ANALYSIS AND EVALUATION OF THE ROLE
OF PUBLIC RELATIONS IN LEASING
DALLAS PETROLEUM CENTER

THESIS

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by

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The problem in this study was to discover if the public relations program of the Dallas Petroleum Center was useful in leasing and if the program played a significant role in a leasing increase. The study was carried out by describing the development of the building project, by analyzing the planning and execution of the public relations program, by testing the program's effectiveness, and by drawing conclusions about the program and by making recommendations for this specific program and for office leasing in general.

The effectiveness of the program was tested by questionnaires and interviews. The public relations program proved to be an effective tool in leasing office space; and a similar program was recommended for other buildings.
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CHAPTER I

INTRODUCTION

In September, 1975, the Dallas Petroleum Center, a five-building office complex of approximately 116,000 square feet, instituted a public relations program designed specifically to bolster a faltering leasing program. At the time, the buildings were only 50 per cent leased, causing a severe financial drain on the owner.

The public relations program, because of its specific goal of aiding leasing, was aimed at three publics: (a) real estate brokers who specialize in leasing office space; (b) tenants, old, new and prospective; and (c) members of the business community who might require office space.

The real estate brokers were reached by a series of carefully planned letters. Communication with tenants was made by a monthly newsletter, hand-delivered to every person in each office. The business community was supplied with information about the Dallas Petroleum Center through press releases in the real estate sections of the Dallas Morning News and the Dallas Times Herald and in Dallas, magazine of the Dallas Chamber of Commerce. The whole program was done on a very low budget.

During the more than a year the public relations program was in effect, the Dallas Petroleum Center went from
50 per cent leased to 99 per cent leased, with an equivalent increase in rent revenues. Rent revenues were $18,094 per month in September, 1975. By December, 1976, rent revenues were $55,202 per month.

Problems and Purposes

The major problems of this study were to find out if the public relations program of the Dallas Petroleum Center was a useful tool in office building leasing and if the public relations program played a significant part in the leasing increase. The purposes of the study were to analyze the planning and execution of the Dallas Petroleum Center public relations program for each of the three target publics and to evaluate the effectiveness of the program as a leasing tool.

The evaluations of the specific program studied in this project were also used to develop recommendations for use in office leasing generally.

Questions

The major questions answered in this study were these:

Can a carefully planned public relations program be a useful tool in office leasing?

Was the Dallas Petroleum Center program successful in meeting its objectives?
In order to answer these questions, other questions were answered about how the program reached its designated publics:

Do real estate brokers respond to special letters and make an effort to bring in the larger space users?

Do tenants expand space and give referrals because a planned public relations program gives them a good image of the building?

Is a monthly newsletter useful in building a good image among tenants?

Review of Literature

Articles on the use of public relations programs in aiding the leasing of other office building projects have been presented in Public Relations Journal, Real Estate Review and Buildings. The programs described in these articles have differed in several ways from the one used at Dallas Petroleum Center. None of the programs discussed in the articles used a monthly newsletter for tenants. They did, however, use different approaches to real estate brokers and the business community, the other two publics specified in the Dallas Petroleum Center program.

General suggestions for the use of public relations in office building leasing can be found in two books on real estate management: Principles of Real Estate Management by James C. Downs, Jr., (3) and Complete Guide to Profitable Real Estate Leasing by Davis T. Bohon (1). Neither author,
however, considered public relations as a very important part of the leasing and management programs for office buildings.

No case studies or theses on the use of public relations in real estate leasing were found in Journalism Quarterly or Journalism Abstracts.

Significance

The study was done to serve as a guide to office building owners and managers and to public relations practitioners in the planning of public relations programs to aid office leasing, a somewhat neglected use of public relations.

The study was designed to be used as an aid in teaching public relations and in showing students of that subject how it can be used in the real estate field. The public relations function in regard to real estate has been thought of mostly as an advertising function. This study attempted to show that a program planned carefully to reach specific publics can be very much a part of real estate development.

Definition of Terms

Terms used in this project were terms of general use in the public relations field.

The terms are defined as follows:

Public: a group of individuals who together are affected by a particular action or idea; a synonym for "group" (2, p. 128).
Image: the feeling of the public about the institution or building for which the public relations practitioner is building a program.

Practitioner: a person engaged in public relations planning, execution and evaluation.

Program: the actual steps that will be done by the practitioner in carrying out his image-building tasks.

Fact-finding: research to find out which programs will best reach the publics the practitioner wishes to reach.

Evaluation: research to see if the program was successful in what it set out to do.

Methods

The study was limited to specific details of the program at the Dallas Petroleum Center.

The analysis of the public relations program at the Dallas Petroleum Center was done by describing the planning and execution of the program, with examples of all the work done. The program was planned and executed in accordance with the four stages suggested in Cutlip and Center's Effective Public Relations. These four stages are (a) fact-finding and feedback; (b) planning and programming; (c) action and communication, and (d) evaluation (2, p. 186).

The program was designed to last for one year, from October, 1975, until October, 1976. The program is still
going on on a limited basis. It has been considered very successful by the building owner, Horace Ainsworth.

Evaluation and testing of the program were done by questionnaire. One questionnaire was sent to the real estate brokers on the mailing list used in the program. The entire population of 130 names was used, as the number was too small to sample.

A different questionnaire was sent to each person who signed a lease in the buildings. This population was too small to sample, numbering fifty to seventy.

Both these questionnaires were tabulated by percentages.

The business community was not tested directly for results of the press releases. The number of press releases published in the various news media was shown. Conclusions were drawn as to their effectiveness by interviews.

Chapters

The following chapters are included: Chapter I, the introduction; Chapter II, the history of development of Dallas Petroleum Center; Chapter III, the description of the public relations program to aid in leasing; Chapter IV, specific programs carried out for the three publics, tenants, brokers and the business community; Chapter V, an evaluation of the planned programs, and Chapter VI, conclusions and recommendations.
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CHAPTER II

HISTORY OF DEVELOPMENT OF
DALLAS PETROLEUM CENTER

Background of Development

The Dallas Petroleum Center was developed in three phases on six acres of land at the intersection of Midway and Alpha Roads in Dallas, Texas, by Horace Ainsworth, a real estate broker. The Center is an office park of five buildings, four one-story buildings and one six-story building.

Ainsworth conceived the idea for developing the office complex as a result of an experience with a real estate client, a veterinarian. He was representing this client at a zoning hearing, asking that property be rezoned to allow the building of a veterinary clinic. The property owners directly across the street objected, stating that they planned to build an office park on their property (1).

The idea of an office park in that area intrigued Ainsworth, who already owned property further south and situated in what he considered a better location for an office building. Consequently, Ainsworth worked with architects to develop an office park on his property. The idea of constructing several buildings instead of one large office building was worked out in order to build the project
in several phases, Ainsworth explained. Ainsworth said he believed that an office park was more marketable, should he ever wish to sell (1).

This project would be Ainsworth's first independent development, and lenders were more willing to provide the money in phases for two buildings than for the whole complex at one time. Thus, Ainsworth could prove himself a capable developer as he went along. He succeeded in doing this, with the same lender staying with him through the whole project (1).

Ainsworth had already proved himself successful at leasing buildings through his association with Trammell Crow in the developing and leasing of four major buildings in the Dallas Market Center: Dallas Home Furnishings Mart, Trade Mart, Market Hall and Apparel Mart. At the close of leasing the Apparel Mart, Ainsworth formed his own company, the Horace Ainsworth Company (4).

Development of Phase 1

After two years of planning and study, the first two buildings, or Phase 1 of the Dallas Petroleum Center, were completed in April, 1971. The two buildings totaled 31,000 square feet and were valued at $900,000. The buildings were designed by Ted A. Howard & Associates, architects, and were built by Lloyd Blaylock Company, general contractor (2).
Permanent financing was handled by Southern Trust and Mortgage Company, which handled permanent financing on the rest of the complex as it was built. Construction financing was by the First National Bank of Dallas (2).

The buildings were designed for low maintenance, with vinyl walls, acoustical ceilings and bright colors in the carpets. In order to have continuity in decorating throughout the project, an interior designer, Lennox Jenkins, was hired to coordinate the decoration. He continued this coordination through the complex as the rest was built (3).

Ainsworth said that, in 1970 and 1971, when Phase 1 was being constructed and leased, economic conditions were favorable for projects of this type. Good loans were available. The building activity in the LBJ Freeway-Alpha Road area was just getting started, and prospective tenants were eager to move to this new area (1).

Research indicated to Ainsworth and his associates that the market for prospective tenants would be from 400 to 3,000 square feet per office and would be made up of those who wanted functional, economical, well-designed space that could be provided quickly. This was the type of space that was built (3).

Ainsworth hired David Deniger as leasing manager. Deniger planned and executed the promotion for Phase 1, as well as the leasing. Broker promotion was considered important in Phase 1, with estimates that 30 to 40 per cent
of the tenants would be secured through brokers. Planned correspondence was initiated and full 6 per cent commissions were paid. Letters were sent to local geologists, recommending the Dallas Petroleum Center. New tenants were interviewed for referrals, and other buildings were canvassed (3).

