NPS Form 10-900 OMB No. 1024-0018

United States Department of the Interior
National Park Service

National Register of Historic Places Registration Form

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in National Register Bulletin, *How to Complete the National Register of Historic Places Registration Form.* If any item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions. **Place additional certification comments, entries, and narrative items on continuation sheets if needed (NPS Form 10-900a).**

1. Name of Property

Historic name Interstate Bakeries Corporation Headquarters

Other names/site number N/A

Name of related Multiple Property Listing N/A

2. Location

Street & number 12 E. Armour Boulevard | N/A | not for publication

City or town Kansas City | N/A | vicinity

State Missouri Code MO County Jackson Code 095 Zip code 64111

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended,

I hereby certify that this X nomination ___ request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60.

In my opinion, the property X meets ___ does not meet the National Register Criteria. I recommend that this property be considered significant at the following level(s) of significance:

___ national ___ statewide X local

Applicable National Register Criteria: X A ___ B ___ C ___ D

Toni M. Prawl 07/10/15

Signature of certifying official/Title Toni M. Prawl, Ph.D., Deputy SHPO Date

Missouri Department of Natural Resources

State or Federal agency/bureau or Tribal Government

In my opinion, the property ___ meets ___ does not meet the National Register criteria.

Signature of commenting official Date

Title State or Federal agency/bureau or Tribal Government

4. National Park Service Certification

I hereby certify that this property is:

_____ entered in the National Register _____ determined eligible for the National Register

_____ determined not eligible for the National Register _____ removed from the National Register

_____ other (explain:) _____

Signature of the Keeper Date of Action

5. Classification

Ownership of Property
(Check as many boxes as apply.)

X	private
	public - Local
	public - State
	public - Federal

Category of Property
(Check only **one** box.)

X	building(s)
	district
	site
	structure
	object

Number of Resources within Property
(Do not include previously listed resources in the count.)

Contributing	Noncontributing	
1	0	buildings
0	0	sites
1	0	structures
0	0	objects
2	0	**Total**

Number of contributing resources previously listed in the National Register

N/A

6. Function or Use

Historic Functions
(Enter categories from instructions.)

COMMERCE/Business

Current Functions
(Enter categories from instructions.)

VACANT/NOT IN USE

7. Description

Architectural Classification
(Enter categories from instructions.)

MODERN MOVEMENT

Materials
(Enter categories from instructions.)

foundation: Concrete
walls: Brick
Concrete
roof: Asphalt
other: Stone/Limestone

X **NARRATIVE DESCRIPTION ON CONTINUTATION PAGES**

8. Statement of Significance

Applicable National Register Criteria

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing.)

[X] A Property is associated with events that have made a significant contribution to the broad patterns of our history.

[ ] B Property is associated with the lives of persons significant in our past.

[ ] C Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.

[ ] D Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

(Mark "x" in all the boxes that apply.)

Property is:

[ ] A Owned by a religious institution or used for religious purposes.

[ ] B removed from its original location.

[ ] C a birthplace or grave.

[ ] D a cemetery.

[ ] E a reconstructed building, object, or structure.

[ ] F a commemorative property.

[ ] G less than 50 years old or achieving significance within the past 50 years.

Areas of Significance

COMMERCE

Period of Significance

1952-1965

Significant Dates

1952

1961

Significant Person

(Complete only if Criterion B is marked above.)

N/A

Cultural Affiliation

N/A

Architect/Builder

Andrews & Hutchins (1952)

L.P. Andrews & Associates (1961)

[X] **STATEMENT OF SIGNIFICANCE ON CONTINUTATION PAGES**

9. Major Bibliographical References

Bibliography (Cite the books, articles, and other sources used in preparing this form.)

Previous documentation on file (NPS):

X preliminary determination of individual listing (36 CFR 67 has been requested)
____ previously listed in the National Register
____ previously determined eligible by the National Register
____ designated a National Historic Landmark
____ recorded by Historic American Buildings Survey #_____
____ recorded by Historic American Engineering Record # _____
____ recorded by Historic American Landscape Survey # _____

Primary location of additional data:

X State Historic Preservation Office
____ Other State agency
____ Federal agency
____ Local government
X University
X Other

Name of repository: **Missouri Valley Room Kansas City Public Library**

Historic Resources Survey Number (if assigned): N/A

10. Geographical Data

Acreage of Property 1.4

Latitude/Longitude Coordinates
Datum if other than WGS84:_____
(enter coordinates to 6 decimal places)

	Latitude:	Longitude:		Latitude:	Longitude:
1	39.064192	-94.584800	3		
2			4		

UTM References
(Place additional UTM references on a continuation sheet.)
_____ NAD 1927 or _____ NAD 1983

	Zone	Easting	Northing		Zone	Easting	Northing
1				3			
2				4			

Verbal Boundary Description (On continuation sheet)

Boundary Justification (On continuation sheet)

11. Form Prepared By

name/title Ellis Mumford-Russell, Historic Preservation Specialist

organization Rosin Preservation date June 1, 2015

street & number 215 W 18th St, Suite #150 telephone 816-472-4950

city or town Kansas City state MO zip code 64108

e-mail ellis@rosinpreservation.com

Additional Documentation

Submit the following items with the completed form:

- **Maps:**
  - A **USGS map** (7.5 or 15 minute series) indicating the property's location.
  - A **Sketch map** for historic districts and properties having large acreage or numerous resources. Key all photographs to this map.
- **Continuation Sheets**
- **Photographs**
- **Owner Name and Contact Information**
- **Additional items:** (Check with the SHPO or FPO for any additional items.)

Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C.460 et seq.).

Estimated Burden Statement: Public reporting burden for this form is estimated to average 18 hours per response including time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Office of Planning and Performance Management. U.S. Dept. of the Interior, 1849 C. Street, NW, Washington, DC.

Photographs

Submit clear and descriptive photographs. The size of each image must be 1600x1200 pixels (minimum), 3000x2000 preferred, at 300 ppi (pixels per inch) or larger. Key all photographs to the sketch map. Each photograph must be numbered and that number must correspond to the photograph number on the photo log. For simplicity, the name of the photographer, photo date, etc. may be listed once on the photograph log and doesn't need to be labeled on every photograph.

Photo Log:

Name of Property: **Interstate Bakeries Corporation**

City or Vicinity: **Kansas City**

County: **Jackson** State: **Missouri**

Photographer: **Brad Finch, f-stop Photography**

Date Photographed: **December 2014**

Description of Photograph(s) and number, include description of view indicating direction of camera:

1 of 15: South elevation, camera facing north
2 of 15: South elevation and primary entrance, camera facing northwest
3 of 15: 1952 portion of east elevation, camera facing west
4 or 15: 1961 portion of east elevation, camera facing northwest
5 of 15: North and east elevations of 1961 wing, camera facing southwest
6 of 15: North elevation, camera facing south
7 of 15 West elevations, camera facing east
8 of 15: Courtyard and west elevation, camera facing east
9 of 15: West elevations, camera facing northeast
10 of 15: South elevation, camera facing northeast
11 of 15: 1st floor, central stair, camera facing northwest
12 of 15: 1st floor, entry lobby, camera facing southwest
13 of 15: 2nd floor, office lobby, camera facing east
14 of 15: 2nd floor, corridor, camera facing north
15 of 15: 2nd floor, executive offices, camera facing southwest

Figures

1 of 16: Site map
2 of 16: Context map
3 of 16: Site photo map
4 of 16: First floor photo map
5 of 16: Second floor photo map
6 of 16: Construction phases map
7 of 16: Historic first floor plan showing both wings, 1961
8 of 16: Historic second floor plan showing both wings, 1961

9 of 16: Historic drawing of elevations, 1952
10 of 16: Historic rendering of south elevation, 1952
11 of 16: Historic rendering of courtyard, 1961
12 of 16: Historic photo of south elevation, 1953
13 of 16: Historic image of the south elevation of the Interstate Bakeries Corporation Headquarters showing the solar screens over the primary entrance. Source: Google Streetview, 2007
14 of 16 *Method of Making a Coiled Bread Loaf*. US Patent 3,156,194, Sheet 1.
15 of 16 *Method of Making a Coiled Bread Loaf*. US Patent 3,156,194, Sheet 2.
16 of 16 Historic advertisement for “Upside Down” Bread, *The Kansas City Times*, 9 April 1954.

SUMMARY

The Interstate Bakeries Corporation Headquarters (IBC Headquarters) at 12 E. Armour Boulevard in Kansas City, Jackson County, Missouri, is a Modern Movement, two-story, concrete-frame building clad in orange variegated brick with concrete and cut stone ornament. Aluminum coping caps the low parapet surrounding the flat roof. The rectangular south wing was constructed in 1952. The L-shaped rear (north) wing was added in 1961 *(Figure 6)*. The two wings are cohesive in design and use the same materials and architectural stylistic elements. The wings form a U-shaped plan with a courtyard that faces west. Ribbon windows, concrete and cut stone accents, and pre-cast concrete awnings create an overall sense of horizontality. On the interior, glazed partitions delineate modern offices along double-loaded corridors.

ELABORATION

Setting

The IBC Headquarters occupies a 1.4 acre site in Midtown Kansas City and faces Armour Boulevard, a main thoroughfare, just east of Main Street *(Figures 1 & 3)*. Set back from the street with a dressed stone retaining wall and a large concrete stair, the primary elevation faces south onto Armour Boulevard. The landscape gently slopes up toward the building from the retaining wall at the sidewalk. Asphalt driveways to the east and west of the building lead to the rear (north) parking area and a small parking area to the east. This large parking lot behind the building has additional access from E. 34th Terrace to the north and is a contributing structure to this nomination. The large, open lot is asphalt striped for 4 rows of parking. A low brick wall, matching the brick of the building, marks the north perimeter of the parking lot. The courtyard within the U-shaped building is asphalt. The remainder of landscaping on the site is comprised primarily of grass lawns and shrubs. A rectangular sign stands in the center of the south lawn and a flagpole stands in the lawn to the east of the primary entrance.[1] A random ashlar limestone retaining wall marks the western property line. Low-rise commercial buildings on Main Street, and a mix of commercial, institutional, and single- and multi-family residential buildings on Armour Boulevard surround the IBC Headquarters *(Figure 2)*.

Building

Exterior (Figure 3)

Resting on a concrete foundation, common bond orange brick clads the concrete walls. Cut stone forms the window sills on all elevations and a beltcourse on the 1961 wing. Pre-cast concrete forms awnings above windows and entrances as well as mullions in ribbon windows. Aluminum coping at the parapet may cover historic cut stone coping.

Historic aluminum-frame windows are extant throughout the building in various versions of the same basic configuration. All windows have lower hopper or awning sashes, most with textured glass. Upper sashes are clear, double-pane insulated glass with a tinted exterior pane. Some windows have a single large pane of fixed glass above, some windows have two panes of fixed glass above, and some have casement sashes. Concrete mullions divide the ribbon windows on the north and south elevations of the 1952 wing into distinct banks of windows while continuous stone sills and jams frame the entire opening, creating a strong sense of horizontality in this wing. The remaining elevations have single and paired windows.

