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Public relations standards for municipal government

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BOSTON UNIVERSITY

School of Public Relations and Communications

Thesis

PUBLIC RELATIONS STANDARDS

FOR MUNICIPAL GOVERNMENTS

By

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requirements for the degree of

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CHART

Summary of data on Municipal Annual Reports on 148 cities prepared by the Municipal Yearbook in 1956 for the year 1955. The survey for the compilation of this list was conducted by the International City Managers' Association of Chicago, Illinois.

TIME ARTICLE

The article "Civic-Minded Executives" appeared in Time Magazine September 24, 1956. Because it was so appropriate to the section of the thesis on Industrial Assistance in Municipal Public Relations work I felt it opportune to insert it in full in this thesis.

APPENDIX

The Appendix are the returns from the questionnaire sent out in conjunction with the thesis. These returns are included only in the original copy of the thesis. This copy is on permanent file at the Library of the Boston University School of Public Relations and Communications, Boston, Massachusetts.

.....Public relations is the big job of the future for city government; however, cities have no use for public relations unless they have good administration. Cities must first do good and then tell their stories.....

INTRODUCTION

Public relations of the future will establish for itself a depth of practice that does not generally exist today. At present, the skills, qualifications and backgrounds of the many people employed in one form of public relations or the other, are extremely varied. However, this is to be expected in a profession that is in comparison to other professions just a few years old.

When we look at this heterogenous group or the composition of the many workers in public relations we sometimes wonder if we will ever be able to mold or begin to pinpoint our efforts.

The actual practicing of public relations has entered into many areas. In recent years we have been able to experience the growth of public relations work in fields that have ranged from the industrial public relations area to the public relations work of professional athletic teams. There is no doubt about our work being varied.

However, one of the more recent developments in the general field of public relations has been the employment of public relations practice in the area of government, and in particular local municipal government. In most instances, the public relations programs for municipal governments came into prominence along with the growth of their urban renewal programs.¹ In other cases, cities were forced to employ

public relations practice in an effort to win public approval for necessary civic reforms and new projects.² In the majority of these cases, the public relations work which was carried through was done so by people not schooled in public relations. In some instances it was necessary to engage outside public relations counsel.

The need for a recognized municipal public relations program that can be used by cities throughout the year is apparently nationwide. Proof of this is found by the increasing numbers of cities that have recently started municipal public relations counsel. Because cities more and more are suffering for the need of a good practical and workable public relations program, the establishment of workable standards and criteria of practice for cities will be necessary in the not so distant future.

In a recent speech delivered at the Annual New England Manager's Institute, Mr. Douglas Powell, Associate Editor of the American City Magazine, said:

"It is certain that the coming years will see more and more efforts to streamline and expedite the decision-making process in local governments. A much closer rapport must be established between the city hall and the voters of communities if delays in fulfilling the urgent needs of the future are to be avoided. The electorate and the city hall must be thinking almost as one.

"Consequently, it seems inevitable that MUNICIPAL PUBLIC RELATIONS will become an increasingly important function in the coming years. I don't mean to suggest here that

cleverer tactics to sell official programs are needed. Instead, I suggest that clearer interpretations of problems of municipal government are needed."

Never has municipal public relations been given such a rich opportunity to prove its purpose, its value and its place in municipal government as it has today.

Because public relations activities within municipalities have increased in tremendous strides, I felt it opportune to make a study of municipal public relations of about 25 representative cities in the United States, and see what these people are doing in the way of municipal public relations. I also felt that I could combine the experiences learned by these cities and establish some kind of a guide for cities that are not at present but are considering in the future municipal public relations programs. As such, I consider this thesis to be a guide for cities to use in establishing their own public relations programs.

However good your public relations program, it is not to take the place of good government. Good and honest public relations means good and honest government; and from that we cannot deviate without losing the importance of both good government and good public relations.

To inform, to interest and to better communicate with the citizen are the goals and objectives of municipal public relations. With these goals in mind and the successful reaching of these goals, we will be able to better

interpret for the citizen the jobs that are being done by the officials representing them.

The future is bright for the good municipal public relations program. It is challenging and the results are present in the obvious places - the homes and the people that live in your city.

MUNICIPAL PUBLIC RELATIONS

OFFICIAL RECOGNITION

In order to gain official recognition of a municipal public relations program, it will first be necessary for us to understand the basic belief behind municipal public relations.

A city-sponsored public relations effort is an operation devoted to the entire community. It is not a tool to "push" or "publicize" certain groups or individuals. It can, however, cooperate with the organized segments of citizens and still be able to transcend them for the good of the whole community. This fact must become recognized if we are to overcome apathy toward public affairs and gain recognition for the program of municipal public relations.

If we have this basic understanding of municipal effort, then we can take this program and by definition outline our future plans.

What is "Official Municipal Public Relations?"

In July of 1948, Mr. Henry Davis Nadig, writing in the American City Magazine said, "Municipal Public Relations is the conscious official use of practical methods, expertly applied to produce a fully informed, understandable, active citizen interest in local government."³ This definition gives official title to a program of public relations for a community.

Looking at the definition more closely, we can see that one of the things government owes the people is a much better opportunity to get the facts and become more like "full-time" citizens; it is pure, official recognition of a program designed to better the entire community. In short, a municipal public relations program is an investment in effective democracy.

Breaking the definition down we can better evaluate it. First, it denotes authorization by the governing bodies of a definite plan of action. By practical methods it means those methods that have already passed some previous test of workability. And finally the definition gives us a rule by which to measure our results; "we are to produce a completely active citizen interest." As is the case with any civic venture, the results of the program are directly proportionate to the amount of work and the integrity of the first phrase of the definition: "conscious official use of practical methods."

Although this helps the officials and the administration better direct their efforts, how does this policy definition help the city laymen in knowing what is going on in his city?

It is important for us to begin our program of city public relations by first interpreting the function that we are going to serve. In reality, the public relations man must first "sell" the people on his job in city government

as well as interpret the idea to the people. This means that a practical policy of action must be defined and laid out prior to any other project of the municipal public relations office.

In establishing a policy, the municipal public relations official outlines his tasks and objectives. He gives purpose to his program and tells exactly what he is planning to do. It should not be confused with the actual public relations program. The actual programming gives him the chance to tell "how." In policy he tells "what."

FORMING A MUNICIPAL PUBLIC RELATIONS POLICY

The main purpose of establishing a policy of public relations in your city is to give official title to your position and your work. If the official notice of the position is not forthcoming neither will the citizen's cooperation.

As an officially devised plan of action for simplifying the manner of producing the information for the citizens of the community, a municipal public relations policy will cite the objectives of your program. This is the "what" part. It will tell what the information learned from the program will bring in the manner of results to civic understanding and active citizen interest.

If there is to be any success in organizing and maintaining a public relations effort, it will be important that we recognize the truth of the original definition of municipal public relations.

In building our program we see that there are a few very important points that follow the establishment of policy. These points are:⁴

1. In order to make a municipal public relations policy operative and be successful it is important that we have a definite plan or program of action for applying basic principles of municipal public relations and clean government.

2. It is important that we emphasize the position of government in the functioning of the public relations work. It is here that we are able to maintain the official recognition of the municipal public relations department.

3. The forming of the policy is only the beginning of what should be a continuous establishment of newer public relations functions.

4. It is necessary that we maintain this workable degree of rapport between the public relations official and the city administration.

After the formation of policy the problem of recognition for the office is one which we should give our immediate attention. We should realize that the job of municipal public relations cannot be given to just anyone with the hope of getting a good job. It is not a political appointment, and neither should it be an appointment that changes with the character of the party administering city policy. The negative results of appointments that stem from the "to the victor belongs the spoils" type of administration would be far too many. With political overtones to an appointment, public relations officers would turn into political press agents overnight. Their ballyhooing of the job being done by their superior would be far more important to them, and the continual flow of city-wide information and civic projects would be secondary.

QUALIFICATIONS

A Municipal Public Relations Officer must be a qualified administrator. He should be college-trained and should have studied in the field of humanities and social sciences. The official must have the ability to write clearly and be able to promote civic pride and spirit in ways other than the written word. By being a "joiner" and a "belonger" the municipal public relations man can enjoy a great deal of partnership in his work and maintain a good foothold into the public opinion of the leading citizens. He therefore should be a good molder of public opinion and a good interpreter of public opinion, and the tide of public feeling. Above all, he must have a desire and knowledge of local politics and government.

Still another qualification must be considered. However, here the qualification falls not on the municipal public relations man himself but on the city he is representing. It is very important for the city to have a "full-time" municipal public relations program. The municipal program must be government endorsed and civic recognized. It is very seldom that the official in charge will be working on public relations per se full time;⁵ therefore the only insurance one can ask for is that the program itself be used full time.

The strength and the purpose behind these qualifications will help bring results into your program.

The success of your program depends very heavily on the importance given these three points of policy as well as the areas you will allow public relations to enter into. The quality and character of your public relations program can be measured by the standards of the policy you set up at the outset.

With the formation of a policy, Municipal Public Relations takes on official recognition. In some cities public relations practice has been carried on for many years.⁶ However, in most areas this has amounted to much hit-or-miss publicity attempts and annual reporting. The citizens in many of these cities were never orientated on the subject and for the main part did not know what was even going on.

