

YEAR BOOK

1945-46

*City of San Diego
California*



YEAR BOOK

FISCAL YEAR
JULY 1, 1945 *to* JUNE 30, 1946

Annual Report

of the CITY MANAGER
SAN DIEGO, CALIFORNIA

FACTS OF INTEREST

Population (1946 Special Census)	362,658
Area of City	95.86 sq. mi.
Length of City.	21.8 mi.
Width of City	13.8 mi.
Elevation	Sea Level to 822 ft.
Streets, Total Length	1,086.31 mi.
Mean Temperatures	Summer 69.8°, Winter 54.3°
Average Daily Water Consumption51.09 million gal.
Assessed Value	\$228,585,700
Bonded Debt	\$23,188,558
Debt Limit	\$57,146,425
Value of City-owned Property.	\$53,738,607
Tax Rates (per \$100 assessed value)	
	City \$2.05
	County 1.92
	School District. 1.97
	Water Authority.04
	<u>TOTAL \$5.98</u>
Number of City Employees	2,490

THE CITY OF SAN DIEGO

SAN DIEGO I, CALIFORNIA

OFFICE OF
THE CITY MANAGER

THE HONORABLE MAYOR AND CITY COUNCIL
OF THE CITY OF SAN DIEGO, CALIFORNIA

Gentlemen:

This Annual Report is a review of the fiscal year ending June 30th, 1946. It was a year filled with activity. The shooting war stopped, but it left the City of San Diego with more difficult problems than it had during the hostilities. During the hostilities every Governmental Agency attempted to assist in the one objective of winning the war. But upon the termination every Governmental Agency proceeded to look out for its own interests withdrawing its aid to others.

This policy left San Diego with some staggering problems, the most serious of which is the water problem. Next comes the housing problem, then the financial problem. Next in importance is the problem of securing the replacement of worn out facilities. All members of the City Administration have worked diligently in attempts to solve these problems and have succeeded to an extent that City functions are still carried on, although considerably hampered in some departments.

We are at the end of a period in which the City can easily accumulate surplus funds. Strict economy must now be exercised in order to meet the necessities and responsibilities without placing an undue burden on the taxpayers.

The report has been prepared by Mr. Russell Rink, Assistant to the City Manager, in his usual whimsical vein, which holds the reader's interest while he assimilates some knowledge of the various activities of our City Government.

Respectfully submitted,



F. A. Rhodes,
City Manager

1973

1973

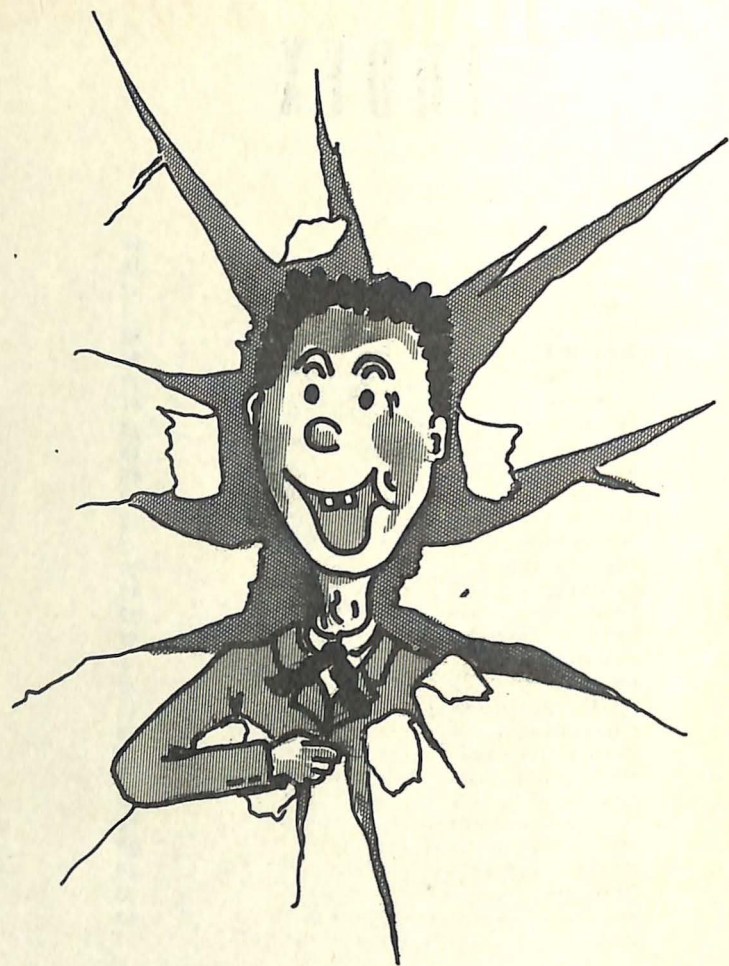
Composition and Printing
By Central Duplicating Services
Of The City of San Diego, California

Art Work by C. I. Ocorr

Front Cover-Serra Museum, Presidio Park
Police Department Color Photo

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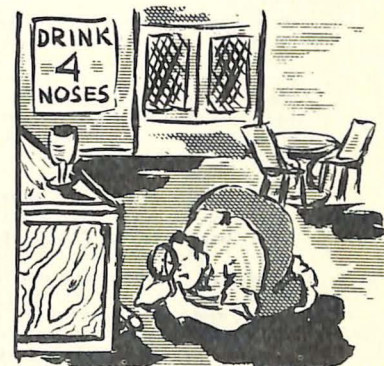


THIS IS *Sandy Ago* WHO WILL
LEAD YOU THROUGH THE PAGES
OF THIS LITTLE BOOK

The YEAR at a Glance

After the Japs decided honorable atomic bomb too much for little citizens of rising sun it was just assumed as a matter of course that San Diego's problems would vanish like nylon hose at a shoplifter's convention. How wrong we were, for without the stimulation of war to prod their solution, many difficulties merely got larger.

Veterans began to return in large numbers in search of homes in which to live. There were none to be found. Lumber wasn't available for the construction of new homes, although cocktail bars and other such necessary structures were springing up out of material that certainly looked like wood. The City made an unprecedented move to break this bottleneck. Camp Callan, a decommissioned army camp constructed on City property, contained 21 million board feet of lumber, plumbing fixtures, windows, doors and other scarce building materials.



Although the camp had been declared surplus for several months, governmental red tape held the buildings together more securely than the nails. So the City suggested that it be given a crack at funneling these necessary materials into channels where sorely needed. Well, everyone admitted it was a swell idea but such a thing had never been done before and they didn't know just where to start.

Had there been only one piece of red tape holding up the deal, it would have been a simple matter to untie one end and proceed to unwind like the cord on a baseball after the cover is knocked off. But each agency of the government had its own piece of red tape nicely entwined

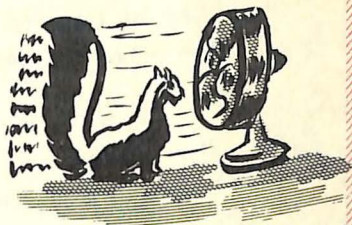
with that of all the other agencies. This produced a delightful Indian blanket effect. While we didn't have to see the great white father, we did have to go to Washington to get the thing unraveled.

After buying an interest in the telephone and telegraph companies, the Mayor flew to Washington and laid our final proposition on the table: 200,000 simoleons for the buildings, and the City to waive all its rights for restoration of the land. The army said OK---but not right away of course. Within a month after the City took possession, lumber for veteran's homes, not cocktail bars by golly, rolled out by the truck load. It will continue to roll until every last stick is gone.

Another flying trip was made to Washington when, at the close of the war, the navy threatened to cancel the contract for construction of the San Diego Aqueduct intended to supplement our rapidly dwindling water supply. The navy finally agreed to continue the contract if we would pay the \$15,000,000 bill. Good deal---for the navy!

In February the Murray Small Business Committee of the U. S. Senate held hearings in San Diego. We poured out our troubles orally and in book form explaining the federal government's responsibility in the transition from war to peace in San Diego. They said they would help us and they did. The members of the committee and our own Senators aided in the Camp Callan transfer, and in placing the Mission Bay Development project in the current Rivers and Harbors Bill. For these favors we are most grateful.

Our representatives also prevailed upon the President to appoint a committee to review our water supply problems and to ascertain the extent of the government's responsibility.



WE AIRED OUR TROUBLES

LEGISLATIVE

The character and extent of a nation's democracy can best be determined by examining the government of its cities, for it was in the city that the humane idea of letting the people govern themselves came into being. The roots of our national democracy are nourished by our cities. Democracy will surely die if the governments of our cities ever become impotent.

We didn't mean to go off on an idealist cloud hopping junket because we don't want you to shut this little book here and now thinking it's filled with fluffy phrases---it isn't.

We merely wish to point out the importance of your local government and the responsibilities you, as a citizen, have to bear if democracy is to succeed in a world so generously sprinkled with those who don't want it to succeed.

So...with that euphemistic outburst we'll now get down to what the City Council accomplished during the year. Many weighty matters springing from reconversion occupied the Council's time in 63 meetings. One hundred eighty-two ordinances, and 2195 resolutions were adopted. Ordinances of particular interest to the general public covered the adoption of master plans for airports and parks; amendments to the building code; regulation of businesses; increasing water rates; re-establishing Council districts to adjust for the City's growth; and regulating the keeping of poultry.

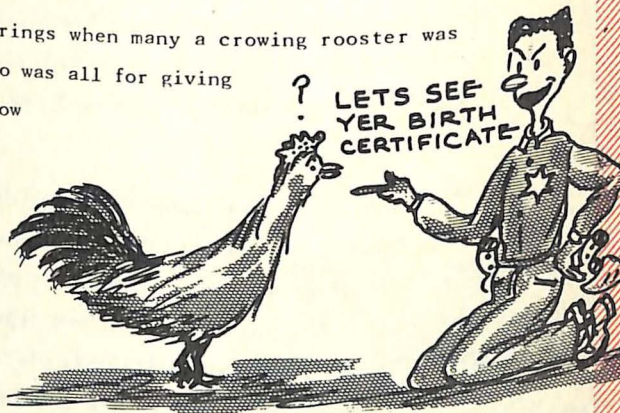
We can certainly testify to the fact that a citizen can get closer to his local government than he can to any of his other onerous institutions. He can see the whites of the Councilmen's eyes, that is if they are still white after a Council session.

Many times during the year the chamber was packed with proponents and opponents of an ordinance up for hearing. Frequently hearings turned into debates between opposing sides and the participants were often oblivious of the presence of the Council. After much gavel rapping by the Mayor, the citizens who took such an active interest in their government would cool off momentarily.

Most business is of a serious nature, but once in a while a subject gets hilariously out of hand. In response to many complaints an ordinance was prepared designed to regulate the keeping of chickens. One section of the ordinance would have made it illegal to keep a rooster over the age of three months. At this age, so the experts tell us, they begin to crow. That this is annoying, no citizen who enjoys his sleep can deny. So far, so good.

During one of the warm hearings when many a crowing rooster was roasted, an elderly gentleman, who was all for giving the critters the ax, wanted to know how the enforcement agency would determine the age of the rooster since the proposed ordinance didn't require that each have a recorded birth certificate.

That just stopped the show. When the ordinance was finally adopted its upper and lower plates had been removed and it did little more than echo the state law already regulating the keeping of fowl.



<u>CITY COUNCIL</u>		<u>EXPENDITURES</u>			
Salaries	\$6,635.46	Employees 7	<u>CITY MANAGER</u>	Employees 5	
M & S	5,720.94		Salaries	\$36,391.30	
Outlay			M & S	7,173.62	
Total	\$12,356.40		Outlay	640.63	
			Total	\$44,205.65	
<u>MAYOR</u>		Employees 3	<u>CITY CLERK</u>	Employees 5	
Salaries	\$11,413.84		Salaries	\$17,059.00	
M & S	4,751.88		M & S	4,342.08	
Outlay	768.75		Outlay	414.94	
Total	\$16,934.47		Total	\$21,816.02	

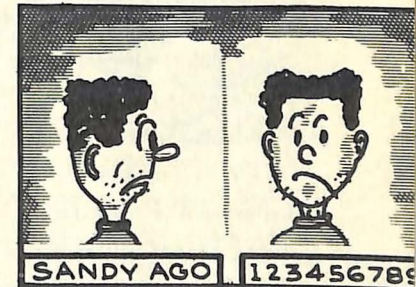
POLICE



Unless you happen to have an analytical mind, you're not apt to have much of an eye for figures. (We're speaking of the kind the Arabs invented, not what you were thinking.) But cold, lifeless digits can reveal many things...the state of the nation, the distance between you and the sheriff, or the prevalence of indigestion in San Diego.

What does indigestion have to do with Police statistics? Well, take the figure 21, that represent the number of men who were arrested for beating their wives during the year. In the previous two year period no men vented their ill-feelings in this despicable, unchivalrous manner. So that must indicate a sudden wave of indigestion or some other ailment, because a man certainly doesn't beat his wife if he feels all right. Or does he?

Or let's take the figure 10,129...that's the number of people who got slap-happy in public places and had to be slapped into the local Bastille. That figure also represents 54% of all the misdemeanor arrests made during the year. John Barleycorn was found driving from the back seat of 814 autos which resulted in the arrest of their drivers.



Without stumping either for the Wets or the Drys we make this observation: If certain of our good citizens would once determine their capacity and then stick to it; and all drivers would take the chemist's word for the fact that alcohol and gasoline don't mix, then the Police Department's job would be much easier.

Apparently a city can't grow without adding to its problems. We find that the number of felony arrests increased 17.9% over the previous year and that misdemeanors increased 2.9%. Figures can play funny tricks if you are not careful though. From the above you shouldn't draw the quick conclusion that our town (population 362,658) is overly wicked because these are figures of arrests made. If we wished to impress someone with the virtuousness of our populace, from purely a statistical standpoint, the Police Department could stop catching the crooks.

We always knew that women could be vicious, but not to the extent that some of them were last year. Five of these delicate, sheltered creatures were alleged to have committed murder. In the previous two years this branch of the criminal profession was reserved solely for men. Seven men also disrupted the peace making a total of 12 persons booked on suspicion of murder.

Traffic deaths, as the result of a stringent enforcement program, dropped from 82 to 76. While traffic fatalities were being reduced, traffic injuries increased from 1,531 to 1,966.



