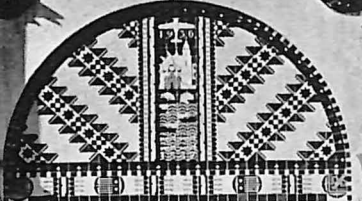


YEAR BOOK

1938-1939

SAN DIEGO CITY AND COUNTY
ADMINISTRATION BUILDING
ERECTED MCMXXXVI

GOOD GOVERNMENT DEMANDS
THE INTELLIGENT INTEREST
OF EVERY CITIZEN





Year Book



FISCAL YEAR
July 1, 1938, to June 30, 1939

**ANNUAL REPORT OF
THE CITY MANAGER
SAN DIEGO • CALIFORNIA**
Population . . . 180,000
Area . . 95 Square miles

THIS REPORT PREPARED FOR
the City Manager by
KENT MATHEWSON
Municipal Student Worker

Appreciation is expressed to
the San Diego Harbor Depart-
ment for use of the three
plates showing Port Scenes,
and to Mr. Earl Zahm for
photos on pages 21 and 59.

Printed in San Diego
Frye & Smith, Ltd.



THE public buildings of a community are the transfigured ideals of its citizenry, cast in permanent perspective in steel and stone.

San Diego numbers among its citizens those whose vision and determination have achieved the first steps toward the beautification of its waterfront by the erection of a group of civic buildings in which to house the administrative offices of city and county.

This fiscal year of 1938-1939 witnessed the completion and occupancy of the Civic Center Administration building, in the center of an eighteen-acre tract fronting on San Diego harbor.

The building is of California-Spanish design and contains nearly a quarter million square feet of floor area. A large share of the erection cost of approximately \$1,700,000 was paid by Federal grant, the remainder being paid by city and county funds without the necessity of bond issues.

The broad horizon viewed from the windows of this building will serve as an omnipresent incentive to those within its walls.



OFFICE OF
F. A. RHODES
CITY MANAGER

CITY OF SAN DIEGO

SAN DIEGO
CALIFORNIA

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

GENTLEMEN:

In compliance with Article 5, Section 28 of the City Charter, I am herewith submitting the Manager's Annual Report for the fiscal year ending June 30th, 1939.

Although my appointment to office did not occur until the last month of that year I am of the opinion that this book will reflect accurately the municipal operations during the term covered.

By reducing all transactions to units of the tax dollar spent, we have endeavored to portray the finances in a manner which will permit the citizens to determine whether or not each department has balanced its ledger through service to the public.

This report was compiled by Kent Mathewson, Municipal Student Worker, who had the co-operation of the various Department heads and the assistance of Norman Van Pelt, the City's photographer.

Appreciation is herewith expressed to all of these for their co-operation.

Respectfully submitted,

City Manager.

HIGHLIGHTS OF THE YEAR

\$1,500,000 CIVIC CENTER DEDICATED

CITY-COUNTY BUILDING READY FOR USE

Today marks the realization of Nolen's dream of a government center facing the beautiful San Diego harbor. The 45-year-old commander, leader of numerous Nazi sea invasions, and the \$500,000 sewer project. (Continued on Page 7)

NEW CITY MANAGER TAKES OATH OF OFFICE

Today (June 1) in a brief ceremony, Fred A. Rhodes became the new City Manager.

COUNCIL SETS UP WASHINGTON ST. EXTENSION FUND

Directly affecting the Major Street Plan, the extension of Washington St. is being funded.

CITY ADOPTS IN-SERVICE TRAINING

Department of Vocational Education Cooperates in Plan

In the belief that training of employees will increase their value to the city, the Personnel Commission of the Civil Service Commission is working with the City Manager and the Director of Vocational Education.

Council to Consider Plans For Taking Over Mission Beach Recreation Area Would Be Operated By City

Plans will be discussed by the Council regarding the recreation area which would be operated by the City.

Dredging Assures Harbor Drive U. S. Gives Right-of-Way to City for 200 Ft. Highway Around Bay; Agrees to Construct Bridge at Marine Base

Plans for a beautiful scenic drive around San Diego's water front are being advanced by the city.

BONDS VOTED TO LIFT MATTOON BLIGHT

New Building Program Anticipated As Result of Action

Police Administration Building Opens For Inspection

\$454,000 HEADQUARTERS TO RELIEVE CROWDED CONDITIONS

San Diego, now boasting of one of the most up-to-date and fully equipped police headquarters in the country situated at the intersection of Broadway and Broadway.

BIDS OPENED FOR MISSION VALLEY ROAD

City Will Cooperate With County in Building of Road

WPA APPROVES \$444,000 SEWER PROJECT

Plans for a beautiful scenic drive around San Diego's water front are being advanced by the city.

CITY OFFICIALS

MAYOR P. J. BENBOUGH COUNCILMEN, BY DISTRICTS

Dist. No. 1.....	Frederick W. Simpson	Dist. No. 4.....	Herbert E. Fish
Dist. No. 2.....	Louis F. Weggenman	Dist. No. 5.....	Harley E. Knox
Dist. No. 3.....	Addison E. Housh	Dist. No. 6.....	Albert E. Flowers

Council Meetings—Tuesdays at 10 A. M.

Attorney.....	Dayton L. Ault
Auditor and Comptroller.....	G. Fred Waterbury
Boiler Inspector.....	Leo M. Hickley
City Clerk.....	Fred W. Sick
Electrical Inspector.....	Albert E. Johnstone
Engineer.....	Hans W. Jorgensen
Fire Chief.....	John E. Parrish
Food Inspector.....	Jack Baker
Health Director.....	Alex M. Lesem, M.D.
Hydraulic Engineer.....	Fred D. Pyle
Inspector, Chief (Bldg. and Elec.).....	Oscar G. Knecht
Librarian.....	Cornelia D. Plaister
Manager.....	Fred A. Rhodes
Meat and Dairy Inspector.....	Louis J. Proper, D.V.M.

Municipal Court Judges

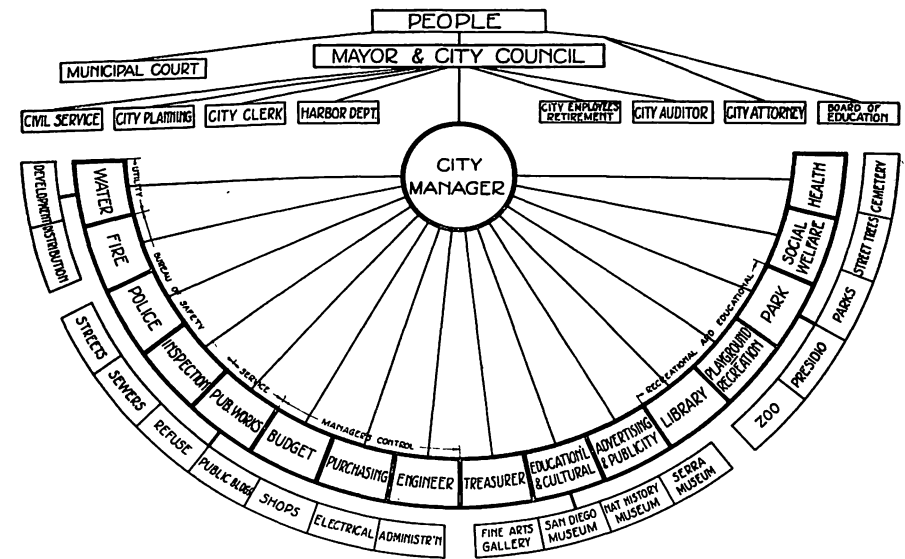
Department No. 1.....	Joe L. Shell
Department No. 2.....	Eugene Daney, Jr.
Department No. 3.....	Philip Smith
Department No. 4.....	Dean Sherry
Department No. 5.....	Clarence F. Terry
Park Director.....	W. Allen Perry
Personnel Director.....	Russel T. Bailey
Planning Engineer.....	Glenn A. Rick
Plumbing Inspector, Chief.....	Edwin W. Beale
Police Chief.....	John T. Peterson
Port Director.....	J. W. Brennan
Public Works Director.....	Fred A. Rhodes
Purchasing Agent.....	Fred M. Lockwood
Recreation Director.....	William A. Kearns
School Superintendent.....	Will C. Crawford
Social Welfare Director.....	James H. Bell
Treasurer.....	Robert C. Lindsay

BOARDS AND COMMISSIONS

- Air Control**—Ray Booth, F. C. Svoboda, William Van Dusen.
- Building Examiners and Appeals**—Stanley Burne, F. F. Evenson, John S. Siebert, Walter Trepte, City Attorney or Deputy (Ex-officio), Building Inspector (no vote), Fire Chief (no vote).
- Civil Service**—Benjamin J. Greenlund, Marie L. Herney, James A. Robbins.
- Education**—Orton E. Darnall, Mary L. Fay, Mildred L. Hale, Edward L. Hardy, Jacob Weinberger.
- Electrical Examiners**—C. C. Clardy, G. F. Cunningham, John W. Graham, F. W. Zweiner, Electrical Inspector A. E. Johnstone.
- Examiners for Motion Picture and Theater Operators**—E. P. Noble, E. F. Nelson, Electrical Inspector: A. E. Johnstone, J. W. Salyers (no vote), E. E. Beattie (no vote).
- Employees Retirement Board of Administration**—G. F. Atkinson, F. A. Rhodes, F. W. Sick, A. J. Sutherland, T. H. Tulloch, City Treasurer R. C. Lindsay, City Auditor G. F. Waterbury.
- Fish and Game (City Lakes)**—Stanley P. Andrews, Dudley C. Benton, M. I. Fuller, E. H. Glidden, Maurice P. Mitchell.

- Funds**—E. J. Kelly, Thomas F. O'Connell, Sr., Louis Rice, Jr.
- Harbor**—Emil Klicka, Ralph A. Van Deman.
- Health**—Charles F. Hoffman, Samuel J. McClendon, M.D., T. M. Russell, C. O. Tanner, M.D., Andrew J. Thornton, M.D.
- Library**—Mrs. Consuelo Newman, Thomas O. Scripps, Charles W. Wilson.
- Mechanical Engineers**—Thomas Beveridge, Matthew Wallace, City Boiler Inspector Leo M. Hickley.
- Park**—Mrs. Besse C. Bretz, Sydney C. Gaines, Milton P. Sessions.
- Planning**—Lottie L. Crawford, Philip L. Gildred, George P. Kerrigan, John S. Siebert, G. G. Williams, Harley B. Yakel, Councilman Herbert E. Fish, City Engineer H. W. Jorgensen, Deputy City Attorney Harry S. Clark.
- Playgrounds and Recreation**—Ewart Goodwin, Mrs. J. H. Haskell, A. E. G. Orr, Chester Van Dusen, Jacob Weinberger.
- Plumbing Examiners Board**—Chief Plumbing Inspector Edwin Beale, Health Director Alex M. Lesem, M.D., Harry Higgins, Edward Rohde and Councilman L. F. Weggenman.
- Social Welfare**—Charles S. Gurley, Charles J. Holliday, Louis H. Provost, Mrs. Iva E. Schiefer, Mrs. K. J. Thompson.
- Traffic Commission**—Mayor P. J. Benbough, Councilman Albert E. Flowers, City Manager F. A. Rhodes, Fire Chief John E. Parrish, Chief of Police John T. Peterson, Coroner Chester Gunn, Municipal Judge Phil Smith, Municipal Judge Clarence F. Terry, District Attorney James B. Abbey, Police Traffic Division Capt. Bert W. Johnston, Merchants' Assn. Representative C. D. Collum.
- Veterans Advisory Committee**—American Legion, George W. Fisher; Disabled American Veterans, Henry W. Grebbien; Fleet Reserve Assn., Paul A. Hendrickson; Regular Veterans, Robert W. Blue; Veterans of Foreign Wars, Herbert Collins; Vice Mayor Herbert E. Fish.
- Water**—James M. Anderson, Fred A. Heilbron, Albert V. Mayrhofer.