Time has altered the position of many things and fortunately the municipal public relations programs of many cities are now based on good sound thinking that has been used by public relations men for many years. This can be seen in the many new cities that have public relations people or programs either on a full-time or even a part-time basis.⁷ The important thing is the fact that cities are beginning to recognize the need for municipal public relations; and, more important, they are beginning to do something about it.

MUNICIPAL PUBLIC RELATIONS

HISTORY

In May of 1948, the city of Dearborn, Michigan promoted what is believed to be the first actual city ordinance for the establishment of a Municipal Public Relations Department.⁸ This ordinance, which was passed previous to the above date by six months, had some basic provisions that should be mentioned in any talk on municipal public relations. The city of Dearborn was under the Mayor-Council form of government at this time.

The ordinance provided that the City Council make necessary appropriations for quarters, facilities, equipment and personnel to carry out the work of the Public Relations Bureau. The director of this department was appointed by the mayor, and under the charter provisions pertaining to appointments and compensation the mayor was entitled to charter the course of the newly-formed bureau.

Fortunately, the Mayor of Dearborn at the time was a man forthright and honest enough to plan and direct this new thought in the area that would best serve the interests of his entire city. Mayor Orville L. Hubbard made strong pleas in an effort to gain recognition for the public relations program. Speaking in December of 1947, he said, "New thought in city government recognizes that

any contact with city officials by the public is a phase of public relations, and our idea on public relations is that it is a means to an end; that end being maximum service to all our people."⁹

With this, the Mayor outlined his program. The major functions of it included:

1. To prepare in form acceptable to various medias - newspapers, periodicals, radio - factual information pertaining to functions and activities of the Dearborn City Government.
2. To maintain liason with all media of public information.
3. To make arrangements for the reception of various visiting dignitaries and distinguished visitors to the government offices.
4. To distribute factual information pertaining to the city government to the public in a manner deemed by the director as being the most suitable.
5. To compile, study and analyze objectives, functions and results of work of various departments of the city government.
6. To assist in the preparation of and coordinate plans and publicity in connection with various city-sponsored festivals, pageants and programs.

7. To devise procedures involving contact by the citizens and officials of the city to make such contacts as simplified, convenient and satisfactory as possible for the citizens.

8. To compile an annual report for the benefit of the people of Dearborn before December 31 of each year covering the municipal affairs and activities of the previous fiscal year.

9. To discharge such other duties as are properly regarded as public relations matters which may be requested either by the mayor or by the council of the city.

These nine functions of the Charter in 1948 are still basic aims of any Municipal Public Relations Charter. They are also fundamental to democratic municipal government. These functions have as their aims and goals the ideals of letting more people in a city know what is going on, what is doing, what problems it is facing and how it is planning to solve these problems, so that these people will take a greater interest in municipal operations for the purpose of letting known their viewpoints to city officials. It is designed to make the citizen become more actively engaged, interested, and participate, for their own welfare, in city government.

Since one of the most important duties of administrators of government is to keep their citizenry informed,

is it not a prime reason for the establishment of a municipal public relations program? The municipal public relations officer, working under a charter such as the type outlined here, is well on his way to accomplishing the goal of keeping his citizenry well informed.

PROFESSIONAL MUNICIPAL PUBLIC RELATIONS ASSOCIATIONS

It appears that the city of Dearborn, Michigan, was way ahead when it established its program in 1948. This, however, was possibly the spark necessary for municipal public relations.

In the early part of 1949, an association of municipal public relations officers, (AMPRO),¹⁰ began to band together and exchange information about the practice of municipal public relations. Today, this organization, now called "Government Public Relations Association,"¹¹ serves as a central office for the exchange of ideas of men and women and groups engaged in public relations work for governmental units at all levels of government. The Association prepares booklets, brochures and helpful material on all phases of municipal public relations. They also publish a monthly newsletter that offers helpful hints on city programs.

One of the latest accomplishments of the Government Public Relations Association has been the very successful 25-page booklet, "A Municipal Public Relations Program," that works for small and medium sized cities. In this program, Mrs. Pan Dodd Wheeler, the Executive Director of the Association, gives a fairly complete ordinance in creating a Department of Public Relations. The ten-year growth in the practice of the profession since the Dearborn

Ordinance is characterized by the inclusion of more modern methods and media. However, there are many similarities - the main one being the desire to create an official program and recognizing the need for a more active citizenry.

The Government Public Relations Association, therefore, has given rise to the official capacity that should be hand-in-hand with a government public relations function. The model ordinance as suggested and established by the Government Public Relations Association is as follows:

MODEL ORDINANCE

Be it ordained by the City Council of
that:

Section I. (Purpose). It is a duty of municipal government to maintain close, working relationships between the government and its citizens. Because the problems of municipal government are increasingly complex, and because understanding between citizens and the city government is increasingly necessary, a separate department of the city government is required to do these listed functions:

1. Inform city officials on citizen opinion and citizen suggestions for city government.
2. Inform the public clearly and fully on city government functions and activities.
3. Promote greater citizen interest and participation in the city government.
4. Provide professional skill in assisting the city government and cooperating agencies in promoting the city to outside interests.
5. Assist in maintaining a cooperative spirit and good morale among all city government officials and employees. (This goal could best be realized through the development of a full-scale training period for city workers, to be aimed at improving the public relations of these employees.)

Section II. (Creating and Function). There is hereby created a(name of unit), to perform the following specific functions:

1. Conduct research as requested by the mayor, council, manager or department heads.
2. Prepare and furnish special reports which may be requested by the mayor, council, manager or department heads.
3. Create and maintain an information file of facts and governmental figures on all departments or units of the city government.
4. Prepare annual reports, departmental reports and other reports.
5. Serve as a central information source on city-governmental affairs for the public and for municipal officials; cooperate with community organizations (social, business, church, school, fraternal) seeking information about municipal government affairs.
6. Prepare and disseminate information suitable for the newspapers, radio stations and other communication serving the community.
7. Coordinate plans and publicity for the city-sponsored festivals, programs and other special events, including the reception of special guests.
8. Prepare and disseminate information about the local city government to promotion groups such as the

Chamber of Commerce and industrial development committees and cooperate with such groups in the interest of sound business, industrial and residential development of the city.

9. Perform such other duties as may be assigned by the mayor or authorized by the city council in keeping with the purpose of this ordinance.

Section III. (Implementation). The mayor, or manager, with consent of the council, shall appoint a person who, in the opinion of the appointing officer, has the necessary educational background, experiences and skill to perform the duties outlined in Section II, as the director of the(name of unit). He shall devote full time to the duties of this office.

The director shall:

1. Select personnel for his office appropriate to the needs and the budget, and subject to approval of the mayor, manager, etc.

2. Supervise and control the activities of the(name of unit).

3. Make necessary rules and schedules to perform the services outlined in this ordinance.

4. Submit budget requirements at the appropriate time to the proper officer of the city.

Section IV. (Appropriation). The city council shall appropriate annually the necessary funds to provide for efficient operation of the(name of unit). The salary of the said director of the said unit shall be fixed by the council.

For the very small city, or in many medium-sized cities throughout the nation, where full-time public relations programs are necessary but cannot be afforded, Sections III, IV of this Ordinance can be changed. Such a revision, however, would necessitate careful consideration. Such alterations can be brought about by the ability to organize the industry in your city and by the public relations and community relations programs of these industries. Since the realization of a municipal public relations program would benefit the employees of such industry, the management can be convinced of the need for such programs. (A program for such situations is discussed later in this thesis.)

The need for "part-time" municipal public relations officials is seen in many communities. Cities need public relations programs; however, they cannot afford a full-time man. Consequently, these individuals (the municipal public relations director) many times will serve in other capacities,

sometimes closely allied to the work of the public relations office and many other times in work quite afield from public relations.

In a question asked of many public relations officials in the thesis survey, "Is your position one exclusively designed for that of municipal public relations work?" and if "no" please list other functions, I received some very interesting replies.¹²

One city has as its Municipal Public Relations Officer the Director of Personnel. This same man reports, "I also take much of the load off the Mayor and his alderman." Another public relations official answered "no" meaning he has other duties besides public relations. When it came time for him to list these other duties he included, "I am in charge of all publications for the city, I also handle the orientation of the visiting officials, and preparation of speeches for several departments, and also make arrangements for special occasions." I hope that this man made a mistake in answering; if not, I hope he now realizes that he is doing very basic public relations. Others cited their duties as "tourist promotion." Still others did not put any specific function.

The many titles given to the job of municipal public relations is even more evidence of the need of a recognized city ordinance which would more clearly define the duties and jobs of the municipal public relations

official. Along these lines, employment of an ordinance similar to the one previously outlined would better enable the city official to more clearly define the true objectives of a municipal public relations officer.

Considering the public relations profession itself, and then considering the age of government public relations, the findings of the questionnaire show that cities practicing public relations full time have been doing so for a shorter period of time than cities that have been practicing public relations programs on a part-time basis. This has shown that the more recent the city entered the municipal public relations field, the more direct and complete is their public relations practice and approach. However, with all due respect to the pioneers in government public relations, without their help it would have been more difficult and more mistakes would be evidenced.