You might deduce that the Department was merely teaching drivers not to hit their victims so hard. Don't mistake us, we're not trying to wring any humor out of this phase of the Department's operations. Killing and injuring our citizens is no funny matter. If you were one of the 46,636 persons arrested or given a citation, you know what we mean. Parking and non-moving violation citations brought the grand total of traffic citations and arrests to 116,708. Warnings issued totalled 13,575. It is interesting to note that 3000 less warnings were given and 3000 more arrests were made over the previous year.

In case you can't take a hint those figures indicate that the police officers got a little tougher in an effort to save you and your loved ones from being traffic fatalities. (No, they didn't have an attack of indigestion.)

Three hundred and fifty-eight youngsters in other cities read about our fine climate and came to pay us a visit. They overlooked one little detail. They neglected to get the consent of their parents and the police had to pick them up as runaways. One hundred local youngsters got the itch to travel and took off, leaving mom and dad very sad. Before they had their wheels up an officer reached out and ever so gently halted what might have been a glorious adventure. The youngsters forgot about that modern convenience called the 2-way radio which doesn't even give a feller a sporting chance. With 83 cars and 57 motorcycles equipped with receivers or 2-way radios it's no wonder they didn't get very far.



Juvenile arrests continued to drop for the third consecutive year, the 1945-46 total being 2,226. You have no doubt read about the affect home environment has on the conduct of youngsters.

Here are some figures that underline the importance of having both parents in the home to help mold good citizens. Notice that 43% of the youngsters involved in scrapes with the law did not have the guidance of both parents.

Juvenile Arrests

Living with Parents	1,272	57%
No father, or father away...	520	
No mother, or mother away...	90	43%
Neither parent.....	132	
Step Parent	214	
	<u>2,226</u>	<u>100%</u>



We were always under the impression that shoplifters were creatures of one sex...female. While perusing the Police reports we were surprised to find that 108 boys filched merchandise from store counters as against 50 girls who engaged in this unprofitable pastime. Also that arrests of juveniles for shoplifting increased 300% over the previous year. Perhaps the streamlined, postwar merchandise has such eye appeal that the youngsters can't resist.

While one segment of San Diego's juvenile population was occupying its time in a questionable manner, another group of budding citizens was engaged in constructive work. These are the 850 boys in the Junior Traffic Patrol who guarded 37 school crossings and came up with a perfect score of no injuries.

San Diego, like other cities, has been receiving new automobiles in dribbles, so 1,889 impatient individuals decided to steal one. But the Police were in there battling their usual average and retrieved 92.5% of the cars. You'd think with such poor odds these thieves would give up in disgust. Of course we know people who bet on horses too. The total value of stolen property recovered reached the tidy sum (*why must a sum always be tidy, can't it be a sloppy sum?*) of \$1,574,117.55 (*don't ask us how they got the 55¢*).

Eleven persons were drowned during the year, but only 2 of this number were on guarded beaches. In spite of signs warning that certain areas were unguarded, some people insisted on swimming there, often with tragic results. Two hundred and seventy-one rescues were made by the lifeguards.

EXPENDITURES

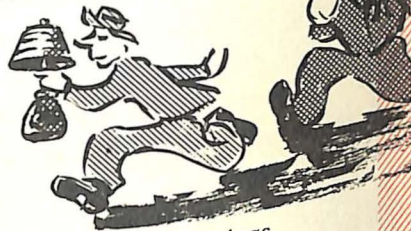
POLICE DEPARTMENT

Employees 412

Salaries	\$1,185,265.16
M & S *	129,386.67
Outlay	<u>36,359.62</u>

Total \$1,351,011.45

* Maintenance and Support



HEALTH

Unless Junior came down with the measles and a glaring ISOLATION sign was tacked on your front door announcing to the neighborhood your predicament, you may wonder just what the Health Department does. Oh sure, you've heard spellbinding candidates for public office declare in rhetorical terms that 'the public health must be protected at all cost'. But what does the protection of the public health consist of and how do we go about it?

Well, first there are just enough difficult people in every community, who if not controlled, would throw garbage in the street, empty their sewage in the gutter, let their youngsters run all over the neighborhood with communicable diseases, and do a dozen and one other things to make life miserable. So, we must have regulations and then someone to enforce them, and that someone is the Health Department.

Much of the work goes on in a quiet, uneventful manner. When you poured milk over your cereal this morning you probably didn't realize that 1829 bacteriological examinations of milk were made during the year, or that 580 dairy inspections were made, or that 24,472 milk cans had been inspected and 516 of them condemned as unfit for use.

The Department's work ranges all the way from counting fleas on rats to home visits to new-born babes. The fleas were not counted just to pass away the time. Fleas are carriers of the plague and this flea census indicates the possibility of an outbreak of the black death.

The Nursing Division made 39,212 visits to homes and schools. Immunizations given for diphtheria, small pox, typhoid, etc. totalled 75,000 as against 19,000 the previous year. This big jump was the result of a scare caused by an outbreak of Asiatic Smallpox in Washington

and Oregon. The Civic Center bulged with hundreds of youngsters waiting in line for a shot in the arm. On entering the building, the smell of antiseptic in the halls made you wonder if you had gotten into a hospital by mistake. However, the babble of shrill voices sounded more like an orphans picnic.

The number of communicable disease cases reported dropped from 12,546 in 1944-45 to 10,703 in 1945-46.

Postwar reconversion difficulties must have hit the stork. His production was down to 8,138 as against 8,253 in the last war year. A peeved Florida propagandist once said that people die in California but they continue to walk around. There must be something to it, at least in San Diego, because for the third consecutive year deaths have continued to drop while the city has increased in population. Deaths from all causes amounted to 2941 or 92 less than last year.

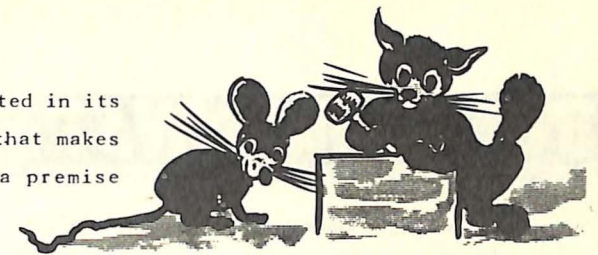


Whether you grab a hamburger in a hole-in-the-wall cafe or take on a ten course dinner in one of the city's swanky restaurants, the Health Department is around to protect your health. Perhaps you don't know all the things that can be put into hamburger besides meat? In 28,233 inspections the Food Sanitation Division saw to it that food was not adulterated, and was prepared in a sanitary manner. Twenty-two thousand pounds of food were condemned as unfit for human consumption.

When we told you that the Department counted fleas on rats we forgot to tell you they didn't do it on the run. No indeed, that wouldn't be efficient and besides we don't care to have rats around.

A Stork is one of the mystics,
That inhabits several districts.
It doesn't yield plumes,
Or sing any tunes
But helps quite a lot with statistics.

The department was supported in its work by a new ordinance that makes it illegal to maintain a premise that caters to rodents.



Adequate control of mosquitoes was maintained with much less effort as the result of drainage work done in low areas the year before.

While the stork curtailed the delivery of babies he must have been busy turning out pups because there was a marked increase in the number of dogs admitted to the City Pound---4,971---an increase of 1,249. That word 'admitted' makes it sound as though the Pound were an exclusive place where a dog had to present his credentials before entry. The report from which we gleaned this earth-shaking information used the term, so who are we to pick up a thesaurus and look for a synonym?

Increased building activity produced a greater volume of work for the Division of Housing and Sanitation, which issued permits for, and inspected the installation of 17,338 plumbing fixtures.

A very readable series of little pamphlets on venereal diseases was published by the Venereal Disease Clinic. The number of cases treated jumped to 1,748, an increase of 959. This may not necessarily indicate a greater prevalence of disease. It may be that educational work done by the Clinic induced more persons to take advantage of the treatment offered.

EXPENDITURES

<u>HEALTH DEPARTMENT</u>	Employees 71
Salaries	\$169,243.03
M & S	45,022.36
Outlay	<u>3,007.60</u>
Total	\$217,272.99

BUILDING INSPECTION

Building activity, although stifled by such inconsequential things as lumber, soil pipe, plumbing fixtures, cement, wiring, etc., increased 155% over the previous year and marked up \$19,524,266 as the value of construction for 1945-46.



Every so often during the year those in the 'know' whispered a warning that the government was about to put the lid on commercial construction. After each such rumor there was a mad scramble for building permits by those who thought a permit would get them in under the bar. But the federal boys weren't so easily duped by such amateur subterfuge. When all construction was again placed under priority restrictions on March 25, 1946, only those buildings that had actually been started were approved. A building permit in itself was as useless as a submarine in the desert.

Building, electrical, and boiler inspections totalled 62,133. Permit fees brought in \$149,810.58, an increase of 213% over the previous year. The reason the revenue increase is out of step with the construction increase is due to an upward revision of permit charges. A survey of the Department's operations disclosed the fact that previous permit fees didn't cover operating costs.

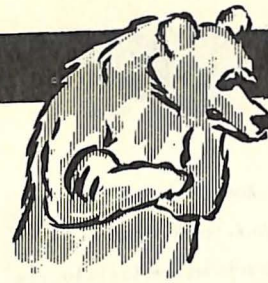
EXPENDITURES

INSPECTION DEPARTMENT

Employees 23

Salaries	\$65,683.28
M & S	<u>8,939.42</u>
Total	\$74,622.70

ZOO



Zoo operation approached what might be termed normal if you didn't scrutinize too closely. Some of the experienced animal keepers returned from military service, and those that didn't return were replaced by veterans. For the first time in five years the Zoo has a complete staff with the exception of a full time veterinarian.

The most critical need now is fencing material. After 20 years of kicking and nibbling by the animals much of the restraining influence is gone. Before the war the replacement schedule called for 5000 feet of new fence each year. During the conflict the most that could be done was to patch and then patch the patch. On occasions a patch on a patch let loose and an animal went for a stroll in the neighborhood business area.

Fortunately the animals that enjoyed the short whiff of freedom were of a harmless variety. But not so fortunate for certain citizens was the fact that the animals were generally of the type with long noses, big ears or other odd extremities that exhibited nature's flare for the unusual. Early morning revelers upon seeing these creatures window shopping on the boulevard have been known to swear off for periods as long as a week.

Attendance increased 100,000 persons during the year for a total of 711,986. By exchange and purchase a few new species have been added to the Zoo's large collection of animals and birds. Plans are now on the drawing boards for three new structures



...a small mammal building, an elephant enclosure, and a cafe and administration building to replace the existing obsolescent structure...all to be constructed at an estimated cost of \$400,000 when and as materials become available.

Aside from the entertainment and education the Zoo provides for the general public, the Hospital and Research Department furnishes an opportunity for men in the medical field to conduct research in bacteriology, parasitology, pathology, veterinary medicine, and animal nutrition. A grant received during the year from the Scripps Foundation will support fellowships in these fields of endeavor.

The magnitude of the Zoo's operations and the extent of its growth can be determined by a peek at the maintenance functions involved. In 1930 there was not an electric motor on the grounds, today there are 60. You can't even get away from the annoying jangle of a telephone at the Zoo; there are 15 installed now as compared to one in 1930. Automotive equipment has increased from one old broken down truck to 15 pieces of rolling equipment now in daily use. There seems to be some relationship between the telephones and automotive equipment...1 telephone - 1 vehicle; 15 telephones - 15 vehicles. It's probably some nuclear relativity, the details of which we won't trouble you with at this time.

EXPENDITURES

ZOO

Total City Funds \$44,357.26

FIRE

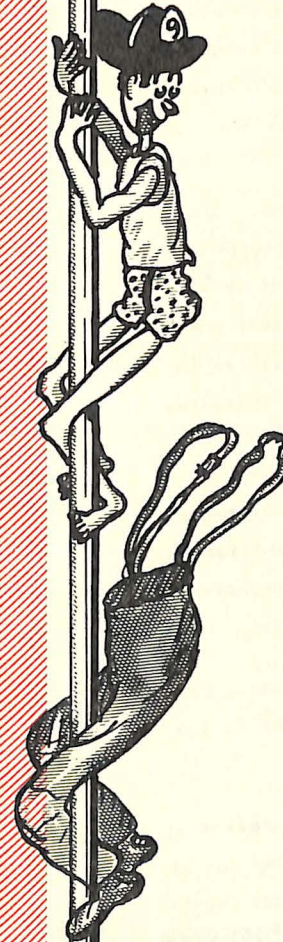
The number of youngsters who don't at sometime in their young lives announce with finality that they are going to be firemen when they grow up, are as scarce as flies in a DDT factory. There is something highly intriguing about a rushing fire truck scattering pedestrians and automobiles with the spine tingling howl of its siren. Even the mayor of a city the Indians used to own, found the desire to follow a fire engine overwhelming.

But the operation of a fire department in a large city consists of more than clanging bells and blowing sirens. There is educational work carried on in an endeavor to prevent fires so that sirens don't have to be blown, much to the disgust of the juvenile population. There is the maintenance of an intricate electrical layout called a fire alarm system. And there are unglamorous tasks such as greasing, scrubbing, polishing, and drilling.

The number of fires during the year increased from 3,523 to 3,777 but the monetary loss dropped from \$395,684 to \$313,480. On the basis of our population of 362,658 the loss per person was \$.86, which is all right, but we won't get cocky until the day we can report no loss and no fires.

Fire caused the death of 4 persons and injury of 50, an increase of 1 death and 18 injuries over the previous year.

Turning in false alarms still rates high on the practical joker's list. Two hundred and ten of these pranksters, or shall we call them idiots, had a good laugh at the expense of the City. Every time a fire engine rolls out onto the street to answer an alarm, potential death and destruction ride along with it.



But the men in the Fire Department make the best of a bad situation and hold their sides when the judge scowls down on a false-alarm-er and says, 'That little trick will cost you \$150.00'.

Now just in case you were toying with the idea of yanking an alarm box, we warn you, you'll get caught. How does the Department know who turned in the alarm? Well, it's all quite simple, but that's a secret. Persons violating fire laws paid fines totalling \$7,155. See what we mean?

With the end of the war the man-power situation eased up. Of 57 Department members who entered military service, 48 have returned, 2 lost their lives, and 7 haven't as yet returned. New equipment is also becoming available. A 1250-gallon-per-minute pumper was put into operation and a 1913 engine retired. It certainly seems that a fire engine should last longer than 33 years. We'll have to get out the guarantee and see if we aren't entitled to a refund.

All fire apparatus has been fully equipped with fog nozzles that break the water into a fine mist. This smothers the fire but spoils some of the firemen's fun because they can't wash your choice bric-a-brac off the mantle with one swish.