[1] Neither the flag pole nor the sign are indicated on historic plans or shown in historic images. It is unclear when these objects were erected.

The primary (south) elevation is divided into six bays (*Photos 1 & 10; Figures 9-10)*. The first four (west) bays are identical. Concrete mullions divide the bays, each of which contains a band of six aluminum-framed windows. Continuous cut stone sills and projecting concrete canopies unify the bays into a ribbon of windows at each story. The fifth bay contains the primary entrance *(Photo 2)*. The brick wall is recessed at this bay. A glazed entry vestibule with a cantilevered concrete canopy provides entry. The outer wall of the vestibule is nearly flush with the façade to the west. A band of three windows pierces the second story of the fifth bay. A steel armature, originally designed to support a solar screen, projects above the entrance vestibule. A two-story brick screen wall, added in 1961, projects southward from the façade between the fifth and sixth bays to the east of the vestibule. The façade of the sixth bay is recessed in line with the fifth bay and contains a band of three windows with cut stone casing on each story.

Two sections comprise the east elevation. The south section was constructed in 1952 *(Photo 3)*. The east elevation of the south section features four single aluminum windows with cut stone sills on the first story and two pairs of aluminum windows with cut stone sills on the second story. A small portion of the south section of the east elevation faces north. The north-facing portion has a pair of aluminum windows with cut stone sills on each story. The north section of the east elevation, constructed in 1961, is recessed from the south section *(Photo 4)*. A pair of aluminum windows with cut stone sills pierces the wall adjacent to this wing's intersection with the south wing on the first story. Five single aluminum windows with cut stone sills pierce the remainder of first story of this elevation. Similarly, one pair of aluminum windows and six single aluminum windows, all with cut stone sills, fill openings in the rest of the second story. A section of light colored brick on the 1961 wing indicates that some brick was replaced, but no documentation of damage or replacement has been found.

The rear (north) elevation faces an open parking lot *(Photos 5-6)*. This elevation is divided into six bays. The first story is an open carport with two parking spots in each bay. Concrete block pillars define the bays on the first story while the end walls of the recessed area are concrete block. A walkway and stairs in the third bay provide access between the carport and the central courtyard. An enclosed staircase, with a glazed, aluminum-frame surround, provides access to the second story from the carport at the rear of the sixth bay. The second story of the north elevation features paired aluminum windows with fixed upper sashes and lower hopper sashes in each bay.

The west elevation includes the asphalt-paved courtyard *(Photo 7; Figure 11)*. The west elevation of the north wing (1961) has no windows. A cut stone beltcourse runs across the façade above the first story. Concrete block pillars mark the north and south corners at the first story. Five windows pierce the west elevation of the south wing (1952): two pairs of aluminum frame windows on the second story and two pairs and one single aluminum frame window on the first story *(Photo 9)*.

In the courtyard, the south elevation of the 1961 wing is open on the first story to accommodate the carport *(Photo 8, left)*. Divided into three wide bays, this elevation features two parking spots in each bay on the first story. Concrete pillars separate the parking bays and a cut stone beltcourse marks the top of the carport. Paired fixed aluminum windows, identical to those on the north side of this wing, pierce openings in each bay on the second story with a continuous concrete awning above. An opening at the east corner of this elevation has stairs that lead to the parking lot in the rear.

The facade at the east end of the courtyard, part of the 1961 wing, is divided into three bays with two pairs of aluminum windows on each story in the first and second bays and an additional single window on the second story in the third bay *(Photo 8, center)*. A continuous concrete awning spans the width of the elevation above the second story windows. A recessed opening with a decorative concrete block screen wall provides access to the first story in the third bay of this elevation. A steel armature for the historic solar screens projects from this elevation on both stories.[2] Two historic concrete and steel benches stand in front of the west elevation, beneath the solar screen armature.

The north elevation of the 1952 wing, facing the courtyard, has ribbon windows in three wide bays *(Photo 8, right)*. At the first story, bands of six aluminum-frame windows with continuous cut stone sills and concrete mullions fill openings in the eastern two bays. The third bay has a pedestrian opening with a pair of partially-glazed metal doors, a concrete stoop, and a concrete awning while the rest of the façade has a brick wing wall to the east and accessible lift that opens to the northwest corner of the south wing. Three bands of six aluminum-framed windows with continuous cut stone sills and concrete mullions create a ribbon window on the second story.

Interior

The interior of the IBC Headquarters conveys Modern Movement ideas of efficiency and simplicity of design *(Photo 15)*. Finishes are not ornate, with the exception of wood paneling in executive offices. They are functional without being sparsely utilitarian. Movable partitions make the building adaptable to changing personnel needs. Double-loaded corridors organize the interior space of the IBC Headquarters. Corridors follow the U-shaped footprint of the building with partitioned offices lining both sides. Corridors start from a circulation core around the central stair in the 1952 wing *(Figures 4-5)*. On the first floor, the terrazzo stair hall leads to an east-west corridor in the 1952 wing with an elevator, janitor closet, and men's and women's bathrooms. A north-south corridor exits the stair hall to the north, leading to the 1961 wing and carport *(Figures 7-8)*. The central stair also organizes circulation on the second floor, with east-west and north-south corridors radiating from a second floor stair lobby with a reception area for executive offices. Similarly, on the basement level, the central stair hall has an east-west corridor that leads to offices in the 1952 wing. The kitchen and employee cafeteria also open to the central stair hall. Corridors on all floors open up to small office lobbies that are surrounded by office cores. These cores were sorted by department. In general, the interior of both wings is similar. Both wings are organized by double-loaded corridors and the central circulation core. Finishes are identical with the exception of office partitions. Partitions from 1961 are fully-glazed aluminum-frame while partitions from 1952 are partially-glazed wood-frame. Some aluminum-frame 1961 partitions are present in the 1952 wing.

The primary entrance is on the south elevation. Beyond a glazed vestibule with black marble panels and terrazzo floors, an entrance lobby with terrazzo floors leads to the central stair *(Photo 12; Figure 4)*. Recessed can lights and a pendant light fixture illuminate the lobby. Walls in the lobby are clad with wallpaper but historic plans suggest that the lobby originally featured oak paneling.[3] A reception area located at the northwest corner of this room has a slanted wood frame projecting into the room and a narrow counter. Beyond this counter to the west is a small office space. At the rear of the entrance lobby

[2] The solar screens have been removed, but the exact date is unknown.
[3] Though not visible in the *Figure 4* of the lobby, historic plans and specifications listed oak paneling as the wall finish material for the space.

stands a glazed partition wall with a wood slab door that leads to the central stair hall. The stair hall has terrazzo floors and acoustical tile ceilings *(Photo 11)*. Terrazzo extends to the east and north of the stair to the vestibule at the intersection of the 1952 and 1961 wings.

A lobby space is located at the top of the central stairs on the second floor. Partial-height walls topped with pink marble surround the central stair in this open reception space. The lobby is the center of circulation on the second floor with access to corridors to the north wing and corridors in the south wing. Executive offices in the southeast corner also open to this lobby. The ceiling in the lobby features acoustical tile and large boxed fluorescent lights.

Double-loaded corridors organize offices throughout the interior of the building *(Photo 14; Figures 4-5)*. Corridors lined with offices run east-west in the 1952 on the first floor, second floor, and basement. A north-south corridor runs in the eastern portion of the 1961 wing on the second floor. Another corridor runs east-west in the 1961 wing on the second floor. Corridors open to large spaces for reception or typing pool areas surrounded by partitioned offices *(Photo 13)*. There are three such spaces on the first floor and four on the second floor. These sections of open space with surrounding offices represent different divisions of personnel, such as engineering and accounting. Corridors are lined with historic office partition walls. Fully-glazed, aluminum-frame partitions date to 1961 and are dispersed throughout the building. Other, partially-glazed wood-frame partitions date from the original 1952 construction and are located only in the 1952 wing.

Typical offices that line historic corridors feature non-historic carpet, historic acoustical tile, and historic recessed fluorescent lighting. Most offices have historic marble window sills and Venetian blinds at the windows. Many offices have historic radiant heat units beneath windows. Historic glazed partitions and non-historic opaque movable partitions divide the space into offices. A few offices have historic built-in shelving. Executive offices in the southeast corner on both floors feature historic walnut or African mahogany paneling, closets with cork flooring, and private bathrooms with historic tile and fixtures *(Photo 15)*. The basement has a combination of historic and non-historic offices in the western half of the 1952 wing, a kitchen and cafeteria in the eastern portion of the 1952 wing, and mechanical rooms and unfinished open space in the remainder of the basement. The location and configuration of the employee cafeteria is historic but finishes are not.

Historic double doors lead from the corridor to a historic boardroom on the second floor of the 1961 wing. The boardroom retains its historic stained plywood paneling and built-in cabinets. A historic light cove above the paneling casts soft, ambient light in the boardroom. Historic sliding chalk and cork boards on the west end have been replaced with sliding white boards. A non-historic light fixture and fixed boardroom table anchor the center of the room.

Three stairs connect floors in the IBC Headquarters *(Figures 4-5)*. The central stair in the primary lobby is historic to the 1952 building and connects the basement, first, and second floors (Photo 11). Terrazzo stairs have non-historic rubber treads. Historic aluminum railings anchored to the walls line both sides of the stairs. Pink marble tops walls surrounding stairs. Terrazzo floors clad first floor and basement stair halls. The west stair between basement and first floors in the 1952 wing is utilitarian. Rubber treads and historic asphalt tile clads stairs and landings. Simple, painted metal tube railings line the interior. A historic stair at the west end of the 1961 wing connects the second floor to the carport and rear parking lot,

surrounded by aluminum-frame glazed panels with a glazed aluminum-frame door that opens to the carport. The concrete stair has aluminum treads, historic railings with square aluminum balusters and a wedge-shaped wood railing. The stair hall floors are asphalt tile. Ceilings feature historic recessed can lights with decorative perforated shades. A historic elevator connects all floors of the 1952 wing, just west of the central stair.

Public bathrooms for both sexes remain in the basement and on the second floor. They retain their historic tile, doors, partitions, and some fixtures. Two private bathrooms with historic tile and fixtures serve executive offices on the second floor.