From this small survey of cities in all population groupings it appears that a city that has never practiced public relations has a better chance of doing so correctly than does a city where it has been a half-hearted attempt to do a job.

REVIEW

City recognition of the importance of relationships between the government and its people takes the form of policy. That policy is often given legal status in the form of an ordinance. The municipal public relations ordinance sets up the machinery - a department or office of public relations - through which the city government may devise and operate a municipal public relations program.

It is necessary for every community, large or small, to give recognition to their public relations policy in the form of an ordinance if they expect the results that they should gain from their municipal public relations efforts.

Municipal public relations needs recognition and acceptance. The policy, program, ordinance and ideas will help you gain that recognition. Whether a full-time or part-time municipal public relations director is running your program, the legal steps outlined here will help immeasurably to gain the foothold necessary for the implementation of the program.

PUBLIC RELATIONS TECHNIQUES

FOR MUNICIPAL PUBLIC RELATIONS

THE MUNICIPAL ANNUAL REPORT

Along with the increasing amount of communities that are practicing municipal public relations, there is an even greater amount of cities that publish annual reports.¹³ These cities for the most part are publishing an annual report that will be distributed to a chosen few and to the general public only on request. However, it is an attempt in informing the citizenry of their activities.

Unfortunately, however, the annual report is not as prominent as we would like it to be and in some instances it does not really do the job of informing the public. Too many cities publish an annual report and let their program be complete with that one accomplishment.

No matter what attitude toward public relations the city chooses to follow, it is important that their endeavors be done with good reason for accomplishing the job they start out to do. It is for this reason that before we begin to publish an annual report, it is important that we establish our reasons for the report.

One thing must be remembered in making up the annual report. The annual report should not be the most important plank of your municipal public relations program. However, it should be present in the program. The important points of the program are the activities accomplished during the year and are then reported on and reviewed in the annual

report. The summary of your public relations program is the report. The contents of the report make up the Municipal Public Relations Program.

Since most municipalities consider the annual report as their programs, it is important to study the report idea. We should be certain that cities know what belongs in the year's report and, more important, we should know what does not belong. The annual report is a carefully constructed book. The job needs a professional touch.

PUBLIC ADMINISTRATION STUDY

A study in 1955 by the Public Administration Clearing House, Chicago, Illinois, showed that over 150 cities in the United States published an annual report during the year of 1954. This figure, when compared to the only 50 cities in the United States that had full-time public relations officers in 1954, shows the stress cities put on the report as compared to the full municipal public relations programs.

The Public Administration Clearing House Study further showed that a great deal of variance in the reports occurred in the actual definition of the annual report. Some municipalities considered the financial expenditures of the city, the budget allotments for different departments, etc. as essential material for their publications. In many cases the reports compared in text to those of the old-time

stockholder reports of corporations. As it was necessary to define municipal public relations, it still remains to set a standard for the municipal annual report. We cannot say that it should be the same as the financial annual report, although a good percentage of cities feel this way. The report of the city should be a report to the citizenry of the community. As interested people in the community, the citizens should be told what goes on within the city. However, we cannot burden the average resident with figures for every financial maneuver and department budgeting of the past year. Most cities have these reports on file for those that are interested in them, but they should not be included in the annual report of the city.

OBJECTIVES AND PURPOSES OF THE ANNUAL REPORT

Since the ultimate objective of all municipal reporting is to produce an interested and informed public,¹⁴ our reports to the people should be geared to accomplish this one objective. You cannot expect to accomplish in one report a job of orientation that rightly takes years of education. The municipal report is specifically designed to create a thirst for more cooperation and civic pride. It is a look back at what was accomplished and a look ahead at what the administration plans to accomplish. Of course, if the financial situation is a favorable one and can be explained in brief, simple layman terms it should be shown. However,

in general the municipal annual report should be brief, pointed and accurate, an honest appraisal of the past and guide for the future.

It is quite clear that the report itself must have some purpose or theme. In most cases, the idea the city is trying to sell is progress. The report should be built around the one main theme. You cannot expect to prove your administration in twenty or twenty-five pages. This is not a captive audience and therefore it becomes difficult to go from topic to topic and still accomplish your main objectives: to inform and to interest.

The annual municipal report should be conceived as a two-fold opportunity:¹⁵ (1) to tell the city's story as fully and clearly as possible at one stroke, and (2) to make the publication of the report the occasion for some specific municipal public relations work. We are primarily interested in the first accomplishment. We should try to tell the story as fully and as clearly as possible.

Still one may ask "why" the municipal report to accomplish this objective? In an article in the May, 1953, American City Magazine, Mrs. Pan Dodd Wheeler, Director of the Government Public Relations Association, answers, "Because city officials everywhere are concerned over the 'I don't give a darn' attitude of the average person toward his municipal government." The annual report is one way of instilling more pride and curbing civic apathy.

"In a town of 200 people or the city of 200,000, apathetic citizenship fosters resistance to progressive measures and a 'why vote?' complex toward bond referendums and municipal elections." Mrs. Wheeler continued to say, "The Municipal League believes that if more people know more about their city government, they'll act more intelligently about it."

With our reason for publishing an annual report and our purpose in doing the job outlined, we can now begin to compose the annual report. In composing the report, we should strive for certain qualities.

QUALITIES - THE BIG THREE

Presentable, palatable, and provocative: those are the three qualifications of the annual report.¹⁶ These are three qualities that each report must have to insure success. These are three tones that must be present in our report. If your report is to be an effective piece of communications, it must be characterized by the above mentioned qualities.

Some reports that I have looked at do contain these three qualities. Some of the other reports contain just two, and still others do not contain any of the three basic qualities. However, almost every municipality turning out a printed annual report is beginning to see the potentialities of this important public relations medium.

There is no future for tasteless volumes of facts. The day of such deadening reports as the "243 Annual Report of the Town Officers of North Adams, Massachusetts, and the Town Records for the Year Ending December 31, 1948" (349 pages of solid type) - that day is gone. If this day is not gone, we should try to diminish its presence. This report cost the town the sum of \$3,538.74 for printing. Another town in Massachusetts restored some pride to the "Bay State" with its more modern style report.

The city of Taunton published a more modern, practical, and citizen-interesting report. This was a 36-page annual report at a cost of \$569.00 for 2,500 copies. It was graphic, carefully edited and expertly written, accomplished more for the municipal government civic wise, and did not gather as much dust as the other report.

What can we look forward to in today's municipal annuals? What are some of the possibilities that are open to us? What new developments have occurred in municipal reporting? - Let's look at some new ideas.....

DAY-BY-DAY REPORTING

Actually your city's story is being written in the day-to-day activities of your various departments. By reporting the news in the report in this manner, you will then avoid the pitfall that grabs so many cities. Since the various departments in the city publish their own voluminous

statistical reports, which can always be referred to, there is no reason for their presence in the annual municipal report.

If cities feel that this day-to-day reporting of departments is necessary, why not use the newspapers, radio or television to accomplish it. For daily reporting we can use these media and each month, week or quarterly, pull out the highlights for possible inclusion in the annual publication. Cities that have experimented with this idea have found this to be a very effective type of reporting. It may be of interest to report that in cases where this was done, the weekly municipal television reports based along similar lines were received with a very positive attitude.¹⁷

Good graphic pictures for your report are essential. Many cities keep an active file of pictures taken during the year for publication in the yearly report. Watch for good pictures and save them in the annual report file. It is important to tell your story in more pictures and less words.

To make your report presentable and provocative you must be able to add something to the reader's conception of his municipality. Any city that can afford to spend \$5,000 or more for printing the annual report can try some techniques that will insure success. Cities may try a continuous, looseleaf report. This could be done monthly and could contain not only the vital actions taken by the

local development, in four or possibly eight pages, but at the proper time the approved budget for the ensuing year could be included and likewise the expenditures for the past year.

At the conclusion of the city's year the best pages, along with any additional material, could be made up into a single attractive report. If the city wants to have the municipal report like this, then it is already prepared. If the city wants to publish the report differently, then the material for the report is available. Whichever be the case, this chronological development of the report can only be carried out by imaginative and progressive cities. It is not an expensive way to prepare for the annual report.

You can't slap together your municipal report. The good yearly reports, those that are provocative and presentable to the average citizen, are those into which has gone a great deal of consideration and studied care. In the past, most reports have been an assemblage of statements written by different departments. One editor in charge of the entire annual report is needed to insure consistency of the report.

Today's modern report - whose prime objective is to tell the story as fully and clearly as possible at one stroke - requires the singularity achieved only through the fine direction of a good editor. With the entrance of the Municipal Public Relations Director, it is likely that annual

municipal reporting will be the responsibility of the Public Relations Director.

DISTRIBUTION

The Public Administration Clearing House Report showed more and more cities using the local newspaper as a means of distributing the annual report. If the annual report of this year is as dead next year as yesterday's newspaper is today, then we will probably see the trend toward newspaper distribution continue. This method is probably the most practical, the most economical, and at the same time the most effective in gaining and holding the citizen interest.

With each department having their own individual reports, there is no need for a voluminous statistical book. What is needed is a good looking and effective yearly report. We can always refer back to the department reports. Why then publish a three or four hundred page report?