The leasing activity for Phase 1 was finished in November, 1971, seven months after the buildings were completed. Phase 1 was leased and all tenant work completed before the permanent financing was closed (3).

Development of Phase 2

Phase 2 of two more one-story office buildings followed right on the heels of Phase 1. Activity really never stopped, with the same contractor continuing into Phase 2, along with the same architects and same interior designer and same permanent lender. The only change was construction financing, which was done by Republic National Bank of Dallas (3).

Economic conditions were still favorable, Ainsworth said, and the lenders were eager to proceed with the project (1).

Phase 2 was completed in 1973. The two buildings totaled 24,530 square feet and were valued at $800,000. These two buildings were slightly smaller than the first two and were designed to flank the proposed six-story high rise, which was already being planned (2).
The big promotion to launch these two buildings was the offer of a trip to Acapulco to brokers who leased 5,000 square feet of space. The give-away was announced at a Mexican party hosted by the building staff for the brokers, which was held in the just completed buildings. Beer and Mexican snacks were served to a large number of brokers (2).

Ric Pettis came on as leasing manager during the leasing of Phase 2 and managed the building promotion activities. Broker letters were continued on a regular basis (2).

Development of Phase 3

Phase 3, the six-story high rise, got under way in 1974, with more space to be leased than in the other four buildings. Phase 3 was built by C. H. Leavell Construction Company, and the construction financing was by Lomas and Nettleton. Architect, interior designer and permanent financing remained the same (2).

In November, 1974, it appeared that the whole building would be leased by one company, E Systems, which paid Dallas Petroleum Center $60,000 at that time to finish two floors by February 1, 1975, and then finish the whole building, which it would lease. The lease was contingent upon E System's getting a large government contract from Iran. The building lived up to the agreement, but E Systems did not get the contract and, consequently, did not lease the building (1).
Several months of leasing activity was lost during this time. C. H. Leavell, the general contractor, had agreed to lease the entire sixth floor if E Systems did not take the building; Horace Ainsworth Company was moving to the new building; and several tenants from the smaller buildings were moving to the larger building; but that was all the space that was leased when the building was completed in the spring of 1975 (1).

Phase 3 Problems

At the same time, the market for office space had deteriorated badly. The recession had hit, and Ainsworth said businesses were consolidating operations instead of expanding, were closing branch offices instead of opening new ones, and were letting people go instead of hiring. Firms were cutting back or going out of business (1).

All these things contributed to a large amount of empty space in the building where rental income was needed to pay off the building debts. So several plans were tried and discarded before the problems were solved and the building leased (1).

Bill Shoemaker was added to the staff to handle management of the buildings, leaving Pettis free to do the leasing. Since this combination did not work, Western Management Company, specialists in office building leasing and management, was hired to lease and manage the buildings. Shoemaker was kept on the staff (2).
Western Management served from June, 1975, until September, 1975, with little leasing activity. In September, Shoemaker was put in charge of leasing and management, to be aided in leasing by John Plotnick of Coldwell-Banker Real Estate, and David Lester, new member of the building staff (2).

This combination did not work either, adding very few new leases. In January, 1976, Clint Allen took over the leasing and managing functions and successfully carried out both. In January, 1977, the five-building complex was 98 per cent leased (2).

New Public Relations Program

The new public relations program to aid in leasing was started in September, 1975, although other public relations efforts had been made before that date. Advertising was a major effort made to inform the public, along with broker letters and press releases (1).

The earlier public relations and advertising programs were handled by Douglas Ann Newsom, a professional public relations practitioner, on a fee basis. She was unable to continue in the fall of 1975. At that time, the new public relations program was inaugurated. This program was designed to aid the faltering leasing program (5).

Advertising was dropped completely in November, 1975, because it was determined that no tenants were being brought in by the ads. Moreover, it was too expensive (5).
The other major promotion prior to the new program was a large cocktail party held in May, 1975, to launch the opening of Phase 3. It was held in an empty space on the first floor of the six-story high rise and entertained brokers and others of interest to the building. It served as open house for the new offices of the Horace Ainsworth Company on the second floor (5).

In approximately six and one half years the Dallas Petroleum Center had grown to five buildings at a value in excess of $5,500,000. The complex was 98 per cent leased (2). The buildings survived a period of severe economic downturn and looked to a period of prosperity.
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CHAPTER III

DESCRIPTION OF PUBLIC RELATIONS PROGRAM

TO AID IN LEASING

Goals and Planning

The new public relations program for Dallas Petroleum Center was set in motion in September, 1975. Before planning the program, the goals of the Dallas Petroleum Center were set down. These goals were to provide top-quality office space in a suburban site at a competitive price with good tenant service and to be of financial benefit to the owner (1, p. 2).

Two programs were planned initially: a tenant relations program, which had never been done on a planned basis; and a continuation of a program of working with brokers who lease office space on a commission basis. Approximately 200 people were involved in the buildings at that time as tenants and approximately 170 as brokers. A third program to reach the business community was added (1, p. 2).

On a remedial basis to get things under way quickly, a newsletter was distributed on September 12, 1975, to all tenants and their employees, announcing the change in management to the Horace Ainsworth Company, the landlord, and pointing out the building's policy of tenant service (1, p. 2). The remainder of the program was planned on a
preventive basis, according to the four stages suggested in Cutlip and Center's *Effective Public Relations*. These four stages are (a) fact-finding and feedback; (b) planning and programming; (c) action and communication; and (d) evaluation (3, p. 186).

**Fact-Finding**

The fact-finding stage in planning consists of research to discern which programs would best reach the public that the public relations practitioner wants to reach (3).

The publics to be reached in this situation were:

1. Present tenants
2. New tenants
3. Brokers
4. General public
5. Prospective tenants (1, p. 4).

The objectives were to keep the present tenants happy in order to encourage renewals, expansions and referrals; to welcome new tenants for the same reason; to reach brokers with specific leasing information so they would present the building to their clients; and to publicize new tenants in various news media, to reach prospects in the general public (1, p. 4).

Following is an explanation of the fact-finding done or planned for each of the specific publics.

A questionnaire to go out to present tenants to find out what they like and dislike about tenant services was
prepared, but not used. The owner objected to its use as finances were so tight that no tenant suggestions could be followed. For the same reason, no informal fact-finding was done, either. Consequently, planning to reach this public was done on the basis of a common-sense approach of what could be done to make the Dallas Petroleum Center a pleasant place in which to have an office and to reach the tenants on a regular basis with as little expense as possible (1, pp. 4, 5).

As for new tenants, informal fact-finding showed that an atmosphere of helpfulness and attention to their problems were what they wanted. This was the basis of the planning for them (1, p. 5).

For brokers, experience and informal fact-finding by Ainsworth showed that regular communication, personal contact and specific information get broker action and that broker action brings in the large space users. This information was the basis of the broker program (1, p. 5).

No fact-finding was done for the general public (1, p. 5).

The fact-finding about prospective tenants was done by the public relations person and the leasing manager. One prospect interviewed said that the friendly atmosphere of a building and the helpfulness and friendliness of the building employees counted very highly with him in selecting an office building. This statement really reinforced
management's feelings on the subject. A friendly atmosphere was a major aim of the building's management (1, p. 5).

The leasing manager did fact-finding on why prospects failed to sign leases. Of thirty-one prospects not signed, (a) seven decided not to move from their present office; (b) one was not looking for a location in the LBJ-Alpha area; (c) one was a bad business risk; (d) eighteen went to other office buildings for various reasons, including five who wanted other facilities, two who went for cheaper rent and one who took space closer to his home; (e) one was a prospective buyer and did not like occupancy level; (f) one went to a combination office warehouse; (g) one was a prospect for a snack bar and was turned down by the building; and (h) one bought another building (1, p. 6).

The large number who went to other buildings pointed out what the leasing manager contended, which was that all other things (such as rent and location) being competitive, choosing office space is done on an emotional basis. Management wanted a friendly atmosphere and helpfulness toward tenants to be an extra selling plus (1, p. 5).

Planning and Counseling

Planning and counseling are setting down specific things to be done and selling them to management (3).

The program was planned for one year. Several proposals were included that were not accepted by management. These will be indicated (1, p. 8).
The planning included the following:

1. For present tenants

   a. To put out a monthly newsletter to everyone in the complex. This newsletter was to be hand-delivered by the office staff, was to consist of one or two legal-sized pages Xeroxed and was to be published between the twelfth and fifteenth of each month. It was to be used to acquaint tenants with each other, with the building services and with other information.

   b. To send out a fact-finding questionnaire to the person in each office who signed the lease or to the person in charge of the office. Management rejected this questionnaire.

   c. To initiate a car pool referral service, with cards on file in the building office for anyone who wanted to use it.

   d. To post a bulletin board in each building for tenant use, when finances allowed it.

   e. To hold a series of two or three tenant parties during the year. This proposal would have to wait on financial considerations.

   f. To help tenants publicize their services to other tenants, through the newsletter and through personal contact (1, p. 8).