Installation of 48 fire alarm boxes in Federal Public Housing Projects was completed bringing the number of boxes in the City to 520. Prior to the war we had 315.

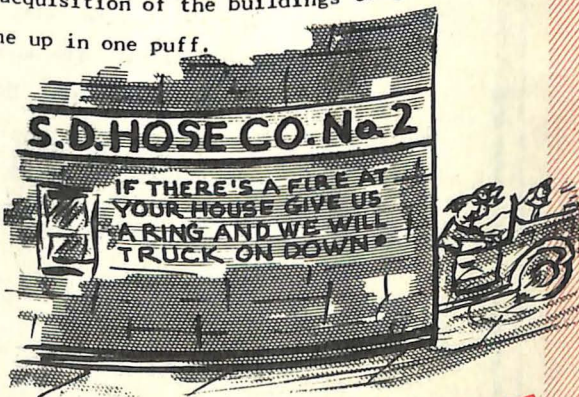
A fire station was commissioned and an alarm system installed at Camp Callan to protect the ex-army camp during demolition. Had any of the red tape surrounding the City's acquisition of the buildings caught fire, the whole works would have gone up in one puff.

EXPENDITURES

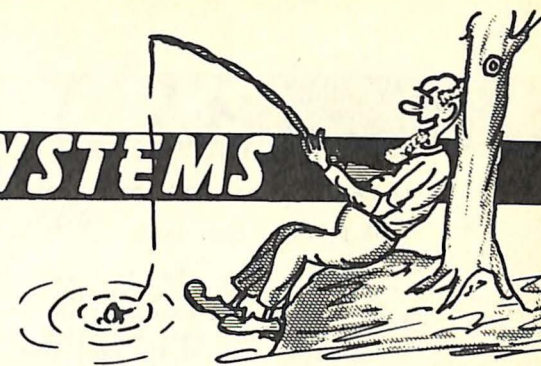
FIRE DEPARTMENT

Salaries	\$ 853,895.74
M & S	123,550.31
Outlay	33,979.81
Total	\$1,011,425.86

Employees 297



PENSION SYSTEMS



It has been known for sometime now that the Police, and Fire Pension systems were financially undernourished. Just how bad the vitamin deficiency was, no one knew exactly. Not until an actuary made a complete diagnosis of the ailments of the two patients and came up with the astounding information that the Police Relief and Pension Fund was in the hole to the tune of \$5,983,179.55 did we know how bad off they were.

Before we completely recovered from that shock we turned a page of the report, and there leering at us were some cold figures and a few words that said, 'Firemen's Relief and Pension Fund...Deficit. . . . \$6,207,343.79'.

These huge deficits do not mean that the pension funds are delinquent in their payments to retired personnel at the moment, or that the sheriff is leaning on the door bell just yet. An actuary's deficit is somewhat different than the type you are generally familiar with. But, we might add that the results are just as deadly even though the poison takes longer to act.

The 5 and 6 million dollar deficits quoted above are the amounts by which the present rate of contributions will fall short of being sufficient to pay all the pensions due when the present employees retire.

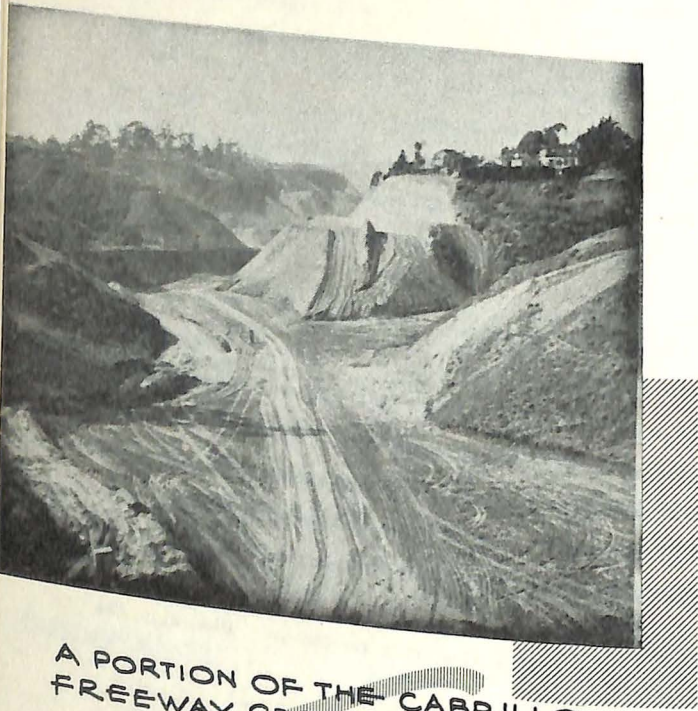
While we don't propose to know all the intricacies of actuarial mathematics, we do know why many pension systems sink in the mire of wishful thinking. All pension systems look swell in the beginning..... everyone is paying money in and no one is drawing any out. Years pass, employees grow old and retire. Suddenly someone wakes up to the fact that the money is running out faster than it's poured in. Blouie...the

system is insolvent, and employees who labored all their lives under the delusion they would have financial security in their old age get an awful jolt.

No one wants that to happen in the City. Therefore, steps are being taken to increase contributions to the Pension Funds. This will be expensive both for the employees and the City, but it's that or else.

At the close of the year there were 115 persons receiving pensions from the Police Fund, and 114 persons from the Fire Fund.

All other employees not covered by these two systems are members of the City Employees' Retirement System. This system with 113 pensioners on its books at the close of the year is an actuarially sound youngster that doesn't worry anyone.



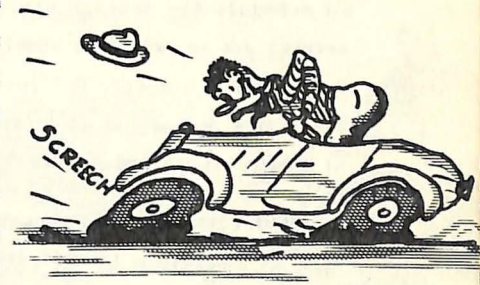
A PORTION OF THE CABRILLO
FREEWAY, CROSSTOWN ARTERY
UNDER CONSTRUCTION

PUBLIC WORKS

Streets

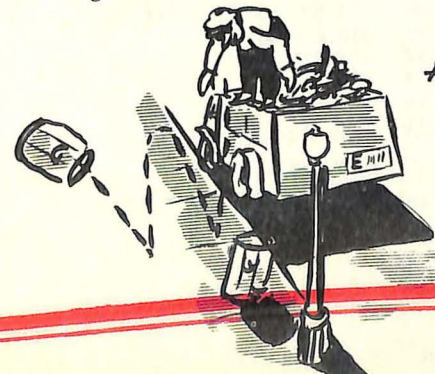
Back in the days before the invention of the automobile, the maintenance of streets wasn't such a difficult nor important task. There were many horses, but little horsepower. Old Dobbin clopped along leisurely pulling a carriage or a wagon. Wheel loadings were light, and except for runaways, no vehicle rushed along at more than 20 miles an hour. (And let me tell you young feller, that's plenty fast.)

Today we have trucks and busses with such heavy wheel loading they will sink through a thin pavement on a hot day. We have 100 raring horses under the hood of the average car. Our modern vehicles can leap away from the curb, or stop so quickly the occupants flatten against the windshield. Such performance makes fine sales material for car dealers, but it spells trouble for the men who maintain the surfaces on which these agile monsters run.



During the year 1,188,224 square feet of street surface were repaired. If we assume that the average width of the streets repaired was 40 feet then the total length was 5.5 miles. At this rate it would take over 100 years to get around to repairing all of the City's 635 miles of paved streets, which certainly emphasizes our need for additional street repair monies. These funds must come either from the County or the State or both because we can see the bottom of our pickle keg.

Six hundred and sixty-four miles of unpaved streets and alleys were graded and sprinkled. Two hundred miles of traffic stripes were painted.



THIS DOESN'T HAPPEN HERE,
AT LEAST IT'S NOT SUPPOSED TO

Power driven street sweepers traveled 34,471 miles and scooped up 14,000 cubic yards of debris.

The Street Division also repaired bridges, barricade fences, curbs, sidewalks, and performed other tasks too numerous to mention.

Refuse Disposal

If Dr. Gallup ever made a survey of the cause of municipal headaches he would undoubtedly find that 75% of them were the result of rubbish disposal. As long as rubbish and garbage are picked up precisely on schedule the average citizen never says boo. Compliments on good service are so scarce we sometimes think John Q. Public doesn't know the City's phone number. But just interrupt the service even for a day... Wow!! The detonation of an atomic bomb is mild compared to the outburst of some disgruntled people.

Our citizens, following the good old American custom of waste, managed to generate a lot of refuse. Garbage amounting to 19,889 tons was collected and sold to hog feeders for \$14,470. Rubbish collected, consisting of both combustible and non-combustible materials, totalled 61,188 tons. As one trash collector said to the other, 'Don't hand me that stuff, it's a lot of rubbish.'

Collection and disposal of dead animals was no small chore. Twelve thousand small animals including dogs and cats, and 161 large animals including horses, cows, goats, sea lions, and a monkey were picked up. It looks as though Noah's Ark foundered on the rocks.

EXPENDITURES

PUBLIC WORKS DEPARTMENT

	Salaries	M & S	Employees 516	Outlay
Streets Division	\$247,881.75	\$ 82,520.29
Street Lights	108,044.81
Sewers Division	99,968.63	43,121.04
Sewage Treatment Plant	67,901.00	51,282.17	11,547.79
Refuse Division	238,752.77	219,439.90
Auto Shops	138,962.28	108,071.35	74,329.55
Electric Shops	60,071.73	40,613.93	4,009.61
Public Buildings	97,117.28	50,773.48	17,892.66
Administration	37,444.13	6,311.24	1,514.00
Total	\$990,099.57	\$710,178.21		\$109,293.61
		GRAND TOTAL		\$1,809,571.39

Sewers

The Sewer Division kept at the unglamorous but highly important task of keeping all the City's sewers flowing freely like the gentle Sweet Afton. Stop-ups totalling 3,020 were unplugged, and 268,060 lineal feet of sewer were cleaned; that's over 50 miles. Sewers have the mean habit of plugging up on nights, Sundays and holidays much to the disgust of the men who take care of them.

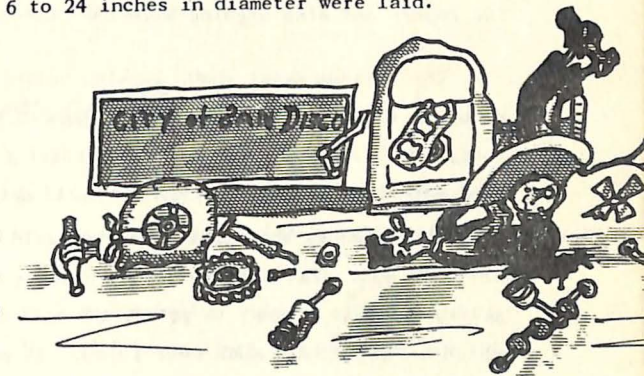
Even though it was difficult to build any type of structure because of material shortages, 1,405 sewer services were installed to take care of that many new buildings put up during the year. Over a mile of new mains ranging in size from 6 to 24 inches in diameter were laid.

Shops

You have probably deduced by now that supplying municipal services to a city the size of San Diego is no penny ante proposition. Maintaining the equipment that supplies the services is no 2 x 4 operation either. This next statement ought to clinch the argument: Repair parts purchased for the 363 pieces of rolling equipment maintained by the Shops Division came to \$23,803.86 for the year.

Every last vehicle and machine with the 'enginal fortitude' to move under its own power was put into operation in an endeavor to meet the demands of departments that at long last had the manpower with which to catch up on postponed work.

The vehicles covered 2,621,963 miles and swallowed 405,309 gallons

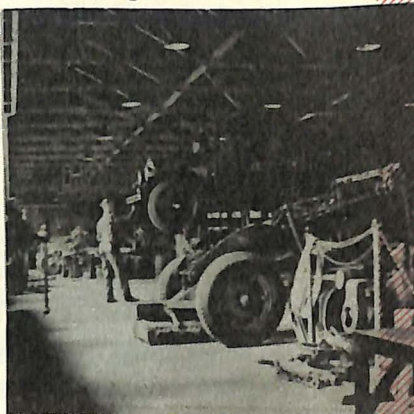


"DON'T GET EXCITED, I'LL HAVE HER RUNNING IN A MINUTE"

of gasoline. It is no wonder that the shop always appeared to be up to its ears in pistons, cylinder heads, gears, and the metallic entrails of mechanical horses, because the number of vehicles stopping in for physical checkups totalled 5,305. The paint and body shop spruced up 59 pieces of equipment. Seventeen thousand pointed tools were sharpened by the blacksmith shop. These tools don't get dull just standing...someone must have been working.

(It's too bad this confounded typewriter doesn't get as dull as the script does, then we could rest while it was being sharpened. Why don't we sharpen the script and forget about the typewriter? We've got a snappy retort for that one. Did you ever try making figures funny? We'll talk to you about this later; the Boss just said to get on with the report and stop arguing with the customers.)

The parking meter shop, looking quite like a corner in a clock factory with dozens of balance wheels rocking back and forth passing the time with their neighbors, repaired 717 meters. Minor adjustments and repairs in the field numbered 13,423. Vandals damaged or destroyed 59 meters in their attempt to get at the coin boxes which never contain much over \$2.00. It probably never occurred to these knuckle heads that a \$60.00 machine was destroyed for a paltry \$2.00.



A SECTION OF THE
AUTO SHOPS

Public Buildings

If anyone in the Public Buildings Division got bored with his work, it certainly wasn't due to lack of variety. Tasks ranged all the way from installing an automatic locking system in the cell blocks at the City Jail to repairing the merry-go-round building at the Mission Beach Amusement Center.

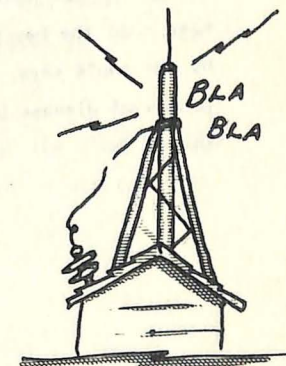
The Division's work carried them all over our 'Heaven on Earth's', 95 square miles, and beyond into the County. All buildings in the City's water impounding system, which are located in widely scattered parts of the County, were maintained. A dam keeper's cottage was constructed at Lower Otay reservoir; repairs were made on the store building at Morena Dam 35 miles east of the City. A new roof was installed on the Country Club reservoir at La Jolla.