How do we make it palatable, and what form shall the annual report take?

One form has already been mentioned - the looseleaf type of annual report. Aside from this method we have only two other alternatives in printing. One is the newspaper, either in connection with the local paper or printed and distributed separately; or the second alternative, that of the booklet style.

The decision as to which of these alternatives meets your needs and desires depends upon: (1) the nature of your various publics in your city, and (2) the kind of impact or result you are trying to achieve. In some cases the results you are looking for are necessary results and much depends on the result. The experience gained in testing the results of your annual report will best serve as your guide for future use in picking the right style of report.

Presentation of the annual report by radio and television looms as a real practicability. Already this is being done in many cities.¹⁸ In cities which have the city manager type of administration this seems to be the favorite style of municipal reporting. Some cities which have been making the radio and television media the way to report civic affairs regularly have the inside track on this type of municipal reporting of annual affairs. In cities that have previously published annual reports but have not used the newer medias, we can look forward to amplification of this new idea.

In smaller cities a new idea in yearly reporting is taking place. With the publication of the annual report we find cities making this time for an occasion of municipal stock taking. Some cities have called this a municipal conference with their citizens. It has proved very successful.

One question continues to arise in thinking of publishing the annual report. How do we check the effectiveness

of the report? Recently I visited the Mayor and his staff in a leading New England city. In questioning them regarding their municipal public relations program, I asked them how they checked the effectiveness of their annual report. It should be pointed out that this city is considered one of the leading cities in Municipal Public Relations. I asked the Assistant to the Mayor, "How do you check the effectiveness of the annual report?"

The expression on his face obviously showed that this had not ever come up before. However, he did give me one answer, "Well, we have been re-elected twice." I checked into this further and found that in a study done by the city newspaper that distributed the annual report, it was considered to be read by about 50 per cent of the population.

On analyzing the report, the city missed on many instances. They did not tie in any special event with the publishing of the report. Assistance by the local press was not asked for and consequently was not offered. It would have been very easy to gain this help, since the paper was publishing the report in one of its Sunday editions. The annual report was inserted in the Sunday edition with no notice of it on the front page, nor did it receive any editorial comment. To sum up the situation prior to the publishing of the report, no groundwork was done by the city in an effort to prepare the citizens for receiving the annual report.

Mrs. Pan Dodd Wheeler, in an article in the "American City"¹⁹ gives many ideas regarding the preliminary work to publishing and distributing the annual report. "Cite a theme for your report, and stick to it throughout the book." For an example, the city of Denver, Colorado, put out its latest annual report (1956) with the theme of "Your City Administration at Sunday Breakfast." This theme was carried out completely for an entire week prior to its publishing in the Sunday edition of the local paper. The tie in with the newspaper was very good and was commented on for the week prior to its publishing. Slogans like "Your City at Breakfast - Look for Them This Sunday" proved very successful.

One thing that should be remembered - the publishing of the annual report is not done to insure your re-election. If anything at all, politics do not enter into the annual report. The administrators may have been re-elected because they were doing a good job. However, they may also have been re-elected because not enough people were interested in voting and because of the poor interest in the administrators to do a good follow-up job on their municipal public relations.

The city of El Paso, Texas, took advantage of its municipal report by inserting a reply postage card asking for ideas to improve the city. In the same idea, cities may enclose a return form to find out how effective the annual reports are. Other ways to see if the annual report is doing a good job is to look into the mail bag. Do you receive

requests for additional copies? Have other cities asked for copies of your municipal report? Were there any "letters to the editor" in the local newspaper? Or, was there any increase in activity about civic functions? Any one of these indicators will lead you to finding out whether your report is doing the job. It is important to find this out, for if the citizens are dissatisfied with your report, you are just wasting tax money. Don't be afraid to find out the results - they're usually favorable.

Only recently the Government Public Relations Association, working through and with the International City Managers Association, has started to hold annual awards banquets for municipal reporting. This is comparable to the annual award banquets held yearly by Financial World Magazine for the annual awards to Stockholder Annual Reporting.

Cities are only now beginning to realize that they, too, must compete for the interest of its stockholders. Industry has been doing it for years and not until public apathy became too great did cities realize the problem. The awards banquet will add competition for the best report. It will bring about better municipal reporting.

PURPOSE OF MUNICIPAL PUBLIC RELATIONS

The general aim of municipal public relations is to enlist the confidence, support and participation of the citizens. It is to create a feeling of pride in the city, and to establish and maintain good relations with other governmental units and to institute an understanding of the problems and objectives of the administration's program. The only valid gauge of the efficacy of this public relations operation is how well it succeeds in creating the kind of favorable climate necessary to achieve the goals of the city.

The Municipal Annual Report is an integral part of the city's public relations program - it will go a long way in helping you accomplish your over-all objectives.

SUMMARY OF DATA ON MUNICIPAL ANNUAL REPORTS FOR 148 CITIES

Population Size	No. of Cities	Population p/Copy range - median	No. of Pgs. range - median	No. of Wks. range - median	Expense range Median
over -100,000	14	1-202 3	8-112 20	3-39 16	\$1,110-\$7,561 \$3,540
50,000-100,000	17	2-64 3	4-84 20	1-39 15	365 - 4,200 1,752
25,000- 50,000	25	1-286 3	5-106 30	3-32 14	50 - 4,476 809
10,000- 25,000	39	1-60 3	2-389 19	3-44 17	55 - 7,170 700
5,000- 10,000	28	1-30 3	1-167 28	4-47 11	20 - 2,000 479
under - 5,000	25	1-30 3	1-118 48	2-29 7	0 - 7,561 700
All cities	148	1-286 3	1-389 24	1-47 13	\$0 - \$7,561 \$700

This chart was published in the Municipal Yearbook of 1955. This is the most recent accounting of Municipal Annual Reports. The survey of the 148 reports was conducted by the International City Managers Association of Chicago, Illinois. The Government Public Relations Association is a branch of this organization.

In an effort to simplify matters I will list some of the more important data:

1. The majority of cities publishing the annual report are cities in the 10,000 to 50,000 population bracket.

It points out the fact that this size city is what may be called the "workable" size. Cities of more than 100,000 may be a bit too large for the citizen to understand the importance of the annual report. In a smaller city the close relationships that are developed are carried out in the friendly atmosphere of the municipal report.

2. Most annual reports were distributed to about one out of every three citizens. Some cities found only one citizen in 286 receiving the annual report. However, this was a rarity rather than the rule.

The distribution rate of one citizen in three receiving the annual report can be attributed to the distribution of the annual reports along with the Sunday papers. This is a quickly growing idea and should be adopted by more cities.

3. The average size of the annual report was 24 pages.

It is interesting to note how the figure of 24 pages was adopted as the average. The larger the city, the smaller the annual report. This can be attributed to the larger city's ability to "professionalize" the annual report. The smaller cities were still using the voluminous statistical volumes as their annual reports. The streamlining was being done by the larger cities, possibly because of the facilities available, primarily the newspaper.

4. No city published their annual report later than 16 weeks after the first of the fiscal year.

Since cities run on a fiscal year and publish their annual reports accordingly, it is important to get your report to the public as soon as possible. Try to keep an active file for this purpose. The fact that 16 or 17 weeks is the latest figure may indicate that cities are hesitant about publishing the report if it is later than the above mentioned time. This should be discouraged. No time is too late.

5. Size of the city is no indication of the amount of money a city may have to spend on the publishing of the annual report.

The application of some sound economic principles is more important than to try to set a budget before certain size cities. A good idea is to seek professional advice on the publishing of the report. It is usually less expensive in the long run.

INTERNAL MUNICIPAL PUBLIC RELATIONS

TRAINING PROGRAMS

As the growth of municipal public relations continues, new avenues and methods of improvement are being employed. Recent years have showed an increasing amount of cities employing training programs and practices in an effort to aid their public relations programs. The feeling here is that good public relations begin at home.

In answer to a questionnaire about municipal training programs, it was noted that although only a few cities employ such programs many more cities are studying the possibilities of such programs.²⁰

Many cities have taken the initiative and have started internal public relations training for their employees. It is very important to assist in maintaining a cooperative spirit and good morale among all city government officials and employees first before you expand the municipal public relations program.

Public relations is truly the business of municipal employees. In performing their duties they are constantly meeting and working with members of many publics. The attitude the public gains from these city employees is largely a combination of their feelings about the contacts they have had with the city's employees. It should be the

job of every city employer to make these contacts pleasant ones.

Before we begin to inaugurate any training program it is necessary that we establish that good public relations are not a substitute for doing a good job. In reality it is a big part of the good job you can do for your city. The doing of a good job is the very foundation on which good public relations are built. Good public relations result only where the service rendered is well done and where the contacts with the public are made in a proper manner.

In most cities you will find good public relations present. The majority of cities reflect credit on themselves and the state they represent. However, there is always room for improvement. Studies in industry and in many cities show that refresher courses and training in public relations activities is of utmost importance. It usually requires immediate attention.

TRAINING PROGRAM

The small training program that I have outlined is not by any means a complete program. However, it will serve as a guide by which you can work in areas that I have mentioned. The local schools and the Government Public Relations Association, plus many of the industrial firms in your area, will gladly help and strengthen your programs.