2. For new tenants
a. To ask new tenants to fill out a fact-finding sheet, which told what they do, how many employees they have, and if they offer a service other tenants can use.

b. To include their name in a news release either about them alone or in a group story about several new tenants, which would be sent to the real estate editor of the Dallas Morning News, the Dallas Times Herald and Dallas magazine.

c. To distribute a welcome brochure to all people in the offices, describing tenant services and other things that would be helpful to know. This proposal was turned down because of financial considerations.

d. To write about each new tenant in the newsletter (1, p. 9).

3. For brokers

a. To send out a monthly letter to all brokers actively leasing office space, using specific information about what space is available and encouraging owner to write personal notes to those with whom he works most often.

b. To counsel owner regularly on personal relations with brokers and encourage taking them to lunch on a regular basis (1, p. 9).

4. For general public

a. General public to be reached by use of press releases in the news media (1, p. 9).
5. For prospective tenants
   a. Public relations person to help with prospects as called upon by management (1, p. 9).

Action and Communication

Action and communication are actually carrying out the program (3).

Actions were taken regularly in several of the planned areas (1, p. 10).

Newsletters were distributed regularly from September, 1975 to January, 1977. These newsletters proved to be very popular among the tenants. Excellent feedback caused the newsletter to go to two pages regularly (2).

The fact-finding sheets were sent to all present tenants and about 70 per cent were filled out and returned. Each new tenant was given one to fill out. They were the basis for the press releases (1, p. 10).

News releases were sent out regularly. They were sent out when new leases warranted a story. The real estate editors of the two Dallas newspapers generally ran them but not necessarily on a very current basis. Dallas magazine always used them (2).

The welcome brochure was written and designed but not printed because of expenses (1, p. 10).

Car pool cards were made ready in the building office to be filled out, and the service was publicized in the
newsletter. However, it was not a success and was dropped (1, p. 10).

Broker mailings went out regularly to a list of active brokers. Several included hand-written personal notes added by Ainsworth and Clint Allen. The mailings brought phone calls and prospects from the brokers (2).

Evaluation

Evaluation is checking out the success of the program (3).

Several ways were suggested for evaluation of the program. First, the continual feedback from tenants, prospects and brokers could be used constantly to check results to see if any changes needed to be made in the program as it was being implemented (1, p. 18).

Second, at the end of a year, a check could be made on lease renewals and expansions to see if this objective had been met (1, p. 18).

A check should be kept by the leasing manager on referrals from present tenants (1, p. 18).

Third, at the end of a year, a survey of brokers should be taken to test the program for them and its impact (1, p. 18).

Fourth, at the end of a year, another tenant survey should be taken to test the program for them and its impact (1, p. 18).
Fifth, a check should be made on the results of getting news releases in the news media. Even though readership can not be checked, use of the releases can be checked (1, p. 18).

After all the evaluation has been done, the program should be examined and adjusted, if necessary, so that the program can continue to meet its objectives (1, p. 18).

Three of these suggestions were followed in this study: the survey of brokers, the survey of tenants, and the check of the use of press releases in the news media.

Other Office Building Public Relations Efforts

The Dallas Petroleum Center program compared with the public relations efforts of other buildings in its approaches to brokers and the general public. The Dallas Petroleum Center program was unique, however, in its internal communications approach to tenants through a monthly newsletter.

The Fisher Building in Detroit had a planned public relations program discussed in the Public Relations Journal. This building established clear public relations objectives of maintaining a high occupancy rate, maintaining its reputation as a prestige address, aiding the retail store operations in its connecting area, and publicizing the interesting attributes of the area to outsiders (5, p. 27).

The public relations program prepared a background paper for the press, worked with the Action Council of the
whole area, illuminated the building tower as a neighborhood landmark, and used special events promoting its retail tenants which received wide press coverage (5, p. 28). No internal communication was done.

No opinion of the program was sampled, but continued high occupancy rates and retention of tenants supported the building's belief in the success of its program (5, p. 30).

Another approach to office building public relations was suggested by Albert S. Rubenstein, president of Fleetwood Realty Company of Chicago, in an article in Real Estate Review (7, p. 46).

He suggested the following promotion program:

2. Sign on property.
3. Sophisticated brochure with scaled floor plans.
4. Picture postcards of building and form letters mailed to all listed stock exchange companies.
5. Mailing pieces every ninety days to all office space users in the area keeping them informed of job progress and especially informing them of any leases with prestige tenants (7, p. 46).

"Don't plan a more elaborate program" Rubenstein wrote. "It might have a negative effect." People will think the developer is in trouble if he spends too much money (7, p. 46).

Rubenstein did not consider internal communications or frequent communication with brokers. He did not mention press releases.
Pennzoil Plaza in Houston used a new audio-visual technique as the main part of its public relations approach to leasing (8, p. 61). This type of program is much too expensive for a small building such as the Dallas Petroleum Center to consider.

MGIC Plaza, a ten-story downtown Milwaukee office building, created a public relations program to offset a sagging rental market (4, p. 54), as did the Dallas Petroleum Center. MGIC Plaza's approach was through a direct mail campaign complemented by a billboard campaign (4, p. 54).

The mailing was sent to 275 leading executives and decision makers in Milwaukee, and to twenty-five members of the news media. The program created standout mailings that would be noticed. Instead of a brochure or a letter, each recipient received a small item that both illustrated a feature of the building and served a useful purpose (4, p. 55).

Six mailings a month apart included such items as a desk thermometer, tape measure and a toy car. The first four months developed 100 sales leads, a 40 per cent response (4, p. 55).

The last mailing was a key ring with a key to the model office and an invitation to an open house. The campaign, at a cost of $8,000, was considered a success (4, p. 56). This mailing differed from the Dallas Petroleum Center's mailing efforts in that it was made directly to executives rather than to brokers.
Robert C. Lesser, in the August, 1976, issue of *Buildings*, gave a consensus of the current thinking around the country in regard to leasing efforts in today's market. He said that direct, personal solicitation is the most effective technique for leasing office space (6, p. 70).

Advertising was said to be the least effective technique. Drawing of suggested floor plans for a prospect's office was a good technique, but too expensive for most buildings. Other leasing methods mentioned were signs, referrals, selective telephoning and direct mailing (6, p. 70).

Lesser's article agreed with the Dallas Petroleum Center's approach to advertising. He mentioned direct mailing, but did not emphasize them. He made no mention of internal communication.
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CHAPTER IV

SPECIFIC PROGRAMS CARRIED OUT FOR TENANTS, BROKERS AND THE BUSINESS COMMUNITY

Program for Tenants

The Dallas Petroleum Center's main effort to reach tenants, both present and new, was through internal communication with a monthly newsletter entitled DPC Newsletter. The newsletter was designed to be friendly and informal, helping tenants to know each other and to feel at home in the building.

Feedback was encouraged to aid the editor in meeting the needs of the readers. The newsletter was an acceptable way for the building's management to remind tenants of building regulations.

The newsletter was printed on the Horace Ainsworth Company Xerox machine. During most months, the newsletter printing fell within the number of copies allowed on the monthly rental of the machine and added no expense except the cost of the paper. The editor, Doris Ainsworth, was not on salary inasmuch as the newsletter was part of a graduate school project. Distribution was handled by building staff during regular working hours, which added no cost.
The September, 1975, newsletter of one page ran 200 copies. The January, 1977, newsletter of one page ran 435 copies. Nine of the fourteen newsletters distributed went to two pages, several with flyers from tenants inserted.

The newsletter format was designed by the editor with approval of the building owner. The logotype had already been designed, and the script for the nameplate was done by the editor.

The DPC Newsletter for September, 1975, informed the tenants that the Horace Ainsworth Company had taken over active leasing and management of the building and set the tone for the friendly service the building intended to provide. This edition began the introduction of new tenants (14).

A feature called "Who's Who in DPC" was started in September. Each article was designed to profile a particular tenant (14). This feature was used several times and proved to be an effective public relations tool at lease renewal time.

The announcement of the opening of the Sandwich Basket restaurant on the first floor of the six-story building and a sample menu highlighted the October, 1975, newsletter. Another tenant was profiled and a reminder to send back tenant information sheets was inserted (15). Tai Keun Chung, owner of the Sandwich Basket, was so pleased with the newsletter display that he had it reprinted and circulated in the neighborhood.
The November, 1975, newsletter grew to two pages, mainly because of tenant interest and requests for stories. The building's new secretarial service was introduced, along with publicity for tenants who had services other tenants could use (16).

Two tenants requested write-ups about their dogs, and a car pool card service was introduced. Ending the newsletter with a joke or cartoon was introduced (16).

Christmas greetings from the building staff led the December newsletter. Another tenant was profiled, and the car pool service was promoted (17). A tenant protested Aggie jokes in previous newsletters, so they were dropped in favor of a Christmas cartoon.

The year 1976 started with another two-page newsletter in January, this one highlighting six new tenants and two new staff members. Management made use of this newsletter to discuss a building problem, which was to keep outside doors locked after 6:00 p.m. and to ask tenant cooperation.