ORGANIZATION CHART



CITIZENS TAX DOLLAR

**BONDS
RETIREMENT
AND INTEREST
27 3/4¢**



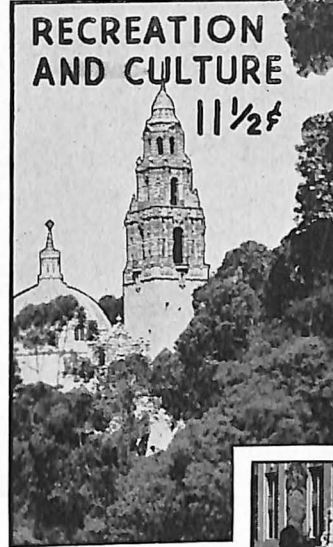
**RETIRE-
MENT
2 1/4¢**



**PROTECTION
26 3/4¢**



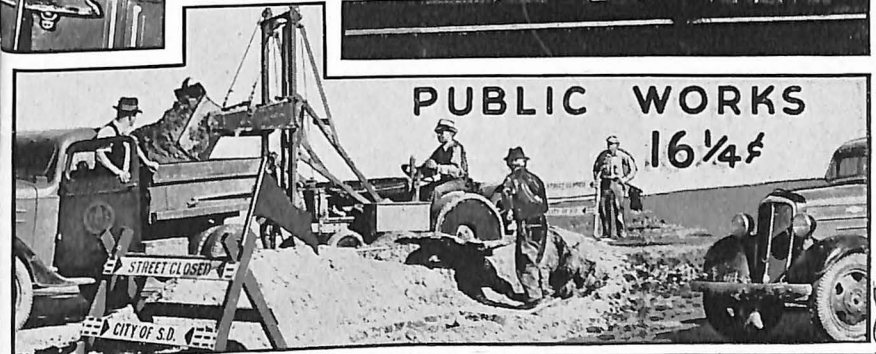
**RECREATION
AND CULTURE
11 1/2¢**



**GENERAL
GOVERNMENT
15 1/2¢**



**PUBLIC WORKS
16 1/4¢**



CITY OF SAN DIEGO 1938-39

STORY OF THE TAX DOLLAR

What do you think of when you hear the words "City Government"? Do you think of taxes, or do you think of police protection, health, roads, rubbish removal and beautiful parks?

The tax dollar makes it possible for you to receive these services and many more. Night and day, rain or shine, summer and winter, the tax dollar keeps the wheels of government running smoothly.

In this book we have tried to show how your tax dollar serves you, by proportionately dividing it into the six major functions it serves. In order that you may easily see how much of your tax dollar goes for each one of these major functions, the proportionate part is placed at the head of the description of each of the departments.

Read it, (especially noting pages 12 to 15) and if, at the end, you have further questions, your City Officials will be glad to answer them.

"Good Government Demands the Intelligent Interest of Every Citizen."

CITIZENS TAX DOLLAR

**BONDS
RETIREMENT
AND INTEREST**
27 3/4¢

PROTECTION
26 3/4¢

**RECREATION
AND CULTURE**
11 1/2¢

**GENERAL
GOVERNMENT**
15 1/2¢

RETIREMENT
2 1/4¢

CITY OF SAN DIEGO 1938-39

Your Tax Dollar—

—how is it spent?

CITIZENS TAX DOLLAR

CITY INDEBTEDNESS
27 3/4c

Bond Redemption	Cents 14.49
Bond Interest	13.28
	27.77

PROTECTION
26 3/4c

Police Department	Cents 12.98
Fire Department	11.09
Health Department	1.72
Building Inspection Bureau939
Social Welfare Department0962
	26.8252

**RECREATION and
CULTURE 11 1/2c**

Park Department	Cents 5.55
Public Library	3.
Playground and Recreation Department	1.72
Municipal Zoo598
San Diego Museum233
Fine Arts Gallery186
Natural History Museum0821
Serra Museum0635
	11.4326

**GENERAL
GOVERNMENT 15 1/2c**

General Approp-riation	Cents 3.53
Harbor Department	3.11
Water Department	2.79
Office of the City Attorney972
Office, City Engineer925
City Treasurer's Office773
Purchasing Department560
City Auditor's Office549
City Manager's Office444
Advertising and Publicity378
City Civil Service Department359
Office of City Clerk Mayor's Office311
Mayor's Office188
Planning Depart- ment173
Councilmen's Office139
Budget Bureau128
Board of Education0621
	15.3901

RETIREMENT 2 1/4c

City Emps'	Cents 1.42
Police401
Firemen's389
	2.210

PUBLIC WORKS 16 1/4c

Division of Streets	Cents 6.31
Division of Electricity	2.66
Division of Refuse Collections	2.64
Division of Public Buildings	1.40
Division of Sewers	1.18
Public Works Records and Accounting Office	1.08
Division of Machine Shops968
	16.238

CITY OF SAN DIEGO 1938-39



27³/₄ cents went for

City Indebtedness

- City has never defaulted on any of its bonds.
- Tax rate fourth lowest of the nine largest California cities.
- Moody's Manual gives San Diego's bonds "A" rating.
- Per capita cost of bonded indebtedness 1938-39 . . . \$7.45.

BOND REDEMPTION

Required 14¹/₂c of the Tax Dollar

The credit position of nine of the largest cities in California was analyzed in a recent publication by Kaiser and Company, municipal bond dealers of San Francisco. In this analysis five major factors influencing cities' credit rating were outlined. The following is an attempt to establish the credit position of the City of San Diego in its relation to these five factors:

1. "The City's obligations must fall clearly within its economic resources for payment. Evidences of ability to carry obligations outstanding are:
 - a. A record of no defaults, no refunding of maturing bonds, no funding of operating deficits during the depression.
 - b. A safe maximum of overlapping debt is set at ten per cent of the assessed valuation, adjusted to an actual value, or one hundred per cent basis of assessment."

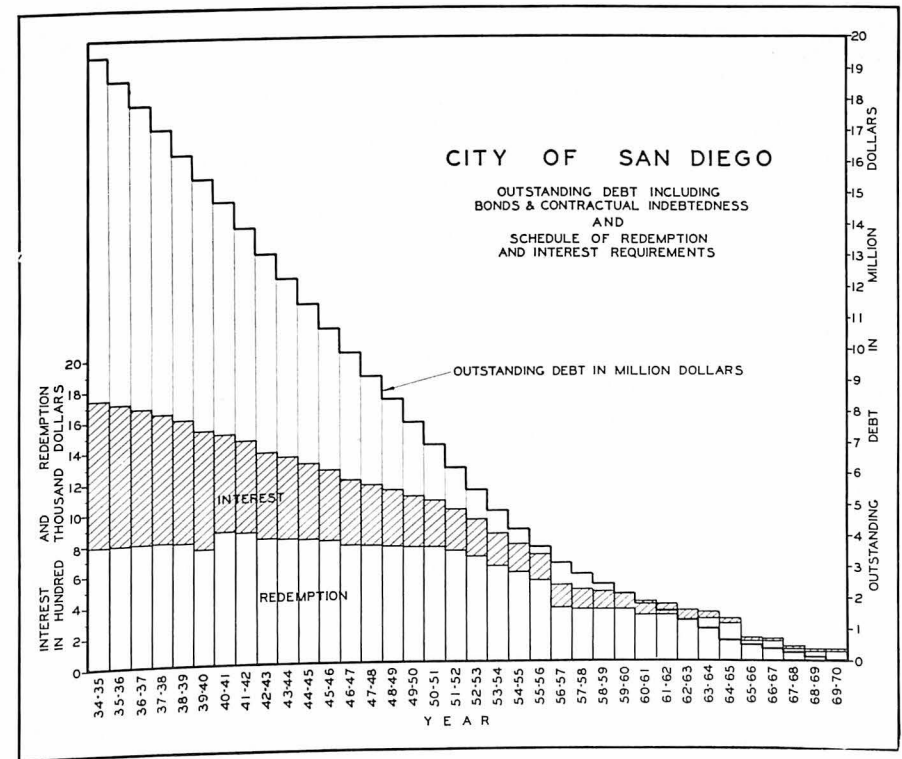
San Diego's position: The City has never defaulted on either interest or principal on its outstanding bonds. There has been but one issue of refunding bonds—issued in 1898. The City has never financed an operating deficit through a funding operation.

The City's net overlapping debt on June 30th, 1939, amounted to \$62.00 per capita, compared with an average of \$127.00 for eight other leading California cities. Net overlapping debt is given as 3.9% of actual valuation, or 6.1% below the accepted safe maximum. This compares with a low of 4.1% and a high of 9.6% for the eight other cities.

2. "Plans for debt payment must be soundly formulated."

"The debt service schedule must avoid sharp peaks in future years, requirements should decline steadily and retirement should be as rapid as possible without absorbing too large a percentage of the budget. A schedule of retiring 25% of the debt in five years and involving 25% of the budget is considered normal."

San Diego's debt service schedule provides an orderly retirement of the City's serial bonds outstanding, with no sharp peaks, and with an orderly, diminishing retirement. Retirement is at the rate of approximately 27% in five years, with a current load of approximately 26% of the budget.



3. "The City must possess and use adequate taxing power."

"A tax rate limit which includes debt service is recognized as an adverse factor, but rate limits which exclude debt are also detrimental if they impose a serious handicap on the City's current operations."

Modern Public Administration advances the theory that centralized budget control with carefully planned and executed budget operations provides a better means for stabilized and efficient administration than rigid rate restrictions.

The Charter of the City of San Diego provides a tax limit of \$1.34 per \$100.00 valuation for operating costs. Operating costs have been consistently below this limit.

The City's bonded debt is exempt from rate limitations. The bonded debt limit is fixed by the City Charter at 15% of assessed valuation for water bonds and 10% additional for all other purposes. Additional check on debt is provided by requirement of a two-thirds vote of the electors to authorize bond issues.

4. "The City must maintain a sound current account through an honestly designed and properly executed budget."

San Diego's City Charter places responsibility for budget operations in the hands of a central authority, the City Manager. The Manager has charge of preparation of the budget and estimation of revenues, and after review by the City Council and after stated public hearings, the budget is adopted by the City Council and becomes the basis for expenditures. The Manager controls current budget operations through quarterly allotments arrived at by submission to him of annual work programs by department heads. Budgets for the past years have indicated careful planning. Section 91 of the Charter of the City of San Diego requires that the City Council shall establish and maintain a "Cash Reserve Fund" for the purpose of meeting the City's cash requirements during the so-called "lean" period from July 1st, the beginning of the fiscal year, until the collection of taxes starts in November. In the period from 1933 to June 30th, 1939, this fund has been built to \$460,000.00, and an additional appropriation of \$20,000.00 in the present fiscal year will provide a total of \$480,000.00. This amount is nearly, but not quite, adequate to meet requirements based on present expenditures. A survey of receipts and expenditures during the "lean" period for the past three years indicates that a cash reserve of from \$550,000.00 to \$600,000.00 is needed. A comparison of San Diego's over-all tax rate for the fiscal year 1938-39, based on 100% assessment, or actual value, with other leading California cities is as follows:

City and County of San Francisco.....	2.02
Berkeley	2.58
Oakland	2.62
SAN DIEGO	2.64
Sacramento	2.65
Los Angeles	2.72
Long Beach	2.72
Pasadena	2.75
Stockton	2.88

5. "The City's administration must provide the services, the physical facilities and forethought which are essential to maintaining the perpetuating of a livable community. In other words, governmental services and facilities which will make the City as efficient a place as possible for the carrying on of business and provide safety and health for its people."

Indices covering population growth, expansion of water services, telephones, wealth, payrolls and building activity show San Diego in a favorable position with the national average. The long term program prepared in May, 1938, outlining needed improvements for which large capital expenditures will be required, indicates pressing need for certain improvements and facilities. Adherence to this program, with adjustments as necessary on the program, would appear to be entirely possible insofar as the City's capacity is concerned.

