project, located on the hills and bluffs north of the University of Kansas Medical Center, went into the execution phase.

In a central location within the project will be an office area, multi-family housing development, neighborhood park, recreation building and new school site. This area is currently a barren excavation where a construction company parks its heavy equipment.

Other land in the project will be developed for the much-needed multi-family and apartment housing, offices and professional buildings, and other commercial and industrial uses. The southern end of the project will provide land for the multi-million dollar expansion program of the medical center.

Already project residents have shown enthusiasm for rehabilitation. Even the banks who once were reluctant to make improvement loans are getting involved as the hammers, nails and paint buckets begin to appear.

<b>ASSETS</b>	
<b>Current Assets</b>	
Cash (Proj. Exp. Acct.).....	\$ 506,650.92
<b>Accounts Receivable</b>	
Relocation Grants Due.....\$	23,833.79
Tenant Accounts .....	1,331.42
Revolving Funds .....	276.02
	25,441.23
Investments Held .....	303,812.50
Project Cost to Date.....	2,021,353.69
Relocation Payments (Sec. 106f)....	23,833.79
	\$2,881,092.13
<b>Total Assets</b> .....	

<b>LIABILITIES</b>	
<b>Interest Payable</b>	
Bank of America N.T./S.A.....	
First National City Bank of N.Y.	\$ 32,258.34
<b>Preliminary Loan Notes (1st Series E)</b>	
Bank of America N.T./S.A.....	
First National City Bank of N.Y.	2,825,000.00
<b>Capital</b> .....	—0—
<b>Federal Capital Grants</b>	
Progress Payments .....	—0—
Relocation Payments .....	23,833.79
	\$2,881,092.13
<b>Total Liabilities and Capital</b> ..	



## University-Rosedale

The Urban Renewal Agency has paid a \$1,450,000 condemnation award for the J. A. Tobin Construction Company, 3801 Rainbow Boulevard. When the Agency deposited the money March 10th, it was with the understanding that the Agency staff and Tobin's developers would attempt to find an agreeable redevelopment plan. The plans submitted by Tobin were modified by Agency staff to include the park and school sites in the original University-Rosedale plan. After weeks of hectic negotiations, Tobin's counsel appeared before the Urban Renewal Agency Board March 28th and said they had decided not to develop the 30 acre tract because of these restrictions. Both the Urban Renewal Agency and Tobin are now appealing the condemnation.

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The Board of Education has accepted a bid for \$173,000 for the old Columbian School, 519 Seminary. Demolition of the 81-year-old school is scheduled to begin after school is out this spring.

---

Work began on the first site improvements in University-Rosedale during the last week in March. This is the first of three phases of site improvements scheduled for the project. The major improvement will be an extension of 39th Street from Booth Avenue to Fisher Avenue which will eliminate the present jog for east-west traffic.

Other improvements will include paving Springfield Avenue from the 39th Street extension to 38th Street, Cambridge Avenue from 39th to 37th Street, and the alley between Cambridge Avenue and State Line from 38th to 37th Streets; widening Booth Avenue from Marty Avenue to approximately 37th Street, 38th Street from State Line to Eaton Avenue and Marshall Avenue from Southwest Boulevard to Division Avenue; constructing a new alley north of 39th Street between State Line and Cambridge Avenue and an L-shaped alley from Marshall Avenue with an exit on Southwest Boulevard. Storm sewers also will be constructed from 7th Street and Southwest Boulevard to the west project boundary and on Springfield Avenue from 37th to 38th Streets.

---

The Agency has purchased 130,000 cubic yards of fill dirt from the J. A. Tobin Construction Company to be used in filling the area for the new Eaton Avenue and 36th Streets. The dirt is being stockpiled in the vicinity of 32nd and Eaton Avenue.

Philip Osteen has purchased two houses and a lot from the Agency at the May 8th board meeting. He will move one house located at 2025 Esterly to a lot he already owns at 2109 Chester Avenue. The other house located at 2022 Federal Avenue will be moved to the lot he purchased from the Agency at 2020 Esterly. The two houses are being moved to permit construction of the Eaton Street extension.