Recently when some dignitaries visited us it was found that the key to the City was missing. It turned out that some of our federal friends were under the impression the town was theirs and figured we didn't need the key any longer. The Public Buildings Division saved the day when it quickly turned out a 3-foot duplicate.

Electric Division

When your radio goes dead at the crucial point in your favorite mystery program you probably give forth with a few unprintable utterances and let it go at that. But the radios your City uses cannot go dead in the middle of an exciting drama, for here we are dealing, not with actors and stage props, but with human lives and valuable property. The responsibility for the maintenance of these important devices falls upon the Electric Division.

Our radio shop bulges with precise instruments that are necessary for the construction and care of the 221 receivers and 132 transmitters the City uses. Another charge of the Division is the relay station on Lyons Peak which picks up and rebroadcasts the weak signals put out by mobile transmitters. It is an uncanny device that can't keep a secret and repeats in a loud voice over the air waves everything it hears. Unlike most gossips, it repeats verbatim.



what it hears and never garbles the gossip.

In addition to maintenance work the radio shop manufactured 25 car receivers and 10 transmitters during the year.

Five hundred and fifty motors ranging in size from 1/100 to 300 horsepower, totalling 9,000 horsepower were serviced by the Electric Division. Forty-five hundred street light standards with 5,000 globes were maintained along with 450,000 lineal feet of underground cable that supplies current to the standards.

Traffic signals for nine intersections were manufactured and installed.

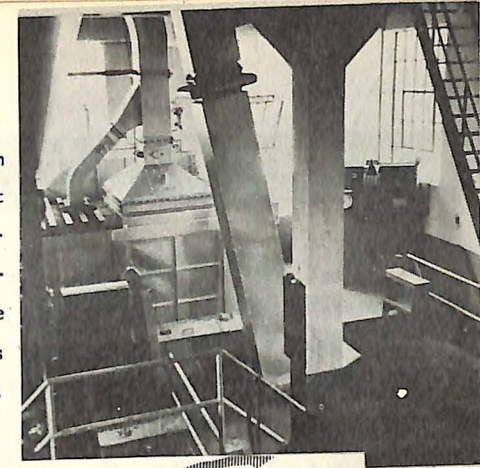
Sewage Treatment

The disposal of sewage is in the same category as death and taxes.. the problem is always with us. There are a variety of ways of dealing with this ever-present difficulty of civilization. They run all the way from the Oriental method of dumping the stuff into the street which serves the dual purpose of a public thoroughfare and an open sewer, to purification so complete that the effluent can be used for drinking water.

Even though water is a scarce commodity in San Diego, we don't use the latter plan because of the cost. Instead we use a process that stands about third from the top rung of perfection.

During the year 66.9% of the solids were removed from San Diego's sewage and the nearly clear liquid or effluent as it is called was emptied into the bay to be carried away by the tides and further purified by the sun's rays. If it hadn't been for the treatment plant, 2,494,000 pounds of disease breeding sludge would have contaminated the Bay of San Diego.

The bacterial thugs who lurk in the sludge (*that almost rhymes*) just waiting for a chance to start an epidemic are lined up and summarily executed with a shot of heat from the flash dryer. The dried sludge was sold as fertilizer for \$21,905.77.



SLUDGE DRIER

The plant was designed to handle 14 million gallons a day. The average daily flow was 22.57 million gallons as compared to 21.68 million gallons per day last year. This overload resulted in a reduction in the total amount of fertilizer produced even though more sewage ran through the plant. Plans and specifications for trebling the capacity of the facilities to 40 million gallons per day are now being prepared. The estimated construction cost, which we don't guarantee for more than two minutes in the present fluctuating market, is \$1,200,000.

It probably never occurred to you when you scrub the kitchen sink with scouring powder, or when you tell Junior to wash the sand off his feet in the bath tub, that the grit must be removed from the sewage at the treatment plant. A gadget called 'detritor' removed 5,184 cubic yards of grit during the year. The reason the grit has to be removed is because its abrasive action wears out the valves in the piping system. In the heat drying system it acts as a sandblast when whirled at high velocities along with the pulverized fertilizer.

The net cost of treating a million gallons of sewage, exclusive of depreciation on the plant, dropped to \$11.17 from \$11.45 the previous year.

On March 25, 1946 the City took over operation of the Camp Callan sewage treatment plant which serves a housing project adjacent to the camp.

CIVIL SERVICE

With the cessation of hostilities the flood gates on the labor reservoir were opened wide. In poured applicants looking for jobs... 21,500 of them. Of this number 2,257 took examinations and 1,351 passed with a grade of 70 or better.

Although there was an over supply of job seekers in most classifications a few positions are still difficult to fill. Draftsmen and engineers are as scarce as Republicans in Georgia.

At the beginning of the year we had 1,997 employees. During the year 1,329 were added, and 187 returned from military leave. This brought the total up to 3,513, but 1,023 employees were separated from the service (*that's a nice way of saying you quit or were fired*) leaving a balance at the close of the year of 2,490 or a gain of 493 if our calculus is correct.

EXPENDITURES

<u>CIVIL SERVICE DEPARTMENT</u>		Employees 15
Salaries	\$38,192.42	
M & S	2,838.90	
Outlay	663.70	
Total	\$41,695.02	



BEARS AT THE ZOO

SOCIAL WELFARE

Would you like to paint the town every night, make the rounds of the night clubs, bars, dance halls, juke joints, and finish off with the midnight show at the burlesque? If you would, then you should take a position with the Social Welfare Department as an investigator. Before you get too enthusiastic about the job we want to warn you it isn't all highballs, sweet music and romance. In fact it isn't any of these.

You would find after one whirl of the nightspots that the jokes were't so funny the second time...without the softening affect of a couple of cocktails the music wasn't so sweet...and drunks are generally repulsive. All of our entertainment spots are not as bad as this harangue might lead you to believe. This is just the picture you would get if you hit the good with the bad in rapid succession.

The Department hasn't the slightest intention of spoiling anyone's fun. It's merely their job to keep balls from becoming brawls, and to prevent ladies and gentlemen from losing their classification in public places.

We have an ordinance that excludes minors from establishments where liquor and dancing are stirred together unless the minors are accompanied by their parent or guardian. Now you know very well that at the ripe old age of 17 you didn't care to go dancing with your mother or father in spite of the respect you may have had for their other abilities. So, the youngsters use all known subterfuges and a few unknown ones in their attempt to convince proprietors that they have reached the worldly age of 21. Their methods include such questionable tricks as altering original birth certificates, and borrowing an older person's identification.



While the welfare investigators may be old meanies in the eyes of the juveniles, they do a swell job of keeping our youngsters out of potential trouble by shoosing them out of places where they don't belong.

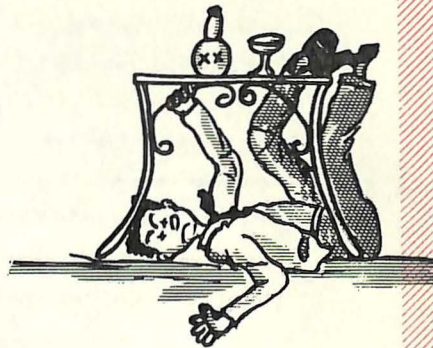
Our ordinance also states that the hired help in entertainment establishments are not to mingle with the guests. This piece of legislation is aimed at B-Girls who would use their feminine charm to encourage the sale of alcoholic beverages. The investigators frequently find a waitress kissing a customer. The standard reply of the waitress is that the recipient of the osculation is her husband. Whereupon the investigator tells the osculator that if she is not careful she'll be charged with bigamy.

During the year, 228 amusement establishments of all kinds were inspected 5,644 times with a total of 464 incidents reported.

Teen-age dances, which must be assured of adult supervision before given approval, gave the Department considerable trouble especially when the chaperones didn't behave as well as the youngsters.

Charitable solicitations, over which the Department exercises supervision, brought in \$2,842,486.62 or 11% more than the previous year. The collection cost was \$266,894.56 or an average of 9.4%. The bulk of the money was collected by the Red Cross and the War Chest in their campaigns.

EXPENDITURES	
<u>SOCIAL WELFARE</u>	Employees 5
Salaries	\$12,307.45
M & S	<u>1,014.76</u>
Total	\$13,322.21



LIBRARY

As usual the Library had its finger on the community's pulse and recorded with uncanny accuracy, fluctuations in the people's thinking.

The end of the war brought an immediate upsurge in adult reading. People (*that's a dangerous word, we'll tell why in a moment*) who didn't have time to read while they worked in war plants (*they probably had a mean old boss*), came to the Library to catch up on the best sellers of the last few years.

Getting back to the word 'people', an English teacher once told us to watch out for this reason: If you have 3 people that's fine, but if you take away 2 you only have 1 people left and that's not so good. In other words if there is any danger of ending up one 'people' you should start out with 'persons'. Do you follow us? If you do, you shouldn't because this is supposed to be a report on the Library's activities, not an English lesson.

Let's start over again. Newcomers to California suddenly had the time and the gasoline to plan trips and explore the back country. They asked for books on San Diego County, California history, Baja California, Mexico, and South America.

Books on mathematics and aeronautics no longer held the fascination they did (*we could never hold math long enough to be fascinated by it*). From the nature of the questions asked and books requested, the librarians came to the conclusion that nearly everyone in San Diego was either going to school or college, or getting ready to build a house.

A total of 1,344,476 books were borrowed by 80,000 persons (*we're not taking any chances*). Over 60,000 questions were asked in the Main Library Reference Department. Hundreds of veterans came to the Library for help in passing civil service examinations or for information about

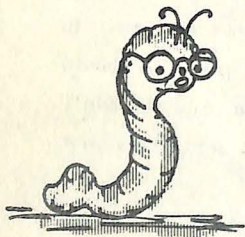
new trades and job opportunities. A bulletin board on which was posted items of interest to veterans was set up in the lobby of the Main Library.

On returning home after being stationed in San Diego many servicemen mail their library cards back along with a note thanking the Library for the courtesy and helpfulness extended them. (*Our faith in humanity is restored.*)

While adult use of the Library boomed, children borrowed 19,505 fewer books than the year before. We have warned you about drawing quick conclusions from statistics, so don't go and assume that all the kids in town have suddenly metamorphosed from book worms to juvenile delinquent butterflies. The Library staff was so overburdened with increased demands coupled with a shortage of personnel that very little work could be done with the school reading programs during the fall and winter months.



DON'T GO
OFF HALF
CROCKED



Some day if you hear a loud ripping noise near the central business district don't run for shelter from curious eyes and examine the western extremity of your other garments. It will just be that the Library burst a seam because it couldn't hold the bulging book stock. The present main building was a gift of Andrew Carnegie in 1900 when San Diego had a population of 17,000. It was outgrown 30 years ago and is hopelessly inadequate serving a population of 362,658. Annexes have been rented since 1916 at a cost of more than \$200,000. For the most part this was money down the drain because we don't have a building to show for it. Plans for a new library estimated to cost \$1,000,000 have been partially completed, and \$500,000 of the necessary money set aside in the City's Capital Outlay Fund. The choice of a building site and the scarcity of

building materials are now holding up construction. In the meantime contributions of valuable book collections by public-spirited citizens have to be rejected because we have no place to put them.

The Army Map Service selected our Library as a depository for 50,000 valuable topographical maps, but unfortunately these must be stored for we have no space in which to make them available to the public.

Statistics

Buildings

Main Library and Annex	2
Branches in Separate Buildings	6
Branches in Rented Quarters	2
Branches in School Buildings	5
Temporary Distributing Points	4
	<hr/>
	31

Days and Hours of Operation

Number of Days Open During Year	356
Hours Open Each Week (Main Library)	75½

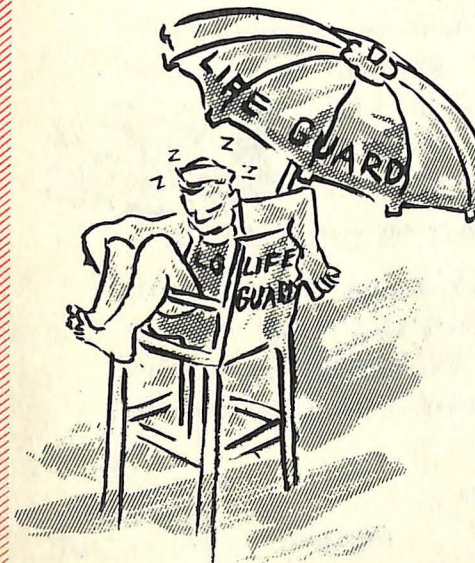
Book Stock

Number of Volumes at beginning of Year	237,530
Number of Volumes added by Gift & Purchase	19,979
	<hr/>
	257,509
Number of Volumes discarded	4,044
	<hr/>
Total at end of Year	253,465

EXPENDITURES

LIBRARY

	Employees 156
Salaries	\$184,370.04
M & S	58,023.98
Outlay	<hr/>
	1,743.59
Total	\$244,137.61



BUDGET

The preparation of San Diego's budget follows the same basic pattern as that used in evolving your own household budget---so much for this and so much for that. But in the case of the City the 'this' may come to \$1,000,000 and the 'that' may be \$1,500,000 so you see that the figures must be compiled with care.

Preparation of the budget is the City Manager's responsibility, but it's obviously impossible in a city the size of San Diego for the Manager to do all the pick and shovel work so that is where the Budget Office comes in. Estimates of the financial needs of all departments are gathered, assembled and classified prior to the close of the fiscal year. After much cutting and fitting to make ends meet, the budget is presented to the Council for adoption and whatever changes the City dads deem necessary.

Budgets can be like New Year's resolutions unless there is someone around to check up once in a while. Here again the Budget Office assists the Manager in controlling expenditures.

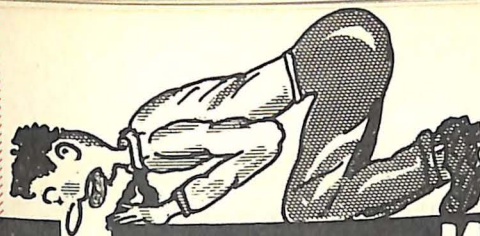
Every good sized business must have numerous clerical forms. Inasmuch as the City is big business, it naturally follows then that we must have forms for a multitude of operations. But unless you watch them, forms will multiply like toadstools after a rainy night. Then the darn things become masters instead of servants. We could cite as an example the myriad forms our federal government has compelled us to fill out in recent years, but we won't.