Expenditures 1938-39 . . .	\$699,850.00	Per Capita . . .	\$3.89.
Per Cent of Assessment of Property as to Actual Value . . .	50.		
Per Cent Charter Limitation of Assessed Valuations for Water Purposes . . .	15.		
Per Cent Charter Limitation of Assessed Valuations for All Other Purposes . . .	10.		
Assessed Valuation March, 1939 . . .	\$145,198,345.00.		
Margin over Charter Limitation for Water Purposes . . .	\$8,948,293.04.		
Margin over Charter Limitation for All Other Purposes . . .	\$11,833,902.96.		
Per Capita Gross Overlapping Debt . . .	\$124.42.		
Per Capita Net Overlapping Debt . . .	\$53.14.		
Per Capita City General Obligation Debt . . .	\$86.20.		

**BOND INTEREST
Required 13 1/4c of the Tax Dollar**

Bond interest is second only to bond redemption, as expenditures of the tax dollar. This thirteen cents of every tax dollar may appear to be money from which full value is not secured, but it must be realized that cities can not operate entirely upon the "pay-as-you-go-plan." Citizens are not willing to be taxed today for improvements that are to be built thirty years from now. Therefore, payment of bond interest is essential if we are to have dams for our water supply, public buildings for our libraries, and streets on which we may drive back and forth to work.

Expenditures 1938-39 . . .	\$641,249.23	Per Capita . . .	\$3.56.
-----------------------------------	---------------------	-------------------------	----------------



2 1/4 cents went for

Retirement Funds

- Average monthly city employees pension \$45.67
- Average monthly police employees pension \$94.01
- Average monthly fire employees pension \$97.20
- Per capita cost Retirement Funds 1938-39 \$ 0.59

CITY EMPLOYEES' RETIREMENT

Required 1 1/2c of the Tax Dollar

Personnel 1

Municipal employees (except Fire and Police), elective officers and members of Commissions come within the provisions of the City Employees' Retirement System. The system is supported by joint contributions of the city and employee, not to exceed five per cent of the employee's salary, depending upon age of entrance into the system. Retirement of employees is optional after ten years of continuous service provided age 62 has been attained, and mandatory at the age of 72. Administration of the funds is under control of a board of seven members.

During the past fiscal year six persons were retired on pensions, six died; bringing the total now receiving pensions to 105. A total of 865 members are shown on the rolls of the Retirement System, the total assets of which are \$1,118,576.12.

Expenditures 1938-39 \$68,571.91 Per Capita 36 3/4c.

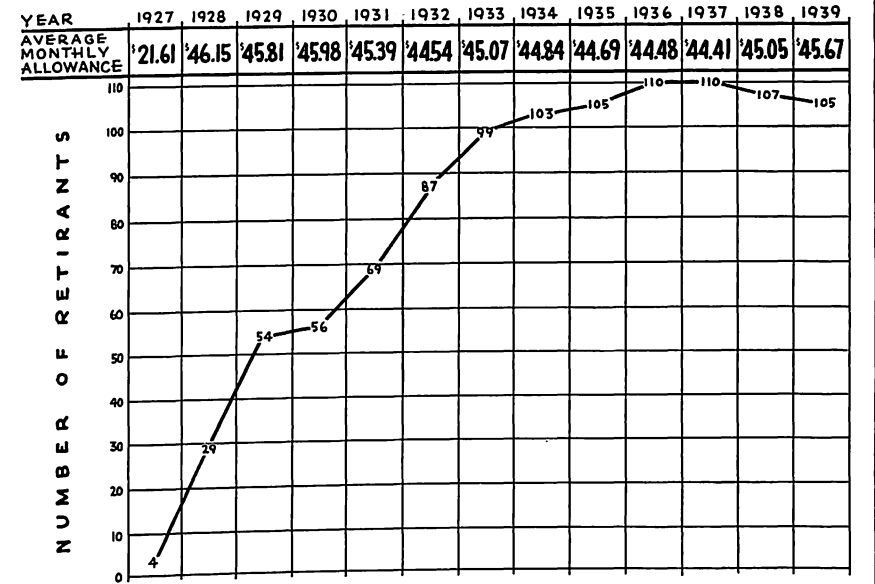
POLICE RETIREMENT

Required 4 Mills of the Tax Dollar

The Police Retirement Fund received approximately 70% of its money from the City last year, i.e., 35% from 1/3 of court fines, 5 1/2% from a twentieth of the amounts received for Municipal licenses and 29% from the City contributing an amount equal to the employees' contributions. The fund showed a deficit for the year of \$5,924.93. This condition might be alleviated if the system was set up on an actuarial basis.

During the past fiscal year seven men were retired on pensions, three men died and two widows were added to the rolls, bringing the total

NUMBER OF RETIRANTS AND AVERAGE MONTHLY ALLOWANCE AS OF JUNE 30TH EACH YEAR



City employees' retirement exclusive of Fire and Police.

now receiving pensions to 67. Inasmuch as fourteen are now eligible to retire, this brings the total eligible for future retirements to 220. The total assets of the system are \$78,613.04.

Expenditures 1938-39 . . . \$19,380.98 Per Capita 10 3/4c.
Average Monthly Pension, per Person \$94.01.

FIREMEN'S RETIREMENT

Required 3 3/4 Mills of the Tax Dollar

The Firemen's Retirement Fund received approximately 65% of its money from the City last year, i.e., 33% from 1/3 of court fines, 5 1/2% from one-twentieth of the Municipal licenses and 27% from the City contributing an equal amount to the employees' contribution. The fund showed an increase for the year of \$8,382.02, although the accounting procedure is similar to that used in the Police Fund.

During the past fiscal year four men were retired on pensions, two died and one widow was added to the roll, bringing the total now receiving pensions to 53. Thirty-five are eligible to retire immediately, bringing the total eligible for future retirements to 202. The total assets of the system are \$157,692.95.

Expenditures 1938-39 . . . \$18,788.46 Per Capita 10 1/2c.
Average Monthly Pension per Person \$97.20.



PROTECTION
26¾¢

26¾ cents went for

Protection

- City's crime rate lower than nations in six out of eight class I categories.
- Infant mortality reduced 55 per cent in past twenty-five years.
- 98.7 per cent recovery stolen cars.
- Per capita fire loss in San Diego 53c; in nation 1936. . . . \$2.05.
- Drunkenness reduced 23½ per cent in past four years.
- San Diego's milk considered finest in the world.
- Per capita cost protection 1938-39. . . \$7.20.

POLICE DEPARTMENT Expended 13c of the Tax Dollar Personnel 240

For the fiscal year 1938-39 San Diego had substantially fewer known offenses in six out of the eight Class 1* crime categories than did the average American city of like size.** High automobile theft

*Murder, Negligent Manslaughter, Aggravated Assault, Rape, Robbery, Burglary, Larceny and Auto Theft.

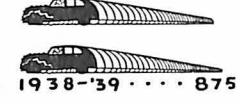
**FBI statistics place San Diego in population Group II, 100,000 to 250,000.

POLICE WORK 1938-1939

TRAFFIC INJURIES-ACCIDENTS

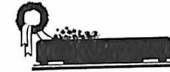


1937-'38 835

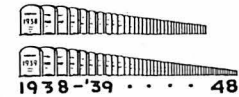


1938-'39 875

TRAFFIC DEATHS



1937-'38 35

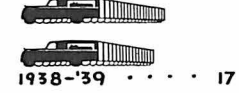


1938-'39 48

MURDERS and NEGLIGENT HOMICIDE (complaints)



1937-'38 20

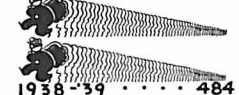


1938-'39 17

BURGLARY - ROBBERY (complaints)



1937-'38 525

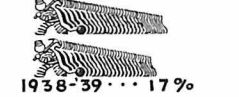


1938-'39 484

ARRESTS FOR MAJOR CRIMES (percent of cases cleared by arrests)



1937-'38 . . . 18%⁰⁰



1938-'39 . . . 17%

BUDGET FOR POLICE

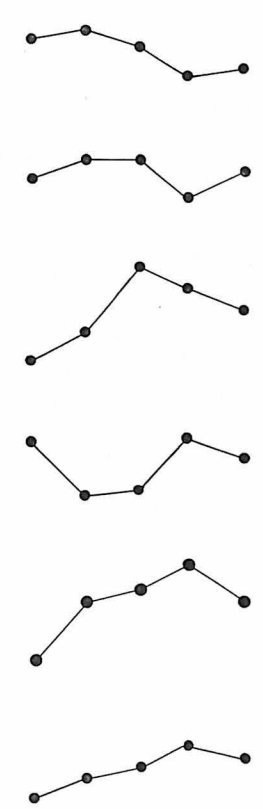


1937-'38 - \$622,711.45



1938-'39 - \$597,789.95

TRENDS from 1934-'35 to 1938-'39



All Police cars are equipped with two-way radios.




AUTOS STOLEN AND RECOVERED

1937-38 518 STOLEN - 510 RECOVERED



1938-39 461 STOLEN - 455 RECOVERED



rates are characteristic of the west coast. The data below is taken from FBI reports and shows the amount of crime in terms of offenses per 100,000 population.

Classification of Offense	San Diego	All U.S. Cities Group II	Other Calif. Cities Group II
Murder	9.4	6.5
Negligent manslaughter..	1.1	4.5
Aggravated Assault	13.8	50.4	16.3
Rape	6.7	7.0
Robbery	37.2	53.9	57.7
Burglary	231.7	424.1	527.7
Larceny	799.4	987.1	1,488.3
Auto Theft	256.1	213.8	252.0

Today the department is far ahead of most cities in radio equipment. A remote control room at the Central Station keeps the entire net-work of cars and stations in close touch at all times and through two-way equipment in all automobiles and ambulances the City is given split second service of highest type. Motorcycles also are equipped with radio. During the past five years, with the aid of this equipment, the number of cars stolen in San Diego has been reduced 45.7 per cent and the number of cars recovered has increased from 94.1 to 98.7 per cent.

Tower of new Police Administration Building. (Patio shown on pages 36 and 37.)



The department operates 50 automobiles, thirty-one motorcycles, four ambulances and one patrol wagon. This equipment traveled 1,848,596 miles during the year in making nearly a million arrests, calls, investigations, citations, warnings, and inspections. This mileage is equal to 74 times the distance around the world. The 140,741 gallons of gasoline used is enough to fill fourteen railroad tank cars.

Since 1936, when the Junior Traffic Patrol was organized, not a single injury has been experienced at any of the thirty-six crossings which are guarded by 634 school boys.

Expenditures 1938-39 . . . \$626,623.97 Per Capita . . . \$3.48.
Operating Cost per Mile for all Police Vehicles . . . \$0.016.

FIRE DEPARTMENT Expended 11c of the Tax Dollar Personnel 202

To the central alarm board, during the fiscal year, came 2,079 alarms, an increase of 92 over last year; 1,855 of them meant fire, a disturbing 50 of them were false and the remainder were for causes which varied from drownings to rescue of cats in trees. Fire caused five deaths and forty injuries during the year.

Fire Equipment Kept Up-to-Date

Two 1,250 gallon pumping engines, two Battalion Chief Ford Sedans, and 2,000 feet of three-inch hose were purchased during the year.

Other improvements were made upon the recommendation of the National Board of Fire Underwriters so that the Fire Department might maintain its "good" rating with this association. This new equipment will be added to the present equipment which consists of the Central Fire Alarm Office, twenty fire stations, housing nineteen engine companies, two truck companies and one fire boat; also a machine shop and Fire Alarm and Police Telephone Signal System.