Site improvements in University-Rosedale are well underway. Phase I, which involves extending 39th Street west, resurfacing several streets and constructing alleys and storm sewers in the south end of the project, is 40% completed and the 39th Street extension has been finished. Phase II is being reviewed by the regional office in Fort Worth. Plans for Phase III are being prepared by Browne & Buford Engineers and Surveyors.

Tobin Construction Company has been paid the \$1,450,000 condemnation award for the 28-acre tract at 3800 Rainbow Blvd. by the Urban Renewal Agency. The Agency collected the \$10,800 in interest which had accumulated while the Tobin firm and the Agency were negotiating regarding the development of the property by Tobin. Both Tobin and the Agency are appealing the award.

SEPTEMBER 1966

### University-Rosedale

Bids were taken in mid-August for construction of the new post office building at 34th and Strong Avenue. The plans have been submitted to the Agency and approved and 34th Street has been vacated by the City. The land will be available as soon as the former building of Tip Top Cleaners is demolished. Under the Post Office Department's lease construction program, the site will be assigned to the successful bidder who will purchase the property and construct the building. The Post Office will lease the building which will remain under private ownership with the owner paying local real estate taxes.

A miracle in scheduling was completed with the move of Tip Top Cleaners to their new building in early August. The site of their old building at 3402 Strong was needed for the construction of the new post office building. The move was delayed slightly until an Agency site improvement contract went into effect, but priority was given to these necessary curb and sidewalk work in front of Tip Top's new building.

Plans have been approved for a new building for the Spanish Gardens Taco House. The new manufacturing plant will be constructed at 2313 Metropolitan with work expected to begin in September.

Construction is underway on the new Silver City Shopping Center. Groundbreaking ceremonies for the \$394,033 development were held July 5th.

The Part I Application for the Crosslines extension to the Silver City project which outlines the plan for the project was submitted to Fort Worth in mid-August for a preliminary review. After the preliminary plan is approved a public hearing will be scheduled.

City Commissioners have approved the removal of the pedestrian overpass south of the Seventh Street and Southwest Boulevard Intersection. The Board of Education is considering the request for removal of the structure. The pedestrian bridge is located within the area needed for the viaduct proposed by the State Highway Commission which will carry 7th Street traffic over Southwest Boulevard. Agency earthmoving at the bridge's western support location also necessitates its removal.

The northwest corner of 39th and Rainbow Boulevard has been cleared by the Agency and is now for sale. Bids will be taken as soon as some sewer problems are solved. The Agency has had a number of inquiries for the land and expects that some exciting developments will be proposed for the site.

### University-Rosedale

Resurfacing of the Kansas side of State Line from 39th Street north to Esterly Avenue, has been completed. Originally this was scheduled for next fall, however, Kansas City, Missouri, resurfaced their half of the street a year early, so the Agency revised its schedule.

Phase I of the scheduled site improvements for University-Rosedale has been completed and Phase II is just beginning. Work in Phase II will include construction of a substantial amount of storm sewers around 39th Street; construction of Eaton Street from 38th to Chester; widening and resurfacing of 36th Street, Esterly, and Chester Avenues; construction of a cul de sac on Bristow; widening of Francis from Douglas to Chester Avenue; paving of alleys between Federal and Esterly and Esterly and Chester from State Line to the new Eaton Street; straightening of Rainbow north of 39th Street; and the extension of 36th Street west to Rainbow Boulevard.

The Urban Renewal Commission accepted an offer by Herbert F. Ziegler, Jr. of \$10,800 for a parcel of land at 39th Avenue and Springfield Street. Ziegler's plan includes a 21 unit apartment complex with four 2-bedroom units, three 2-bedroom townhouses, two 3-bedroom townhouses, and 12 one-bedroom units. The development will be built on the land purchased from the Agency and on adjoining parcels which Ziegler had privately assembled. Staff members commented that Ziegler's plans were very well prepared based on design quality, site planning, and size of rooms.

The Urban Renewal Agency is beginning an engineering study of the pedestrian bridge across Seventh Street south of Southwest Boulevard to determine relocation site costs and feasibility. The present bridge must be removed to provide land for the viaduct proposed by the State Highway Commission across Southwest Boulevard and because the urban renewal plan calls for extensive grading on the west side of Seventh Street where the bridge is now located.