INTEGRITY

The Interstate Bakeries Corporation Headquarters retains its integrity *(Figures 10-13)*. With the exception of the solar screens installed at the front entrance and courtyard in 1961 and removed between 2009 and 2011[4], the exterior design and Modern Movement elements, including a lack of ornamentation, pre-cast concrete awnings, continuous cut stone sills, flat roof, and aluminum windows, remain intact. Contemporary newspaper accounts state that the "west windows of the new wing will be protected by the use of white tile solar screen within a steel framework."[5] This mention of the solar screen is followed by a discussion of interior climate systems, suggesting that the solar screens were intended to increase the efficiency of existing climate control systems by filtering sunlight to mitigate solar heat gain from the large expanses of glazing at the two narrow locations where the windows were designed without canopies. Removal of the solar screens has a minor effect on the south elevation, as they were not original to the 1952 construction. Additionally, the courtyard-facing solar screens on the 1961 wing are not visible from the street and thus their removal minimally affects the integrity of the 1961 wing. Furthermore, although the screen blocks were removed, the steel armature remains and represents the historic location of the solar screens. On the interior, the configuration of public and private spaces and the placement of partitions remain as they were historically. It is difficult to evaluate integrity of workmanship in many post-World War II buildings, whose design consciously eliminated architectural ornament and whose construction emphasized modern building materials and construction technology. There is little evidence of artisans' labor and skill aside from the exterior brickwork and masonry, which retains integrity in the area of workmanship. Most materials at the IBC Headquarters are historic. The exterior retains its historic brick, pre-cast concrete, and cut stone materials. Historic windows and doors remain in all exterior openings. Aside from minor changes to finishes (the replacement of carpet in office areas and general finishes in the basement), historic materials are present throughout the interior. Furthermore, the IBC Headquarters retains integrity of location and setting, unmoved from its original site surrounded by commercial buildings on both Armour Boulevard and Main Street. The building also retains integrity of feeling and association with the character-defining features of the mid-century office building communicating its historic function and the era in which it was constructed. The building remains in its historic location and the site remains mostly unaltered. Its physical integrity contributes to its integrity of feeling and association, clearly communicating the historic design and functions of the building with the period and areas of significance for which it is being nominated.

[4] Examination of Google Streetview images from 2009-2011 indicates that the screens were present in 2009 and absent in 2011.
[5] "Add to Interstate Bakeries Building," *Kansas City Star,* 21 May 1961.

SUMMARY

The Interstate Bakeries Corporation Headquarters (IBC Headquarters) and its accompanying north parking lot at 12 E. Armour Boulevard, Kansas City, Jackson County, Missouri are locally significant under Criterion A in the area of COMMERCE as the long-time national headquarters of one of the leading wholesale baking companies in America. The headquarters' central location in Kansas City facilitated the company's growth and success with ease of transport and distribution nationwide. The period of significance for the IBC Headquarters is 1952-1965, spanning the construction period for both wings and ending with the fifty year closing date where activities begun historically continued to have importance and no more specific date can be determined.

ELABORATION

History of Interstate Bakeries Corporation

At the turn of the twentieth century, Kansas City became a wheat hub, home to thirty grain elevators in 1900. By 1919, Kansas City's flour milling output ranked second in the nation. Consequently, in the first quarter of the twentieth century, Kansas City grew into a baking hub.[6] Ralph Nafziger started his first bakery in 1910, operating out of the basement of a burned out church at Sixth and Prospect Streets in Kansas City, after dropping out of architecture school at Rensselaer Polytechnic Institute in Troy, New York. Over the intervening years, Nafziger continued to grow his business, acquiring smaller bakeries, mostly on the east coast, in New York State and Pennsylvania, as well as bakeries in St Louis, Tennessee, Texas, and Iowa.[7] By 1930, Nafziger's holdings increased enough that he created Interstate Bakeries Corporation. Interstate Bakeries Corporation (IBC) formed as a thirty-million-dollar-corporation in 1930 when, as president, Nafziger acquired additional baking operations in New York, Pennsylvania, and California. Nafziger set up the company headquarters on Thirty-Fourth Street in Kansas City with a plant on Twenty-First Street.[8]

Kansas City was a natural location for a national wholesale bakery to build its headquarters. With a long history of manufacturing and nationwide distribution from its central location through links to national transportation and service corridors, Kansas City provided the infrastructure to support the growth and success of the Interstate Bakeries Corporation. In the nineteenth century, Kansas City was firmly established as a national center for livestock trade, meatpacking, grain storage, and milling. In the first quarter of the twentieth century, Kansas City emerged as a regional and national center for wholesale distribution of various kinds of manufactured and agricultural goods and products. In the 1920s, Kansas City was the home to the headquarters of two large wholesale baking companies: Purity Bakeries Corporation (what would become Interstate Bakeries Corporation) and Empire Baking Corporation.[9] Due to its strategic location, Kansas City became a wholesale baking epicenter during the second quarter of the twentieth century, with 397 union bakers employed at fifty bakeries in 1927.[10] By midcentury, Kansas

[6] Sherry Lamb Shirmer and Richard D McKinzie, "At the River's Bend: An Illustrated History of Kansas City, Independence and Jackson County" (Marceline, Missouri: Walsworth Publishing Company, 1982), 47-8.
[7] "Big Bakery Deal," *Kansas City Star*, 3 December 1950.
"Bakery Men Move Up," *Kansas City Star*, 26 March 1957.
[8] "Big Bakery Deal," *Kansas City Star*, 3 December 1950.
The original buildings of Nafziger's bakery are not extant.
[9] "A Baking Center Here," *Kansas City Star,* 2 March 1925.
[10] "Leaders in Our Town," *Kansas City Star,* 7 January 1951.
"Union Bakers & Master Bakers Wage Dispute," *Kansas City Star*, 7 May 1927.

City was known as the "mother of bakeries."[11] Of the six dominant wholesale baking companies in America in the 1950s, five of them either started in Kansas City or included the city in their early beginnings. By 1951, Interstate Bakeries Corporation was the only one of these five baking concerns that still operated its general offices from Kansas City as other business closed or were absorbed by other, larger companies headquartered in other cities.[12]

As the city expanded primarily southward in the early twentieth century, commercial corridors developed along primary transportation routes, such as Broadway, Main Street, Troost, and Prospect Avenue, and near established commercial nodes, such as the Country Club Plaza. The operational model that worked for many small companies, with the business office occupying a corner of the production facility, became impractical as these companies expanded and corporations grew. Large companies consolidated executive and administrative departments into buildings that reflected their office rather than manufacturing function. These buildings did not need access to freight lines. Like other midcentury Kansas City office buildings, the headquarters for IBC was not located adjacent to its production facilities. Instead, IBC Headquarters occupies a desirable Midtown location with ample room for parking. While production and industrial development remained in close proximity to rail lines in the Crossroads and West Bottoms neighborhoods of Kansas City, headquarters and office buildings were primarily located in Midtown or on corporate campuses, such as the complex constructed for Hallmark Cards south of Union Station.[13] The presence of midcentury Modern Movement commercial buildings outside the central business district, the general area centered on Main Street north of Fifteenth Street, illustrates the growth and expansion of commercial activity in Kansas City post-World War II.

Criterion A – Commerce

Ralph Leroy "Roy" Nafziger founded his first bakery in 1910 in Kansas City, growing the firm year-by-year before incorporating Interstate Bakeries Corporation (IBC) in 1930.[14] By the late 1940s, IBC had plants not only in Kansas City, but also in Chicago, Omaha, Grand Rapids, Des Moines, Springfield (IL), Los Angeles, San Diego, Long Beach, Santa Ana, San Bernardino, El Centro, and Santa Barbara, all directed from its Kansas City headquarters. In the twenty years since incorporation, IBC's annual volume in baked goods doubled. President, Nafziger, became known as "one of the leading figures in the American baking industry."[15] In 1951, the million-dollar-acquisition of the O'Rourke bakery plant in Buffalo extended the reach of Interstate Bakeries Corporation nationwide, from the northeast to the west coast. Upon this acquisition, IBC had twenty-four bread and cake plants nationwide.[16]

Construction on the new national corporate headquarters began in 1952 and the eighty-eight-million-dollar-company relocated in the spring of 1953. The new headquarters housed one hundred employees in areas of accounting, operations, and engineering, primarily, to direct the twenty-four plant company.[17] Offices and departments were arranged according to space requirements and basic hierarchy. Utilitarian and production spaces such as storage and the test kitchen occupied the basement while executive offices occupied the corners of the second floor. An open Accounting office suite occupied roughly half of

[11] "Leaders in Our Town," *Kansas City Star*, 7 January 1951.
[12] Ibid.
[13] Sally Schwenk, National Register of Historic Places Multiple Property Documentation Form, "Railroad Related Historic Commercial and Industrial Resources in Kansas City, Missouri," 2000.
[14] "Big Bakery Deal," *Kansas City Star,* 3 December 1950.
[15] "Leaders in Our Town," *Kansas City Star*, 7 January 1951.
[16] Ibid.

the first floor with the mail room, tabulation room, and two offices opening off of the accounting suite. In the Tabulation Room, analysts calculated day-to-day sales numbers.[18] The Engineering Department consisted of five offices east of the primary stair on the first floor. On the second floor, a reception area opened directly to the primary stair with three executive offices east and south of the reception area. A corridor from the reception area led to the west end of the second floor where the Legal and Labor Relations Department, necessary for the function of a manufacturing company, occupied a five-room suite on the south side of the corridor. Ten offices surrounding an open typing pool comprised the Operations Department, which occupied the western third of the second floor. The basement contained utilitarian spaces, storage, a kitchen, and the cafeteria. From the new headquarters, the accounting teams made determinations regarding sales prospects, distribution, and acquisitions and the Operations Department supervised the various baking operations around the country while the engineers directed research efforts to improve and streamline bakery goods production, with a test kitchen in the basement. From the new headquarters, Interstate Bakeries Corporation embarked on an aggressive marketing campaign to expand their 40-million-loaf-a-day production. In 1954, IBC took out a full-page ad in the *Kansas City Star* touting their newly-invented "Upside-Down Loaf," the first instance of a full-page newspaper advertisement for bread in history *(Figure 16)*.[19]

The rapidly growing company required expanded headquarters in 1961. Doubling the square footage of the building, 1961 plans indicate that additional offices were intended to be adaptable with demountable partitions. Offices are labeled for "General" use, though contemporary newspaper accounts indicate that the L-shaped north wing added specialized offices for key personnel who directed bread and cake production, the engineering and sales departments, as well as a new advertising department transferred from Los Angeles *(Figures 6-8)*.[20] In both wings, partitions or circulation cores created divisions between departments and established the organizational structure of each area. Partitioned offices of various sizes lined the perimeter walls while typing pools occupied the open space at the center, highlighting the common operational format of corporate offices in the 1950s and 1960s.