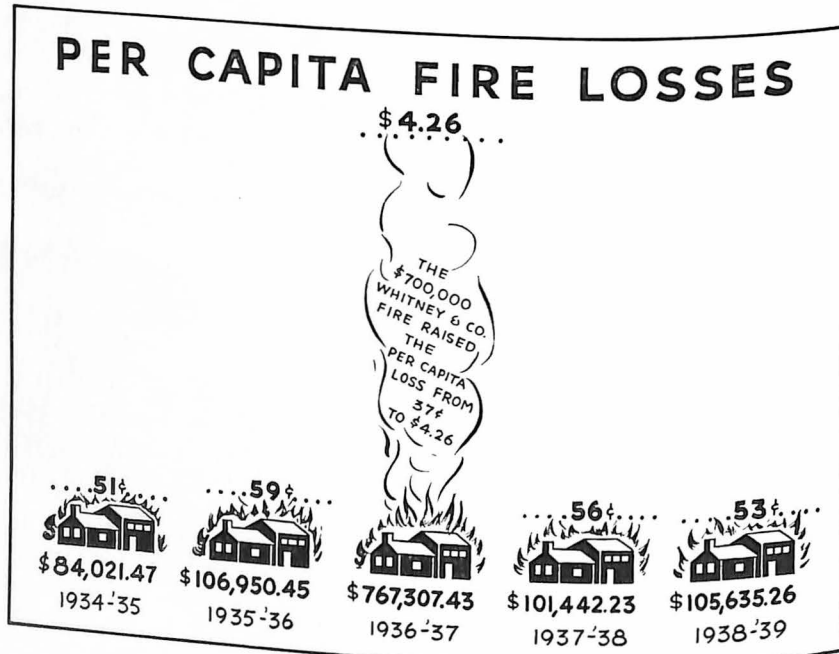
Ascending firemen cause descending fire losses.



Time Well Filled

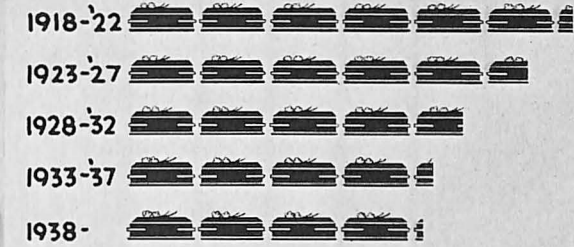
The fire force, in addition to being subject to loss of life or limb at any hour of the day or night, spends many hours at behind-the-scenes jobs. During the year, the men of the department maintained and kept in repair, \$401,863.00 worth of equipment and not the least of the year's work was the cleaning, drying and keeping in repair the eleven miles of the Fire Department's hose. Not all reductions in fire losses came through muscular action; 7,000 persons heard thirty-one Fire Prevention addresses, and eight radio programs were given. One hundred and twenty newspaper articles on Fire Prevention subjects were prepared and published. A fire prevention essay contest for school children was arranged in which 3,000 essays were submitted. Lantern slides to illustrate the talks were made by members of the Fire Marshal's office. Following a number of fires from acetylene welding and cutting some 200 copies of a safety pamphlet dealing with this hazard were secured and distributed. Personal visits were made to the shops to instruct the workers in Fire Prevention methods.

Expenditures 1938-39 . . . \$535,625.38 Per Capita . . . \$2.97.
 Per Capita Fire Loss 1938-39 . . . 53c National P. C. Loss in 1936 . . . \$2.05.
 Number of Fire Hydrants per 1,000 Population . . . 17.2.
 Number of Fire Alarm Boxes per 1,000 Population . . . 1.8.
 Fire Loss per Million Dollars Valuation . . . \$7,285.19.
 Cost of Fire Protection per Alarm Answered . . . \$257.63.

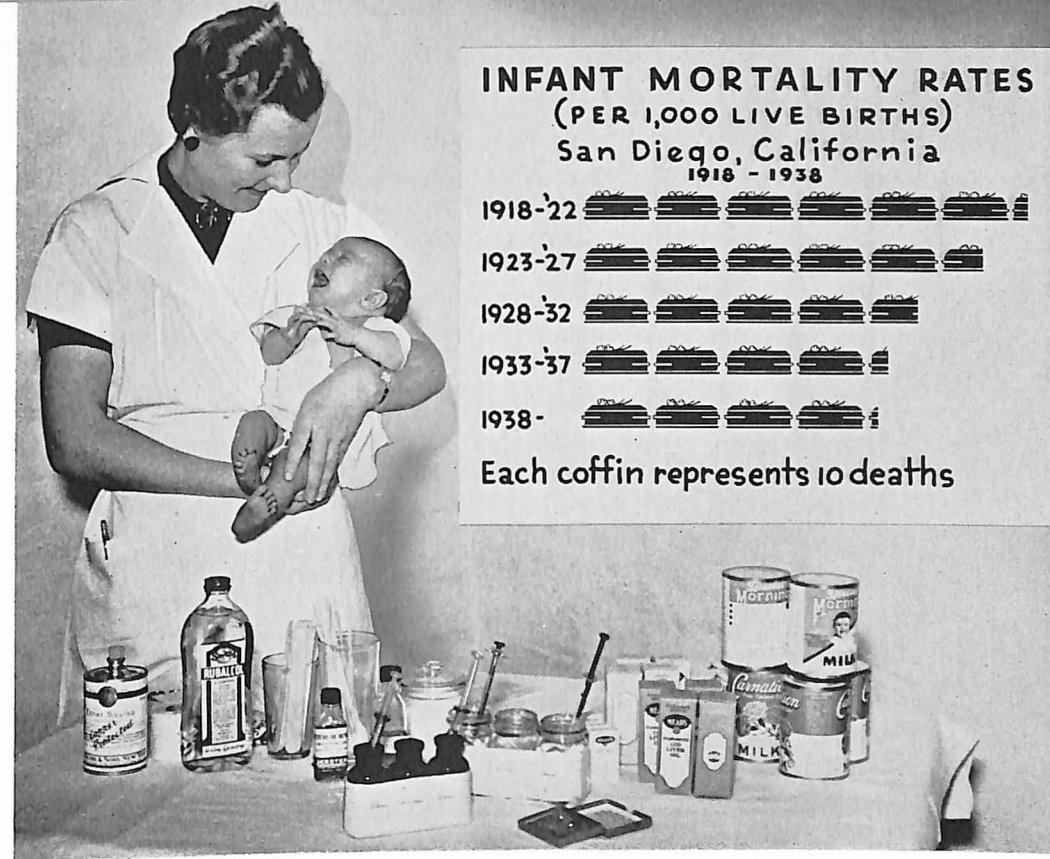


Torrey Pines grow nowhere else in United States. 22

INFANT MORTALITY RATES
 (PER 1,000 LIVE BIRTHS)
 San Diego, California
 1918 - 1938



Each coffin represents 10 deaths



HEALTH DEPARTMENT
 Expended 1 3/4c of the Tax Dollar
 Personnel 30

Directly affected by the Health Department's efforts, the infant mortality rate has been steadily decreasing. Last year there were only forty deaths for every 1,000 babies that lived to be one year old as compared with 57 deaths for the United States and 53 for the State of California.

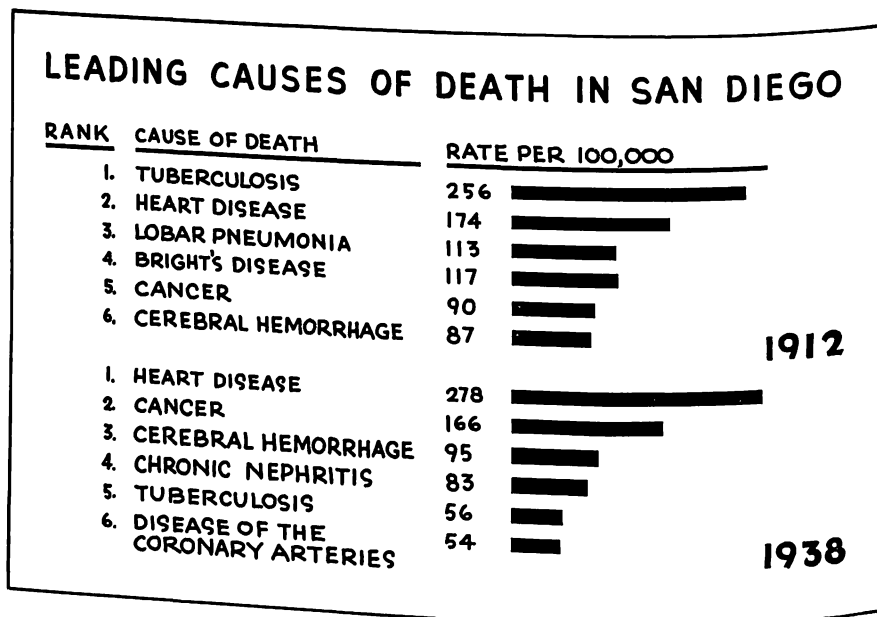
The Health Department has achieved its success in reducing the infant mortality rate through a combination educational and medical program. This department has a record of all of the 3500 babies born in San Diego each year. Babies of parents not able to afford private medical attention are cared for through the City's five public health baby clinics. From one to fifteen personal calls may be made by the Public Health Nurse to the home of the child during the first year of its life. In addition to teaching the parents how to feed, bathe

23 **First California mission built in San Diego.**

and otherwise care for the child in the home, the parents are urged to come to the weekly baby conferences held at the clinic in their neighborhood and to have the baby weighed, measured and examined by a physician. Special efforts are made by the department to care for babies born prematurely.

**Average Life—Men 60, Women 64 *
12½ Years Added Since 1901**

Through the use of vaccines and new serums the Health Department has aided in the great reduction of deaths caused from respiratory germs. In the short period of twenty-five years tuberculosis has been dropped as cause of deaths from number one to number five and pneumonia from number three to number fourteen. Today in San Diego we see that the principal causes of death are from conditions



*Taken from life expectancy tables of 1936 Statistical Bulletin of Metropolitan Life Insurance Company. Expectancy at birth, 1936: males 60.18 yrs., females 64.36 yrs. At twenty-one years of age, 1936: males 66.02, females 69.27. At birth, 1901: males 48.23, females 51.08.

San Diego's municipal stadium will seat 30,000.

which naturally tend to come with old age rather than from preventable respiratory sicknesses.

Functions Varied

Much "behind-the-scenes" work is done by the Health Department that affects our every-day lives and contributes directly to the general health of the community. Without regulation of plumbing; inspection of meats, dairy products and restaurants; mosquito and rodent control and many other vital services, San Diego would be unable to retain its reputation as a mecca for health-seekers.

Expenditures 1938-39 . . . \$83,360.97 **Per Capita . . . 46¼c.**
Average Cost per Public Hospital Patient per Day . . . \$2.77.
Number of Bottles of Milk Given by P.T.A. to Needy School Children Last year . . . 2,000.

BUILDING INSPECTION BUREAU
Required 9½ Mills of the Tax Dollar
Personnel 15

This department, this year, made money for the city as well as fulfilling its function in the preservation of life and property. For 62,623 inspections, licenses and permits issued this year a total of \$53,212.77 was taken in as compared with \$49,828.30 for the previous year.

The enactment of a new State law regarding the horizontal force laws pertaining to earthquake resisting building construction increased the importance of this department, which is already furnishing one of the most necessary of municipal functions.

More permits were issued during the past fiscal year than for any other twelve month period in the past ten years.

Expenditures 1938-39 . . . \$45,344.78 **Per Capita . . . 25c.**
Average Cost of Single Family Residents 1937-38 . . \$3,420 **1938-39 . . \$3,615.**

San Diego is famous as sport fishing center.

SOCIAL WELFARE DEPARTMENT

Expended 1 Mill of the Tax Dollar

Personnel 2

The major function of this Department is to preserve the moral well-being of the community. This is accomplished through close supervision of dine and dance establishments and by the issuance of all applications for charitable solicitations and benefits.

Less Drinking

It has been noted by this department that during the past year the drinking in the dine-dance night clubs has definitely decreased. Apparently the novelty and glamour of night club life is on the wane and sanity in drinking is coming back; as shown by the fact that in years past, with the peak of outstanding licenses and establishments in operation at 53, they had at least three heavy nights a week. At present with twenty-two licenses outstanding, they are assured of Saturday night being the only heavy night.