The areas that I have selected for a municipal public relations training program include: telephone technique, letter-writing technique, personal appearance, solving public relations problems and relationships within the Public Relations Department.

In looking over these five categories, the training program begins in the area that the public comes in contact with most frequently. The program also concerns itself with problems within the department. A quick scan of your own "house" will undoubtedly uncover more areas necessary for the training of your employees.

1. Telephone Technique

Your local phone company representative will aid you in solving problem number one. A proper "hello" can help smooth over what may be a very touchy problem. The phone company also holds classes in some of the larger cities and will send a trained representative that will assist in getting your employees to gain better telephone manners.

2. Letter Writing

Letter-writing technique is a very fine public relations tool. A training class in letter writing, given by a local high school teacher or other qualified person, will pay dividends never before realized. Your employees, feeling an interest is being taken in their behalf, will respond favorably to this idea and will be most appreciative of the

classes. The results for the entire community will be most gratifying.

While on the subject of letter writing, I would like to mention the "letterhead" itself as a public relations tool. The letterhead on city hall stationery is a first impression and often times the only impression of your city. This first impression helps determine whether the citizen, community leader, organization head or business firm representative receiving the letter develops a positive or negative attitude toward the city. Your city's letterhead is worthy of attention.

Dignity, order and originality are qualities that should be seen in your letterhead. A well-designed stationery with an orderly, clear and, above all, appropriate tone can help the city's public relations program.

3. Personal Appearance and Looking the Part

Walking into a city hall recently for information about municipal public relations, I interrupted a police officer for some information. I mean interrupt because he was busying himself reading the paper while sitting in the information booth in the city hall lobby.

In another instance, the assistant to the mayor was very gracious in spending a full hour with me discussing municipal public relations. However, to look at the man you would never think he was the mayor's assistant.

In looking the part you give your citizens a feeling of confidence whenever you happen to greet them. You can never tell when you will be called upon for a public appearance. I do not mean by all this that personal appearance takes precedence over doing a job. However, city officials should act the part twenty-four hours a day.

4. Solving Public Relations Problems

Encourage employees to bring problems of public relations nature to your office. Many times problems arise that you would never know about nor have the occasion to hear of unless through the office "grapevine."

One good way to add strength to this program is to hold weekly seminar meetings and discuss the problems that may have come up during the week. By open discussion, and gaining and accepting your employees' views, we can better gauge the success of the over-all municipal public relations activities.

5. Relationships within the Department

Within this area of our training program it will follow that proper employee-employer relationships are a must if we are to maintain qualified people in local government. An adopted policy by your personnel department can help you maintain the proper atmosphere within your own department.

Private business, which feels the public resentment at the cash register rather than at the polls and an active citizenry, came to its public relations senses long ago and has done something about it. Training programs in industry

have become a common thing. It is apparent that municipalities must inaugurate training programs for their employees which will help these same cities maintain the quality worker necessary to carry on good municipal government.

Certainly, democratic governments, which are the most sensitive of all enterprises to the barometer of public opinion, should do something to overhaul their relations with their citizens. A full-scale training program, aimed at improving your own municipal salesman, can do much in achieving over-all municipal public relations aims.

YOUR CITY'S ANSWER TO MUNICIPAL PUBLIC RELATIONS

Municipal problems vary with each city. They are similar in this respect, however - few of them can be solved by city officials alone. All city problems require some intelligent activity as a result of being informed and perhaps inspired by the citizenry. To provide the citizen with the information for the inspiration, municipal governments will do well to employ public relations specialists.

Public relations for cities is as feasible and essential for the large city as well as the small. Municipal size should not be a factor in determining whether or not you need or should adopt certain public relations or information methods. It is not a question of whether you can afford to arrive at a concept, set a policy and carry out a program of municipal public relations; it is rather a question of whether you can afford not to as a matter of both simple expediency and long-range gain in the democratic and efficient management of your local government.

This holds true for any and all cities and types of municipal government. Even small municipal governments are employing what public relations techniques they can in those cases where the value is recognized.

With the different sizes of municipal governments we see the employment of different types of public relations assistance. In the following pages I will discuss the few

avenues of approach for Municipal Public Relations. We should remember, however, that as in industry the public relations activity carried on depends upon the job to be done, the money available to do the job and, of course, the necessity of the program in your organization's over-all objectives.

INDUSTRIAL ASSISTANCE

Every city, large and small, today has some industry, either within its boundaries or nearby, to which it can call on for public relations help. Industry, if given the opportunity, will gladly help you in your program.

The smart thing in dealing with industry is not to expect too much nor to ask for too much in the way of money - but time and effort from the employees, especially of top management, will be forthcoming if asked for. In every community relations program, there is room and room for improvement to aid the city in which the company resides.

In a program aimed to raise the number of persons in a town to take an active part in its government, the largest industry in the town joined its forces with government and became the leading force in making the townspeople become more active in political and governmental organizations.

A New Brunswick, New Jersey, company took the city by storm in 1955 and organized that city to where it became one of the most government-active cities in the nation.²¹ As one civic head put it, "After the program had been in operation for a year, an informal poll indicated that among the enlarged electorate it was common practice to write to your congressman." Attendance at council meetings was up almost 100 per cent. Political clubs were formed and membership increased in civic organizations. The entire atmosphere

of the city towards its government changed and the citizenry became full-time, active residents.

In this case, the management of the company did not entirely live in New Brunswick. They did, however, work there and with the cooperation of the city fathers worked out a program that brought real civic action and results.

Local officials themselves must take the initiative toward using the remedies made available to them for their civic problems. A quick look at your city will uncover possible meeting rooms, athletic fields for kids, parking lots which when empty make outstanding roller skating rinks for the city's children, plant tours, fund-raising help, and a host of others that just need prodding.

Industry is tired of just giving money. They would like very much to give time and effort - but it must be sought after and presented in a complete program.

The following article is from Time Magazine. It was published in September, 1956, and is reprinted here because of its timeliness and importance to "Industrial Assistance" in Municipal Public Relations.

CIVIC-MINDED EXECUTIVES

Time and Talent Means More Than Money

THE day of the great private fortunes is gone. People no longer can give only money to community projects—they must give themselves." So says Thomas H. Coulter, head of Chicago's Association of Commerce and Industry. With this, most U.S. businessmen are in full agreement. While civic-minded executives and their companies still write generous checks (last year corporate donations of \$100 and up totaled 40% of Community Chest donations, 34% of United Fund contributions), many businessmen are not content to discharge their public responsibilities with cash alone. Instead, more and more executives are donating time and talent to civic projects, from the Red Cross to slum clearance.

Partly, the new attitude comes from the general change in 20th century business philosophy. Where companies were once concerned only with products and payrolls, today's businessman feels that he is a civic leader with a social responsibility to the market he serves. "Business has a golden opportunity to demonstrate that it can be responsive to more needs of society than its material requirements," says Frank Abrams, retired Standard Oil Co. (N.J.) chairman, who spends at least two days each week on civic projects. But partly, too, the new civic-mindedness is just good hardheaded business sense. Chicago's Commonwealth Edison Co., for example, spent more than \$5,000,000 after World War II on promotion to bring some 1,000 new plants to the area, all of which helped Commonwealth as well.

Many U.S. companies have developed elaborate programs of civic aid. Chicago's Marshall Field department store has a special vice president in charge of civic affairs. In Philadelphia, N. W. Ayer Chairman Harry A. Batten organized the Greater Philadelphia Movement, which will open a \$100 million Food Distribution Center in 1958 and eliminate crowded, unsanitary markets in the heart of the city. Each year in Houston, Humble Oil & Refining Co. lends a full-time staff of 100 Humble employees to help organize the United Fund drive, while Boeing Airplane Co. President William Allen, who is 1956 national chairman of United Community Campaigns of America, will lend six of his bright young executives to the Seattle United Fund this year, pay their salaries while they spend three months organizing plant solicitation drives.

In companies with no formal program, the president often encourages

his top men to do as much as they can on their own in civic affairs. Richard H. Rich, boss of Atlanta's big Rich's department store, keeps careful check on how active his supervisory workers are in civic affairs. Says Rich: "The minute a man or woman becomes a supervisor, we urge him to get into civic work. We believe it is part of good leadership to be a good citizen." Such giants as IBM, Chrysler, Ford, General Motors, American Telephone & Telegraph, National Cash Register, all encourage employees to take on public tasks; at Du Pont so many executives are active that the company makes a point of cautioning them to "participate in, but not dominate" Delaware's civic projects.

As companies increase their civic work, the heaviest load inevitably falls on the president himself. Just as he has the know-how, energy and contacts to make his business succeed, so is he invaluable to civic projects. Republic Steel's President Thomas F. Patton, Detroit Edison's President Walker L. Cisler, Chairman Laurence Whittemore of New England papermaker Brown Co., give anywhere from 10% to 30% of their time to civic projects. In Los Angeles, Hardwareman-Banker Vic Carter was so busy that he either had to cut down his civic activities or his business. His choice: to sell his Builders Emporium, a popular, Sears-like operation for do-it-yourselfers, so he could devote more time to community affairs. In Denver President Joseph Ross of Denver's Daniels & Fisher department store currently leads or serves on some 33 Denver civic projects. And, says a friend, "Joe doesn't just talk; he works, he drives, he produces."