Valentine greetings highlighted the February newsletter, along with reports of three new tenants and two expansions. Another message from management was used, as well as another effort to set up car pools (19).

The March newsletter used, for the first time, a flyer advertising a service tenants could use. This flyer offered a week's free use of Nautilus Fitness Center, next door to the Dallas Petroleum Center (20).
A recipe-of-the-month feature was tried in this issue, but got no response. Another tenant was profiled, and seven new tenants were included (20).

April brought an Easter greeting, write-ups of three new tenants, two feature stories, and the usual jokes. It ran one page (21).

The May issue went again to two pages, plus a flyer advertising plaques one of the tenants had for sale. Several new tenants were written up, as well as services publicized by several tenants (22).

Only one newsletter was published during the summer. Thirteen new tenants were introduced. A flyer was included, advertising a new Travel Club in the building. Two other tenant services were publicized (23).

In September the newsletter was one page, announcing two new tenants and two expansions. Two notices from the building management were included, giving notice about a new person taking care of the building plants and notice of the availability of a pay telephone in one building (24).

There was no newsletter in October.

In November eleven new tenants and seven expansions were announced, making the Center nearly 100 per cent leased. Several notices from building management were included, along with the publicizing of two tenant services (25).
There was no newsletter published in December.

In January, 1977, a one-page newsletter was published, announcing both new leases and expansions. Tenants were notified that, although the building was nearly 100 per cent leased, there was still room for some expansions (26).

A decision was made by the building management, with input from the public relations person, that a one-page newsletter be continued monthly, emphasizing people features and building services.

Program for Brokers

The public relations program for brokers consisted mainly of a series of five letters mailed out to real estate brokers who specialize in leasing office space. The program was planned to have a mailing once a month. However, in practice, five mailings were made during the year's planned program.

The list of brokers varied from 130 to 150. The first broker letter was Xeroxed on Dallas Petroleum Center letterhead paper. Because the letterhead was expensive, the other four mailings were done on Xerox paper using a Dallas Petroleum Center logotype with the building name and address typed in letterhead style. The only expense was the cost of paper, envelopes and postage. The broker program was part of a graduate school project by Doris Ainsworth, so no professional fees were paid.
The broker letters were designed to be informal and friendly in tone. Some specific information about space was included, as well as more general selling points. The main point was to call the attention of the brokers to the Dallas Petroleum Center.

The first of this series of broker letters was mailed November 25, 1975. This letter featured the large amount of space that had been leased in a lagging market, an announcement about new tenant services, including the newsletter, and an announcement about some new tenants and their services. It was signed by Horace Ainsworth and Bill Shoemaker (7).

The next broker letter was written February 17, 1976, and featured a Washington's Birthday theme. It discussed the number of square feet leased during the past sixty days, a local broker and his experience in leasing space in Dallas Petroleum Center, and the architectural planning service available to clients (8).

The letter was signed by Ainsworth as owner, and Clint Allen as leasing manager (8). Each wrote personal notes to brokers with whom they were personally acquainted.

In March, another broker letter was mailed, featuring a springtime theme. This letter offered no specific space information, but, instead, emphasized the money-making potential to the broker of leasing space in Dallas Petroleum
Center. This letter was signed by Ainsworth and Allen, with personal notes (9).

The next broker letter was mailed in May, 1976. This letter featured four brokers who had recently leased space in Dallas Petroleum Center and the amount of money they received in commissions (10).

Contained in the May letter were descriptions of the four office suites available in the office complex. This letter was signed by both Ainsworth and Allen (10).

In September, 1976, the broker letter had a football theme and offered a premium of two Dallas Cowboy home-game football tickets to each broker signing leases between September 15 and December 31. The letter mentioned the large Blue Cross lease, which was negotiated by a broker, plus listing the remaining small offices still available, their square footage and monthly rent (11). As a result of this letter, one broker received a pair of Cowboy football tickets to the home game of his choice.

Although not a broker letter as such, the letter and questionnaire sent to brokers in January, 1977, to test the broker program, served to remind the brokers of Dallas Petroleum Center and generated a telephone call possibly in regard to leasing a very large space.

Other efforts to reach brokers by building management were personal contacts by Ainsworth and Allen as the need
for such contacts arose. Such contacts were not made on a scheduled basis.

Program for the Business Community

The program to reach the business community was through a series of releases to the local news media. Releases were sent to the real estate editors of the Dallas Morning News and Dallas Times Herald and to the editor of Dallas, magazine of the Dallas Chamber of Commerce.

The press releases were planned to be done when the amount of leasing activity was sufficient to generate a good story. These releases, designed for members of the general business community, called attention to Dallas Petroleum Center. The press releases were done for the cost of the paper, envelopes and postage. Again, no professional fee was paid.

The first press release was sent to all news media in September, 1975, featuring FLW Theatre Company, a new tenant. It was used in the November, 1975, issue of Dallas magazine (1, p. 55).

In late December, 1975, releases were sent to all three news media, featuring the fact that more than 10,000 square feet of space had been leased during the past six weeks. The main new space was Executive Suite, a secretarial service, along with eight other new tenants. The story appeared in the Dallas Morning News (4), the Dallas Times Herald (12), and Dallas (2, p. 50).
In January, 1976, press releases were sent to all three news media announcing Allen as new leasing manager of Dallas Petroleum Center. This release was not used by any news medium.

On February 17, 1976, releases were sent to all three news media announcing another round of new tenants, plus some expansions. The main tenant featured was Southland Corporation. This release was used in the *Dallas Morning News* (5), the *Dallas Times Herald* (13), and *Dallas* (3, p. 67).

Another release was sent in June, 1976, announcing sixteen new leases and two expansions. This story appeared in the *Dallas Morning News* (6). The story generated a telephone call to Ainsworth, asking how he managed such a successful leasing program.

No press releases were sent after June, 1976. This part of the program was neglected during the summer and fall of 1976, as leasing progressed satisfactorily.
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3. _____, Volume 55, No. 4 (April, 1976)
5. ________________, March 7, 1976.
6. ________________, date uncertain.
8. ________________, February 17, 1976.
15. __________, October, 1975.
17. __________, December, 1975
21. __________, April, 1976
22. __________, May, 1976
23. ____________, Summer, 1976
24. ____________, September, 1976
CHAPTER V

EVALUATION OF PLANNED PROGRAMS

Tenant Program

The effectiveness of the tenant program at the Dallas Petroleum Center was tested by a questionnaire sent to all tenants. The program was evaluated through interviews with Clint Allen, leasing manager, and Horace Ainsworth, owner.

Questionnaires were hand-delivered to seventy-four tenants in January, 1977, each accompanied by a self-addressed, stamped envelope. Sixty tenants returned the questionnaire, a response of 81 per cent. The results were tabulated in seven categories and were placed on four tables.

Responses were analyzed by totals of responses from all who answered the questionnaire, totals of responses from tenants who read the DPC Newsletter, totals of responses from tenants who have referred Dallas Petroleum Center to others, and totals of responses from tenants in regard to image and its effect on leasing.

On the tables, the percentages in each category did not always total 100 per cent because all tenants who returned questionnaires did not answer every question. No specific instructions that no question be left unanswered were given in the cover letter because it was assumed adult business persons would automatically answer each question.
The following categories were tested in the questionnaire: (a) tenants have expanded space; (b) tenants have referred the building to others and number of referrals who have signed leases; (c) tenants read DPC Newsletter regularly; (d) tenants want the newsletter continued; (e) tenants believe newsletter helps build a better image of the building; (f) tenants believe image affects leasing, and (g) tenants believe a pleasant atmosphere aids leasing.

The responses placed on Table I were results from all who returned the questionnaire. The results showed that 37 per cent of those who returned the questionnaire expanded space. Reasons for expansion were not asked by the questionnaire.

Ainsworth stated, however, that expansions come about when tenants need more space and are an important way to add leased space to the rent rolls. He said it is easier and less expensive to keep a tenant and gain his expansion than for the tenant to move and a new tenant be found. Even a moderate percentage of expansions is important to a buildings' leasing program, he said (1).

Sixty-eight per cent of those who answered the questionnaire referred Dallas Petroleum Center to others; 30 per cent have not. Of those who were referred to the building by tenants, 37 per cent signed leases.
TABLE I
RESPONSES OF TENANTS TO TENANT PROGRAM QUESTIONNAIRE*

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Answers**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes***</td>
</tr>
<tr>
<td>Tenants have expanded space</td>
<td>37%</td>
</tr>
<tr>
<td>Tenants have referred DPC to others</td>
<td>68%</td>
</tr>
<tr>
<td>Tenant referral signed lease</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>Tenants read DPC Newsletter</td>
<td>85%</td>
</tr>
<tr>
<td>Tenants would continue newsletter</td>
<td>85%</td>
</tr>
<tr>
<td>Tenants believe newsletter helps build a better image of building</td>
<td>77%</td>
</tr>
<tr>
<td>Tenants believe image affects leasing</td>
<td>93%</td>
</tr>
<tr>
<td>Tenants believe pleasant atmosphere aids leasing</td>
<td>98%</td>
</tr>
</tbody>
</table>

Base = 60.