Expenditures 1938-39 . . . \$4,644.87

Per Capita . . . 2½c.

PERSONS ARRESTED IN SAN DIEGO FOR DRUNKENNESS

(Exclusive of driving while drunk)

1934-35
5,998 

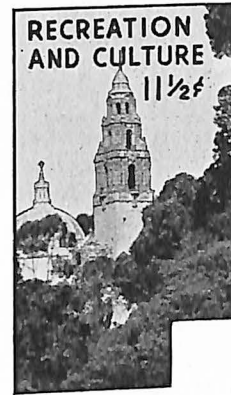
1935-36
8,214 

1936-37
7,895 

1937-38
6,638 

1938-39
6,301 

EACH COMPLETED FIGURE REPRESENTS 1,000 ARRESTS



11½ cents went for

Recreation and Culture

- Nearly one out of every two San Diegans holds an active library card.
- Million dollar Fine Arts Gallery.
- World's largest outdoor organ.
- Animals from city zoo rented to Hollywood.
- Per capita cost of Recreation and Culture 1938-39 . . . \$3.08.

PARK DEPARTMENT

Expended 5½c of the Tax Dollar

Personnel 123

There are 51 parks in the Park System with a total acreage of 2,773. Balboa Park is the largest with an area of 1400 acres.

Municipal Golf Shows Profit

Within the confines of this Park, facilities have been constructed and maintained for almost every form of outdoor recreation possible in Southern California. A nine and eighteen hole golf course, sporty and entirely grassed, enables about 10,000 rounds to be played each month. A new club house provides ample and excellent facilities for showers and food. During the year the two courses showed a profit for the city of over \$7,500.00.

Equestrian Trails

Bridle paths and dirt roads permit horseback riding through highly developed plantings and along canyons in their native states. A swimming pool and bath house; tennis, shuffleboard, horseshoe and roque courts; baseball diamonds; bowling greens; archery ranges; and children's playgrounds have been organized into an impressive area in the northeastern section of the park. Many of these activities are duplicated in the southern section.

These sports, with the addition of chess, checkers and cards, constitute a great attraction for the more elderly and the retired population. In addition to developments for organized sports, the park affords ample, spacious lawns, sunny and shaded, for unorganized play.

Music is furnished at the Spreckels' Organ Amphitheater by organ recitals on the world's largest outdoor organ, choral presentations and symphony concerts. Concerts are also presented in the Ford Bowl.

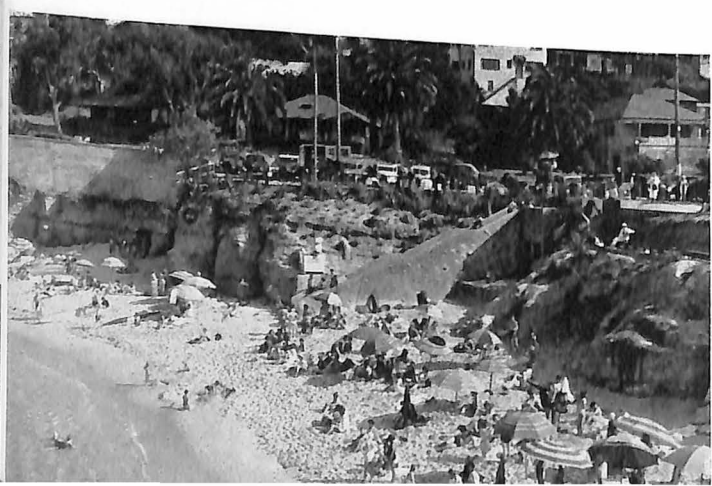
Other Parks

Other parks meet individual needs in other sections of the City. The Plaza, in the business district, with its fountain, bright beds of flowers, stately palms and comfortable benches, provides an ideal spot for the citizens to gather and discuss the topics of the day, as does The Plaza de Pantoja. Torrey Pines Park preserves for all time its unique trees and rock canyons. Washington Square in Old Town, is a beautiful historic monument, as is the new Presidio Park. The Cove at La Jolla is appreciated by both swimmers and lovers of the outdoors. In maintaining the beauty of these Parks 90,000 plants, shrubs, and trees were planted this year.

Further Service

Trees in the city streets are watered, trimmed and protected by the Street Tree Division, which is an agency of the Department of Parks, as is the Cemetery Division which is charged with the control, preservation, regulation and improvement of all public burial grounds within the city.

Expenditures 1938-39 . . . \$268,346.89 Per Capita . . . \$1.49.
Population of City per Acre of Parks . . . 64.



Building of the stairway added utility and beauty to the famous La Jolla cove.

PUBLIC LIBRARY

Expended 3c of the Tax Dollar

Personnel 100

"Consult the Library!" So runs the motto which many thousands of San Diegans have adopted when they face a problem requiring accurate information. As proof of this, the library again showed increased use in all departments. The number of volumes circulated was 1,557,354, a gain of 5 per cent over last year.

That the citizens of San Diego are library-minded is shown by the fact that forty-one percent are active library card holders. The average for cities in this population group runs about thirty percent.

New Service

An information desk in the lobby of the Main Library was opened by the Council of Adult Education, with the support of the Library Commission and the City Manager. Information was secured from all adult educational agencies in the community relative to courses offered, fees charged, schedules of classes, etc. A bulletin board of posters from the various agencies has been maintained, as well as a calendar of major events scheduled for San Diego. The calls for information which have come to the desk have been many and varied, from simple requests concerning one class, to complicated demands which call for the planning of a year's work for a high school certificate or a college degree.

Improvements were made in the Library Department during the year. Among these was the re-classification of positions on the Library Staff, an effort made by the City Civil Service Department to bring the personnel terminology up to date. Other improvements were made possible by aid from WPA and the setting up of the Crosby Trust Fund of \$4,500.00.

Increasing rental for an annex and increasing patronage each year makes the need more imperative for some method of alleviating the crowded condition of the Main Library.

Expenditures 1938-39 . . . \$146,740.79 Per Capita . . . 81 1/2c.
Book Circulation Per Capita . . . 10 Books per year.
Library Cost per Book Circulated . . . 9c.

La Jolla Branch Library. There are 12 branches and 9 stations.



PLAYGROUNDS AND RECREATION DEPARTMENT

Expended 1 3/4c of the Tax Dollar

Personnel 61

A million and a quarter times this year some San Diegan faced the ever-recurring question "What shall I do now?" and found the answer on the playgrounds.

In Step With Times

San Diego has heard the keynote sounded by Elihu Root, the great American statesman who said: "There is no problem today more important than the training for the right use of leisure." The successful "City and School" plan of organization of the Recreation Department is solving this problem with its wide but well organized program of activities. Every type of both indoor and outdoor as well as physical and nonphysical recreation is provided for.

Ten-Year Plan

The Department of Recreation is concerned not only with the present but with the future as well. This year the Director of Recreation presented a tentative ten-year plan that makes systematic provisions for maintaining and improving the entire recreational program based on the estimated population trend.

Expenditures 1938-39 . . . \$83,499.11

Per Capita 46c.

Cost of Recreation per Person Served 4 3/4c.

(Beach Attendance and Cost not Included; Includes Bath and Spectator Attendance.)

Cost of Natatorium per Bather 13 1/2c.

MUNICIPAL ZOO

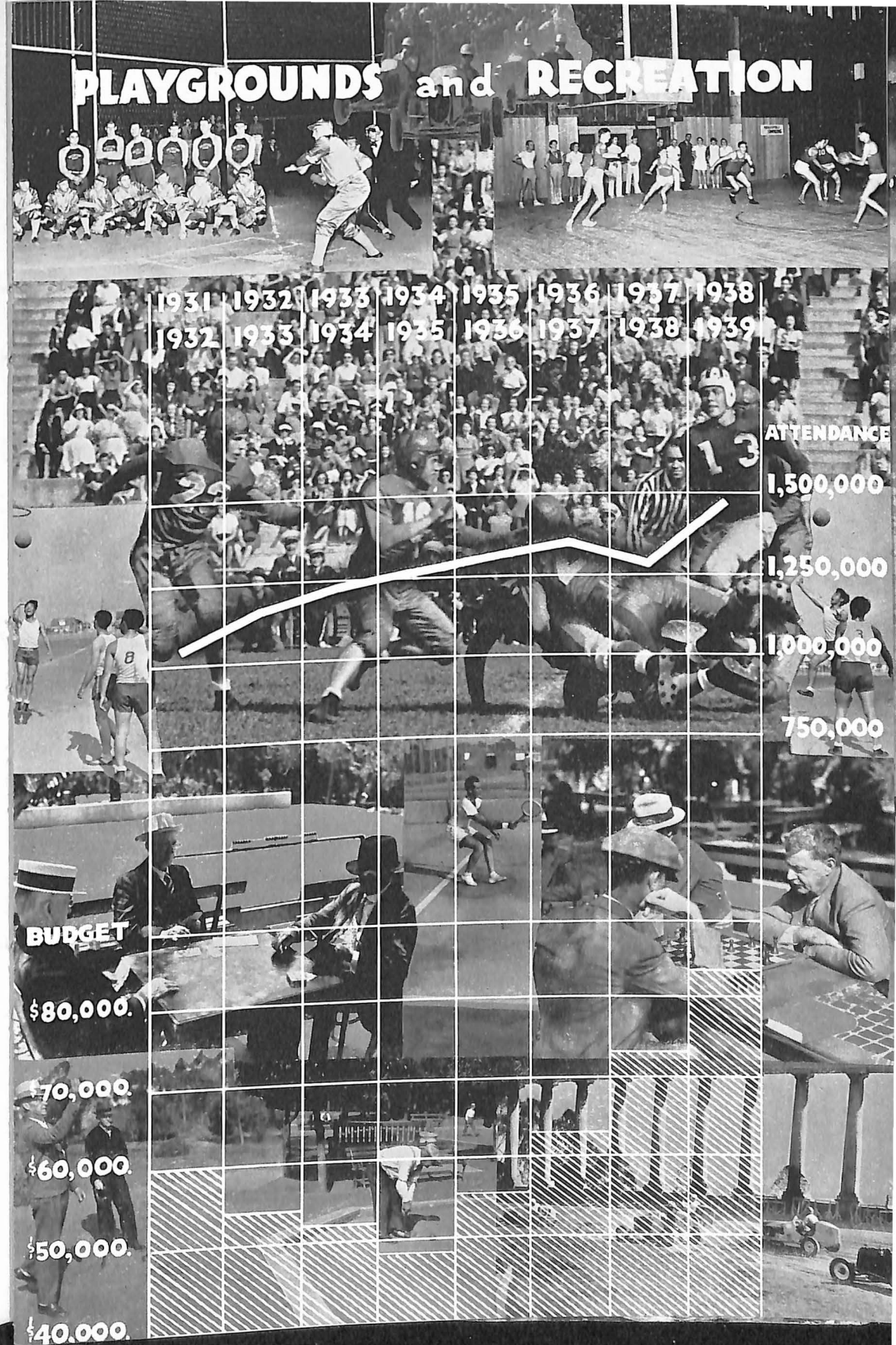
Expended 6 Mills of the Tax Dollar

Personnel 52 *

Gorillas, bears, lions, boa constrictors, beautiful plumed birds, and hundreds of monkeys provide thrills, beauty and comedy at the City Zoo. A complete animal hospital, the world's largest flying cage, a

*The Zoo personnel are paid from the Zoo Income Account and are not on the City payroll.

95 per cent of population native white stock.





World's largest Gorilla in San Diego Zoo.

reptile house, and a huge outdoor bowl for exhibitions places the Zoo as one of the world's best. The Zoo is valued at nearly a million dollars.

New Animals, Roads

A pair of Uganda giraffes was donated by Mr. John McConville, who also donated money for the purchase of African elephants and rhinoceros. A monkey-eating eagle, rare specimens of marmoset, a spectacle owl and a crested hawk were among other additions. Paving of the roads in the Zoo was completed during the year.