Over the following decades, Interstate Bakeries Corporation continued to expand, acquired additional smaller companies to facilitate growth in new markets, invented new mechanisms and techniques for mass-producing baked goods, and gained defense contracts to provide preserved bread for Meals, Ready to Eat (MREs).[21] IBC patented numerous specific baking methodologies: a unique way to make a "coiled bread loaf", which improved flavor and consistency *(Figures 14 and 15)*; a wire belt conveyer system that delivers bread from the wrapping machine to the truck, which improved packaging efficiency; a roll machine that makes sweet rolls; the still-popular plastic "ponytail" bread wrappers that provided an easy-to-use and easy-to-produce packaging solution; and the "tender kurl" molding process which "mechanically twists bread with the flourish of hand-twisting," allowing for enhanced product consistency, a necessity of mass production.[22] These innovations, directed by the engineers in the nominated

[17] "Bakery Office Goes Up," *Kansas City Star,* 7 March 1952.
[18] "Kansas City Bakery Executive Helped the Cisco Kid to Radio and TV Fame," Kansas City Star, 8 October 1953.
[19] "It Happened in Kansas City," *Kansas City Star*, 22 June 1954.
[20] "Add to Interstate Bakeries Building," *Kansas City Star*, 21 May 1961.
[21] "Interstate Bakeries," *Kansas City Star*, 14 August 1962.
"C-Ration Bread Contract Here," *Kansas City Star*, 23 July 1966.
[22] "Method of Making a Coiled Bread Loaf," US Patent 3,156,194, 10 November 1964.
"Loaf Packaging Machine," US Patent 3,260,031A, 29 January 1963.
"Modular Conveyer," US Patent 5,188,210A, 7 September 1990.
"Ironic Position for Wholesale Bakeries," *Kansas City Star*, 19 March 1967.

headquarters building, streamlined production and packaging, improved product consistency, and dramatically altered the variety and shelf life of baked goods produced by the company, all of which contributed to the company's increased sales and profits.[23] Many of these innovations became widely accepted in the baking industry at large, making Kansas City a hub of both baked goods production, innovation, and invention. Some of these innovations, including the "ponytail" bread wrapper, are still in use today across the country. In 1966, with roughly 200 employees in Kansas City, IBC earned two hundred million dollars in sales, a steady increase over the previous five years due to technical innovations and direct investment in the company.[24] IBC sold their goods in grocery stores nationwide, employed ten thousand employees across all 50 states, and operated one hundred thousand customer stores. Unlike other contemporary wholesale baking companies, IBC chose not to diversify their offerings, instead maintaining allegiance to bread and cake baking alone.[25] By 1968, IBC was the fourth largest wholesale baking company in the country.[26] Broadly expanding again through acquisitions in the 1980s and 1990s, including acquiring in 1995 the Indiana-based Taggart Bakeries, home of Hostess Brands and Wonder Bread, Interstate Bakeries Corporation became the largest wholesale baking company in the country before declaring bankruptcy in 2009. IBC maintained Kansas City offices but relocated the headquarters to Texas, filing for bankruptcy again in 2012, upon which the nominated building was put on the market.[27]

CONCLUSION

The Interstate Bakeries Corporation Headquarters, along with the contributing parking lot, is locally significant under Criterion A in the area of COMMERCE. As the headquarters of Interstate Bakeries Corporation, this building represents a major success in the wholesale baking industry. Starting as a small company in the basement of a church in 1910, founder Ralph L. Nafziger grew the company toward incorporation as IBC in 1930 and continued its rise over the following decades. By the mid twentieth century, Interstate Bakeries Corporation was the fourth largest wholesale baking company in the country, with plants all over the nation. Continued ingenuity in baked goods production and a savvy acquisitions policy grew the company to the largest wholesale baker in the country.[28] By the 1990s, Interstate Bakeries Corporation had acquired the most iconic baking brands, such as Hostess and Wonder Bread. The Headquarters is significant in its representation of the commercial growth of Kansas City during the mid-twentieth century through the importance of Interstate Bakeries Corporation, at its heyday the largest wholesale baking company in America. The Headquarters' integrity clearly conveys the period, 1952-1965, and area of significance for which it is being nominated.

[23] Additional information on the impact of the patents was not obtainable by the preparer.
[24] "Interstate Bakeries Shows Boost in Sales," Kansas City Star, 1 November, 1966
[25] "Salute by C. of C. to a Business Firm," *Kansas City Star*, 29 October 1967.
[26] "Expansion Plan by Bakery Firm," *Kansas City Star*, 1 March 1968.
Ben B. Schiffman, "Interstate Brands to Change Hands," *Kansas City Star*, 1973.
[27] Russell Brown, "The Emerging Legend of Minnesota Hatch," *Kansas City Magazine*, July 1988.
"About," Hostess Brands, 2014. <http://www.hostesscakes.com/about/>
[28] Ibid.

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-----"Bakery Men Move Up." 26 March 1957
-----"Bakery Office Goes Up." 7 September 1952.
-----"A Baking Center Here." 2 March 1925.
-----"Big Bakery Deal." 3 December 1950.
-----"C-Ration Bread Contract Here." 23 July 1966.
-----"Designed for Looks and Utility." 5 July 1953.
-----"Expansion Plan by Bakery Firm." 1 March 1968.
-----"Interstate Bakeries." 14 August 1962.
-----"Interstate Bakeries Shows Boost in Sales." 1 November, 1966
-----"Ironic Position for Wholesale Bakeries." 19 March 1967.
-----"It Happened in Kansas City." 22 June 1954.
-----"Kansas City Bakery Executive Helped the Cisco Kid to Radio and TV Fame." 8 October 1953.
-----"Leaders in Our Town." 7 January 1951.
-----"Salute by C. of C. to a Business Firm." 29 October 1967.
-----"Union Bakers & Master Bakers Wage Dispute." 7 May, 1927.
-----"Visit New Building." 26 March 1954

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-----3,156,194A. "Method of Making a Coiled Bread Loaf." 10 November 1964.
-----3,260,031A. "Loaf Packaging Machine." 29 January 1963.
-----5,188,210A. "Modular Conveyer." 7 September 1990.

Verbal Boundary Description
The boundary of the property according to the legal description is SEC 17-49-33 SE1/4 SW1/4 CHADWICK'S 2ND ADD PT OF LOTS 5-12 & LOTS 3-5 BLK 11, HYDE PARK & VAC ALLEYS ALL DAF: BEG SW COR SD LOT 3 TH N 222.50' TH W 107.70' TH N 74' TH E 266' TH S 147.75' TH E 32.25' TH S 148.75' TH W 191.55' TO POB.

Boundary Justification
The boundaries encompass the area of land historically and currently associated with the resource as illustrated in site plans from 1952 and 1961. The grassy lot at the southeast corner of Main Street and E 31st Terrace was purchased by Interstate Brands (IBC) in 1985.

Figure 1. Site Map with National Register nominated property outlined. Google Earth. Accessed January 5, 2015.

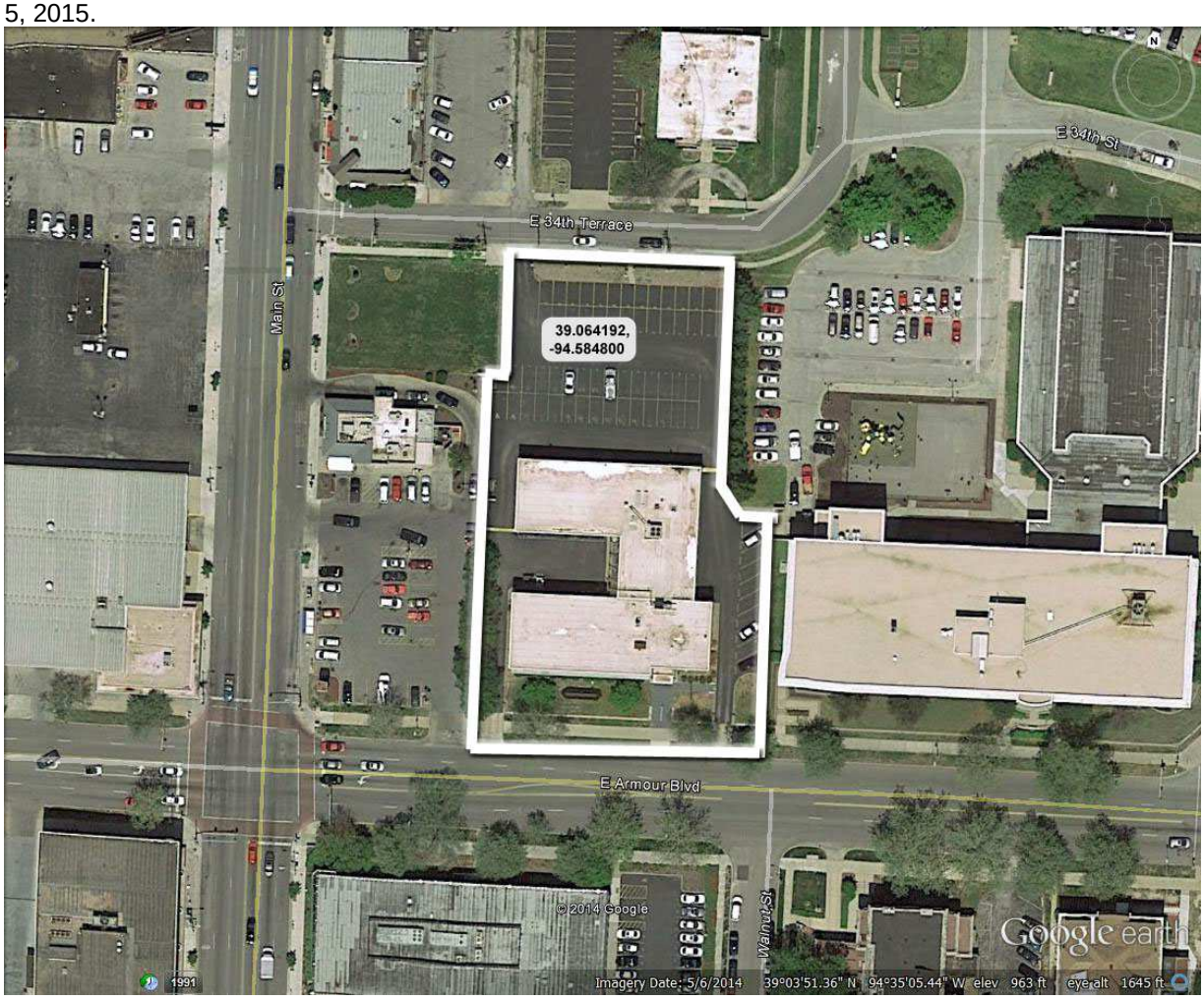


Figure 2. Context Map. Google Maps. Accessed March 2, 2015.