*Source: Questionnaire mailed to 74 tenants, January, 1977.

**Sixty tenants returned questionnaire, a return of 81 per cent.

***Percentages will not always total 100% because some tenants did not answer every question on their questionnaire.
Eighty-five per cent of the tenants read the DPC Newsletter regularly; 8 per cent did not. Eighty-five per cent of the tenants believed the newsletter should be continued; 2 per cent did not.

Seventy-seven per cent of the tenants believed the newsletter helps build a better image of the building; 7 per cent did not.

Of those returning the questionnaire, 93 per cent believed the image of the building affects leasing; and 5 per cent believed it did not. Ninety-eight per cent believed that a pleasant atmosphere in the building aids in leasing; 2 per cent did not.

Responses in four categories from tenants who read the DPC Newsletter were tabulated on Table II. Eighty-four per cent of these tenants believed the newsletter helps build a better image of the building; 8 per cent did not. Ninety-six per cent believed image affects leasing.
TABLE II
RESPONSES OF TENANTS WHO READ DPC NEWSLETTER*

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Tenants believe newsletter helps build a better image of the building</td>
<td>84%</td>
</tr>
<tr>
<td>Tenants believe image affects leasing</td>
<td>96%</td>
</tr>
<tr>
<td>Tenants have expanded space</td>
<td>35%**</td>
</tr>
<tr>
<td>Tenants have referred Dallas Petroleum Center to others</td>
<td>73%</td>
</tr>
</tbody>
</table>

Base = 51.

*85 per cent, or 51, of tenants who responded to questionnaire read DPC Newsletter.

**One did not answer this question.

Seventy-three per cent of tenants who read the newsletter referred Dallas Petroleum Center to others. Thirty-five per cent expanded space.

On Table III, responses from tenants who referred Dallas Petroleum Center to others were tabulated in three categories. Of these tenants, 90 per cent read the
newsletter, 78 per cent believed the newsletter helps build a better image of the building, and 95 per cent believed image affects leasing.

TABLE III
RESPONSES OF TENANTS WHO HAVE REFERRED OTHERS TO DALLAS PETROLEUM CENTER*

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Tenants read DPC Newsletter</td>
<td>90%**</td>
</tr>
<tr>
<td>Tenants believe newsletter helps build a better image of the building</td>
<td>78%***</td>
</tr>
<tr>
<td>Tenants believe image affects leasing</td>
<td>95%</td>
</tr>
</tbody>
</table>

Base = 41.

*68 per cent, or 41, of those who returned questionnaire referred others to Dallas Petroleum Center.

** Two did not answer.

*** Six did not answer.

Responses from tenants in regard to image and its effect on leasing were tabulated on Table IV.
TABLE IV
RESPONSES OF TENANTS TO IMAGE AND ITS EFFECT ON LEASING

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Tenants believe newsletter helps build a better image of building</td>
<td>77%</td>
</tr>
<tr>
<td></td>
<td>Base = 60.*</td>
</tr>
<tr>
<td>These expanded space</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>41%</td>
</tr>
<tr>
<td>These made referrals</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>Base = 46.**</td>
</tr>
<tr>
<td>These believe image affects leasing</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>Base = 60.*</td>
</tr>
<tr>
<td>These expanded space</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>These made referrals</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>Base = 56.***</td>
</tr>
</tbody>
</table>

*Sixty was the response to the questionnaire.

** Forty-six was the number of "yes" answers.

***Fifty-six was the number of "yes" answers.
Seventy-seven per cent of all tenants who answered the questionnaire believed the newsletter helps build a better image of the building. Of these, 41 per cent expanded space, and 70 per cent referred Dallas Petroleum Center to others.

Ninety-three per cent of those who answered the questionnaire believed image affects leasing. Of these, 37 per cent expanded space and 70 per cent referred Dallas Petroleum Center to others.

Several unsolicited comments were received on the questionnaires giving added evaluation of the program. Grace Manning Petritz of Manning Associates added a comment emphasizing the "excellent" atmosphere of Dallas Petroleum Center as an aid in leasing. Robert D. Lantz of Check Mate of Dallas said he could not determine the effectiveness of the newsletter in image building.

J. A. Breit of Southland Corporation's Thomas & Hart division, said the parking policy hurt the image of the building. This referred to the fact that two tenants were given several reserved parking spaces as part of their lease agreements, while other tenants were not. These two tenants came from other buildings that had severe parking problems.

Joseph O. Moi of Paramount Packaging Corporation added strong emphasis on how important he felt a building's image was in its leasing program and how important he felt a
pleasant atmosphere was as an aid in leasing. Moi was one of the first tenants in Phase 1 of Dallas Petroleum Center and planned to expand his space.

Allen evaluated the tenant program in an interview, saying that the newsletter was very good. He pointed out that the newsletter lets the tenants feel they are receiving something from as well as giving something to the building. It shows them appreciation, Allen said, for their being in the building (2).

Allen said that everyone in the building at one time or another had told him, "We are more interested in tenant's needs and trying to meet them (2)."

Ainsworth described the tenant program as fantastic. He said the building management has a real personal relationship with the tenants, and that the tenants consider Dallas Petroleum Center "their building (1)."

Ainsworth pointed out that the tenant program has paid off for the building in terms of referrals. "Our tenants are our best salesmen," he said (1).

Ainsworth added that the newsletter is effective communication and said that he has been approached several times with ideas for stories in the newsletter and requests for flyers to be attached offering services other tenants could use (1).

The tenant program can be considered effective if even a small percentage of tenants is expanding in Dallas
Petroleum Center instead of moving. It can also be considered effective if even a small percentage of tenants is referring the building to others with good results. These things happened with the Dallas Petroleum Center tenant program. Results are documented on the tables.

Those tenants who made referrals had a high percentage of newsletter readers. A low-cost newsletter such as DPC Newsletter justifies itself if it results in even a few leases and if it results in promoting a good image of the building. Dallas Petroleum Center tenants considered image a very important ingredient in leasing success.

Broker Program

The broker program of the Dallas Petroleum Center was evaluated both by questionnaire and interviews. Questionnaires were mailed to 130 brokers in January, 1977, each accompanied by a self-addressed, stamped envelope. The list used for questionnaires was the same list used for the broker letters.

Sixty-seven questionnaires were returned, with sixty-five answering the questions and two not answering because they no longer were active brokers. The response was 52 per cent. The results of the questionnaire were tabulated by percentages and placed on three tables.

Brokers were tested in six categories: (a) brokers read broker letters; (b) regular communication from a building prompts brokers to bring clients to that building;
TABLE V
RESPONSES OF BROKERS WHO HAVE LEASED SPACE IN DALLAS PETROLEUM CENTER*

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Brokers Who Leased Space in DPC**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Read brokers letter sent by DPC</td>
<td>91%</td>
</tr>
<tr>
<td>Regular communication from a building prompts them to take clients to that building</td>
<td>100%</td>
</tr>
<tr>
<td>Specific information about available space prompts them to suggest space to a client</td>
<td>82%</td>
</tr>
<tr>
<td>Premiums prompt them to take clients to a building</td>
<td>64%</td>
</tr>
<tr>
<td>Brokers deal mostly with large space users</td>
<td>64%</td>
</tr>
<tr>
<td>Personal contact with building owner or manager prompts them to take clients to a building</td>
<td>91%</td>
</tr>
</tbody>
</table>

Base = 11.


** Sixty-seven brokers returned the questionnaire, sixty-five answered questionnaire, two were returned unanswered, a response of 52 per cent.

(c) specific information about available space prompts brokers to suggest space to a client; (d) premiums prompt
brokers to take clients to a building; (e) brokers deal mostly with large space users; and (f) personal contact with building owner or manager prompts brokers to take clients to a building.

Sixteen per cent of the brokers who returned the questionnaire have leased space in Dallas Petroleum Center. The responses from these brokers were tabulated on Table V. Ninety-one per cent read the broker letter sent by Dallas Petroleum Center and 9 per cent did not. All of these brokers believed regular communication from a building prompts them to take clients to that building.

Eighty-two per cent of the brokers who leased space in Dallas Petroleum Center believed specific information about available space is important; and 18 per cent did not. Premiums interested 64 per cent of these brokers. Thirty-six per cent was not interested in premiums. Sixty-four per cent dealt with large space users; and 36 per cent did not. Personal contact with building owner or manager prompted 91 per cent of these brokers to take clients to a building; 9 per cent was not affected by personal contact.