Several sites near the Medical Center are being investigated by various health and medical organizations. A 17-acre site north of 39th and east of Rainbow Boulevard is being considered for a new branch of the Osawatomie State Hospital. The Wyandotte County commissioners also have employed the architectural firm of McLain and Sidorowicz to study a site near 37th Street and Rainbow Boulevard for a new building for the Wyandotte County guidance center.

Work completed in University-Rosedale is: acquisition 93%, relocation 86%, demolition 73%, and site improvements 19%.



## University-Rosedale

The triangle between Southwest Boulevard, old Rainbow, and Rainbow boulevard is well on its way to becoming a valuable commercial tract available for redevelopment. The relocation of residents and demolition of structures is completed, utilities will be relocated, and grading down to street level will begin around the first of the year.

The City Commissioners have authorized sale of \$900,000 in urban renewal bonds for the University-Rosedale project. The City's first payment toward its 1/3 share of the cost of the project was due August 1, however the Department of Housing and Urban Development granted an extension to the City pending the outcome of the Annexation law suit.

Since the annexation apparently is legal, the population is more than 125,000 and the City can continue selling urban renewal bonds. A second payment for the Rosedale project is due January 1.

Several staff changes have been made in the Rosedale project office recently. Harry Hiatt has been named rehabilitation officer and Walter Rayn, real estate officer, has moved to the Rosedale office from Argentine. Larry Schindler, project manager, has begun coordinating the initial public meeting program for the Center City project, and Bob Culberson, assistant project manager, will begin to assume more of his duties in Rosedale. These staff changes are necessary as the various projects pass through different phases of development.

Rosedale has been the scene of large-scale land fill operations recently. Over 30,000 cubic yards of fill has been placed in the park site at 39th and Springfield. The storm sewer at the bottom of the valley has been extended an additional 135 feet to provide more land for the park.

The valley west of 37th Street and Eaton has received around 48,000 cubic yards of fill which is being stockpiled for use in regrading and filling for the new Eaton Street.

Major redevelopment is beginning in Rosedale with the sale of the northwest corner at 39th and Rainbow to the D & R Realty Company, which plans to build a quick-food store and a pizza restaurant on the site. The realty company was the highest of three bidders at \$82,000. The offer is subject to the developer receiving a cereal malt beverage license.

Recent site improvements in University-Rosedale have been the construction of retaining walls on the north side of 38th Street between State Line and Cambridge, on the west side of the alley between Eaton and Cambridge, and on the east side of the alley between Cambridge and State Line. The walls were needed to protect the terraces of the adjoining properties after the new sidewalks were built.

The round-up of completed work in Rosedale shows acquisition 94%, relocation 87%, site improvement construction 20% and rehabilitation 22%. Private owners have already committed over \$193,000 to the rehabilitation of their property.

1966 brought "for-sale" signs to University-Rosedale as we began assembling land to be sold for redevelopment compatible with the Kansas University Medical Center community, which is the second largest employer in our city.

The demand is great for residential land near the medical center and seven single family and duplex lots were sold during the year. Herbert F. Ziegler purchased land at 29th and Springfield for a 21-unit apartment complex. A medical fraternity also has purchased a parcel in the 39th and Springfield area for construction of a fraternity building.

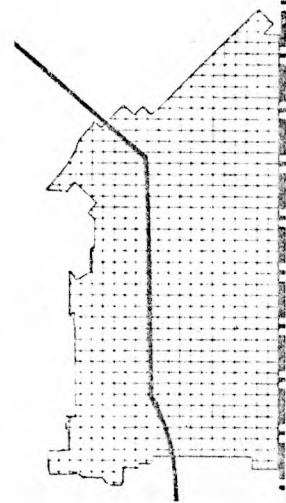
In the south end of the project near Southwest Boulevard several redevelopers have purchased land for light industrial use. The S. R. Brunn Company is relocating from their former site on Rainbow Boulevard to a new location north of Southwest Boulevard. Adjoining the Brunn development will be the new building for Precision Photoplate.

Visible changes in University-Rosedale were most obvious in the Eaton valley area where relocation and demolition was substantially completed this year. A major land fill operation will begin this spring and the land will then be offered for sale for apartment development.