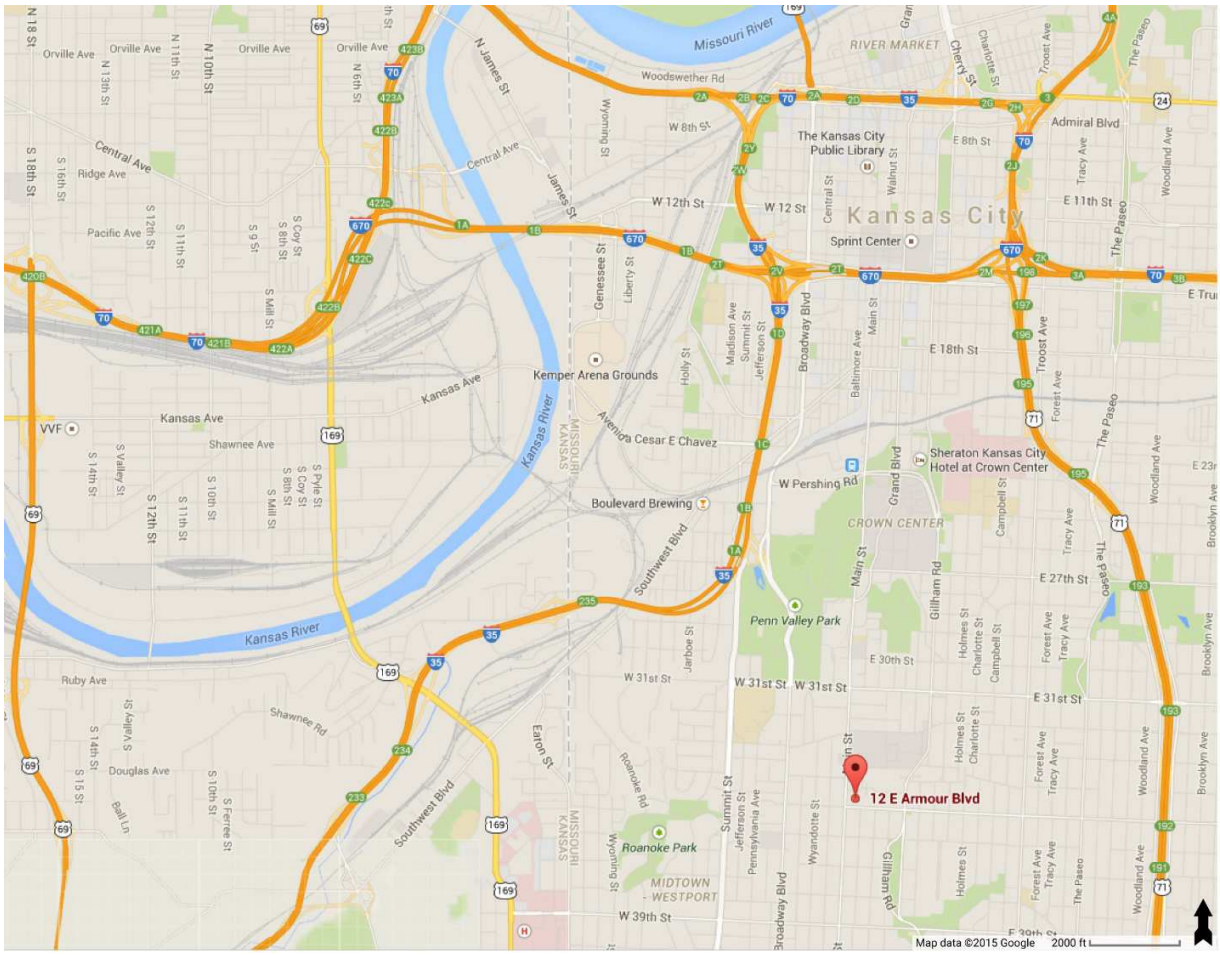


Figure 3. Site Photo Map. Source: El Dorado Inc., 2014. Not to scale.

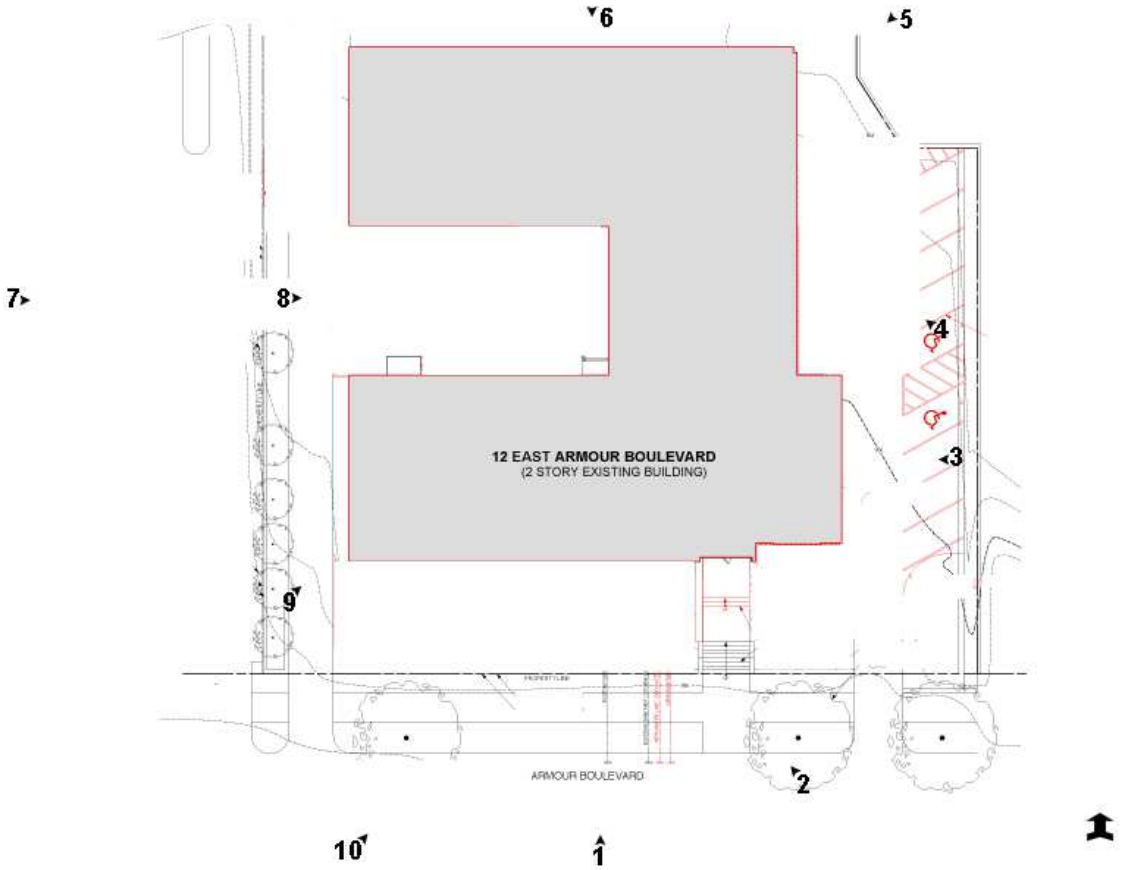


Figure 4. First Floor Photo Map. Source: El Dorado Inc., 2014. Not to scale.

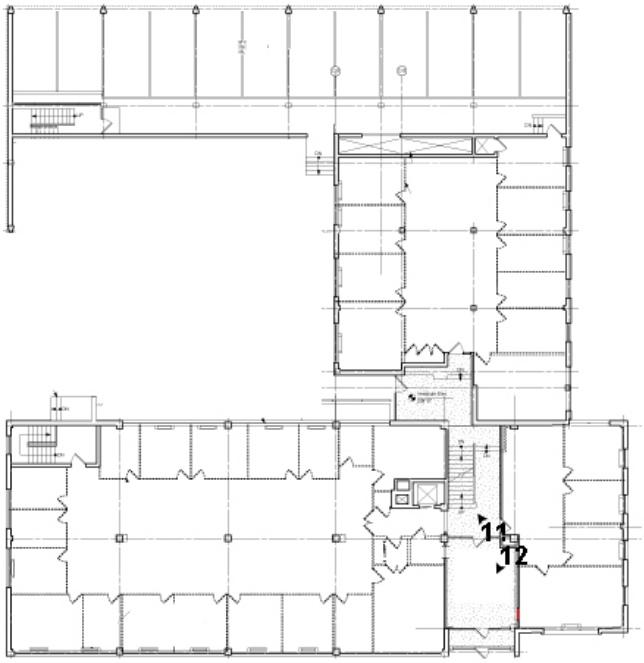


Figure 5. Second Floor Photo Map. Source: El Dorado Inc., 2014. Not to scale.

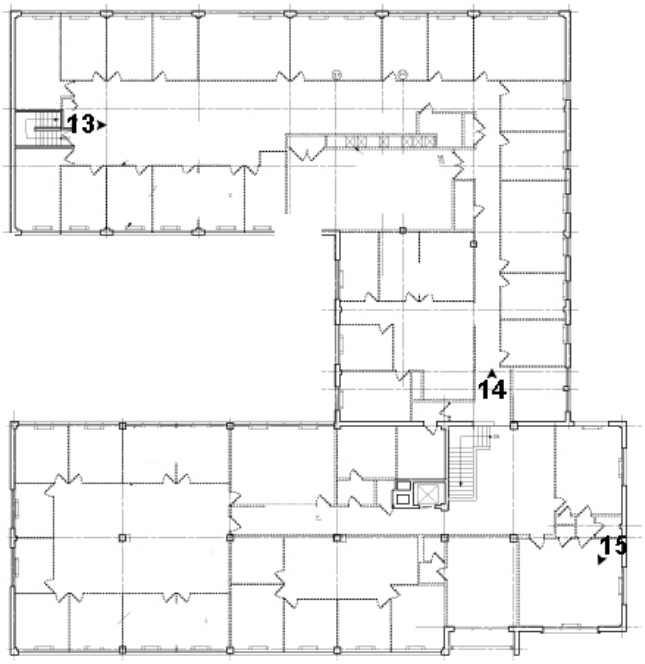


Figure 6. Construction phases map, first floor shown. Source: El Dorado Inc.