Attendance Nears Peak

Financially the past year has been the best experienced since 1929, and the attendance was the largest since 1932. Mrs. Lena P. Crouse, one of the Nature Study teachers in the city schools, has become a permanent member of the Zoological staff. Mrs. Crouse holds brief classes for the city and county school children and then takes them out for observation work in the Zoo. The children are transported by the Zoo bus. Two exceedingly fine bulletins were published this year and many radio talks were made by staff members. Two of the talks were over national networks. Several buildings and cages were completed during the year in addition to the furtherance of the extensive palm tree planting program which has already placed the Zoological Garden's palm tree collection as one of the most extensive in the world.

Animals to Hollywood

Paramount, Columbia, Walt Disney and Hal Roach Studios used the Zoological collection for the first time during the year. MGM and United Artists have used it before. The dromedaries alone, have

City has spent \$6,600,000 on its port

earned \$2,000.00 for the animal account. A fine pair of chimpanzees was presented to the Zoo early this summer. The male, "Shortey" is a famous movie star whose short comedies and clever acting have been seen in many shows, especially the Tarzan pictures.

Expenditures 1938-39 . . . \$28,892.79 Per Capita . . . 16c.
Number of Visitors During Year . . . 347,650.
Number of Specimens . . . 2,912.

SAN DIEGO MUSEUM

Expended 2 1/4 Mills of the Tax Dollar

Personnel 5

Occupying a prominent place in the educational, scientific and cultural life of San Diego, the San Diego Museum of Anthropology and Archaeology in Balboa Park is nationally known for its wide range of exhibits and its field work.

This field work during the past year has included the joint Carnegie-San Diego Museum project conducted in the San Dieguito River Valley under the direction of Curator Malcolm J. Rogers. Other field research activities included ten expeditions to the Mohave and Colorado deserts, western Arizona and southern Nevada.

In addition to research work much was accomplished along educational lines by the Director and his assistants. Special lectures and assistance to teachers in the schools featured this program.

Expenditures 1938-39 . . . \$11,275.00 Per Capita . . . 6c.
Value of Museum Per Capita . . . \$3.93.
Number of Visitors During Year . . . 77,231.

FINE ARTS GALLERY

Expended 1 3/4 Mills of the Tax Dollar

Personnel 6

During the year the Fine Arts Society's membership again assumed a leading position in America in numerical proportion to the population of its community.

U. S. has spent \$4,650,000 additional.



The Marques de Sofraga—"the equal of any Goya portrait in the world."

Never before this year has such a wealth of fine old art come to San Diego in such a short period. Included is Goya's portrait of "The Marques de Sofraga," the equal of any Goya in the world, and such other highly distinguished Old Masters as Rembrandt's self-portrait; the "Betrayal of Christ," by Hieronymus Bosch, the portrait of his daughter, by Zurbaran, and works by Van Huysum and Yeseunbrant. The permanent collection is now valued well in excess of one million dollars.

Educational activity has been featured by the Gallery, notably with an emphasis on things American. Free classes have been offered to two groups of children each Saturday morning; first, to school children of the city and county of San Diego, chosen by the supervisors of art as being the most talented and the most deserving; and, second, to a group of the Junior members of the Fine Arts Society.

The Gallery has attained recognition in that it is continually receiving requests for loans abroad and throughout this country. During the summer the Gallery's Old Masters were on view at both the San Francisco and New York Worlds Fairs.

Expenditures 1938-39 . . . \$8,987.28 Per Capita . . . 5c.
 Value of Art Collection Per Capita . . . \$5.55.
 Number of Visitors During Year . . . 106,321.

NATURAL HISTORY MUSEUM

Expended $\frac{3}{4}$ of a Mill of the Tax Dollar

Personnel 2

Among the new exhibits in the Natural History Museum is an electrically actuated rattlesnake. When a visitor presses a button the rattle vibrates with startling realism. Another new electrically operated exhibit is an enlarged model of a rattlesnake head which will open its mouth and extend the fangs into the striking position. Time also has been devoted to a display which will represent the many kinds of fishes to be found in San Diego waters.

Electric Eye

Throughout the year, improvements and innovations have been made in the lighting of exhibits. Some of these have attracted nationwide attention. In the most recent installations the lights go on auto-

San Diego was discovered in 1542.

matically when a person approaches the show case. This is effected by means of a concealed electrical relay.

The Museum has continued the nature walks and excursions, has provided speakers for public occasions and conducted its summer school classes, rounding out a valuable civic service.

Expenditures 1938-39 . . . \$3,963.83 Per Capita . . . 2 $\frac{1}{4}$ c.
 Value of Museum Per Capita . . . 97c (Building and fixtures; exclusive of collection).
 Number of Visitors During Year . . . 150,000 (Est.).

SERRA MUSEUM

Expended $\frac{1}{2}$ a Mill of the Tax Dollar

Personnel 2

Over a hundred historical articles originating at Junipero Serra Museum have been published in San Diego papers during the year. A voluminous correspondence in answer to inquiries concerning San Diego history has been maintained and many pioneers have been interviewed at their homes and the story of their families recorded.

Plymouth Rock of the Pacific

Junipero Serra Museum stands in Presidio Park a few yards east of the first mission and first presidio site and marks, therefore, the place where civilization began on the Pacific coast of the United States.

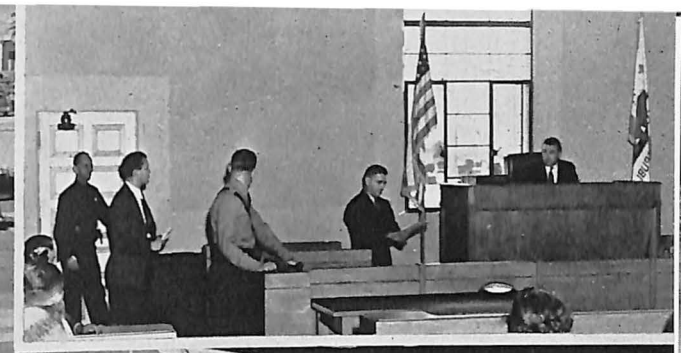
The Museum is occupied by the San Diego Historical Society and houses the historical collections of this organization and that of the Pioneer society of San Diego County. These collections are constantly in use by students, authors, teachers and others.

It is a function of this institution to publicize San Diego city and county by means of establishing the facts concerning our unique Spanish, Mexican and early American background.

Expenditures 1938-39 . . . \$3,069.14 Per Capita . . . 1 $\frac{3}{4}$ c.
 Value of Museum Per Capita . . . 78c.
 Number of Visitors During Year . . . 50,000 (Est.).

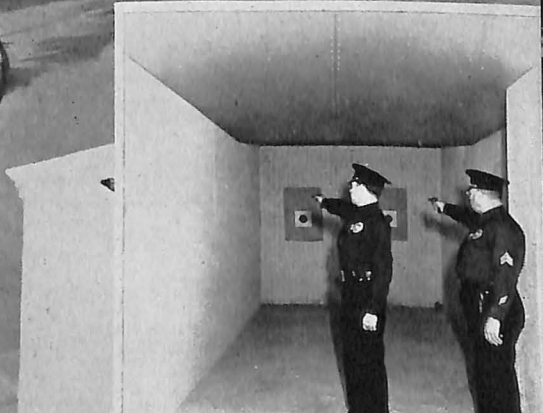
Junipero Serra Museum in Presidio Park—Birthplace of Pacific Coast civilization.





Patio of new Police Administration Building

Insets show Police Garage, Municipal Court Room and fifty-yard Indoor Pistol Range.





16¼ cents went for

Public Works

- Traffic accidents involving city equipment reduced 50 per cent.
- Public Works cost accounting system inaugurated.
- 97.2 per cent of population served by sewers.
- Cost per hour street lighting entire city \$36.30.
- During year Public Works equipment traveled mileage equal to 70 times distance around earth.
- Per capita cost Public Works department 1938-39 . . . \$4.36.

DIVISION OF STREETS

Expended 6¼c of the Tax Dollar

Personnel 127

During the year 5.93 miles of streets were improved and surfaced. At present there are over 1000 miles of streets within the City limits of which more than half are improved, one-tenth graded and the

remainder unimproved. The rapid growth of the City has increased the work of this department to the extent that during the past year it was impossible to completely offset street depreciation through maintenance work. Through public contracts 1.38 miles of alleys were improved by the City.

Expenditures 1938-39 . . . \$304,959.78 Per Capita . . . \$1.69.
 Average Cost of Surfacing Paved Street per Square Yard per Year . . . 44.3c.
 Average Cost of Street Maintenance (Patching) per Square Yard per Year . . . 64c.

DIVISION OF ELECTRICITY

Expended 2¾c of the Tax Dollar*

Personnel 16

The radio shop of the Electrical Division, during the year, built and installed twenty new police transmitters and receivers and twenty-six motorcycle receiving sets; so that San Diego is now one of the best equipped cities of like size in the United States.

Jobs ranging from the building and installing of stop lights for four intersections, installing two automatic reservoir pump controls, re-wiring and lighting of Public Library and installing flood lights at two school grounds to replacing street light bulbs, globes and posts kept the department constantly applying the technological improvements in electricity.

Also, during the past twelve months the lighting facilities were improved in the Municipal Gym so that it is now the best lighted gym in Southern California. 7,650 feet of control cable was installed jointly with the Fire Department.

Expenditures 1938-39 . . . \$128,825.95 Per Capita . . . 71 ½c.
 Average Rate Paid by City for Street Lighting Current per Kilowatt Hour . . . 2.1c.
 Cost per Hour Street Lighting Entire City . . . \$19.50 (Overhead Lights).
 Cost per Hour Street Lighting Entire City . . . \$16.80 (Lamp Posts).

*\$77,790.63 (\$0.016117060 of the tax dollar) of the Electric Division's budget was expended for street lighting.

DIVISION OF REFUSE COLLECTION

Expended 2 $\frac{3}{4}$ c of the Tax Dollar

Personnel 92

In addition to disposing of approximately 55 thousand tons of garbage, sweepings, and rubbish last year, which would average 150 tons per day, this department collected 14 thousand dead animals, ranging from cats and dogs to sea lions and horses.

Over ten thousand tons of garbage was sold during the year, at an average of 50c per ton, to ranchers.

Expenditures 1938-39 . . . \$127,842.93 Per Capita . . . 71c

Pounds of Garbage Collection per Year per Family of Five . . . 611.

Pounds of Rubbish Collection per Year per Family of Five . . . 2,256.

Cost of Collection and Disposal per Year per Family of Five . . . \$3.55.

DIVISION OF PUBLIC BUILDINGS

Expended 1 $\frac{1}{2}$ c of the Tax Dollar

Personnel 16

The wood shop of the Public Works Department is maintained and operated by the Division of Public Buildings.

During the year the workers of this shop made and installed all the cabinets, tables and counters for the new Police Administration Building and the Civic Center in addition to maintaining all the public buildings.

Expenditures 1938-39 . . . \$67,781.50 Per Capita . . . 37 $\frac{3}{4}$ c.

Approximate Value of Cabinet Work Done for Civic Center and Jail . . . \$14,000.00.

Total Number of Buildings Maintained . . . 166.

DIVISION OF SEWERS

Expended 1 $\frac{1}{4}$ c of the Tax Dollar

Personnel 40

During the year a project to clean out the entire 550 miles of the City's sewers was commenced. The ever-increasing problem, created by the fact that the City's raw sewage is dumped into the bay and

Zoo ranks second largest in America.

40



Economy is the keynote of the Public Works Department. It is estimated that this department saves the taxpayers of San Diego \$100,000.00 a year. The department is outstanding in the United States because of its self-sufficiency, both vertically and horizontally.

Police radios are built; motors overhauled; street stop lights constructed from automobile headlights; equipment lubricated, reupholstered and painted; brooms built for the street sweepers, and new machinery designed and put together from old junk.

ocean, made it necessary for the City to install facilities for primary treatment of the Mission Bay area sewage.

A total of 5¾ miles of new sewage mains was laid by WPA and the City.