Twenty-one per cent of the brokers who returned the questionnaire brought clients to Dallas Petroleum Center but did not lease space. Their responses were tabulated on Table VI.
### TABLE VI

**RESPONSES OF BROKERS WHO BROUGHT CLIENTS TO DALLAS PETROLEUM CENTER BUT DID NOT LEASE SPACE**

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Brokers Who Brought Clients But Did Not Lease Space **</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Read broker letter sent by DPC</td>
<td>100%</td>
</tr>
<tr>
<td>Regular communication from a building prompts them to take clients to that building</td>
<td>86%</td>
</tr>
<tr>
<td>Specific information about available space prompts them to suggest space to a client</td>
<td>57%</td>
</tr>
<tr>
<td>Premiums prompt them to take clients to a building</td>
<td>36%</td>
</tr>
<tr>
<td>Brokers deal mostly with large space users</td>
<td>57%</td>
</tr>
<tr>
<td>Personal contact with building owner or manager prompts them to take clients to a building</td>
<td>71%***</td>
</tr>
</tbody>
</table>

*Base = 14.


**Sixty-five answered questionnaire, two were returned unanswered, total of sixty-seven were returned, a 52 percent response.

***Two did not answer this question.
All of these brokers read the broker letter. Eighty-six per cent believed regular communication is important; 14 per cent did not.

Fifty-seven per cent of these brokers believed specific information about available space prompts them to suggest space to a client, and 43 per cent did not. Premiums were important to only 36 per cent and were not important to 64 per cent. Fifty-seven per cent dealt with large space users, while 43 per cent did not. Personal contact prompted 71 per cent of these brokers to take clients to a building; 21 per cent said personal contact did not cause them to bring clients to a building.

The largest group of brokers who answered the questionnaire, or 60 per cent, were those who had not taken clients to Dallas Petroleum Center nor leased space in the building. The responses from these brokers was tabulated on Table VII. Of these brokers, 93 per cent read the broker letter and 7 per cent did not. Eighty-five per cent said regular communication from a building prompts them to bring clients to that building; 15 per cent said it does not.

Seventy-eight per cent said specific space information prompts them to suggest space to a client; 18 per cent said it does not. Premiums interested 40 per cent, while 60 per cent was not interested in premiums.

Fifty per cent of these brokers dealt with large space users; 45 per cent did not. Personal contact with building
TABLE VII
RESPONSES OF BROKERS WHO DID NOT BRING CLIENTS TO DALLAS PETROLEUM CENTER*

<table>
<thead>
<tr>
<th>Categories of Responses</th>
<th>Brokers Who Did Not Bring Clients Nor Lease Space**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Read broker letter sent by DPC</td>
<td>93%</td>
</tr>
<tr>
<td>Regular communication from a building prompts them to take clients to that building</td>
<td>85%</td>
</tr>
<tr>
<td>Specific information about available space prompts them to suggest space to a client</td>
<td>78%***</td>
</tr>
<tr>
<td>Premiums prompt them to take clients to a building</td>
<td>40%</td>
</tr>
<tr>
<td>Brokers deal mostly with large space users</td>
<td>50%****</td>
</tr>
<tr>
<td>Personal contact with building owner or manager prompts them to take clients to a building</td>
<td>70%</td>
</tr>
</tbody>
</table>

Base = 40.


**Sixty-five answered questionnaire, two were returned unanswered, total of sixty-seven were returned, a 52 per cent response.

*** Two did not answer this question.

**** One did not answer this question.
management prompted 70 per cent to take clients to a building; 30 per cent were not interested in personal contact.

Interviews with three active real estate brokers were used to further evaluate the broker program. Thomas E. Clarke of The Baldwin Company, who leased a large space in Dallas Petroleum Center, said he brought his client to Dallas Petroleum Center because of good quality office space at a low price (3).

Clarke said the broker letter helps keep property in front of the brokerage community. He said, however, that a broker active in the market place is aware of the property anyway. He did point out that when a building is down to small square footage available, it is important to keep this small available space before the brokers. Brokers are not as interested in small space because it is not as profitable to them (3).

Clarke added that Dallas Petroleum Center does a good job of advertising available space to brokers. He had no complaints about the building and considered that Allen had been very helpful.

Wendell Patterson of Majors & Majors brought a client to Dallas Petroleum Center but that client did not lease space because the location was not to his liking. He has not done further business with Dallas Petroleum Center because he leases few offices each year (4).
Patterson considered the broker letter very important. His office keeps a file of all incoming mail about property and, when a client needs specific property, the file is studied. He does not consider personal contact important. He wants help from building management only when he asks for it (4).

Patterson said that Dallas Petroleum Center does one of the best jobs with brokers for two reasons: the building is a good product; and Dallas Petroleum Center respects the broker's position, that is, building management does not go behind the broker's back to get to the client (4).

Warren L. Perrine, who has his own real estate firm, has taken no client to Dallas Petroleum Center nor has he leased space, mainly because he does not lease office space very often. Perrine said the broker letter was probably an expense the building could do without, but on the other hand, it did keep the name of Dallas Petroleum Center before him if he were ever asked about office space (5).

His only criticism was that the broker letter did not mention the base rent of the building, a fact he would like to know when discussing office space (5).

Allen viewed the response to the broker mailings as light. He said the letters were mainly used to remind
brokers "we're here." He said management cannot rely on brokers to lease its building (2).

However, Allen said there is always the possibility the letters will catch someone's attention, and he feels it is necessary to have them (2).

Ainsworth considered the broker letters worth the effort, because brokers need constant reminders about a building. He said Dallas Petroleum Center got as much attention from brokers as any building in town and that several major leases came through brokers (1).

Ainsworth pointed out that a broker with bad feeling about a building will discourage clients. He considered it worthwhile to send letters to those who do not really lease office space regularly just to keep them favorably commenting to other brokers about the building (1).

Ainsworth believes in personal contact with brokers. He said he tries to talk to brokers about space and to write personal notes on broker letters (1).

The broker program can be considered effective if even one $500 a month lease results from it. Two of the building's largest leases, Southland Corporation, with a monthly rent of over $1,000, and Blue Cross-Blue Shield, with a monthly rent of over $3,600, came through brokers in 1976, more than justifying the small expense of the broker letters.
When a large percentage of the brokers who have leased space in a building believe communication prompts them to take clients to a building, the broker program of regular mailings is doing its job. All the brokers who leased space in Dallas Petroleum Center believed regular communication from a building prompts them to take clients to that building.

Business Community Program

The evaluation of the program of press releases to reach the business community was done by interviews with Allen and Ainsworth.

Five press releases were sent to each of three news media, the Dallas Morning News, the Dallas Times Herald, and Dallas magazine. Four of them were printed in at least one. The Dallas Morning News used three; the Dallas Times Herald, two; and Dallas, three.

Allen said the program of news releases was worthwhile and got positive reaction. He has been told by brokers and prospects they have seen the Dallas Petroleum Center stories in the press. He said press releases are more useful for image-building than for producing new tenants, however (2).

Ainsworth pointed out positive results from the program of press releases. He said people have told him they
have read the stories and "see you're leasing up." He said, too, that it is good for potential lenders to read stories about the successful leasing efforts of Dallas Petroleum Center (1).
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4. Patterson, Wendell, real estate broker, Majors & Majors, interview, Dallas, Texas, February, 1977.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The Dallas Petroleum Center public relations program proved to be a successful tool in office leasing and successful in meeting its objectives and reaching its designated publics both by questionnaire results and by interviews. During the program, monthly rent revenues rose from $18,094 to $55,202.

Results from the tenant questionnaire showed 85 per cent of tenants read the DPC Newsletter, which was the major ingredient of the tenant program. Of these tenants, 73 per cent have referred Dallas Petroleum Center to others and 35 per cent have expanded space.

Sixty-eight per cent of the tenants who returned the questionnaire have given referrals, of which 37 per cent signed leases. Ninety per cent of those tenants who have given referrals read the newsletter, 78 per cent believed the newsletter helped build a better image of the building, and 95 per cent believed image affects leasing.

Expansions and referrals are major aspects of a successful leasing program. The public relations program has been a factor in this aspect of leasing, with strong
results shown in the tenants' belief in the importance of image and its effect on leasing and the tenants' belief in the effectiveness of the newsletter.

Interviews with building management indicated a strong positive reaction to the newsletter and its effectiveness in internal communication.

The broker program can be termed successful in that questionnaire results show that brokers do read the broker letters. Of brokers who leased space in Dallas Petroleum Center, 91 per cent read the letters; of brokers who took clients but did not lease space, all read the letters; and of brokers who did neither, 93 per cent read the letters.

More significantly, all the brokers who have leased space in Dallas Petroleum Center believed regular communication from a building prompted them to take clients to that building. Even though only 16 per cent of responding brokers have leased space in the building, their leases have been major, such as Southland Corporation and Blue Cross.

Building management expected more brokers to deal mostly with large space users than were shown in questionnaire results. Sixty-four per cent of brokers who have leased Dallas Petroleum Center space dealt mostly with large space users; 57 per cent of those who brought clients but have not leased dealt mostly with large space users;
and 50 per cent of those who did neither dealt mostly with large space users.

Interviews with three brokers reinforced the questionnaire results about the positive response to broker letters. These brokers definitely thought brokers letters necessary to keep the building's name before the brokerage community.

The program of press releases to reach the business community was considered effective by building management. Positive responses by word-of-mouth were received by Ainsworth and Allen. The program was not tested in any other way.