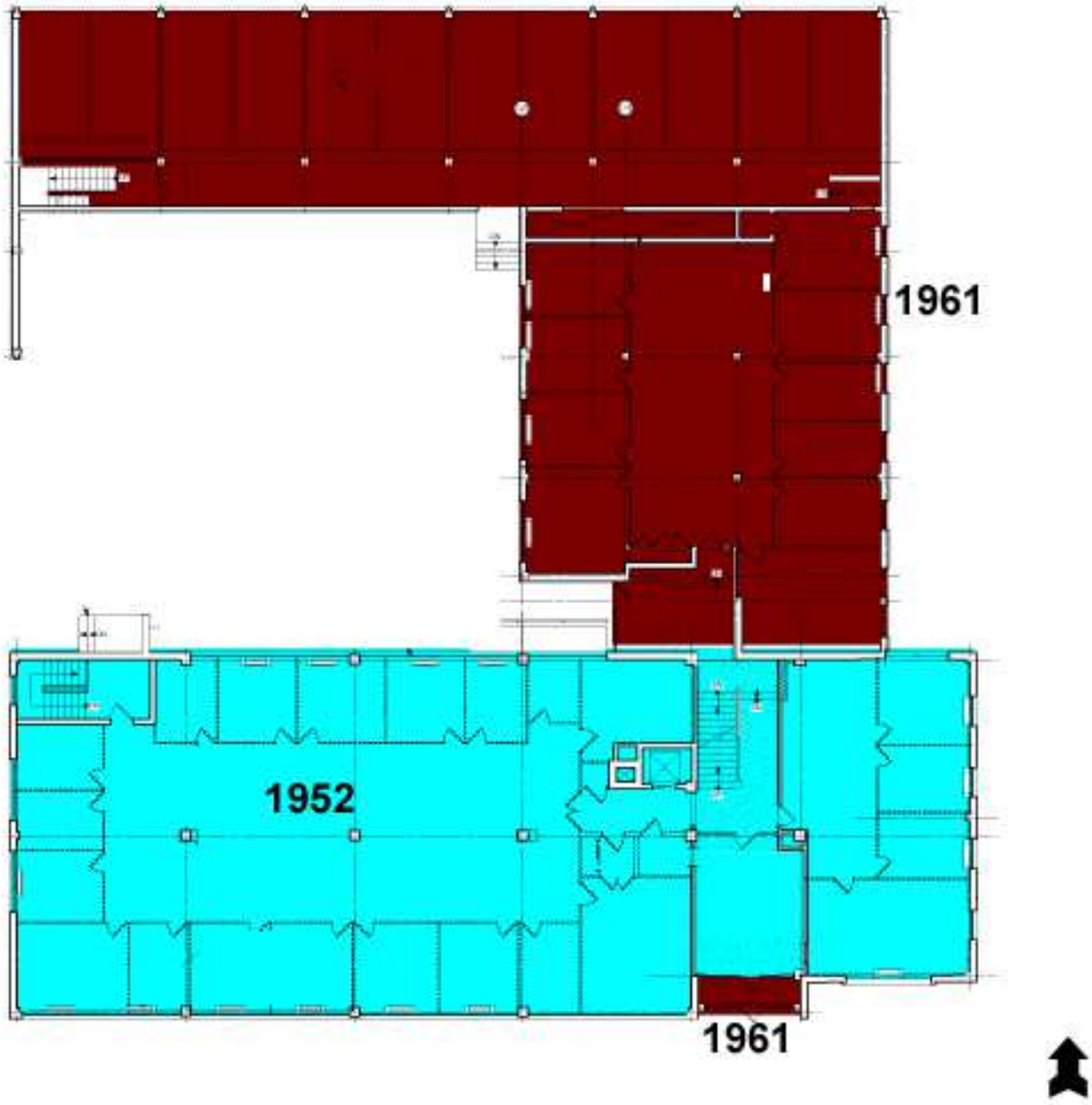


Figure 7. Historic first floor plan showing both wings, 1961. 1961 wing shown darker. Note the partitions in 1952 wing that are marked to be removed and new glazed partitions sketched in. Source: State Historical Society of Missouri, Kansas City.

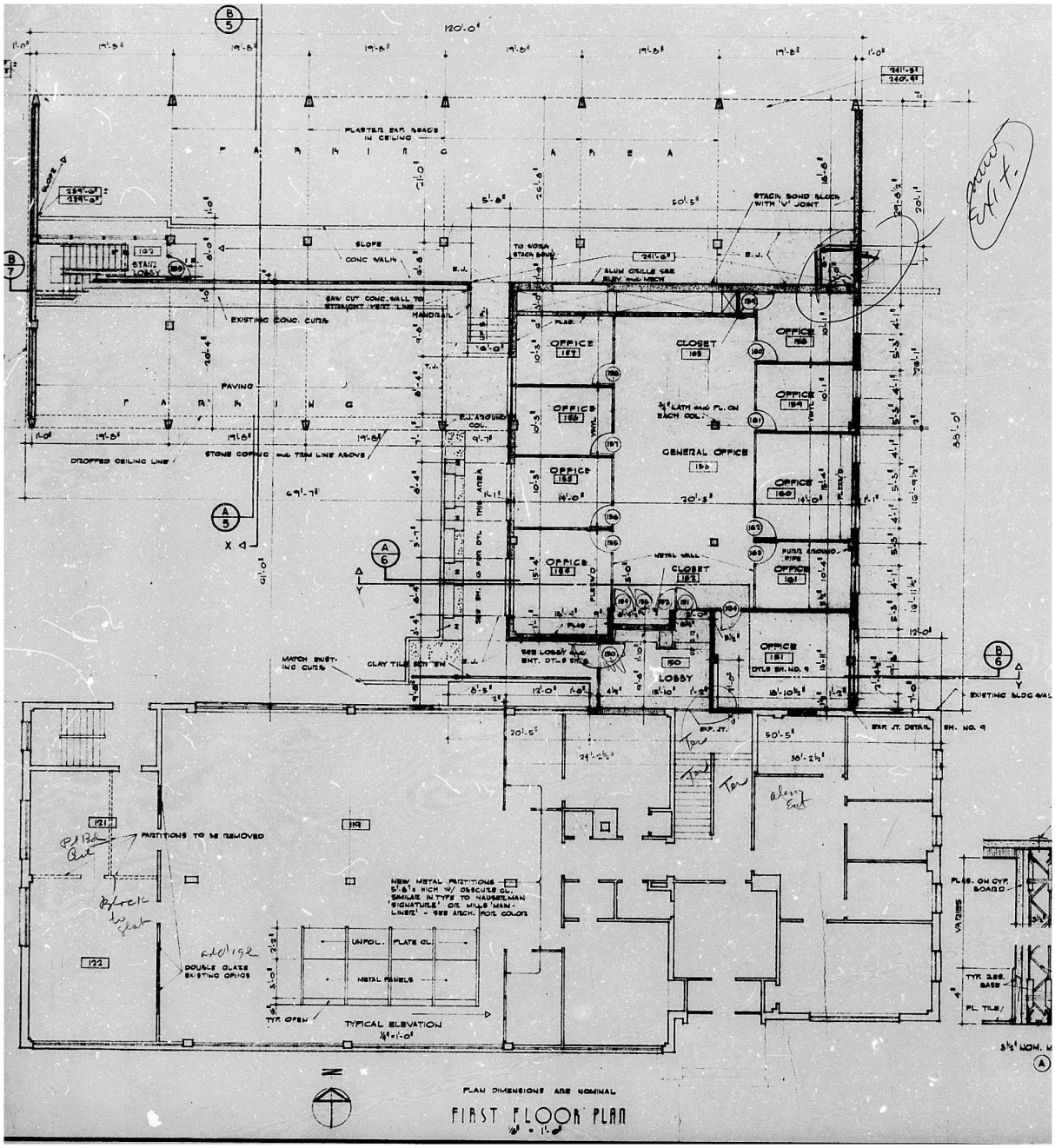


Figure 8. Historic second floor plan showing both wings. 1961 wing shown darker. Source: State Historical Society of Missouri, Kansas City.

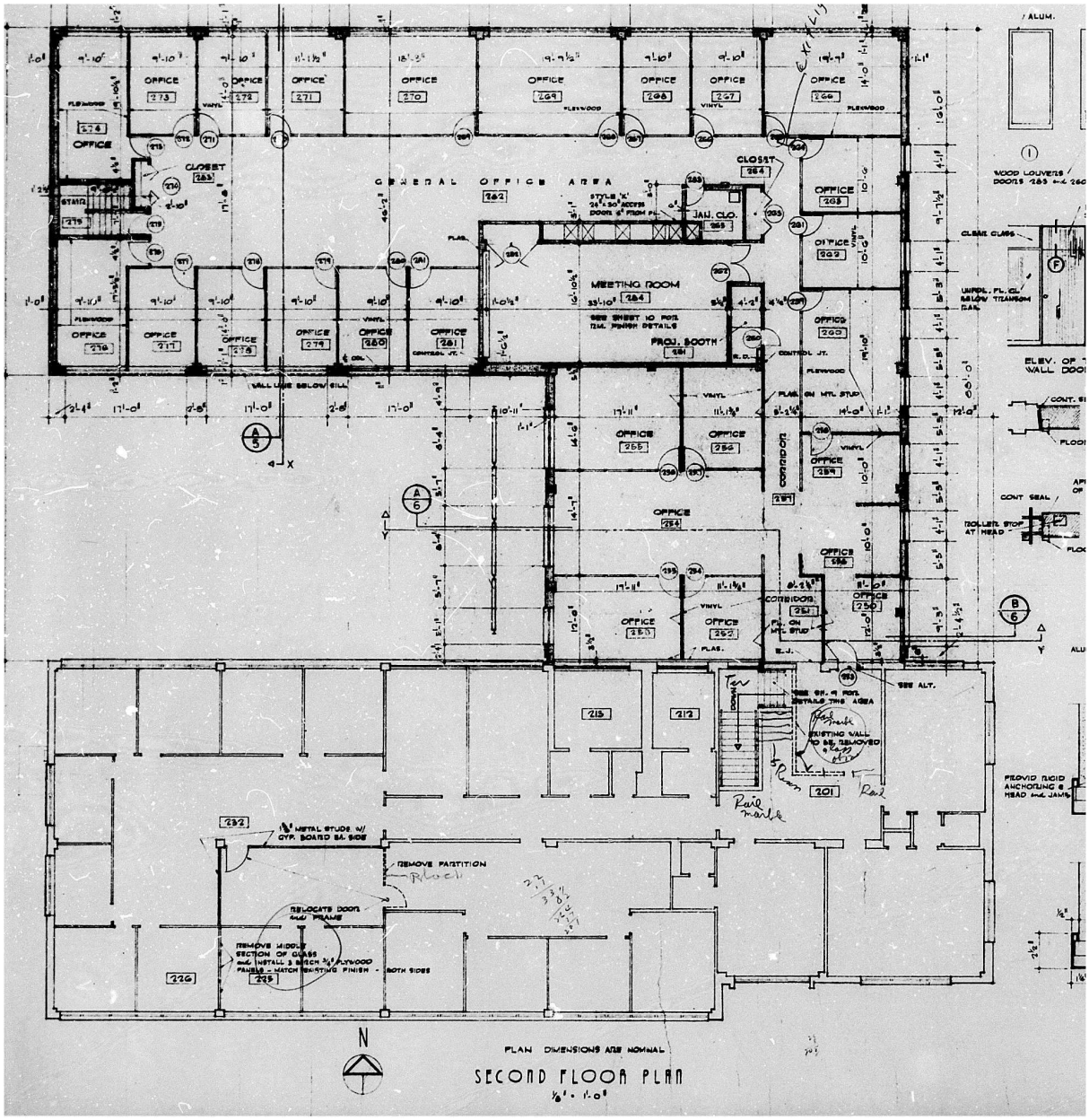


Figure 9. Historic elevations of 1952 wing. Source: State Historical Society of Missouri, Kansas City.