Many businessmen and civic leaders deplore the fact that too much of the work is still done by those who have always done it—for a willing worker is in high demand. They also point out that there are still too many "letter-heads," businessmen who merely lend their names to a civic campaign without also lending their time. Recently, however, more young men are sharing the load. Both they and their companies realize that it will give them invaluable experience; they will meet the top men in their fields, learn to talk and think on their feet. When Pacific Telephone & Telegraph Vice President George M. Dean, whose special baby is Seattle's United Good Neighbor fund, first started tapping junior executives in 1952, he got just ten men; last year he got 48 men from 30 companies.

ONE ANSWER - A PUBLIC RELATIONS COUNSEL

There is some feeling among the smaller cities looking for public relations assistance to ask the advice of an experienced public relations counsel. This movement has received both pros and cons.

On one side of the ledger, the outside public relations counsel has the ability to look at the city's problems from the outside and not as a city employee or resident. Most municipal public relations agencies are equipped to handle any matters affecting the public relations of a community: from the planning and carrying out of a single project to the establishment of a comprehensive year-round public relations program.

Most small cities (25,000 population) could use public relations assistance in compiling the annual report, preparation of special messages urging citizens to back certain civic projects, planning youth projects, planning for special events: dedications, centennials, etc., and arranging for radio or television if necessary.

Writing under the title of "Public Relations Down to Earth" in the Harvard Business Review, March, 1954, J. A. R. Pimlott says, "Management will do well to employ public relations specialists under these circumstances:

1. Where the scale of information and persuasive activities are large.

2. Where it is necessary to use the major mass media in informing your public. If for no other reason than the desirability of keeping continuity of contact, it is usually advisable to assign press and radio liaison to a single individual or group of individuals. This is commonly the first step on the road to a full-scale public relations department.

3. Where the problems of information and persuasion require a high degree of technical skill and experience. It is harder to communicate with a scattered and illiterate public than a compact and educated one, and it may be necessary to make use of highly developed techniques of popularization in dealing with former."

Checking the status of most of our cities, it is apparent that to reach all of these publics we must make use of the mass media thereby necessitating the need for professional public relations counsel. Reaching the many publics with your city's story will require more than just publicity - it will require public relations "know-how."

Although municipal problems vary with each city, there is one characteristic problem present in each. Each city's problems cannot be solved by the city officials alone.

Occasionally a city is fortunate in finding a capable professional to do a public information job at a price the city is willing and can afford to pay. But, for

the smaller city, where this is not the case, a public relations firm, providing its staff people for the city's business, is one solution.

There are, of course, some negative aspects of employing outside public relations counsel. First of all, an outside counsel is only suitable for cities smaller than metropolitan size. Another disadvantage is that a public relations firm, by the very nature of its organization, cannot devote additional time or effort to only just one of its clients. However, most dangerous of all the negative aspects of this type of arrangement is that it may be interpreted that the responsibility has been shifted from the City Hall to someone else and administration no longer wants to be bothered with it.

However, all municipal public relations efforts require some experienced activity - either within your own organization or from outside professional public relations counsel. To provide the necessary ingredients, municipalities in the future will do well to employ public relations counsel as specialists.

Municipal Public Relations has come of age. It is no secret that cities, large and small, should take advantage of it.

ANOTHER ANSWER - THE VOLUNTEER

For the city of whatever size, whose officials want a public relations program but cannot for any number of reasons finance such an effort immediately, the public relations professional in the city will, if approached properly, and given the necessary assistants, welcome the opportunity to serve his city.

A prominent public relations council is quoted in the May, 1954, issue of American City:

"I would volunteer and be willing to serve my own city in capacity of advisor and planner on a public relations program if requested to do so and if assured that only in this way might the city fulfill its information responsibilities to the people. I feel certain that other professional public relations people would be willing to serve their cities in a similar manner."

This idea is not too unbelievable.

The city of Teaneck, New Jersey, many years ago had the good fortune of securing the services of a resident in the capacity of municipal public relations officer. It was fortunate that this man also was an executive of a large advertising agency. The "volunteer" was not new to city projects. He was Salvage Chairman during the war, headed the Red Cross war fund in Teaneck and demonstrated his civic interest many times.

It was no surprise that his public relations program was heralded throughout the nation. Life magazine covered it in a series of pictures, and he tackled the job as if he were earning a full salary.

True, this is the exception rather than rule. However, cities must have an administrator such as in Teaneck, New Jersey, in order to get people to work in cases such as this. In cities all over the country, there are hundreds and possibly thousands of people willing to work on municipal public relations projects, but need be asked to do the job. It is high time that city administrators get from behind their desks and seek out the people that will work for the city.

Nothing is more satisfying than to see your own city under your own efforts grow, prosper and be appreciated. It is no problem to make a general call for volunteers and ask for assistance on a municipal public relations program. However, it is a good idea if you know what you want first.

CONCLUSION

MUNICIPAL PUBLIC RELATIONS - A MUST FOR ANY CITY

Municipal public relations constitutes a seamless web involving councilmen, manager or mayor, department heads, employees or any personnel working for the city - and, above all, the city's residents.

It is not enough for a city official to do a good job in administration. He must let the public know, and he must know the public. The city of today, large or small, wants to know why - and will not accept shoddy or inaccurate information.

Municipal public relations, conducted in a manner of professional public relations and done in an atmosphere of clean, honest government, can bring results never before deemed possible. Municipal public relations is not the panacea for municipal governments. It is, however, a new and very promising instrument which, when used properly, can supplement government.

It is hoped that this thesis will serve as a guide to those cities that did not consider public relations as necessary programs, and to cities using public relations but not with the strong conviction necessary to run a municipal public relations program, either part time or full time.

Municipal public relations is a new force in helping to guide a municipality. However, it is a force that will in the years ahead become more and more apparent as a wanted "must" in your city's planning.

A public relations program cannot do anything about bad administration. You first must have good administration and then tell a good story....

APPENDIX

The Appendix of the Thesis on Municipal Public Relations is composed of the returned questionnaires that were sent out early in the Thesis study. The list of people working in Municipal Public Relations was secured from the Government Public Relations Association. Of the 25 questionnaires sent out 15 were returned, for a 60 per cent average. It should be pointed out that the nature of public relations work would necessarily mean better cooperation in answering such requests; however, the list as supplied to me was not entirely up to date, nor were the people on the mailing list of the Association doing Municipal Public Relations work per se.

During the course of work on the Thesis, the author became a "student" member of the Government Public Relations Association.

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4. The Public Relations Committee - Why and How It Works.

The American City Magazine, "The City Tells Its Story".

A regular two-page feature in The American City Magazine commenting on the latest advancements in Municipal Public Relations. Edited by Henry Davis Nadig and Pan Dodd Wheeler.

FOOTNOTES AND CREDITS

1. Public Relations and Urban Renewal, National Association of Housing and Redevelopment Officials, Chicago, Ill.
2. Public Relations and Urban Renewal, National Association of Housing and Redevelopment Officials, Chicago, Ill.
3. Municipal Public Relations "The City Tells Its Story," The American City Magazine, July, 1948.
4. Wheeler, P. D.: A Municipal Public Relations Program that Works for Small and Medium-Sized Cities, Government Public Relations Association.
5. Information based on returns from questionnaire sent in conjunction with thesis. (See Appendix)
6. Municipal Public Relations "The City Tells Its Story," The American City Magazine, December, 1949.
7. (See Appendix)
8. Municipal Public Relations "The City Tells Its Story," The American City Magazine, December, 1948.
9. Municipal Public Relations "The City Tells Its Story," The American City Magazine, December, 1948.
10. Municipal Public Relations "The City Tells Its Story," The American City Magazine, November, 1948.
11. An organization composed of individuals whose interest in government public relations and civic welfare constitute membership. Linked with International City Managers Association.
12. (See Appendix)
13. Municipal Yearbook, International City Managers Association, Chicago, Ill., 1956.
14. Wheeler, P. D.: Your City Can Issue a Modern Municipal Report, Municipal Technical Advisory Service, University of Tennessee, 1954.
15. Wheeler, P. D. : Your City Can Issue a Modern Municipal Report, Municipal Technical Advisory Service, University of Tennessee, 1954.

16. Specifications for the Municipal Annual Report,
International City Managers Association, Chicago, Ill.
17. Municipal Public Relations "The City Tells Its Story,"
The American City Magazine, January, 1953.
18. Municipal Public Relations "The City Tells Its Story,"
The American City Magazine, January, 1953.
19. Municipal Public Relations "The City Tells Its Story,"
The American City Magazine, May, 1953.
20. (See Appendix)
21. Municipal Public Relations "The City Tells Its Story,"
The American City Magazine, February, 1956.

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?
Chief of Bureau since June, 1955; previously assistant chief.
Have been with Bureau since March, 1952.
Bureau established January, 1952, as part of Office of the City Representative under new Charter.
2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)

One city only.

3. How were you contracted to do the municipal public relations work?

All members of Bureau are Civil Service Employees.