The "awkward stage" in the development of an urban renewal project comes with torn-up streets and sidewalks and fresh concrete. Residents of University-Rosedale faced such inconveniences in 1966 as the first two phases of the three-part site improvement program was either completed or underway.

Over \$235,000 worth of site improvements have been completed to date including 10,361 feet of street repair and resurfacing, 10,040 feet of new curbs, 8,660 feet of new sidewalks and 2,403 feet of sewer construction.

Private enterprise has already committed over \$895,000 to redevelopment within University-Rosedale and \$94,614 has been spent by owners on the repair of their property.



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Phase II of the site improvements scheduled for University-Rosedale got underway the first of the year. Work in progress includes construction of a new storm sewer system along Rainbow and 39th Street between Rainbow and Eaton, straightening Rainbow north of 39th, and construction of a new Eaton Street between 38th and Chester Avenue. The contract also calls for widening and resurfacing of 36th with an extension west to Rainbow, widening and resurfacing of Esterly and Chester between State Line and Eaton, widening of Francis between Douglas and Chester, construction of a cul-de-sac at the end of Bristow, and some alley paving. The \$438,618 contract for the improvements was awarded to the J. A. Tobin Construction Company after sealed bids were opened in August.

S. R. Brunn Construction Company has purchased a parcel of land from the Agency just west of Seventh Street and Southwest Boulevard. The firm is being relocated from the present location at 3500 Rainbow Boulevard.

The City Commissioners have voted to purchase a 10.5-acre park site from the Agency for \$83,500. Joseph P. Regan, street and park commissioner, recommended that the building which formerly housed the offices of the J.A. Tobin Construction Company be demolished. A new recreation building a gymnasium, arts and crafts rooms, and offices estimated at \$350,000 by the City. Other planned park improvements include a baseball diamond and tennis courts.

J. A. Tobin Construction Company, now located at 3701 Rainbow, will move to a new location, the old Griffin Wheel Company site at 1134 S. 12th, in Armourdale. The Agency owns Tobin's old site, however an appeal is pending on the court awarded price of \$1.45-million. A school site, park area, 36th street extension, and possibly commercial and apartment developments are planned for the 28-acre site.

D and R Realty bid a second time on the northwest corner at 39th and Rainbow Boulevard. The bid of \$76,150 was the only one received. The realty firm plans to build a piazza parlor and a small grocery store. The first bid received in December was also for a piazza parlor but was contingent upon the firms assurance they could obtain a malt and beverage license. The license was not obtained therefore it was necessary to resubmit the bid. The new bid did not contain any contingencies.

Phi Beta Phi, medical fraternity has purchased land at 39th and Springfield street to build a \$53,000 fraternity building. Two other bids were received for the land, however, the fraternity's bid was accepted because of its excellent use of land and superior building design.

Renovation of the Rosedale Arch and development of the surrounding park area has been proposed by the Agency to the City Commissioners. The proposed plan would include an observation deck, memorial plaque, entrance drive with parking facilities, landscaping, tree trimming, and lighting at night. The estimated cost of improving the arch is \$57,000.

The City Commissioners have received letters of support from the Rosedale Business Association, local developers and businessmen, and the nine American Legion Posts which comprise the Wyandotte County Council.

Immediately north of the arch is a 3.4-acre park which urban renewal will dedicate to the city. West of the arch is Marty Park, an undeveloped park presently owned by the City. Norman B. Sorter, a local lawyer, has donated five acres to the city which adjoin Marty Park.



## University-Rosedale

The appeal of the award for the Tobin property, originally scheduled to be heard on April 17, has been postponed until the June term of the Wyandotte County District Court at the request of the Tobin attorneys on the grounds that it would be impossible to find an unbiased jury. The price set by court appointed appraisers for the property became an issue in the recent city elections.

Grading has begun for the 36th Street extension which will connect the residential area east of the former Tobin property to Rainbow Boulevard. The streets connecting to the new Eaton street which is now under construction have been widened and repaired and construction on Eaton is well underway.