Expenditures 1938-39 . . . \$57,149.62 Per Capita . . . 31¾c.

Per Cent of Population Served by Sewers . . . 97.2.

Average Cost of Sewer Construction per Linear Foot for 6-inch Pipe . . . \$1.25.

PUBLIC WORKS RECORDS AND ACCOUNTING OFFICE

Expended 1c of the Tax Dollar

Personnel 12

This central office keeps accounts, costs of operation, and statistical information of each of the Public Works Divisions. This information is available to the public.

During the last three months of the fiscal year a plan for a comprehensive cost accounting system was prepared. This plan was put into operation the first of July and in the future will provide a more accurate system of costs of operation of the several Public Works Departments.

Expenditures 1938-39 . . . \$52,242.14 Per Capita . . . 29c.

DIVISION OF MACHINE SHOPS

Expended 9¾ Mills of the Tax Dollar

Personnel 35

One and three-quarter million miles were traveled over the City streets this year by the 222 various pieces of municipal automotive equipment. Careful check is kept by the Dispatcher's Office as to exactly how many miles each piece of equipment has traveled, how



Completed this year; rebuilt Exposition building serves as Public Works Garage.

42

TRAFFIC ACCIDENTS INVOLVING CITY EQUIPMENT

1937-38

1938-39

much gas and oil it has used, when and what work has been done to the motor, when the tires were replaced, etc. In this way each piece of equipment is checked and it is oiled and greased at the proper time on the modern grease rack, washed over the steam pit and motor overhauled in the fully-equipped garage. The City not only saves money by this complete servicing of its equipment, but also by designing and constructing new equipment. During the past year a bluestone spreading machine for the Water Impounding System was designed and built in the machine shops.

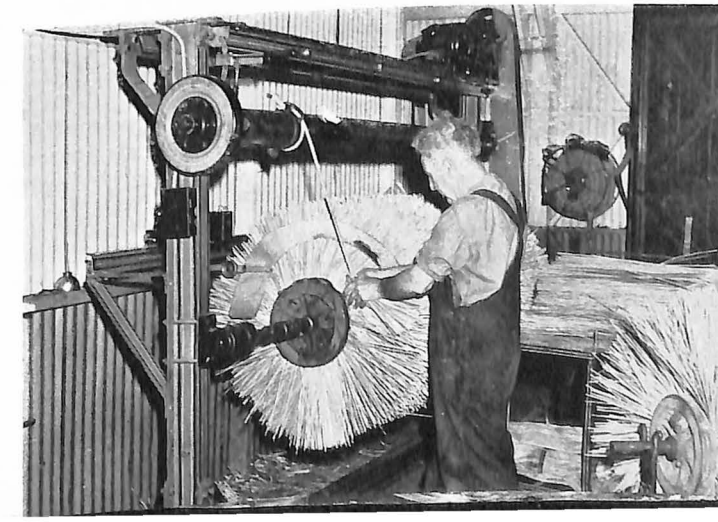
City Workers Careful

Neither injury nor death resulted from City owned equipment during the year and less than \$200.00 loss was sustained. A traffic program that is controlled by the Dispatcher's Office, during the year, cut the number of traffic accidents from 60 to 29, a reduction of more than 50%.

Expenditures 1938-39 . . . \$46,754.50 Per Capita . . . 26c.
Average Daily Income Due to Equipment Rented to Other Departments, \$422.25.

All street sweeper brooms are designed and constructed at City Shops.

43





15½ cents went for

General Government

- San Dieguito refinancing saves city million dollars.
- Planning department assures Harbor Drive.
- One municipal employee for every 121 San Diego residents.
- Water department approximately self-sustaining.
- Only 2.6% of city employees not under civil service jurisdiction.
- City Manager takes 50% salary cut.
- Per capita cost general government 1938-39 \$4.13.

GENERAL APPROPRIATIONS Required 3½¢ of the Tax Dollar

The day-to-day and unforeseen expenses of running the City Government are met by general appropriations.

Such general expenses as conducting elections, insurance, maintaining the Municipal Court, the Annual Audit and many others, required \$99,183.22. Outlay items such as improving Mission Valley Road, improving sewer systems, etc., necessitated the expenditure of \$54,790.32. And \$16,638.03 from the Unappropriated Balance went for

general street work, paying John Doe extra actuarial services necessitated by court decision, special engineering services, and other unpredictable demands.

Expenditures 1938-39 . . . \$170,611.57

Per Capita . . . 94¾¢.

HARBOR DEPARTMENT Expended 3¢ of the Tax Dollar*

Personnel 44

San Diego harbor, termed "one of the world's ten great harbors" is landlocked, free from currents, safe at all seasons and easily accessible for all types of vessels in all kinds of weather conditions. It is the last Pacific port of call for eastbound intercoastal vessels and the first for westbound vessels, as well as being the first United States port of call north of the Panama Canal. It is one of the three natural deep water harbors on the Pacific Coast.

Granted \$150,000 a Year

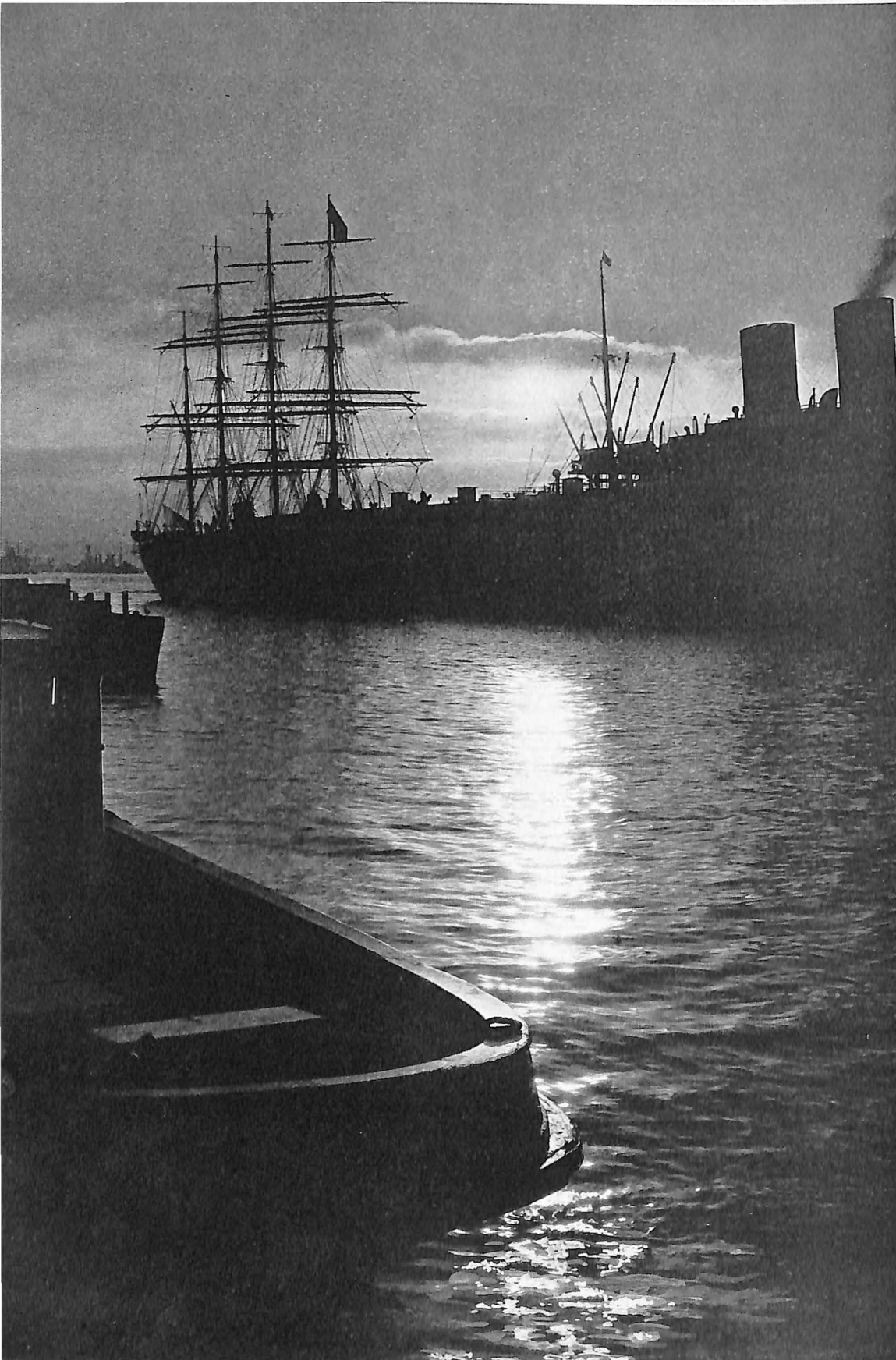
By a charter provision the Harbor Department receives \$150,000.00 a year from the City to be spent for harbor improvements. Due to this appropriation it has been possible to receive almost five dollars in federal money for each dollar the City expended in port development.

The City of San Diego has expended a sum of \$6,579,000.00 in buildings and maintenance of the port. In 1911 all of the City's tidelands were under water at high tide. Since then a dredging project has resulted in a threefold accomplishment: the bay has been reclaimed to accommodate larger vessels, valuable ground has been reclaimed with the dredged material, and the low-tide unsightly mud flats have been eliminated. The City now owns some 21,000 feet of wharves.

Year Shows Many Improvements

At the election of April 25, 1939, San Diego voters again expressed their desire to acquire sufficient lands to insure the continued existence of Lindbergh Field as a transport terminal. Through an exchange of tidelands, the City, through the Harbor Department will acquire from the Marine Base an additional 61.72 acres, bringing the total field to 413 acres exclusive of 11½ acres deeded to the government for a Coast Guard site. Lindbergh Field today represents an invest-

*The Harbor Department, in 1938-39 made an income from fees, rentals, etc., of more than enough to pay for its operating expenses, however, \$150,000.00 (\$0.03177 of the tax dollar) was appropriated, from the general tax levy to the Harbor Department to be used for port development.



ment of \$913,312.00 in Bond and Harbor revenue funds, and \$901,-045.00 in Federal CWA, SERA and WPA funds. Estimated costs to complete the field to include 413 acres amounting to \$750,000.00 which would place a total approximate cost of the completed field at \$2,565,000.00.

Expenditures during the fiscal year on the Airport project reached a total of \$253,259 of which \$184,412 was appropriated by the Federal Government, the balance being supplied from Harbor funds. Additional Federal funds to the amount of \$500,000.00 have been approved by Congress to continue this project upon completion of the present contract.

Major items of construction work in the 28th Street area completed during the past year include a naval storage warehouse 43x77 feet, with cat walks, gang planks and floats; 38,000 square feet of six-inch concrete pavement; 221,000 square feet of oiled surface; 1,000 linear feet of five-foot concrete sidewalks, 300 feet of cold lay walks; 3300 linear feet of eight-inch cast-iron water main; 2300 linear feet of rip eight-inch vitrified clay sewer pipe; and some 600 linear feet of rap bulkhead. The sum of \$157,875.00 in Federal funds and \$29,755.00 in Harbor funds were expended on the project during the past fiscal year.

Expenditures in the Battery Park area which extends from Eighth Avenue to E Street amounted to \$212,713.00 in Federal funds, and \$67,582.00 in Harbor funds. The main items of work accomplished include the reconstruction of cemented rip rap bulkhead for the protection of the rowing club at the foot of Fifth Avenue; the construction of 120,000 square feet of asphalt pavement; 1080 linear feet of concrete curb; 900 linear feet of eight-inch cast-iron water main, four concrete tennis courts in Navy Field, a Coast Guard pier, 430 feet by 30 feet wide; a new pier and fire station for use of the crew manning the fire boat and a new landing at the foot of Pacific Highway.