In order to maintain the aloof perch from which we can make catty remarks about the complexity of other people's forms (*we're not referring to anatomies*) the Budget Office made a survey of all forms during the year. Some have been redesigned and others have been eliminated much to the joy of everyone.

EXPENDITURES

<u>BUDGET OFFICE</u>		Employees 4
Salaries	\$15,327.98	
M & S	530.92	
Outlay	527.88	
Total	\$16,386.78	



WATER

Development

If San Diego Bay, on which our City fronts, were fresh water like that of the rivers and lakes that border many cities, the subject of water wouldn't be so important. We could just forget all about a water supply and such terms as 'net safe yield'. It would just be a matter of pumping the water out of the bay, purifying it, and piping it to your home. It's ironic that we have so much water close at hand which we can't use.

We are like little boys with noses pressed tight against the bakery window, surveying the delicacies just beyond their reach. Nature's window pane of salt stops our use of the water in the bay just as effectively as the bakery window prevents a little boy's grubby hands from fingering a jelly do-nut.

Water use in the City continued its upward spiral to set a new record with an average daily use of 51.09 million gallons per day. Last year it was 48.4 m.g.d. and the year before that 44.6 m.g.d. The real draft occurred on July 30, 1945 when faucets, showers, and sprinklers poured out 69.16 million gallons in one day. When you realize that our reservoir system has a net safe yield of 26.6 million gallons per day you can understand the necessity for bringing in Colorado River water by means of the San Diego Aqueduct.

This 71-mile, 15 million-dollar aqueduct was started by the navy as a war project by directive of the President, because the government's vast installations here would be just as much jeopardized by a water shortage as any other portion of the City. With the cessation of hostilities, the navy decided to cancel the contract, notwithstanding the

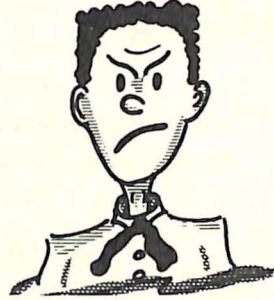


fact that it as well as the City continued to use as much water as ever. The final upshot was that the City, and not the federal government, now has to pay for the aqueduct even though the government is primarily responsible for the water shortage. In the vernacular of the street, we were left holding the bucket.

But building an aqueduct is one thing and getting water to put in it is something else again. Our pipeline will look onto the Metropolitan Water District's aqueduct at the San Jacinto Portal. But that doesn't mean that we can hook their water for nothing. No indeed. The District laid out a lot of hard cash for its aqueduct and it expects some of it back if we intend to use the facility. That 'some' amounts to approximately \$29,000,000. The District has agreed to pay half the cost of the San Diego Aqueduct so that reduces our obligation on this project to 6.4 million dollars, but 29 million and 6.4 million still add up to 35.4 million lettuce leaves which is a lot of salad.

So with the wolf nipping at our heels, and visions of hot, parched deserts strewn with bleached bones dancing before our eyes, we decided something had better be done. We sicked the wolf on the water consumers of which Uncle Sam is one, and raised the rates 4.6 cents a hundred cubic feet. It's anticipated that this added revenue will take care of these new obligations without burdening the owners of real property with more taxes.

The San Diego County Water Authority of which San Diego is a member is the agency that will actually join the Metropolitan Water District and handle the distribution of the Colorado River water. The reason we splash the term 'we' around so freely is that the City of San Diego



**ARE YOU READING THIS
BOOK OR JUST LOOKING
AT THE PICTURES ?**

comprises 85% of the net worth of the Authority.

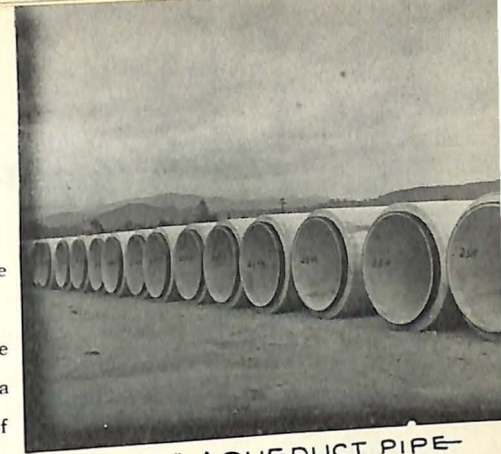
Numerous transmission mains were installed during the year. The Bonita Connection Pipe Line consisting of 9,400' of 36" pipe was completed and placed in service. The 11,200-foot Thorn Street Pipe Line ranging in diameter from 24 to 42 inches, and the 900-foot, 34-inch diameter, Thirtieth Street Pipe Line were installed.

As we have already pointed out, our City is using a lot more water than the system was designed to produce and handle. It has gotten so bad that we had to install pumps on the Otay pipe line to pump water down hill because it wasn't running fast enough. These went into operation on July 11, 1945 and increased the line's capacity of 50%.

Plans and specifications for the Alvarado Treatment Plant were partially completed to the point where bids were called and contracts let for some of the filtration equipment. Seventy-five percent of the land necessary for the site has been purchased, and condemnation proceedings started for the balance.

Designs and specifications for the pipe lines that make up the \$6,000,000 expansion program are progressing but not as rapidly as they should due to the lack of an adequate staff.

WATER DEPARTMENT		EXPENDITURES	
	Salaries	Employees 311 M & S	Out lay
Div. of Development.	\$243,019.19	\$309,266.15	\$186,299.28
Div. of Distribution	234,294.20	207,159.02	386,918.34
Div. of Accounting .	93,090.90	35,089.84	1,779.92
New Services	1,565.00	88,803.85
Total	\$570,404.29	\$553,080.01	\$663,801.39
		GRAND TOTAL	\$1,787,285.69



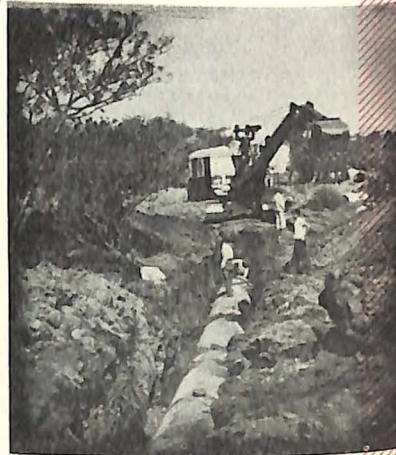
48" AQUEDUCT PIPE

Accounting and Distribution

Producing water is one task...distributing it and collecting from the customers are two other functions necessary to complete the transaction. And this is where the Divisions of Water Distribution, and Accounting come into the picture.

Water Distribution has the important task of delivering the water in good condition and under proper pressure. Customers have very definite ideas about the water they use.

Nothing tastes more like watermelons than green algae. The flavor is delicious when found in watermelons, but for some strange reason our customers object to drinking watermelon juice. So from the time it scampers over the rocks to a mountain reservoir until it gushes from your faucet, water must be kept pure and tasteless.



BALBOA PARK WATER MAIN

To meet the increasing demands for water, new mains totalling 130,416 lineal feet were installed during the year. Forty-six thousand feet of old mains were retired leaving 672.9 miles in service at the end of the year. The total value of all water properties now stands at \$49,706,166.16 (*the 16¢ indicates precise accounting*).

Our citizens are very good about paying their water bills. Out of \$3,973,239.12 worth of water sold through 57,601 meters, only \$493.49 were chalked up as uncollectible. Needless to say those who didn't pay their bills soon found their water shut off.

The real culprit on the 'No pay'em Water Bill List' is...we're not dishing up any dirt about your neighbor, so get that I-knew-it-all-the-time look off your face. You'll never guess...it was Uncle Sam's army.

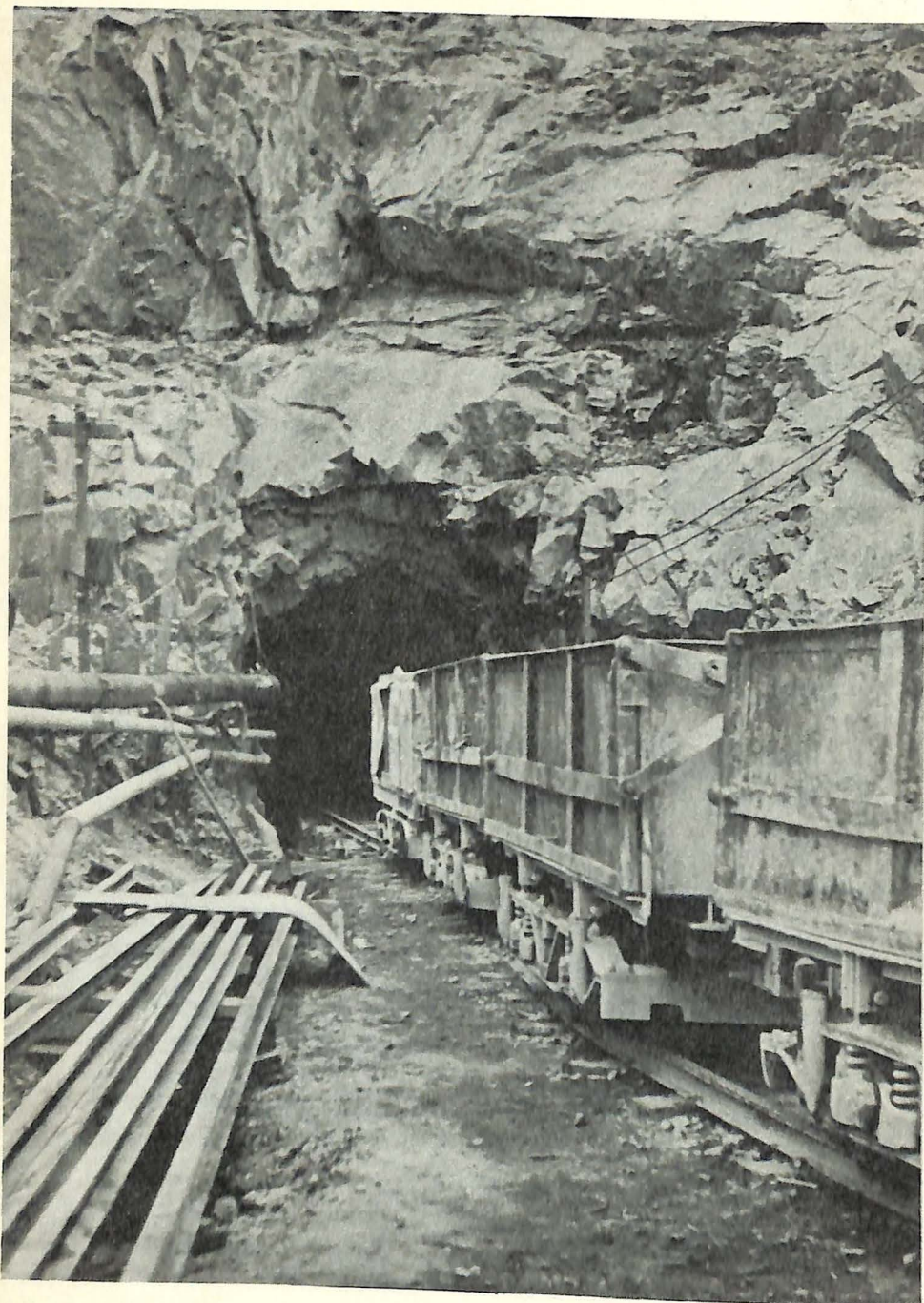


Can you believe it? We sure can because on January 1, 1946 the army owed us the tidy sum of \$34,673.76 for H₂O used at Camp Lockett. Why didn't we turn the water off? Ha, with a war going on such things just aren't done. As it is, we'll probably write next year's report in an army detention camp because we told you all this.

The ruckus all started when the army argued that inasmuch as they were pumping and purifying the water they should have a reduced rate. We're always ready to listen to a good argument, but we're pretty stupid when it comes to following the army's logic. Based on the net safe yield of our reservoir system, it costs 20.5¢ to produce 100 cubic feet of water. Now when we sell that 100 cubic feet to the army for 12¢ we can't figure out how they are getting gipped even if they have to pump, purify, or put cream and sugar in it.

Anyway after arguing and sending bills since 1942 without success, we're now trying to settle for \$25,000.

Firmness is that admirable quality in us that is detestable stubbornness in others.

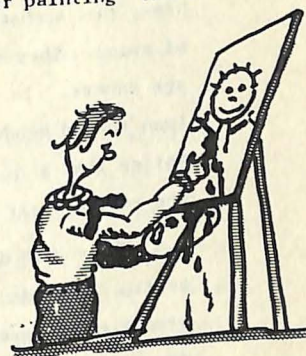


INTAKE PORTAL
SAN VICENTE TUNNEL
OF THE SAN DIEGO AQUEDUCT

RECREATION

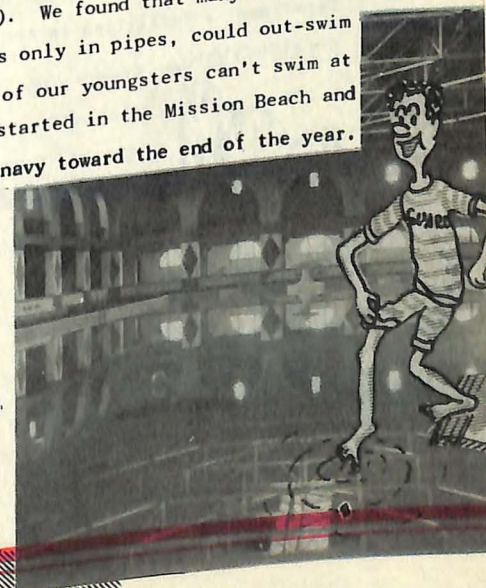
If your offspring ever drew pictures on the landlord's wall-paper after sticking his finger in the ink well, you can appreciate the Recreation Department's program of funneling destructive genius into productive channels. In an activity known as 'finger painting' these 20th century Rembrandts dab to their heart's content on paper supplied by the Department.

Recreation doesn't necessarily involve the use of expensive materials. Thirty-six truck loads of scrap wood were turned into 14,705 usable articles by wood craft classes during the year. More than one bird had to move over in the sky to make room for the 4,600 kites constructed of scrap material.