4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.

Yes.

5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

"Strong" Mayor and Council.

6. What do you consider to be the major immediate effects of your city's public relations program?

Increased flow of information on municipal activity.

More effective specific campaigns (bond issues; register and vote; fire prevention; anti-noise; cleaner city, etc.)

More and better national publicity, which contributes to long-range objective of fostering civic pride.

Increased citizen participation in government.

More effective publicity for specific items which must be called to the attention of the public (detours, changes in refuse collection schedules, etc.), reducing irritation.

7. What do you consider to be the major long-range effects of your city's public relations program?

Increased public understanding of municipal operations, activities and problems.

Increased civic pride, developing citizens as "salesmen" for the city.

Better government through increased citizen participation and understanding.

8. How do you judge the effectiveness of your programs?

Extremely difficult in field which deals largely with intangibles. Some measurements, admittedly inconclusive, are: (1) percentage of publication of releases (2) attendance at special events (3) success of specific campaigns (4) editorial reaction (5) volume of citizen complaints through central complaint office.

It is my personal opinion that there is no effective measuring device for a total and long-range program.

9. Where does the appropriation for your program come from?

General operating budget of city.

10. What has been the reaction of the local press towards the position of a municipal public relations official?

Good -- it was made clear from the start that the function of the office was to supplement, not substitute for, normal newsgathering activities, and that Bureau personnel would clear the way -- not block it -- when reporters sought to contact officials.

11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been?

No centralized program -- some departments carry on programs during their regular training courses.

12. To whom do you directly report?

The City Representative -- a member of the Mayor's cabinet.

13. What are the primary objectives of your municipal public relations programs.

Listed under 6 and 7 above. They have been summarized as (1) Reporting to the people (2) Stimulating citizen interest and action (3) ~~PROMOTING~~ Promoting civic pride.

14. Do you consider the Annual Report as the major function of the public relations program?

No. But as used here (a 20-page rotogravure supplement distributed by the major daily newspapers) it is a valuable tool in achieving the objectives of the program.

15. What is the size of your staff that is directly working on municipal public relations?

- | | |
|-------------------------|----------------------------|
| 1 Bureau Chief | 1 Administrative assistant |
| 7 Informational Writers | 5 Clerical |
| 1 Artist-Photographer | |
| 1 Radio-TV specialist | (11 professional |
| 1 Ceremonial secretary | 6 administrative-clerical) |

16. What would you consider to be "MUNICIPAL PUBLIC RELATIONS"?

This I do not care to answer. Any general definition must be so broad as to be meaningless; any attempt to be more specific slights the innumerable facets of the subject. Incidentally, I have yet to see or hear a definition of "public relations" which satisfies me -- if I knew of a good one I would simply place "municipal" in front of the key phrase.

17. Please indicate......, if you would like to receive the results of this survey. Please make any corrections on your address as listed on accompanying letter.

Name Wayne B. Barr.....
 Position Chief, Bureau of Public Information and Service
 Address Room 201 City Hall
.. Philadelphia 7 Pa.

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?

I do not work for a city in particular but for the Québec Municipal Commission, an agency of the Government of the Province of Québec.

2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)

See No. 1.

3. How were you contracted to do the municipal public relations work?

I was contacted by my boss (Chief of the Economic Research Bureau), whom I had replaced as the financial editor of a local daily.

4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.

No. I do also some technical and research work. I prepare statistical and special reports, economic analyses relating to bond loans made by municipal and school corporations.

5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

See No. 1.

6. What do you consider to be the major immediate effects of your city's public relations program?

7. What do you consider to be the major long-range effects of your city's public relations program?

8. How do you judge the effectiveness of your programs?

9. Where does the appropriation for your program come from?

10. What has been the reaction of the local press towards the position of a municipal public relations official?

11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been?

12. To whom do you directly report?
To the Chief of the Economic Research Bureau of the Quebec Municipal Commission.

13. What are the primary objectives of your municipal public relations programs.

Improve and maintain the credit of the Municipal and school corporations on the bond market.

14. Do you consider the Annual Report as the major function of the public relations program?

Yes, as long as it aims at being understood by the average citizen. It might serve as the best link between the City Hall and the citizenhood. But, it must be emphasized that the Annual Report must be very well prepared and not present itself as a dry summary of figures which mean nothing to the man on the street.

15. What is the size of your staff that is directly working on municipal public relations?

Three.

16. What would you consider to be "MUNICIPAL PUBLIC RELATIONS"?

Municipal Public Relations is the art or science of interpreting and explaining the functions, accomplishments and projects of the municipal government and of promoting a complete understanding between the civic administration and the citizenhood, in order to secure the cooperation and support of the citizens towards the realization of the projects and improvements required for the development and general welfare of the community as a human institution. To achieve these aims, the Municipal Public Relations Officer must be well prepared to use, in a skillful manner, the press, radio, television and other modern techniques available. He must never forget that nothing serious can be done without the public knowing what is being done and backing the administration. It is the duty of the MPRO to gain this support for the municipal administration.

17. Please indicate YES, if you would like to receive the results of this survey. Please make any corrections on your address as listed on accompanying letter.

Name.. Roger Bussi eres,.....
Position.. Statistician and Publicist,
Address..... The Quebec Municipal Commission,
..... Room E-7, Government Building,
..... QUEBEC, Canada.
.....

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?

Since 1957 when department was created.

2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)

City of Fort Lauderdale only.

3. How were you contracted to do the municipal public relations work?

As regular municipal employee.

4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.

Tourist promotion is chief purpose.

5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

Commission - City Manager

6. What do you consider to be the major immediate effects of your city's public relations program?

Increased permanent population and tourist volume.

7. What do you consider to be the major long-range effects of your city's public relations program?

Same as # 6.

8. How do you judge the effectiveness of your programs?

Volume of inquiries resulting from paid advertising.

9. Where does the appropriation for your program come from?

Tax revenue.

10. What has been the reaction of the local press towards the position of a municipal public relations official?

Satisfactory.

11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been?

No.

12. To whom do you directly report?

City Manager.

13. What are the primary objectives of your municipal public relations programs.

Same as # 7.

14. Do you consider the Annual Report as the major function of the public relations program?

No.

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?
I have held the position for four years. The position was created in 1946 by Mayor deLesseps S. Morrison.
2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)
One city only - New Orleans.
3. How were you contracted to do the municipal public relations work?
I am a regular city employe. Previously, I worked for a newspaper.
4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.
In addition to strict municipal public relations activities, we also represent the Mayor and city government in dealing with civic agencies devoted to promoting the city.
5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?
Mayor-Council.
6. What do you consider to be the major immediate effects of your city's public relations program? We have helped to create an "open-door" policy at City Hall, encouraged the interest and the participation of citizens in the affairs of their government. We have made quick and easy the handling of requests for information, from whatever source. We have been able to help the city secure valuable national publicity.

7. What do you consider to be the major long-range effects of your city's public relations program?
Same as No. 6.
8. How do you judge the effectiveness of your programs?
The response we receive from the public, newspapers and others. Their acceptance, cooperation and interest in our activities.
9. Where does the appropriation for your program come from?
The General Fund of the city government.
10. What has been the reaction of the local press towards the position of a municipal public relations official?
Excellent. We work very closely with the press.
11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been? We do not as yet have an organized program, but we have been able to help other departments improve their relations with the public in such things as the handling of complaints, furnishing information, etc.
12. To whom do you directly report?
The Mayor of New Orleans.
13. What are the primary objectives of your municipal public relations programs. Same as No. 6 and 7.
14. Do you consider the Annual Report as the major function of the public relations program?

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?
May 1955. The position was created then by Mayor B.F. Merritt Jr.

2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)
Yes. The City of Macon.

3. How were you contracted to do the municipal public relations work?
I have done news work all of my life here in Macon, except for three years in the Army. I worked on the newspapers 10 years, ran two defense plant newspapers, and was news director for a local radio and television station 10 years.

4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.
No. I am also director of personnel, and also take much of the load off of the mayor and his aldermen.

5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

Mayor and City Council.

6. What do you consider to be the major immediate effects of your city's public relations program?

The public has more respect for the city fathers, and get their questions answered and complaints handled promptly. In the past they never got them handled.

7. What do you consider to be the major long-range effects of your city's public relations program?

I don't think the program has been operating long enough to answer that.

8. How do you judge the effectiveness of your programs?

From the attitude of the members of the press and radio, and from the attitude of the tax payers .

9. Where does the appropriation for your program come from?

It comes from a budget prepared by the mayor and his city council finance committee.

10. What has been the reaction of the local press towards the position of a municipal public relations official?

Excellent. The newspapers, radio and television stations are glad to know that someone from their field is here to cooperate with them.

11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been?

The program is now in the planning stage, and I hope to start it within a few months.

12. To whom do you directly report?

The Mayor.

13. What are the primary objectives of your municipal public relations programs.

To keep the tax payers informed as to the operations of the city administration ; to seek support of the policies of the city government; to act on all complaints, if justified correct the situation, and notify the person who complains of action taken; Answer all inquiries and complaints promptly. Make the public know that they are welcome at the city hall at any time , and will get fair treatment. Teach the city employees the art of public relations.