Bids have been taken on Phase III of the site improvement program scheduled for Rosedale which involves extensive land moving and grading. The triangle area between Rainbow Boulevard, Old Rainbow and Southwest Boulevard will be graded down to street level and the dirt from this site will be used as fill in the Eaton Valley area east of Rainbow Boulevard.

Redevelopment has begun in University Rosedale with construction of a \$75,000 building for Precision Photo-Plate Co., a lithographic negative and plate service firm. The 5,100-sq. ft. building is located on a half-acre site at the northwest corner of Seventh Street Trafficway and Southwest Boulevard. The firm formerly was located at 3030 Main Street in Kansas City, Mo.

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Phase II of the site improvement program for Rosedale is 90% completed, which includes the construction of the new 36th Street from Eaton to Rainbow Boulevard, Eaton street extension north from 37th to Douglas, widening and resurfacing Esterly and 36th between State Line and Eaton, resurfacing Federal and 37th between State Line and Eaton, and new sidewalks and curbs on all four of these streets.

Phase III and the final phase of site improvements in Rosedale is just now getting underway. This contract awarded to the J. A. Tobin Construction Company in late May involves a massive land moving and grading program which will bring the "triangle" of sloping land between Rainbow Boulevard, old Rainbow, and Southwest Boulevard down to street level. The dirt will be used as fill in the Eaton valley area just south of Southwest Boulevard. The contract also includes installation of storm and sanitary sewers in the Eaton valley area.

The City has paid the Urban Renewal agency \$83,000 for an 11-acre park site on Rainbow. The land will be turned over to the City as soon as the existing buildings, which formerly contained the offices of the J. A. Tobin Construction Company, are removed. Commissioner Hugh P. Doherty plans

to begin development of the park and recreation center as soon as the land is conveyed. Plans call for a gymnasium big enough for two basketball courts, a craft center, ball diamonds, and picnic facilities at an estimated total cost of approximately \$600,000.

The S. R. Brunn Construction Co. has started construction on the first phase of a three-building industrial complex on a site north of Southwest Boulevard and west of Seventh Street.

PUBLIC RELATIONS - A TOOL FOR THE COMMUNITY PLANNER

by

STEVEN MICHAEL THOMPSON

B. A., Kansas State University, 1966

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AN ABSTRACT OF A MASTER'S THESIS

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MASTER OF REGIONAL AND COMMUNITY PLANNING

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Since many planning documents are either written and forgotten, or are poorly implemented, there is an obvious need to know why this is so. It cannot all be blamed on unrealistic planning; rather, it may be necessary in the future for planners to develop programs of communication that will achieve public involvement: public relations.

This thesis investigates one agency's use of public relations. The thesis first investigates the professional planner's role in a government agency. Second, the responsibilities of a public relations practitioner are explained. And finally, the thesis investigates what public relations activities are conducted by the Kansas City, Kansas Urban Renewal Agency, especially in 1966 during the University-Rosedale urban renewal project.

The purpose of this report is to answer the question, "Is there an advantage in having a public relations specialist on the staff of a planning agency?"

A case-study approach is used to investigate the individual staff member's contribution to the agency's public relations program. The staff members' general approaches to public relations is recorded, as is their retrospective analysis of the effectiveness of the public information officer. Finally, the entire agency's public relations program is examined by analysis: (1) by an impartial expert observer's opinion, and (2) by an accepted check-list for public relations effectiveness.



In conclusion, the thesis emphasizes the point that public relations is a useful tool for the planner if he realizes that it is not a cover-up for poor professional or technical performance. Any communication with the public should be structured so that each individual citizen is involved in the planning process. Without a formal agency policy of citizen involvement in planning decisions, and without an informal understanding by the agency staff that involvement means active citizen participation; public relations cannot become an effective tool for planning, and planning will not be effectively implemented.

The public relations program of the Kansas City, Kansas Urban Renewal Agency was a step in the right direction. However, before their public relations approach can be exhaustively analyzed, further studies are needed. Two excellent supplements to this thesis would be (1) an organization analysis, and (2) a study investigating each staff member's concept of public relations. With these two studies, the Kansas City, Kansas Urban Renewal Agency's public relations program would be an excellent model for other planning agencies, wishing to start a public relations program, to study.