With the world, or portions of it, at peace once again, play takes on an added meaning for the citizens of San Diego. Under the direction of its newly appointed head with the title of Assistant to the City Manager in Charge of Recreation, the Department expanded its activities to cover more phases of the fine art of relaxation. A director, and a supervisor of aquatics were appointed to develop a water sports program. In the past the ocean and the bay had just been taken for granted. The liquid stuff was there and you could take it or leave it. Much to our chagrin a lot of the local citizens apparently let it alone (*too bad we can't say the same for the bottled goods*). We found that many residents of inland communities, where water comes only in pipes, could out-swim the local offspring. An amazing number of our youngsters can't swim at all, so a 'Learn to Swim' campaign was started in the Mission Beach and Balboa Park plunges, retrieved from the navy toward the end of the year.

MISSION BEACH
INDOOR PLUNGE



ENGINEERING

The ever popular game of softball attracted 2,000 players who made up 156 teams. Many of the fans in the grandstand exercised their democratic birthright...booing the umpire...with such vigor they got more exercise than the players.



If you can't conquer the enemy the next best thing is join up with him. That's what the Department did with the City's youthful proponents of swing. They organized them into a swing band that played for teenage dances. In this way the delicate-eared citizens of our City who lean toward Mendelssohn and away from Boogie-Woogie were given public notice that a disintegrating musical force was in operation and those who valued their esthetic senses had better keep their distance.

Those with dramatic inclinations enjoyed little theater groups and amateur contests. 'The House of Make Believe', a half hour radio program with children as the only participants went on the air each Saturday morning. One of the plays bore the intriguing title 'Homer and the Easter Egg'. Don't you imagine it was a blood curdling 'Who Dunit'?

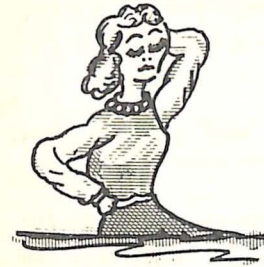
The City's Balboa Stadium, operated by the Recreation Department, had the biggest year in its history. Twenty-seven football games, 4 track meets, 8 baseball games, and 17 midget auto and motorcycle races packed the bowl to overflowing.

A community building in La Jolla constructed by the federal government as a U.S.O. center was purchased for \$30,000 and placed in operation as a social recreation building. Another structure added to the Department's facilities is the Ocean Beach recreation building now under construction.



EXPENDITURES

RECREATION DEPARTMENT		Employees 212
Salaries	\$218,737.45	
M & S	39,654.36	
Outlay	52,015.15	
Total	\$310,406.96	



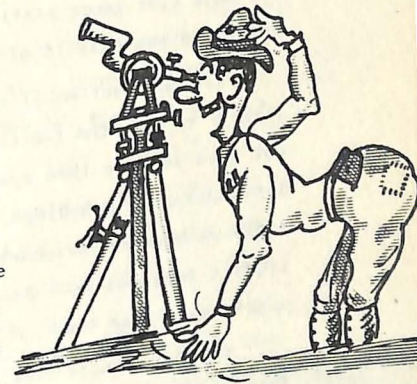
Under the Civil Service section of this report we said that draftsmen and engineers were scarce. That hardly describes the situation, but our descriptive vocabulary (you know, the one with six words in it...good, bad, increase, decrease, urgent, and critical) seems to have failed us for the moment.

With what help that could be secured the Department staff still had to shovel a path through the work orders in order to get to the front door of the office each morning. This all happened because of the prodigious quantity of improvement work demanded by the citizens. On June 30, 1946 one hundred and twelve Public Improvement Act Proceedings were on the books for sewer and water main installations, and street and alley pavement projects.

Contracts for all types of improvements totalling \$475,000 were let during the year. A considerable portion of this work has been completed.

Seven miles of sanitary sewers were installed, and plans for many miles more are now on the drawing boards. Studies and preliminary plans were made for eliminating the few remaining outfalls that still empty into the bay and ocean.

When a city grows, man covers the earth with his buildings, his paved streets and sidewalks. When it rains, these surfaces prevent the water from soaking into the ground as it did previously. The water has to go somewhere so that's why we have storm drains, or rather



why we should have them. Plans for 9 urgently needed storm drain projects were drawn up in the course of the year's work.

Specifications and working drawings were completed for 8 water distribution projects embodying pipe that ranged from 6 to 36 inches in diameter.

Topographical surveys of several playgrounds were made and plans prepared for grading and improving the sites.

The winds and the tides in Mission Bay had their private lives investigated by the engineers who asked such questions as, 'Where were you on the night of June the 3rd?' You may wonder why all the curiosity. Well, the velocity and direction of the wind and the tide have a direct bearing on the design of the bridge, seawalls, and piers to be constructed in the Bay as a part of the yacht basins and recreational development. During the course of these studies the tidal wave that destroyed so much property in the Hawaiian Islands was recorded on April 1st on a tide gauge-stationed in the Bay. The wave had dissipated its force and was only .6 of foot high when it reached our sunny beaches.

Although automobiles are plenty scarce, there were enough on the streets to keep the traffic engineer and his staff more than busy dopping out ways to keep them apart. There is approximately 1 auto for every 3.6 persons in San Diego, which means that a larger percentage of our citizens have wheels under them, than is found in most cities. Without traffic engineering a larger percentage of our pedestrians could have wheels over them too.

Traffic signals were installed at six busy intersections in an effort to settle disputes over who got there first. Motorists on 7 miles of streets were throttled down to 25 miles an hour, at least that's what the new signs said they were supposed to be going. Accident prevention treatment, which generally consisted of street markings and warning signs, was applied to 42 locations. Street lights were installed at 80 intersections.

EXPENDITURES

<u>CITY ENGINEER</u>		Employees 47
Salaries	\$89,150.36	
M & S	4,590.55	
Outlay	<u>2,708.29</u>	
Total	\$96,449.20	

PARKS

The termination of the war did not result in the military vacating park areas and buildings as rapidly as we had anticipated. Neither did the production of materials and equipment increase. Consequently, the general operation of the Department continued on a war-time level.

Although navy personnel have been removed from Balboa Park, the buildings will not be returned to the City until some agreement is reached on the amount of restoration to be performed by the navy. Our estimators after several months of measuring and figuring came up with an estimate of \$947,885,000 as the amount of money required to put the buildings back in shape so that our citizens can again use them.

Negotiations have been carried on and an agreement has been reached and approved by the local navy officials. Upon acceptance by Washington of the settlement price of \$790,850.33, the Park will be returned to the City for restoration.

The Department and the Park Commission evolved a long term improvement plan embracing 15 projects at a total cost of \$1,330,334. Foremost of these is the plan to remodel the downtown Plaza at a cost of \$60,000. Instead of asphalt, chain fences, and a delapidated old fountain, there will be grass, trees, Spanish tile benches and two attractive fountains.

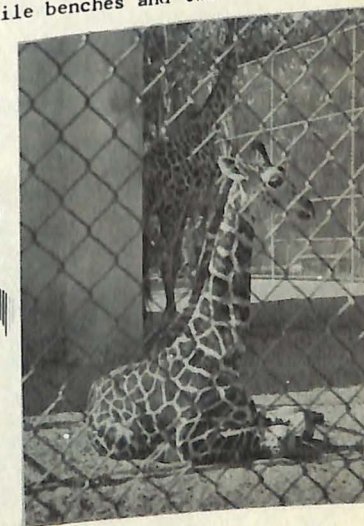
Twenty-five acres of a 44-acre tract at 54th Street and University Avenue were acquired for a future park at an average cost of \$686.42 per acre. The balance of the land will be purchased or condemned during the coming year.

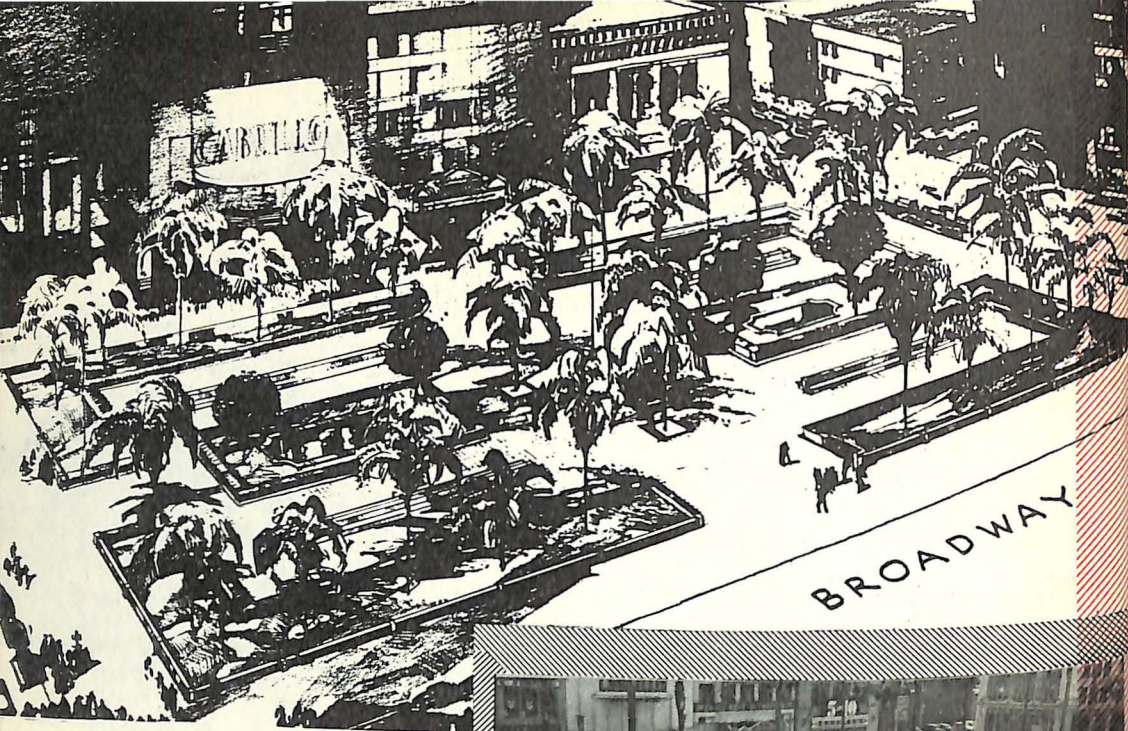
A VIEW IN THE ZOO

(Would you rather be a giraffe with a sore throat or a centipede with corns?)



NOT THE PARK BUT THE POLICE STATION PATIC





THE PLAZA AS IT IS
AND AS IT WILL BE



Each year for the past few years the Municipal Golf Course has been ringing up new attendance records. This one was no exception. A total of 187,825 rounds were played as against 167,927 the year before. The green stuff paid for the use of the greens amounted to \$99,505.35. After paying all expenses including water, the net profit amounted to \$37,147.14.

Interments in the municipal cemetery numbered 958, an increase of 46 over the previous year. Revenues amounted to \$50,700.32 and expenditures \$61,165.33. As can be seen from these figures the cemetery is not self-supporting.

The Street Tree Division with insufficient funds and manpower did its best to maintain what could easily be one of the City's most valuable assets...its street trees. Our 1400-acre Balboa Park, scene of two expositions, is second to none in the country with its thousands of trees. But when it comes to trees on our streets that's another story. We might as well stop kidding ourselves. Our streets are generally not as attractive as those in many communities because of insufficient tree planting. We doubt if there is any one element that can do more for the appearance of a city at small cost than that of trees.

Some people apparently don't think so because the Park Department received petitions for permission to remove all of the trees in the Hillcrest Business District, and the entire length of Garnet Avenue in Pacific Beach. The Department, God bless 'em, denied the petitions. In the La Jolla area of the City the residents are really aware of the value of their trees and they usually tar and feather anyone who suggests destroying a street tree. This sort of community pride saves the Department a lot of trouble.



PARK DEPARTMENT

	EXPENDITURES		
		Employees 145	
	Salaries	M & S	Outlay
Park	\$166,693.14	\$39,889.89	\$2,205.37
Street Trees	13,480.48	7,587.33
Golf Course	40,417.08	21,195.82	2,611.85
Cemetery	48,522.31	13,148.49	4,850.73
Art Gallery & Museums	23,066.08	492.38
Total	\$292,179.09	\$82,313.91	\$9,667.95
		GRAND TOTAL	\$384,160.95



HARBOR



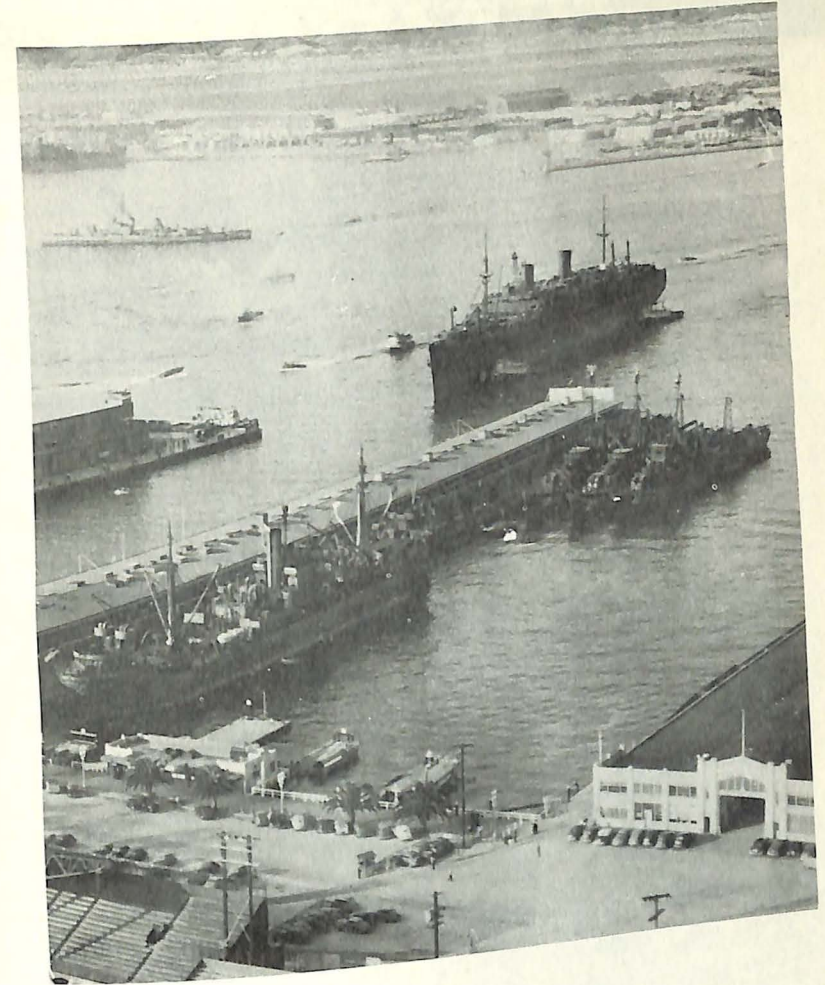
For the first time since the beginning of the war we can use the term 'our harbor' with some degree of possessiveness. Toward the end of the year the navy removed the fencing that had excluded the general public from the wharf areas. The Harbor Department offices, directly across the street from the headquarters of the 11th Naval District, were a stone's throw from the top drawer where the military secrets in this area were kept. If you had some business to conduct in the Harbor office you had to prove your intentions were good before the navy guards would let you in.