14. Do you consider the Annual Report as the major function of the public relations program?

It is one of the best ways. However we do not have one here. One mayor published one and was criticized for doing that with the tax payers money.

15. What is the size of your staff that is directly working on municipal public relations?
Myself, an assistant and three stenographers.

16. What would you consider to be "MUNICIPAL PUBLIC RELATIONS"?
I am attaching a copy of an article written by a man formerly connected with this office, which I believe will answer this question. Also, a copy of a speech by Mayor Morrison which should be helpful to you.

17. Please indicate ~~XXX~~, if you would like to receive the results of this survey. Please make any corrections on your address as listed on accompanying letter.

Name.....Glen Douthit
Position..Director of Public Relations
Address..City Hall.....
New Orleans, Louisiana.
.....
.....

Note — On April 20, 1956 I resigned my position as Information and Research Assistant to the City Manager in order to open my own private office to provide public relations service to municipal and civic organizations and community relations service to private business. My position has not been filled, but routine activities in the Information and Research Section are being continued under supervision of several other offices. I will continue some projects for Dayton on a private contract basis.

Dayton, Ohio
BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

- MN

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?
7½ years -- until April 20, 1956

2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)

~~I worked for one city -- City of Dayton, Ohio, and specifically for the City Manager.~~ Dayton's Charter prevents any City employee receiving pay from any other governmental source, the one exception being pay from the militia.

3. How were you contracted to do the municipal public relations work?

I was brought into the municipal government by a former city manager, to become his new research assistant when the former one was promoted to administrative assistant. A shortly time later my position became known as "information and research assistant." I served three different city managers.

4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.

In actual practice the City Manager is the public relations officer for the city. My work involved research, compilation of quarterly and annual reports, compilation and writing of speeches, coordination of major public events and open houses, staging of special ceremonies and dedications involving the city government, answering inquiries about the government, supervision of the City Employees Suggestion Program and supervision of the Central Complaint and Information Office, besides doing any needed administrative work for the manager.

5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

Dayton has the Commission-Manager form of government -- actually the more commonly-known Council-Manager form. Here our Council is known as the City Commission, but it functions as a council.

6. What do you consider to be the major immediate effects of your city's public relations program?

It brought the people and the government closer together, resulting in the city being far more responsive to the needs of the people and in the people being far more conscious of the municipal government and its need for money to provide the type of service the people wanted. The two public votes on the City Income Tax were won by 74% and 76.5% favorable majorities, whereas the city previously had a long record of almost unbroken defeats of levies and Charter amendments at the polls. The city's public relations program made the people very much conscious of their municipal government and city employees found themselves almost feeling "bothered" by citizens wanting this or wanting that. To compensate for this situation, the Central Complaint and Information Office was opened in the main lobby of City Hall in 1951 to help channel the citizen inquiries and complaints, although this operation did not seek to monopolize these items. It did help the two-way public relations program.

7. What do you consider to be the major long-range effects of your city's public relations program?
 1. A better government, one more responsive to the people, one more alert to public criticism and necessary change.
 2. A better community, since the people will realize that they can trust their government to give them the kind of community in which they want to live and to work. The people are willing to give the government the necessary money.
8. How do you judge the effectiveness of your programs?
 1. Do citizens come to City Hall with their municipal problems or do they merely write letters to the editors about these problems.
 2. Attendance at public open houses and at ceremonies and dedications involving important civic improvements.
 3. Character of complaints coming into the central office and their number.
 4. Surest test is at the polls, since that is where it really counts.
9. Where does the appropriation for your program come from?

The Information and Research Section is a part of the City General Fund Budget, and the funds come from the General Fund.

*TRUSS
CHAD 10*

10. What has been the reaction of the local press towards the position of a municipal public relations official?

The local press, which covers City Hall avidly, tends to ignore the Information and Research Office officially. It even ignored the first City Open House and other events, until citizen letters shamed them into covering them. More recently editors and other reporters -- other than city hall employees? If "yes", how effective has it been?
11. Do you have an organized public relations training program for city reporters' employees? If "yes", how effective has it been?

The Personnel Section has something to say about public relations upon the I in the orientation talk given new employees. Actually there is R Section f no formal program. Employees are obliged to follow our procedures in processing complaints going through the central office, and this has done
12. To whom do you directly report?

much to inform and train employees in good City Manager. public relations procedures.
13. What are the primary objectives of your municipal public relations programs.
 1. Inform the people in as attractive and interesting a manner as possible as to what the municipal government is doing and where it is going.
 2. To take all steps possible to see that the information can be such that the municipal organization will be proud of it. This involves research and administrative work in improving procedures and making recommendations.
 3. Make it easy for the public to reach the municipal government, since true public relations is a two-way street.
14. Do you consider the Annual Report as the major function of the public relations program?

In my operation it represented less than four weeks of one person's time, so it ~~not always~~ the major project. Actually, it might be considered the one project that should be carried out, if nothing else is. But the best public relations is that which is wrapped up in the daily operations of the entire municipal organization. The policeman's courtesy, the garbage collector's neatness and the clerk's prompt and pleasing service do more to impress the citizen than the City's annual report about the City. However, the annual report does serve as a vehicle for reflecting the municipal government as a whole. If the report is a good one and fair, it will show up deficiencies as well as good points.

15. What is the size of your staff that is directly working on municipal public relations?

We had a staff of three -- Information and Research Assistant, a Clerk in charge of the Central Complaint and Information Office and a Clerk handling the City Employees Suggestion Program and office details. Actually, our budget allowed for a fourth person, of a calibre almost that of the I. and R. Assistant.

16. What would you consider to be "MUNICIPAL PUBLIC RELATIONS"?

I would consider municipal public relations as a philosophy that pervades an entire organization and as a technique that applies to every procedure in municipal operations. Public relations cannot be set aside as the special province of a single office, to be turned on and off according to a calendar of events or a schedule of publications. Public relations is a philosophy that the government exists to serve the people, a reasonable people that responds to the treatment it receives from individuals working within the government. Public relations is a technique that reflects the ~~belief~~ that every operation and procedure of the municipal government is to serve the people and to safeguard their interests in a democratic manner. Unless a municipal operation is carried out in such a manner that the citizen is aware that it is to his best interest and convenience, within the limitations of the law, then it fails to provide public relations.

Once the municipal government provides the former, then the job of the public relations experts is to dramatize the everyday job. (In Dayton we launched a new and improved waste collection service by sending helpful information cards to every household in the City, with a hole punch in the cards so they could be hung on the kitchen wall. Then we paraded the entire new fleet of gleaming white trucks and their proud crews down Main Street on a busy Saturday morning, with banners flying to announce the improved service starting the next week. We contacted hardware dealers so they would have the proper size garbage containers in stock, to conform to the new regulations. In the end we made our own job easier, since citizens were aware of the new regulations

17. Please indicate....., if you would like to receive the results of this survey. Please make any corrections on your address as listed on accompanying letter. no slipups
or violation
on the part
of citizens

Yes

Name..... Maxwell Nathan
Position..... Director
Address..... Maxwell Nathan and Associates
..... 1317 Third National Building
..... Dayton 2, Ohio
.....

BOSTON UNIVERSITY
School of Public Relations
and Communications

May 1956

Please add any information that you feel important to this study.

1. How long have you been the Municipal Public Relations Officer of your city, and how long has this position been in existence in your city?
Held position March 17, 1952, to March 1, 1955
Was first incumbent
2. Do you work solely for one particular city, or for many communities in your immediate area? (Please name the communities)

Denver only

3. How were you contracted to do the municipal public relations work?
Hired by mayor as full-time employe
4. Is your position one exclusively designed for that of municipal public relations work? If "no", please list some of your other duties.
No - Also in charge of all publications for city, orientation of visiting officials and preparation of speeches for several depts.
5. Under what form of city administration (Mayor Council, Commission, etc.) are you employed?

Mayor Council

6. What do you consider to be the major immediate effects of your city's public relations program?
A more enlightened and cooperative public

7. What do you consider to be the major long-range effects of your city's public relations program?

Gradual acceptance of the many changes - fiscal, physical and legislative - required by today's municipal govt.

8. How do you judge the effectiveness of your programs?

No yardstick available, but in general by reduction of complaints and fewer "crises"

9. Where does the appropriation for your program come from?

General fund

10. What has been the reaction of the local press towards the position of a municipal public relations official?

Suspicious at first, but now friendly

11. Do you have an organized public relations training program for city employees? If "yes", how effective has it been?

yes - Only five months old, so difficult to judge

12. To whom do you directly report?

Mayor

13. What are the primary objectives of your municipal public relations programs.

To make available in simple, accurate language all data concerning city govt.

14. Do you consider the Annual Report as the major function of the public relations program?

No

15. What is the size of your staff that is directly working on municipal public relations?

3 - Director, assistant & artist.

16. What would you consider to be "MUNICIPAL PUBLIC RELATIONS"?

See 13

17. Please indicate....., if you would like to receive the results of this survey. Please make any corrections on your address as listed on accompanying letter.

Name..... *George V. Kelly*
 Position..... *Assistant to Mayor*
 Address..... *Room 350, City & County Bldg*
 *Denver 2, Colo.*