Recommendations for Public Relations Program For Dallas Petroleum Center

The DPC Newsletter should be continued on a monthly basis, except for possibly only one summer issue. The newsletter should be limited to one legal-sized page unless reader feedback causes growth to two pages.

People-oriented stories, such as a continuation of the feature "Who's Who in DPC," should be featured, along with necessary messages from building management. When budget permits, a professionally designed logotype and title would improve the physical appearance of the newsletter, along with the use of art work when appropriate. Printing on colored paper would add to the appearance when appropriate, such as red paper for the Christmas issue.
Another way to maintain the Dallas Petroleum Center's friendly atmosphere with tenants would be a series of tenant parties each year, held at different times of the day and on different occasions, but staying away from Christmas and the Fourth of July because of probable conflict with other parties.

The parties suggested are a Valentine's Day coffee from 8:00 until 10:00 a.m., with coffee and doughnuts; a Horace Ainsworth birthday party on April 30 from 2:00 until 4:00 p.m., serving punch and cake; and an Oktoberfest in October from 4:00 to 6:00 p.m., serving beer and pretzels. Each party would be held in the foyer of the six-story high-rise, including all tenants and others invited by building management.

Broker mailings should be continued, but only quarterly, after the main thrust of leasing is over. The mailing list should be cut to about fifty active brokers. Mailings should be done in January, emphasizing start of a new year; in March or April, with a seasonal or holiday tie-in; in July, featuring Fourth of July or summer; and in November, with Thanksgiving greetings. Christmas mailings should be avoided because a broker letter might be overlooked during the Christmas rush.

Personal contacts with brokers should be maintained by building management as the need arises. Brokers could be included on the invitation list for the tenant parties.
Questionnaire results showed brokers were not interested in premiums, so none need be offered. The only premium-type of effort suggested would be to include two theatre passes in the November broker letter for use over the Christmas holidays.

If a large space should become vacant, a special broker mailing should be made, in the form of a newspaper extra edition, to call attention to the particular space needing leasing.

Press releases to the local news media should be continued. Suitable subjects for releases are percentages of renewals, new leases, new personnel and parties for tenants. A story published periodically keeps Dallas Petroleum Center's name before brokers and the general public. It pleases tenants to see their building publicized in the press.

General Recommendations for Office Building Public Relations

Internal communication for tenants turned out to be an important public relations tool. Referrals, expansions and renewals are an important source of leasing. Happy tenants refer and expand and renew. Keeping tenants informed and letting them feel important adds to this program.

A newsletter is the ideal way to communicate with tenants on a regular basis. The elaborateness of the publication can depend on the size of the building and its
budget, as well as the system of distribution. Newsletters have been used in other areas of communication, but seldom in an office building to reach tenants on a regular basis.

Parties for tenants are a way to say thank-you. How many parties and what type should be determined by the size of the building and the budget. Tenants like parties, however, even a simple party. They help build a good image of the building and develop a feeling of fellowship.

Broker letters are a good device to keep a building's name before brokers. These letters do not need to be long or too specific. The mailing list needs to be kept down to a minimum of those who work office space extensively. A good office building public relations program will keep a broker mailing as an on-going project, just to keep brokers aware of the building. One or two good leases or leads pays the cost of the mailing.

The mailings need not be monthly, except when a leasing program is in high gear. Otherwise, a quarterly mailing is sufficient. When a leasing program is in high gear, the broker program needs to be more intensive. When the building is filled and has only an occasional vacancy, the program is still important, but does not need to be as intensive.

Another important broker program is personal contact by owner and leasing manager and other staff. Personal
attention is a good selling tool. Management may have to be reminded to do this as an on-going program when the leasing program is not in high gear.

A basic public relations tool is publicity. The same is true in the case of office building public relations. A name that comes before the public periodically calls that name to mind when an office is needed.

The office building press release should be legitimate news within the context of real estate news. It should conform to standards used by the news media being asked to publish the release. Real estate editors are interested in new tenants, square footage, dollar volume, activity of brokers and new personnel.

An on-going program of press releases is recommended, in addition to the initial announcement of an office building project and publicity about the official opening.

Public relations has a definite place in an office building leasing and management program. The size and scope of the public relations program should fit the size and scope of the building project. But even a small project should not overlook the value of a program aimed at its tenants, local real estate brokers and the local business community. Such a program will pay off in dollars and cents.
APPENDIX A

COPY OF NEWSLETTER

September, 1975

Welcome Back, Horace Ainsworth Co.

The Horace Ainsworth Co., owners of the Dallas Petroleum Center, have resumed active leasing and management of the building. The building and leasing office is still Suite 250 in the six-story building. Bill Shoemaker and Mrs. Irene Winburn are the people to see, and the phone number is 239-0301 or 239-0255. Come by and see us.

Six-Story Attracts Tenants

C. H. Leavell & Co., which occupies the entire sixty floor, Standard Register Co., Suite 200, and Horace Ainsworth Co., Suite 250, opened the new sixty story addition to the Dallas Petroleum Center late in May. C. H. Leavell & Co. built the building and then expanded from its former space in the one-stories. Standard Register also expanded space. Others now located in the tower are Stanley Crossman in Suite 230; Globe Petroleum Co., Inc., Suite 390; Econ-O-Girls International, Suite 372; Key Energy Corp., Suite 396; and Prestonwood National Bank, In Organization, Suite 100. Moving in Friday is a company new to Dallas, FLW Theatre Co.
And soon to open on the first floor is The Sandwich Basket, a welcome addition to the DPC family. The Sandwich Basket will serve sandwiches, salads, hot dogs, etc.

Bill Williamson, owner of the Bill Williamson Insurance Agency, is an insurance agent during office hours and a cowboy the rest of the time. Bill, whose office in Suite 180 of 13604 Midway, handles all types of insurance, when he's in the office. When he's out of the office, he runs over 200 head of cattle, about 50% Brahma and 50% Hereford. Under the name of the Rocking W Cattle Co., Bill has gone into feeding out cattle for custom slaughter for restaurants. If you want a good steak, you better find out where he sells. Bill has been a tenant at the Petroleum Center for four years and just renewed his lease for two more years, with an option for two more after that. Bill lives in Frisco, Texas, with his wife Judy and three children.

The Dallas Petroleum Center philosophy in building management is one of friendly service. We hope to make the Dallas Petroleum Center an attractive, comfortable, functional and friendly place to office. Several programs of tenant service, with that little extra to make the DPC special, are in the works. One of them is this News Letter, planned to come out monthly, with all kinds of information designed to be helpful and fun for you, the tenant. Watch for other announcements in the next few months.
November 25, 1975

TO DALLAS LEADING BROKERS:

The Dallas Petroleum Center has leased 10,800 square feet of office space in the last six weeks.

And in this market, that's quite an accomplishment.

Some of that space is in renewals with expansion. That tells you something about what tenants think about officing at Dallas Petroleum Center.

A new program of tenant services, including a monthly newsletter and up-to-date information to people like you, is proving popular, also.

One of the new tenants is a secretarial service called Executive Suite staffed by three top-flight ladies, experienced in running this type of operation. It will rent offices to individuals with full secretarial services or offers secretarial services to other tenants and those outside the buildings. It already has 18 people moving into new quarters the day before Thanksgiving.

Another new facility available to Dallas Petroleum Center tenants is National Life and Accident Company's training area. It is available free to DPC tenants when not in use by National Life and available on a fee basis to those outside the complex. It's a great facility, equipped for film or slide showing, and catering can be arranged for serving meals to trainees. It can accommodate 100 people for sales meetings, etc.
We would like to see you and your prospects at Dallas Petroleum Center. All our staff is here to serve and help you sign that lease. After all, it's money in your pockets as well as ours.

Give us a chance to help you.

Sincerely,

Horance Ainsworth

Bill Shoemaker
February 17, 1976

TO DALLAS LEADING BROKERS:

George Washington couldn't tell a lie--and neither can we. The Dallas Petroleum Center is jumping with leasing activity, and we want you to know about it.

During the past sixty days, Dallas Petroleum Center has leased 10,559 square feet of space, both to new tenants and expansion of present tenants.

Joe Lancaster of Henry S. Miller Co., one of your fellow brokers, can tell you about working with DPC. He just negotiated a lease for his client—the Thomas-Hart division of The Southland Corporation—and walked away with a cash commission check in his pocket from the Dallas Petroleum Center.

As a service to you, DPC provides an architect for office space planning and the services of a decorator, at no charge to your client. We want to make your job easy and profitable—that way we all benefit.
Let us work together. We would like to see you and your prospects at the Dallas Petroleum Center. All our staff is here to serve you.

Sincerely,

Horace Ainsworth

Clint Allen, Jr.
March, 1976

TO DALLAS' LEADING BROKERS:

Spring is bustin' out all over, and so is the Dallas Petroleum Center.

The trees are budding, flowers are opening, and the Dallas Petroleum Center is blooming with new tenants.