The navy gave us our 'B' Street municipal pier back after many years of occupancy. Because shipping has not returned to normal, the pier is largely leased to tenants for manufacturing and storage purposes that provide more income to the City than that received from the navy when they occupied it.

Shore protection and apron wharf work along Harbor Drive amounted to \$66,930.47 for the year. This project which is nearly complete and has to date cost \$254,135.32, will solve the small fishing boat anchor-problem for some time to come. Work on the 'G' Street mole pier brought the protective rip-rap construction to 85% of completion, and the apron wharf to 75%.

Wash borings for underground studies on the perimeter of the proposed Tenth Street industrial pier were completed under contract. The Department's survey crew made a topographical and hydrographical survey of the site and set monuments to facilitate the setting of lines and grades needed during construction.

The Lindbergh Field trunk sewer was completed soon after the beginning of the year. When all costs were added up the job had cost \$127,924.99 of which \$12,272.38 were City Harbor funds. The FWA and the aircraft companies located on the field had contributed the balance. Several smaller sewer lines along the water front were completed. Each will do its part to stop pollution of San Diego Bay.



<u>HARBOR DEPARTMENT</u>		EXPENDITURES
		Employees 65
Salaries	\$161,511.61	
M & S	146,523.46	
Outlay	<u>4,217.03</u>	
Total	\$312,252.10	

CITY ATTORNEY

To the layman, the work the City Attorney and his staff perform is musty, dehydrated stuff completely devoid of any human interest angle. Surprisingly enough the decisions the attorneys make and the cases they handle have a profound affect on the operation of the City and the people it serves.

The suit against the Southern California Telephone Company to compel payment of a 2% franchise that returns about \$75,000 a year to the City is an example. This legal scuffle which has been going on for a year and a half was momentarily settled when the Superior Court ruled that the City was entitled to compel payment of a franchise fee in that portion of the City that existed in 1905, but not in any areas annexed since that time. This melon-splitting decision didn't satisfy either party which wanted all or none, so they both appealed the case.

About the most voluminous case to ever hit the Attorney's office is the Mission Bay condemnation case involving 1800 parcels of land needed for the Bay development. For the most part the property owners and the City have gotten together on the prices to be paid and many of the acquisitions are being settled out of court.

The City won a moral victory over the State Board of Equalization when the court cancelled 52 new liquor licenses the Board has issued in San Diego without giving City officials an opportunity to protest. The reason we say it is a moral victory' is because the Board has already filed an appeal.

A vast amount of legal work was performed to make way for the transfer of the City's water rights in the Colorado River, to the San Diego County Water Authority.

EXPENDITURES

<u>ATTORNEY</u>		Employees 20
Salaries	\$63,246.44	
M & S	13,651.27	
Outlay	<u>121.98</u>	
Total	\$77,019.69	

PURCHASING

Talking your butcher out of a half pound of bacon was no task at all compared to some of the tricks the Purchasing Department had to engineer during the war in order to secure equipment and supplies. In spite of Purchasing's best efforts all operating departments accumulated a backlog of unobtainable items. With the end of hostilities and the freeing of hundreds of war-restricted items, these City departments immediately attempted to replenish depleted and replace sorely needed equipment.

The end result of this pent up demand was that the number of purchase orders issued was one of the largest in the Department's history. Invoices on the City's storeroom increased 41% over the previous year. Surplus property totalling \$21,909.18 was purchased from the War Assets Administration.

You probably have no conception of the extent of San Diego's municipal operation until you are told that the City (*that's you*) owns land and buildings valued at \$52,726,267.50. The area of the land owned within the City limits is 9,813.57 acres, and the ownership outside the City encompasses 29,796.28 acres of reservoir properties. It has long been known that for efficient management these holdings should be the responsibility of one agency rather than many. At the beginning of the year a Real Estate and Property Division was set up under the Purchasing Department and charged with the handling of sales, leases, acquisitions, inventories, and insurance.



CAMP CALLAN
SALVAGING OPERATIONS

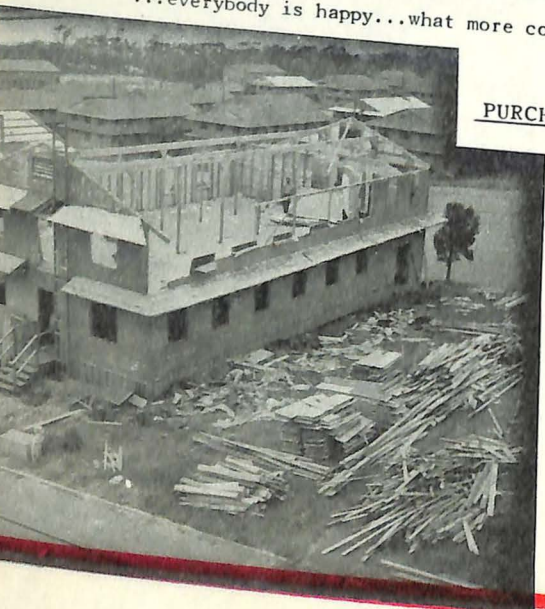
Another new branch of Purchasing is the Central Duplicating Bureau which does 90% of the City's printing on an offset press. Under the direction of a commercial artist the Bureau supplies the City's varied printing needs at considerable savings. This report including the cover was set up and printed by the Bureau.



NOT "OLD FAITHFUL", JUST A BROKEN PIPE AT CALLAN

Unlike the federal government, the City of San Diego confines its operation to supplying services to the public. However, with surplus Camp Callan occupying 800 acres of our land, and with veterans occupying park benches because they couldn't find lumber with which to build homes, the City went into the retail and wholesale lumber business in a big way.

At the close of the year, 3 months after we had talked the army out of the camp, and the army had talked us out of 200,000 pieces of our mazuma, over 50% of the lumber and buildings had been sold by the Purchasing Department. All material and fixtures were sold at OPA Ceilings or under. The City will get its money back and enough more to restore the site. Veterans have material for homes; we have our land; the army got out of a difficult disposal problem; Purchasing did a good job...everybody is happy...what more could you ask?



THIS BARRACKS BUILDING WILL BUILD THREE VETERANS' HOMES

EXPENDITURES

PURCHASING		Employees 25
Salaries	\$49,244.30	
M & S	4,955.74	
Outlay	<u>1,523.02</u>	
Total	\$55,723.06	

PLANNING

'The best laid plans of mice and men. . .' A few of the Planning Department's plans went astray during the year, but the members of the staff can't be accused of being mice, for several times during the year they got up on their hind legs and fought for preservation of the plans over which they had labored so hard.



We need only to look about us to see the gosh awful messes man can get himself into when he doesn't plan his future. And yet some people contest the wisdom of plotting the City's growth and needs and planning ahead for as short a period as 10 or 15 years.

At the direction of the City Council the Planning Department prepared plans for what is termed the 'Mall', a group of public buildings arranged axially about Cedar Street with the Civic Center now constructed at the foot and a municipal auditorium to be constructed at the head of the street. The basic idea is to place all public buildings in one area with proper thought given to attractive settings and architectural relationship. The plan is ambitious, sure...and will take years to complete, granted. But other plans which a few years back we thought were out of our reach are in use today.

Anyway several public hearings were held in the Council Chamber (hearing is hardly the term to use because so many irate people talked at once you couldn't hear much of anything). Nothing concrete (except

a few verbal bricks) resulted from the discussions that shed more heat than light on the subject, so we have no progress report to make at this time.

One dream that commenced to take form during the year was the Mission Bay Park development. Fifty-eight percent of the 1,292 acres of land necessary for the project have already been acquired by purchase. Deepening of the Bay by dredging has produced another 45 acres of land and this is only the beginning. The U. S. Army Engineers recommended the expenditure of 6 million dollars of federal funds for flood control work on the project that is necessary for the protection of the yacht area and surrounding land. The last Congress included this work in the Rivers and Harbors Act of 1946.

Plans for the restoration and redevelopment of Old San Diego, the birthplace of our city, were prepared with the help of an outside consultant experienced in this type of work.

Termination of the war brought in 28 tentative subdivision plans for review. Three of these received final approval thus permitting the sale of the lots. If building materials ever become available again it looks like we are in for a building boom.

The Zoning Committee consisting of 3 members of the Planning Commission considered 599 petitions for zone variances or special permits. Fourteen of the 59 denials were appealed to the City Council for reversal. In each instance the Council upheld the decision of the Committee.

EXPENDITURES

PLANNING DEPARTMENT

Employees 17

Salaries	\$28,328.25
M & S	2,638.25
Outlay	<u>263.92</u>
Total	\$31,230.42



FINANCE

We're always in a quandary when it comes to reporting this phase of the City's operations. We know that the average citizen, unless he is looking for something bad in his government, doesn't usually read this section anyway. Also about this stage in the game we are very tired of writing reports, and you are very tired of reading them, so we are inclined to say, 'Oh Hector, let's skip this part and save some paper.'

Violating the law of gravity, we then lean back in our chairs, fold our hands behind our heads, gaze intelligently at the ceiling and sigh, 'Well that's over with.' Just as we are beginning to enjoy this care-free comfort we're startled by a shrill whistle. If you were in the room you couldn't hear it because it wasn't intended for you. It's Jiminy Cricket who has been dozing peacefully in the folds of our conscience.

'Listen fellows,' he pipes in a squeaky voice, 'you can't do that. It's just as important that the citizens know about this money business as anything else. The whole machine of government rolls on bearings made of silver dollars. A Citizen can find good things as well as bad in a financial report. If you dress it up a little bit, the people will read it. And by the way, my name isn't Hector.'

So here we go again. The City Treasurer, and the City Auditor-Comptroller are the big moneyed gentlemen in the City. The Treasurer is custodian of the municipal pocket-book, and collector of all revenue, with the exception of the property tax which is collected by the County for the City. The Auditor keeps the books and writes the warrants that signal the Treasurer when to open the pocket-book. The magnitude and responsibility of their tasks can be ascertained by a look at the following

balance sheet which represents a lot of money...other people's money. We are duly impressed with the obligations that fall upon us when it comes to spending other people's money...your money.

At the beginning of the fiscal year of 1945-46 the Treasurer had \$8,907,531.87 in the City's jeans. From one place and another he managed to scrap up \$28,016,129.83 all of which he couldn't keep because he had to make disbursements amounting to \$18,946,163.67. By the end of the year the City's kitty was a good sized cat and the balance had grown to the substantial sum of \$17,977,498.03. This big increase resulted in part from the sale of \$8,000,000 worth of bonds voted the year before for construction of \$6,000,000 worth of water works and pipe lines, and for the \$2,000,000 Mission Bay Improvement.

In case numbers are your hobby and you drag out a calculator to check our computations, we wish to warn you that the expenditures shown at the end of each department report will not add up the total on the summary sheet you are about to come to. Neither will the total cash handled by the Treasurer check out with the total.

These variances occur, not from any attempt to hide the facts from you, but from the fact that many transactions cannot be described in a report of this length. For the real details we refer you to the Auditor's annual report which balances out to the penny. To make doubly sure that no one absconded with your hard earned cash, an independent audit is made each year by a private concern hired by the Council.

The following financial summaries depict the general operations of the City and do not include transactions made in conjunction with bond funds or trust funds.

EXPENDITURES		
<u>TREASURER</u>		Employees 17
Salaries	\$50,801.19	
M & S	7,411.38	
Outlay	<u>519.52</u>	
Total	\$58,732.09	
 <u>AUDITOR</u>		Employees 16
Salaries	\$41,702.52	
M & S	5,320.20	
Outlay	<u>927.79</u>	
Total	\$47,950.51	

—SUMMARY STATEMENT OF EXPENDITURES—

<u>General City Operating Expenditures</u>		
General Government	\$ 868,006.32	7.49%
Public Safety	2,460,505.27	21.21
Streets and Highways	780,054.07	6.74
Sanitation and Waste Removal	845,647.42	7.30
Conservation of Health	217,367.44	1.87
Libraries	245,123.29	2.12
Recreation	995,702.57	8.59
General Service Departments	247,787.95	2.27
Contributions to Pension Systems	444,862.22	3.84
Miscellaneous	140,341.00	1.22
Interest on General Obligation Bonds	737,044.12	6.36
Payments on General Obligation Bonds	1,112,750.00	9.59
Contributions and Transfers to Other Funds	393,994.80	3.29
TOTAL	\$ 9,489,186.47	
 <u>Utility Fund Expenditures</u>		
Water Department:		
Budgetary Expenditures	\$ 1,787,285.69	15.42
Harbor Department:		
Operation & Maintenance . . \$100,255.75		
Development <u>211,996.35</u>	312,252.10	2.69
TOTAL UTILITY FUND EXPENDITURES	\$ 4,323,841.56	
GRAND TOTAL	\$11,588,724.26	100.00%

—SUMMARY STATEMENT OF REVENUES—

<u>General City Operating Revenues</u>		
Current Taxes	\$ 4,697,991.51	38.20%
Delinquent Taxes and Penalties	137,104.29	1.15
Other Local Taxes	580,502.07	4.72
Licenses and Permits	984,548.82	8.00
Fines, Forfeits, and Penalties	614,656.44	5.00
Revenue from Use of Money & Property	192,060.62	1.56
Revenue from Other Agencies	317,572.31	2.58
Service	231,287.05	1.88
Sundry and Unclassified Revenues	<u>121,303.21</u>	.99
TOTAL	\$ 7,877,026.32	
 <u>Utility Revenues</u>		
Water Department	\$ 4,018,645.88	32.69
Harbor Department	396,736.23	3.23
TOTAL	\$ 4,415,382.11	
GRAND TOTAL	\$ 12,292,408.43	100.00%
 <u>—ASSESSED VALUES—</u>		
	1945-46	1946-47
Real Estate	\$ 59,062,415.00	\$ 63,771,460.00
Improvements Thereon	97,178,330.00	95,856,120.00
Personal Property - Secured	15,466,180.00	15,435,680.00
Personal Property - Unsecured	25,705,800.00	27,705,660.00
TOTAL	\$197,412,725.00	\$202,768,920.00
Public Utility Property	<u>24,347,130.00</u>	<u>25,816,780.00</u>
GRAND TOTAL	\$221,759,855.00	\$228,585,700.00