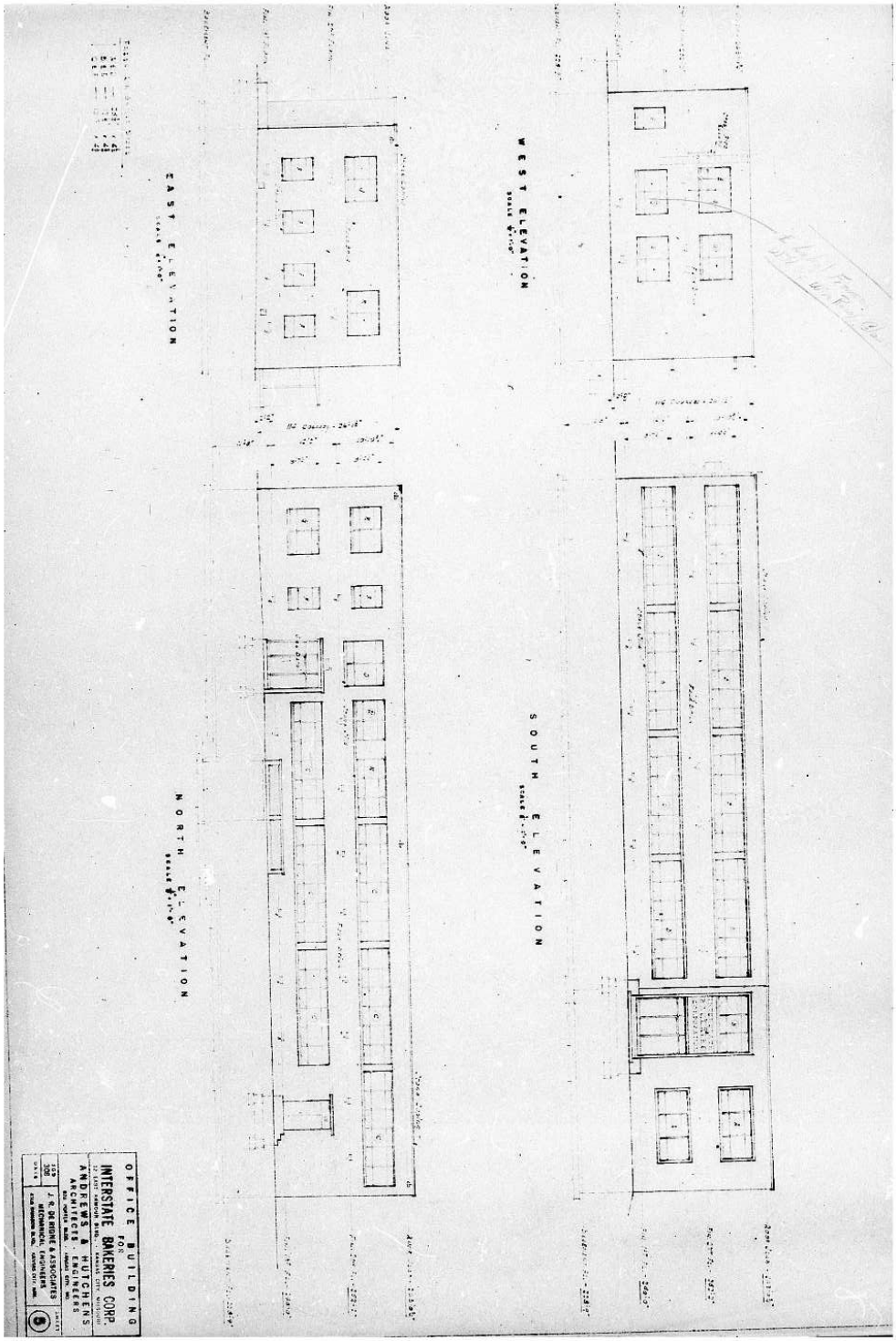


Figure 10. Historic rendering of the south elevation. Source: "Bakery Office Goes Up." *Kansas City Star*. 7 September 1952.

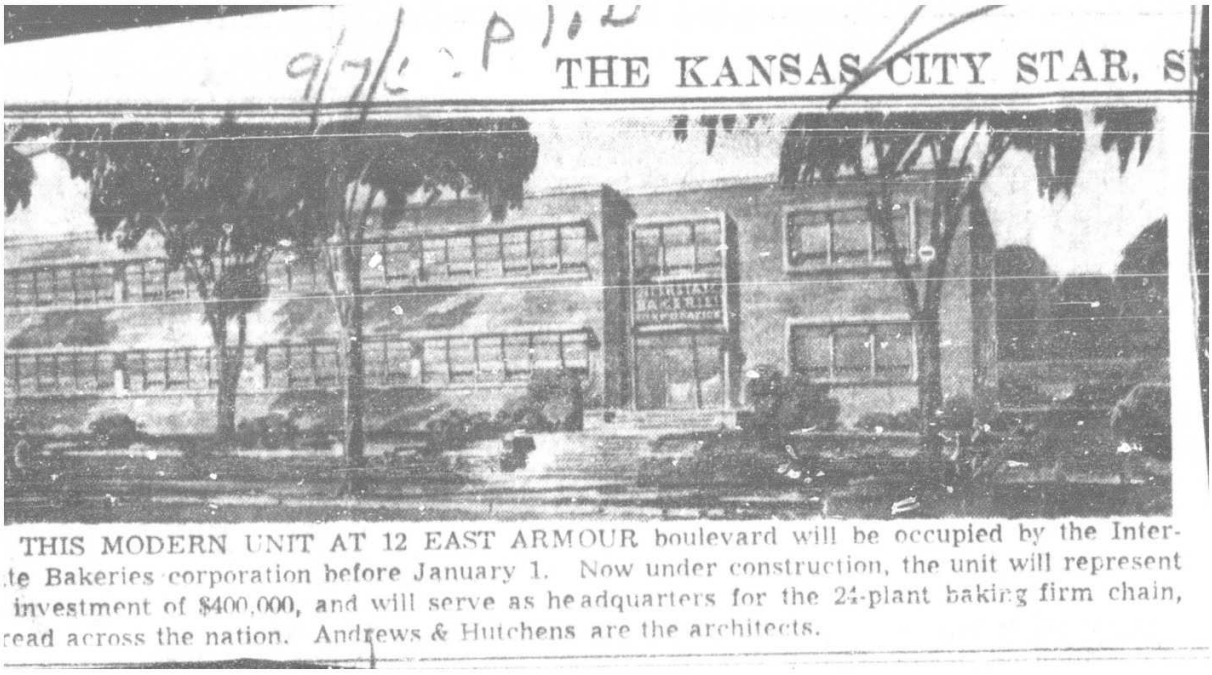


Figure 11. Historic rendering of the courtyard. Source: "Interstate Bakeries." *Kansas City Star.* 14 August 1962.

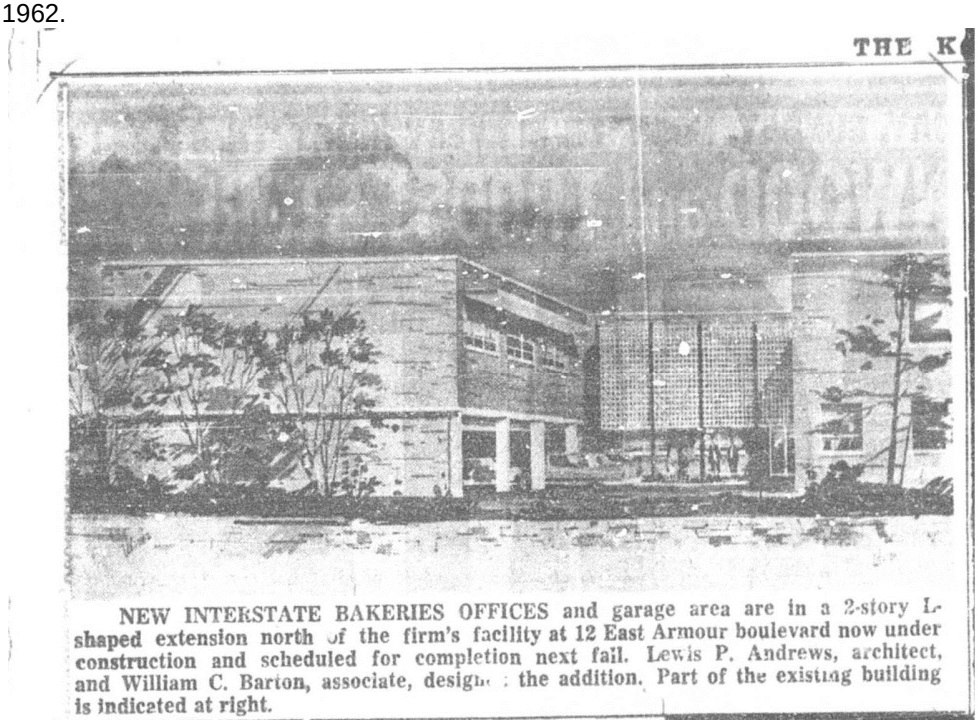
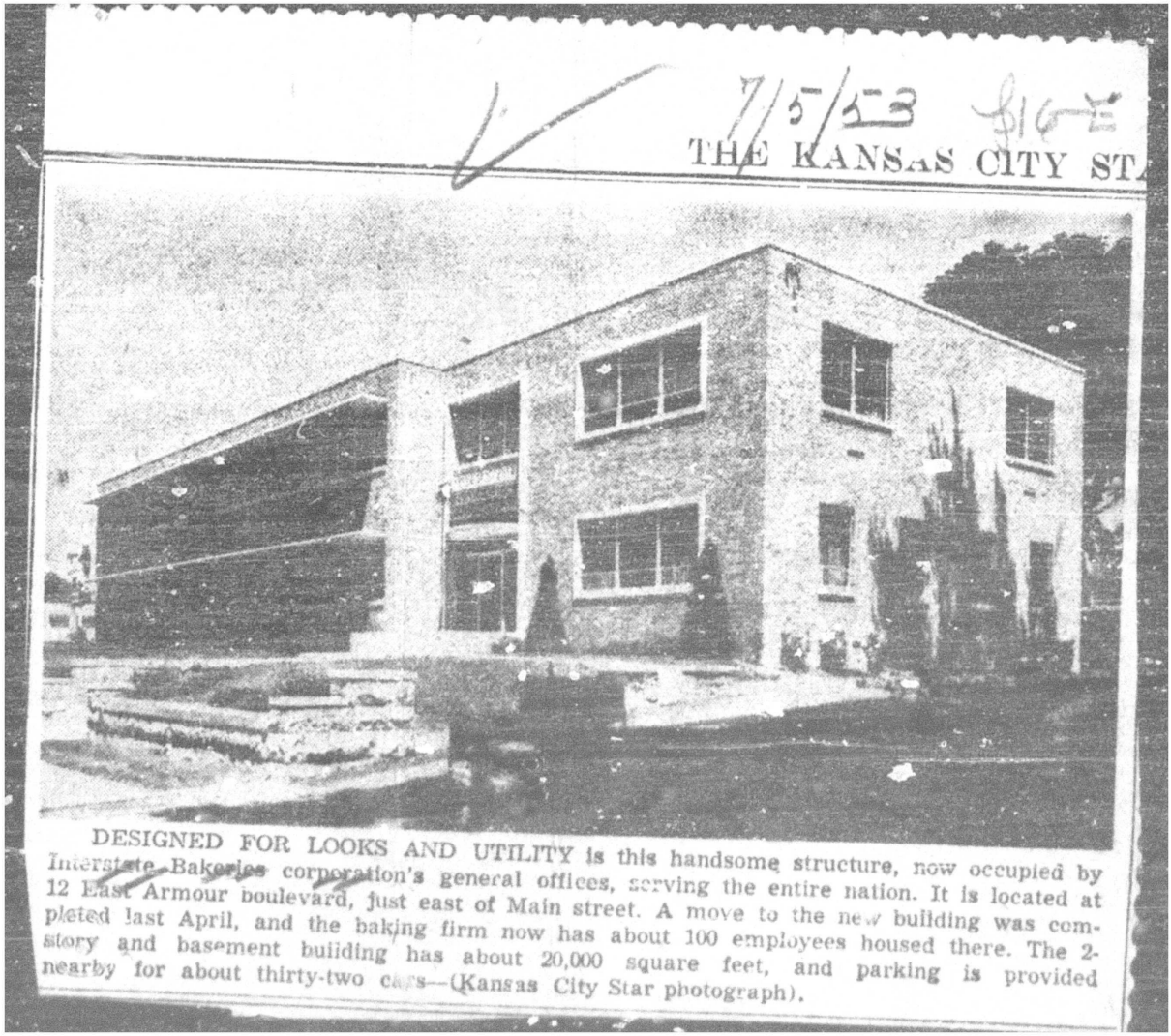