We'd like to share this spring-time bounty with you. We're still writing cash commission checks and would very much like to write one to you. When you bring us a client, we do our best to see that they sprout into a bloomin' new tenant. That way, we all win:

--- your client gets office space in a well-run building at a reasonable rent
--- we rent more space
--- you make more money.
Drop by or give us a call. Don't let spring at DPC pass you by.

Sincerely,

Horace Ainsworth

Clint Allen

P. S. With Dallas Petroleum Center - You Make More Money!
May 14, 1976

TO DALLAS' LEADING BROKERS:

Four Dallas brokers who signed leases this month will receive $5,721.24 in commissions from Dallas Petroleum Center. Not only good business for the brokers, these new leases advance Dallas Petroleum Center to its final phase—filling up.

The four brokers are Tom Clerk of The Baldwin Company, Bud Ennis of Ennis and Ennis, Joe Gallini of Hank Dicker-son Co., and Stanley Crossman of Crossman Properties.

All this activity leaves only four suites available in Dallas Petroleum Center:

Two of these are in the one-story buildings and are in move-in condition:

1. One contains a reception room, two private offices and a storeroom and will rent for $308 a month.

2. A real bargain for someone who doesn't require a lot of windows. It's 528 square feet..divided into two sections...our best "deal" at $5 per square foot...or $220 per month.

In the six-story:

1. A full floor containing 12,500 square feet in move-in condition, if no partitions are required.
2. A large suite on the first floor, unfinished at present...can be completed exactly to suit your client.

We will be happy to see you and your clients any time. Just call 239-0301 or drop by Dallas Petroleum Center. We have both design and decorator service available to help your presentation.

We look forward to working with you.

Sincerely,

Horace Ainsworth

Clint Allen
APPENDIX F

SEPTEMBER BROKER LETTER

Dallas Petroleum Center, 13612 Midway Road,
Dallas, Texas 75240, Telephone 239-0301

September 14, 1976

TO DALLAS' LEADING BROKERS:

It's football season!

And Dallas Petroleum Center is calling a touchdown pass play from us to you---with a cash commission check plus some Cowboy tickets. You and DPC can be on the winning team.

On leases signed in the DPC between September 15 and December 31, you will receive a 6% commission in cash plus two Cowboy football tickets to any regular home game of your choice!

Thanks to a large lease from Blue Cross-Blue Shield (negotiated by Mike Jackson of the Swearingen Company), Dallas Petroleum Center is about leased up.

However, some small offices of from 297 to 1300 square feet are still available. Some are available for immediate occupancy, and some can be built to suit.

The special deal for you is that because of the large amount of time needed to negotiate a small lease, DPC will do your work for you and still pay you a commission. Just
call either of us (no one else, please) at 239-0301 and
give us your client's name. We will work him for you and
mail you a commission check if he signs a lease. That's a
bonus for you and a tenant for us.

We want to work with you.

Sincerely,

Clint Allen

Horace Ainsworth

Spaces available are:

In the 6-story tower
  902 sq. ft. @ $7.00........$526.17 per month
  1,104 sq. ft. @ $6.75.......$621.00 per month
  708 sq. ft. @ $6.75.......$398.25 per month
  999 sq. ft. @ $6.75.......$561.94 per month

In garden offices
  600 sq. ft. @ $6.15........$307.50 per month
  288 sq. ft. @ $6.00........$144.00 per month
  736 sq. ft. @ $6.35........$389.47 per month
  1,359 sq. ft. @ $6.10........$690.83 per month
  637 sq. ft. @ $6.25........$331.77 per month
  297 sq. ft. @ $6.46........$160.00 per month
SEPTEMBER PRESS RELEASE

September 18, 1975
For Immediate Release

FLW Theatre Co., a new Texas partnership, has opened offices in the Dallas Petroleum Center, 13612 Midway Road at Alpha.

FLW operates the McLendon Theatres in Texas, 10 drive-ins and three indoor theatres in Dallas, Houston and El Paso, with a total of 33 screens. David Wayne is general manager of the partnership.
More than 10,000 square feet of office space has been leased in the last six weeks at the Dallas Petroleum Center, 13612 Midway Road at Alpha. The figures include both new and expanded space, according to Bill Shoemaker, leasing manager.

The largest space, some 6,000 square feet, has been occupied by Executive Suite, an answering and secretarial service, with office space for individual tenants. Other leases are Texas Foreign Trade, Fun at Home, Norwin, Inc., Commercial Whirlpool, Storage Technology, Nortex Paving, Computer Optics and Key Energy Co.

The Dallas Petroleum Center, which has four one-story buildings and one six-story tower, is owned and operated by Horace Ainsworth Co.
For Immediate Release

Clint Allen, Jr., has joined the Dallas Petroleum Center as vice-president and leasing manager. The Petroleum Center is a five-building office complex located at 13612 Midway Road at Alpha, which is owned and managed by the Horace Ainsworth Company.

Allen has had sixteen years experience in leasing and office building management.
February 17, 1976
For the Realty on Stream column

The Dallas Petroleum Center, 13612 Midway Road, has leased 10,559 square feet of office space in the past sixty days, according to Clint Allen, Jr., leasing manager. Largest lease was to the Thomas-Hart division of The Southland Corporation.

Other new leases in the five-building office complex are Graford Oil Corporation, Car Guard, Zimmerman and Zimmerman law firm, United Personnel, Wallace and Wallace Concrete Construction, Inc., Ready Print, Crest Personnel Services, Company House, Inc., The Bankers Life, Des Moines, Iowa, and Digit Nav Company. Two present tenants, DASH Sales and Key Energy Corporation, have expanded their space.

The Dallas Petroleum Center, which offers both high-rise and garden offices, is owned and operated by the Horace Ainsworth Company.
For Realty on Stream column

For Immediate Release

Dallas Petroleum Center, 13612 Midway Road, Dallas, Texas, 75240, Telephone 239-0301

Dallas Petroleum Center, 13612 Midway Road at Alpha, has signed sixteen new leases and two expansions in the past 90 days, according to Clint Allen, leasing manager.

New to the five-building office complex are Southwest Institute of Transactional Analysis, Barnett and Sweet Shopping Center Developers, C. I. T. Financial Services, BASF Systems, Texas Rehabilitation Commission, and Vaughn and Van Wagoner, Inc.

Executive Suite Secretarial Service has added Communication Marketing Research and Showcase Corporation as new tenants.

Expansions have been added by C. Q. Smith and Dan Cox and by the Thomas and Hart division of The Southland Corporation.

Dallas Petroleum Center is owned and operated by the Horace Ainsworth Company.
Dear _______________

Help!

I'm writing my master's thesis for a Master of Arts degree in journalism on the public relations program I devised and executed for the Dallas Petroleum Center.

Part of my research involves testing the results of the program with you who office in the building.

Would you please take a few minutes of your time and fill in the enclosed questionnaire and return it to me in the self-addressed stamped envelope also enclosed.

Thank you so much.

Sincerely,

Doris Ainsworth
(Mrs. Horace Ainsworth)
APPENDIX M
LEASE SIGNER QUESTIONNAIRE

Please circle the following answers:

1. Have you expanded space since offiencing
   in DPC?........................................Yes No

2. Have you referred DPC to any of your friends
   or acquaintances?............................Yes No

   2a. If yes, did they sign a lease?.............Yes No

   2b. If no, would you refer DPC to others if
       asked for a recommendation for office
       space?....................................Yes No

3. Do you read the monthly newsletter for
   tenants?......................................Yes No

   3a. If yes, would you continue the news-
       letter on a regular basis?..............Yes No

   3b. Does the newsletter help build a better
       image of DPC among its tenants?........Yes No

4. Do you feel a building's image has an effect
   on its leasing program?....................Yes No

5. As a tenant, do you feel a pleasant atmos-
   phere and a good image aid in leasing?.....Yes No

Please Sign:

Name ______________________________ 

Company ___________________________
APPENDIX N

COVER LETTER TO BROKERS

TO DALLAS LEADING BROKERS:

Help!

I'm writing my thesis for a Master of Arts degree in journalism on the public relations program I set up at Dallas Petroleum Center to aid in the leasing effort.

Part of my research involves testing the results of the program with you brokers.

Would you please take a few minutes of your time and fill in the enclosed questionnaire and drop it in the mail to me in the enclosed envelope?

Thank you so much.

Sincerely,

Doris Ainsworth
(Mrs. Horace Ainsworth)
Please answer the following questions:

1. Have you brought a client to DPC?.................Yes No
2. Have you leased a space in DPC?..................Yes No
3. Do you read the broker letter sent by DPC?.......Yes No
4. Does regular communication from a building cause you to suggest that building to clients?...Yes No
5. Does specific information about available space in a letter cause you to suggest that space to a client?.........................Yes No
6. Do premiums offered for signing leases cause you to bring clients to a building?............Yes No
7. Do you deal mostly with clients who want to lease large spaces?............................Yes No
8. Does personal contact with a building owner or leasing manager cause you to bring clients to a building?..........................Yes No

Name ______________________________

Company ____________________________
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