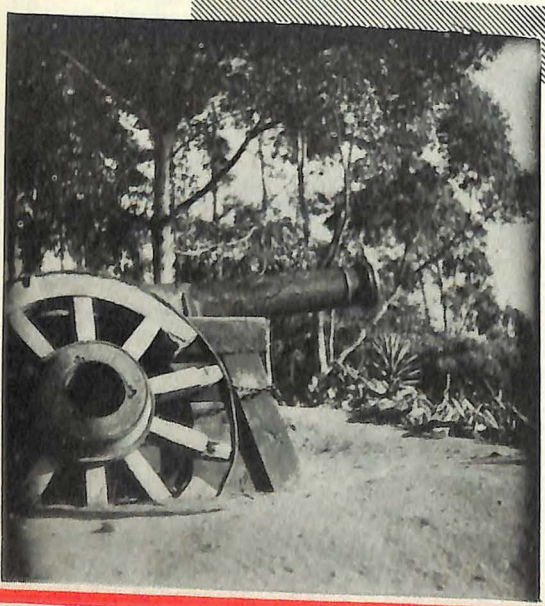
— CAPITAL IMPROVEMENT PROGRAM —

Essential Projects Needed During Next Two Year Period

Project	1946-47	1947-48
Fire Facilities	\$ 22,500	\$ 50,000
Sewers & Sewage Treatment	2,919,885	263,425
Public Buildings	19,500	1,300,000
Police Facilities	30,000
Streets	1,135,700	1,952,000
Storm Drains	196,460	281,200
Street Lights	33,640
Bridges	261,800	647,000
Traffic Signals	31,400	30,000
Refuse Disposal	30,000
Mission Bay Development	600,000	2,331,108
Recreation	377,000	120,000
Parks	153,000	205,000
Total	\$5,810,885	\$7,179,733

Method of Financing Projects

Fund	1946-47	1947-48	Total	Available Funds
Capital Outlay	\$2,132,607	\$2,286,713	\$ 4,419,320	\$3,512,484
State 90-Million	1,446,692	131,713	1,578,405	1,806,219
Gas Tax	894,850	1,326,000	3,220,850	1,149,676
Street Improvement	419,460	504,200	923,660	266,789
Sewer Bond Fund	581,875	581,875	680,934
County Funds	219,650	219,650	166,846
Harbor Funds	45,750	45,750	45,750
Street Railway Co.	10,000	10,000	10,000
Mission Bay Bond Fund	1,931,108	1,931,108	1,930,861
School Funds	60,000	60,000	60,000
Total	\$5,810,884	\$7,179,734	\$12,990,618	\$9,629,559



OFFICIALS

Mayor	Harley E. Knox
Vice Mayor	Walter W. Austin
Councilmen by Districts:	
District 1	Gerald C. Cray
District 2	Charles B. Wincote
District 3	Elmer H. Blase
District 4	Ernest J. Boud
District 5	Charles C. Dail
District 6	Walter W. Austin
<i>(Council Meetings Tuesdays at 10:00 A.M.)</i>	
Assistant City Manager	G. E. Arnold
Attorney	Jean F. DuPaul
Auditor and Comptroller	John McQuilken
Budget Officer	Samuel M. Roberts
City Clerk	Fred W. Sick
Engineer	Neal D. Smith
Fire Chief	John E. Parrish
Health Director	Alex M. Lesem, M. D.
Hydraulic Engineer	Fred D. Pyle
Inspector, Chief	Oscar G. Knecht
Librarian, Acting	Clara E. Breed
Manager	Fred A. Rhodes
Municipal Court Judges:	
Department 1	Stanley T. Howe
Department 2	Eugene Daney, Jr.
Department 3	Philip Smith
Department 4	A. F. Molina
Department 5	John J. Brennan
Park Director	W. Allen Perry
Personnel Director	Willis R. McCabe
Planning Director	Glenn A. Rick
Police Chief	Clifford E. Peterson
Port Director	J. W. Brennan
Public Works Director	Fred A. Rhodes
Purchasing Agent	J. H. Shaw
Recreation (Asst. to Mgr.)	Leo Calland
Recreation Superintendent	W. A. Kearns
Social Welfare Director	Alvin G. Rowe
Treasurer	Robert C. Lindsay
Water Accountant	R. A. Campbell
Water Distribution Superintendent	Earl E. Thomas



EMPLOYEES GRANTED MILITARY LEAVE TO SERVE THEIR COUNTRY

CIVIC CENTER BUILDING & GROUNDS

Harold L. Cole
Earl C. Lee
Wallace Vivian

CIVIL SERVICE OFFICE

Edwin Shneidman

ENGINEERING OFFICE

Earl Brizendine
Richard C. Stockman
Melvin Peed

FIRE DEPARTMENT

Arthur P. Babcock
Russell E. Babcock
Adrian Bajema
Henry G. Bell, Jr.
Leonard T. Bell
Arthur W. Berry
Robert E. Blair
Arden O. Bryant
Frank H. Burbank
John H. Bush
Raymond C. Camp
John E. Cassin, Jr.
Harry J. Conner
Robert V. Dawkins
James L. Doyle
Jerome L. Drilling
Coye E. Lunn
Murray J. Ellingsworth
Robert Ely
Paul W. Fain
Edgar A. Felber

Forbes M. Fergus
Jack L. Ferguson
Frank S. Fox
John E. Gibson
Henry J. Goldy
Gen. Gould, Jr.
George F. Hammond
Marvin W. Hansel
Harvey C. Harmelink
Carl F. J. Jackman
Ralph Jacobs
Grover J. Jennings
Arthur F. Larsen
Homer C. Lovell
George B. Marshall
E. B. Martin
Steve P. Matesz
John F. McCleary
Maurice C. Morrell *
Edward L. Motsinger
Denis C. Murphy

John I. Olson
Alexander B. O'Mary
Roy H. Paul
George D. Peterson
Wm. R. Pogue
Sydney L. Post
Robert B. Purdy
Peter Quinci *
Robert E. Rice
Carl F. J. Rideout
Henry S. Rochefort
Dee J. Rogers
Sidney O. Roppe
Edwin W. Schlehuber
Lawrence Sheehan
Willard H. Tompkins
Emil J. Tomsovic
George H. Upton, Jr.
George H. Walters
Harris S. Wright

HARBOR DEPARTMENT

Michael Ballis
Alvan D. Martin
John Montgomery
Robert Stirling

HEALTH DEPARTMENT

Ralph T. Peck
Ben Stanley
Floyd Strachan

Dr. Frank C. Svoboda

INSPECTION DEPARTMENT

Lester Kilz

PARK DEPARTMENT

H. F. Kauffman
Ralph E. Morgan
Arnold Pena
Marshall Ploof
Norman Serrano

Arthur F. Sick
John H. Smith
John Stangl
Lewis D. Walker
Nathan Wells

PLAYGROUND DEPARTMENT

Henry Manley
Doil M. Millsap
Joseph Mutter

James E. Palmer
H. R. Tucker
Emil Van Watermeulen

POLICE DEPARTMENT

Robert G. Harvey
Paul J. Hayes, Jr.
Carl J. Hearst
Nathan S. Henderson
William J. Heritage
Edward W. Herting, Jr.
Helen K. Hight
Harry G. Horton
Leroy S. Hulden
Homer Johnson, Jr.
Orson P. Jones
John A. Kane
Russell Kelly
Lawrence D. Laughlin
Perry V. Lee
Lloyd T. Lowrey
Walter J. Macy

Walter L. O'Raver
Charles A. Padgett
Thomas J. Parker
T. J. Parks
Wayne K. Paxton
George M. Pease
Gordon T. Penwarden
Kenneth A. Perrin
Claude L. Pickering
Tennet O. Poulson
Lee F. Prissler
Eugene P. Reif
Henry M. Reynolds
O. Jimmy Reed
Burke H. Foyle
James A. Roberts
William J. Ryan

— BOARDS AND COMMISSIONS —

CIVIL SERVICE-Benjamin J. Greenlund, Marie L. Herney, Vincent T. Godfrey.

EDUCATION-Orton E. Darnall, Mary L. Fay, Mildred L. Hale, Harvey L. Lewis, Jr.

EMPLOYEES' RETIREMENT BOARD OF ADMINISTRATION-G. F. Atkinson, W. Allen Perry, Fred A. Rhodes, Fred W. Sick, Howard Ritter, City Treasurer Robert C. Lindsay, City Auditor John McQuilken.

FIREMEN'S RELIEF AND PENSION BOARD OF TRUSTEES-Chief John E. Parrish, Treasurer Robert C. Lindsay, Addison E. Housh, Robert Conard, A. C. Penrose.

FUNDS-Frank Frye, Jr., Thomas F. O'Connell, Sr., Louis Rice, Jr.

HARBOR-Anderson Borthwick, Emil Klicka.

HEALTH-Charles F. Hoffman, Samuel J. McClendon, M.D., T. M. Russell, R.A. Schneider, M.D., A. E. Moore.

LIBRARY-Lawrence M. Klauber, Mrs. Gage Brennehan, Thomas O. Scripps.

PARK-Roland S. Hoyt, Dr. Howard B. Bard, Milton P. Sessions.

PLANNING-John Birkel, John S. Siebert, Victor Lundy, Philip Gildred, Sibley Sellow, George P. Kerrigan, Councilman Ernest J. Boud, City Engineer N. D. Smith, Deputy City Attorney Harry S. Clark.

PLAYGROUNDS AND RECREATION-Mrs. Alice H. Boucher, Edwin K. Klenke, Fred E. Lindley, A. E. G. Orr, Chester Van Dusen.

POLICE RELIEF AND PENSION BOARD OF TRUSTEES-Chief Clifford E. Peterson, Treasurer Robert C. Lindsay, E. T. Guyman, Jr., Y. N. Adams, A. E. Jansen.

SOCIAL WELFARE-Charles S. Gurley, Charles J. Holliday, Lester Nichols, Mrs. Donald P. Abbot, Mrs. R. S. Hunter.

WATER ADVISORY-Fred A. Heilbron, J. W. Fisher, Joseph E. Dryer.

John B. Daniel
Edwin C. De Bolt
Frederick V. Dickson
Rupert D. Donahue
Thomas E. Donnelly
Rexford J. Elmore
Jack A. Erskine
Max C. Fitzenmeyer
Everett G. Fleming
Jack Frazier
Albert Gayton
Charles O. Glick
Harry L. Grady
Richard F. Hake
Ernest H. Hance
Paul E. Hartson

POLICE DEPARTMENT (Cont'd.)

Steven B. McDaniel
Arthur R. McLaren
Monte C. McLaren
Lloyd E. Miers
Harry Missler
Raymond A. Monette
Robert D. Morgan
Gene S. Muehleisen
Merlin W. Murphy
Maurice R. Murray
Frank E. Myrick *
Arnold F. Nellius
H. Wayne Nellius
William T. Nettles
Sidney J. Norris
Donald E. Offill
Ernest C. Saftig
Louis A. Schnepp
Maurice Shea
Paul C. Sherwood
Wm. J. Southwell
William D. Stenhouse
Richard S. Taxelaar
Carter F. Truitt
Dale F. Van Cleave
Richard F. Van Derheyden
Raleigh L. Waid
Robert E. Warner
George W. Willis
Arleigh A. Winchester
Billy G. Wright

PUBLIC WORKS DEPARTMENT
ADMINISTRATION DIVISION

Matthew N. Bruce
D. Maurice Hammond

ELECTRIC SHOP

John A. Carlson
Orlyn M. Collins
Robert H. Nancock

Ted Kanagy **
Alton T. Matthews
Wm. H. McKinley

Howard Osterloh
Clifford F. Rush
Clifford F. Thomsen

MACHINE SHOP

Armando E. Allen
Russell Donihoo
Ventura Castillo

George W. Duncan
Domingo Monjarez
B. W. Penn

Bert H. Reed
L. W. Rose
R. E. Taylor

PUBLIC BUILDINGS

Wm. A. Crank
R. F. Baschner
J. M. Ellery

Alan Essex
Joseph P. Hock
Wm. E. Horr

Albert King
Mason Shourds
Albert O. Wallenborn

REFUSE COLLECTION

Calvin Adams
Alvin Brazelton
Dennis M. Cantrell
Lorenzo Clark
Lawyer Collins
Wm. M. Dunn
Ralph H. Eastin, Jr.
Lewis Fielder

H. L. Gaines
Elvin Goss
Henry Graham
L. L. Green
G. E. Haddow
Russell Johnson
Robert M. Lincoln
Edward Martinez

Charles Newman
A. O. Ponder
Oliver Porter
Ricardo Rivas
Allen J. Spiller
James Starr

WATER DISTRIBUTION DIVISION

Clarence E. Allen
Alex Barrios
Robert Bauer
O. A. Gertsch
Raymond Green
Harry M. Hancks

John H. Howell
William Jacques
Felipe Mendoza
Donald Newman
Carlo Novelle
A. L. Sloaterman

Ernest E. Smith
John Snodgrass
Ben Torres
Lester D. Wells
Earl Wentworth
Wallace Wilber

STREET DIVISION

C. D. Coffin
Harry L. Currier
Lyle E. Foote
James Horton
Wallace R. Howe
Franklyn Hughes

John F. Huntley
Merle Huntley
J. T. Lambert
Lawrence Newman
C. W. O'Marra
Edward Scheidt

Harry Selhorst
Leroy G. Sewell
John D. Shaw
William Thompson

WATER DEPARTMENT

WATER ACCOUNTING DIVISION

Allan M. Duncan
Harold W. Green
George W. Poole

WATER DEVELOPMENT DIVISION

Charles M. Adams
Frank Bottelberghs
Theo. Patrick Davis
H. F. Hollis
R. T. Jaggars

George MacBride
William Nye
Tom H. Phillips
Benjamin Polak
Alphonso V. Smith

Harold Soper
Ralph A. Stanley
Rudolph C. Wueste