Figure 12. Historic photograph of the south elevation of the Interstate Bakeries Corporation Headquarters. *Kansas City Star*, 5 July 1953.



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DESIGNED FOR LOOKS AND UTILITY is this handsome structure, now occupied by Interstate Bakeries corporation's general offices, serving the entire nation. It is located at 12 East Armour boulevard, just east of Main street. A move to the new building was completed last April, and the baking firm now has about 100 employees housed there. The 2-story and basement building has about 20,000 square feet, and parking is provided nearby for about thirty-two cars.—(Kansas City Star photograph).

Figure 13. Image of the south elevation of the Interstate Bakeries Corporation Headquarters showing the solar screens over the primary entrance. Source: Google Streetview, 2007.

Figure 14. *Method of Making a Coiled Bread Loaf*. US Patent 3,156,194, filed July 5, 1960 by Gerald L. Scott and issued November 10, 1964. Sheet 1. Source: US Patent and Trademark Office.

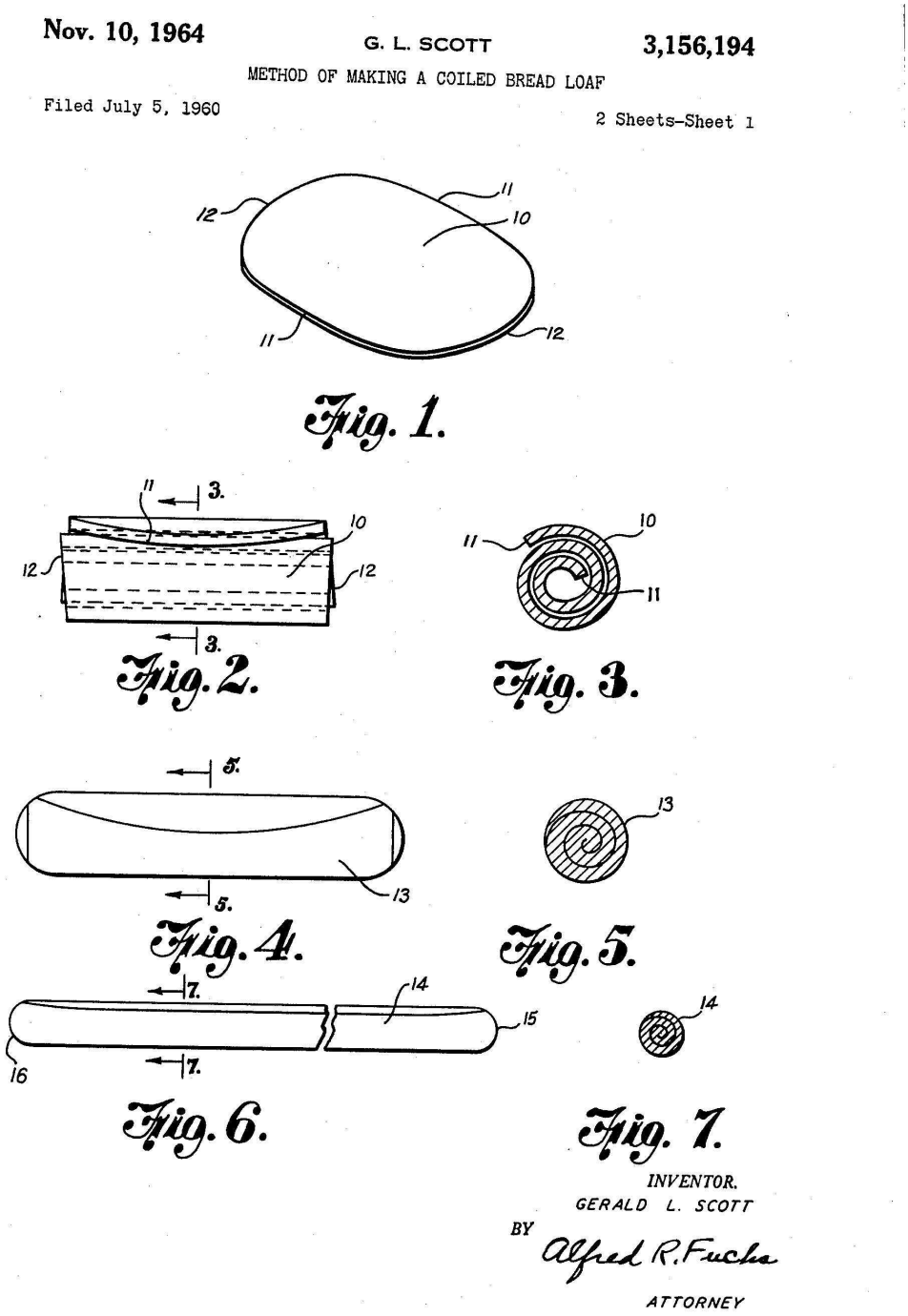

Figure 15. *Method of Making a Coiled Bread Loaf*. US Patent 3,156,194, filed July 5, 1960 by Gerald L. Scott, and issued November 10, 1964. Sheet 2. Source: US Patent and Trademark Office.

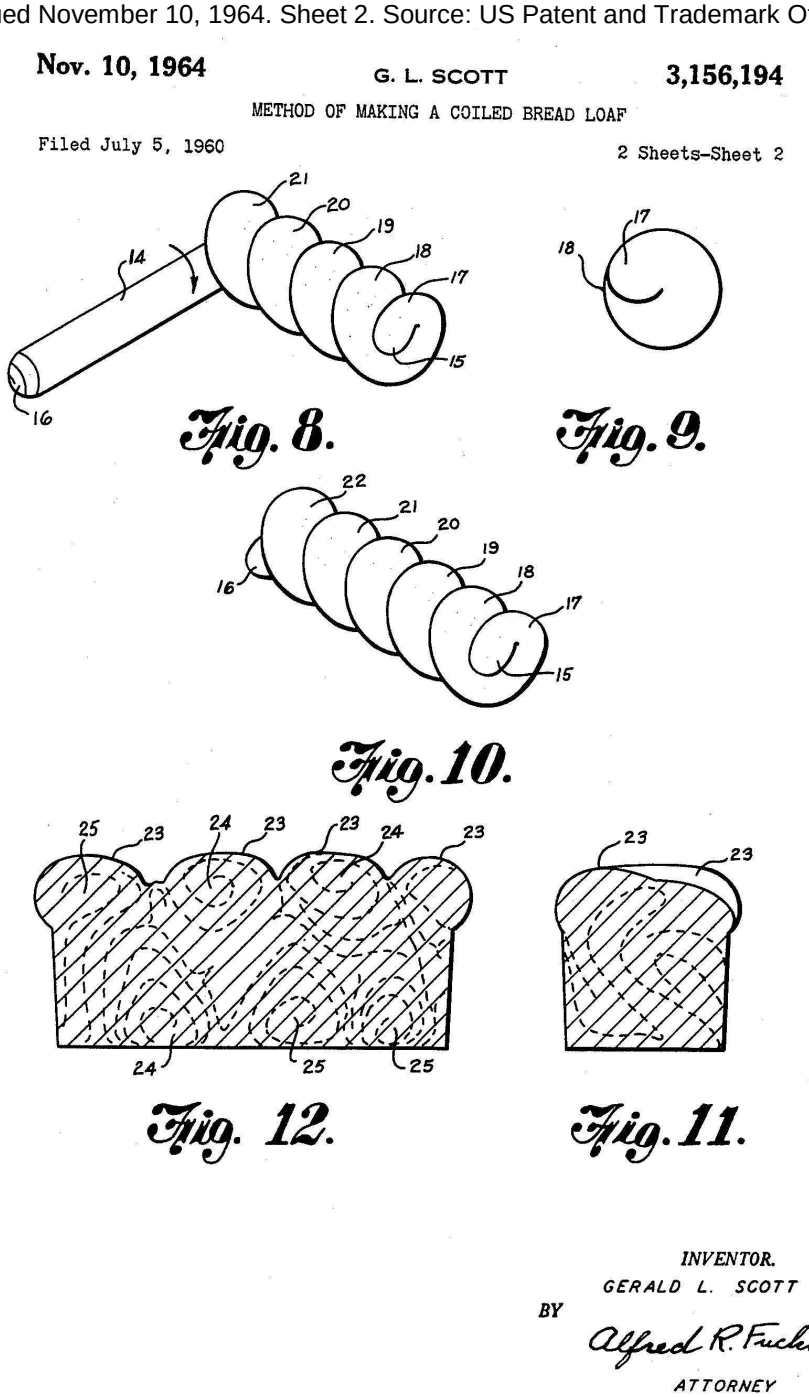

Figure 16. Historic advertisement for "Upside Down" Bread, *The Kansas City Times*, 9 April 1954. Source: Newspapers.com.

NO
TRESPASSING

SITOR

VISITOR
VISITOR
VISITOR
VISITOR

DO
NOT
ENTER

HONDA

DOCK DOOR

DO NOT
ENTER