Sport and Commercial Fishing

San Diego's sport fishing is governed by the migratory habits of such game surface feeding fish as tuna, yellowtail, bass and swordfish, which range into these areas from southern seas. Last season some 10,000 tuna, bluefin, skipjack and albacore were taken with live bait on light tackle. Favorite, is the yellowtail, scaling from ten to forty pounds. More than 100,000 of these fish are brought to gaff annually. In addition, countless thousands of barracuda, white sea bass, bonito, kelp bass and other game fish are caught from public service and charter boats.

Nearly 100 million pounds of fish, to be used for commercial purposes, entered the Port of San Diego during 1938.

The World International Championship Star Boat races were held over an ocean course off Point Loma in September, 1938, with the San Diego Bay Star Boat fleet as official hosts, assisted by the San Diego and Coronado Yacht Clubs.

Each year log rafts are towed from timber lands of the Columbia River to the San Diego harbor to be cut in the only sawmill in Southern California. The lumber contained in one of these rafts is equal to that required to build three to four hundred houses.

Total Imports and Exports Entering and Leaving San Diego Harbor 1938-39....
 614,238 Tons \$32,221,762.00 Value.

WATER DEPARTMENT
Expended 2³/₄c of the Tax Dollar*
 Personnel 184

Six-Year Supply on Hand

The 1938-39 fiscal year was one of about average rainfall and medium runoff. The water in storage decreased from 105,105,400,000 gallons on July 1st, 1938 to 101,603,100,000 gallons on June 30, 1939. This amount of water should be sufficient, without additional runoff, to supply the City for at least six years. Of the eight dams in service none were less than 63% full and the average for the eight was 96%. Two of the dams had additional storage due to use of sand bags on the spillway.

Bond Issue Voted Down

On April 25, 1939, an election for the San Vicente Project bond issue failed to carry. This was a revised application for a 45% PWA grant for the construction of a 190 foot dam, pipeline and road at an estimated cost of \$3,500,000.00. The vote was 23,763 for and 60.2% for and 15,737 against, and the bond issue failed to carry for lack of 2/3 majority. However, on this same date, a contract providing for participation by the City in the construction, operation and maintenance of the All-American Canal, to bring Colorado River water 80 miles to San Diego, was ratified by a vote of 25,347 or 70.8% as compared with 10,455 against.

San Dieguito Refinancing Saves City Million Dollars

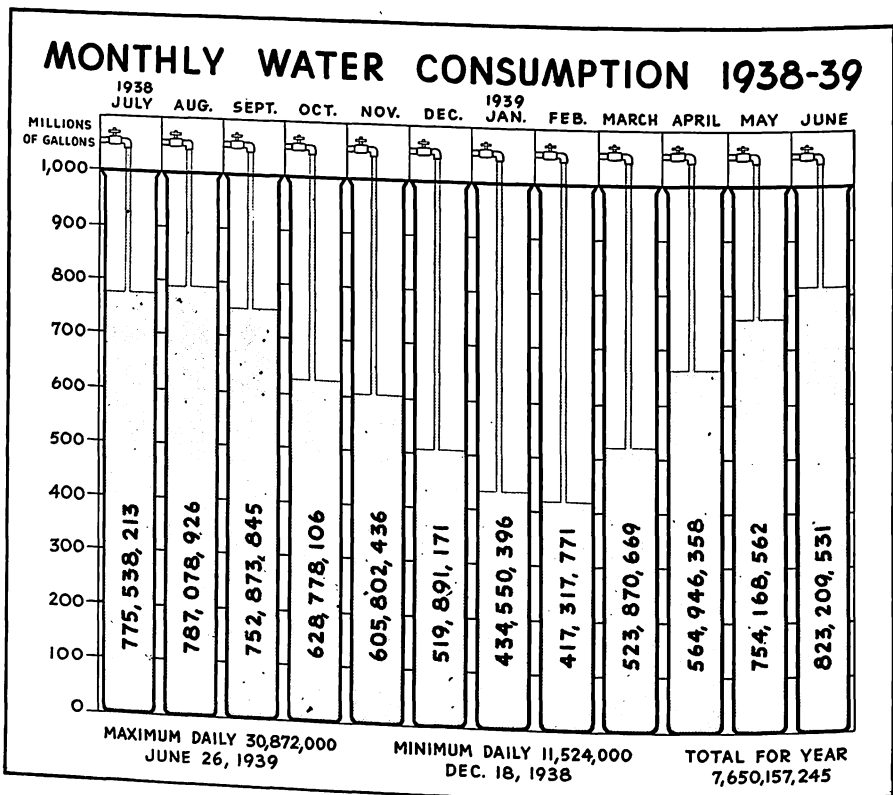
October 5th, 1925, the City of San Diego entered into a contract with the San Dieguito Water Company for the purchase of the San Dieguito water system for \$3,700,000.00. A payment of \$500,000.00 was made shortly after the contract was entered into and with monthly payments on the remainder which amounted to \$251,200.92 per year with interest of 6% on deferred payments.

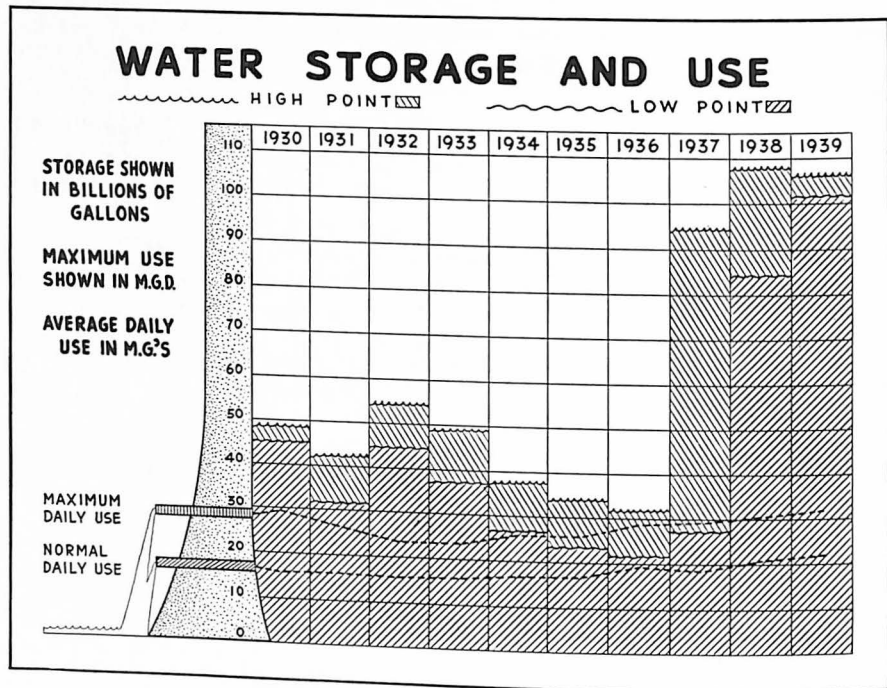
An election was held on April 27th, 1937, to authorize a bond issue to refinance the project on a basis of about 3 1/2% interest which would have resulted in a material saving in interest. However, only 46.61% of the votes were favorable.

Backed by the Junior Chamber of Commerce, the proposition was again presented to the voters on March 28th, 1939, and passed by nearly a 9% margin. This election authorized the City to issue \$2,600,000.00 bonds at an interest rate not to exceed 3% for the purpose of refinancing the San Dieguito Water System contract. The bonds sold at an average interest rate of 2.2%. The net savings in

*According to the City Treasurer's report of June 30, 1939, "the Water Department is approximately 100% self-sustaining," however, \$134,500.00 (\$0.02786 of the tax dollar) of the general tax levy went into the San Dieguito Water Fund for the purchase of the San Dieguito Water System.

This area is famous as health center.





interest costs made possible through the refinancing operation will be \$980,449.55 in the period from January 1st, 1940 to December 1st, 1955.

Water Mains, Not Dams, Immediate Need

No large distributing mains have been installed since 1916 while the population has during this time, increased from 60,000 to 180,000; as a consequence, the pressure, during periods of heavy demands, is seriously impaired in many localities. To remedy this condition, a proposition to vote bonds to the extent of \$250,000.00 was submitted to the voters on April 25th, 1939. The bonds failed to carry as there were only 23,699 or 61.3% votes cast for as compared with 14,967 against.

While new water mains, new filter equipment and new covers for water storage tanks are the immediate need, the ever-increasing population coupled with the fact that shortage of water seems to run in eleven year cycles, makes the need of new dams an ever present problem.

In the above graph it will be seen that if 1937 had been another year of drought the City would not have been able to supply the needed

First palm tree in California planted here.

amount of water. It is obvious then that the City should not wait until another dry cycle before building another dam, but rather that the dam be built and full when the next dry period arrives.

Value of Dams in San Diego Impounding System . . . \$7,901,797.36 Per Capita . . . \$43.90.

OFFICE OF THE CITY ATTORNEY Expended 9¾ Mills of the Tax Dollar

Personnel 14

The City Attorney is elected by the people for a term of four years and is the full time chief legal adviser and attorney for the City and all its departments. All deputies, assistants and employees are appointed by the City Attorney. All appointments, other than deputies and assistants, are subject to the Civil Service provisions of the Charter.

During the year the work in the office was allocated according to type of job to be performed so that each member of the department could specialize in a certain well-defined branch of municipal law.

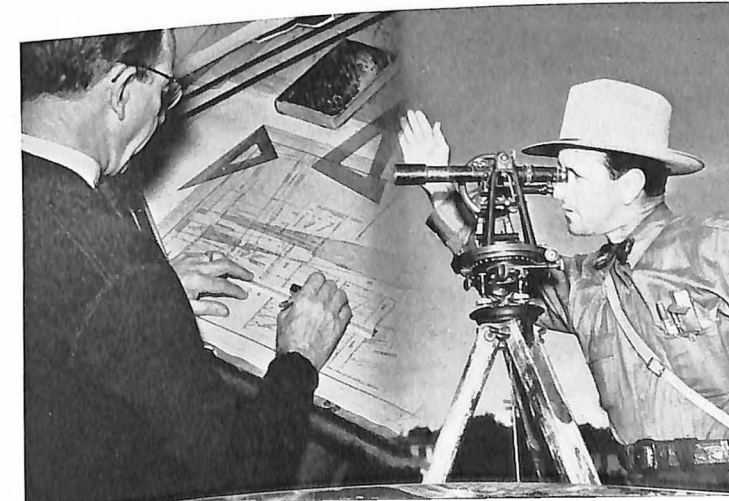
Expenditures 1938-39 . . . \$46,910.81 Per Capita . . . 26c.
 Number of Major Court Cases 1938-39 . . . 69.
 Number of Ordinances Prepared . . . 253.
 Number of Opinions Furnished to Departments . . . 180.
 Number of Cases Handled by City Prosecutor . . . 43,436.

OFFICE CITY ENGINEER Expended 9¼ Mills of the Tax Dollar

Personnel 20

Before the first shovel of dirt can be turned for most of the City's improvements, hundreds of hours of work must be done. Someone has to survey the location, do research into construction methods and draw detailed plans and specifications. This is the job of the City Engineer's Office.

T-square and transit chart San Diego's progress.



WPA Projects

During the year, in addition to the routine work of indexing and filing notes and records, office and field work for other departments and blueprinting and retracing of old surveys; a great deal of time was spent in supervising thirteen WPA projects involving the expenditure of over a half a million dollars, with an average employee roll of 550 men per month.

Expenditures 1938-39 . . . \$44,629.10 Per Capita . . . 24¾ c.
Received from 92 Leases on City Owned Property . . . \$11,853.85.

CITY TREASURER'S OFFICE

Required 7¾ Mills of the Tax Dollar

Personnel 16

The Treasurer is appointed by the City Manager, subject to confirmation by a majority of the Council and receives an annual salary of \$3,900.00.

His duties are those which are imposed upon him by general law, the City Charter, or ordinances of the Council.

Expenditures 1938-39 . . . \$37,322.88 Per Capita . . . 20¾ c.

PURCHASING DEPARTMENT

Expended 5½ Mills of the Tax Dollar for Operating Expenses

Personnel 13

The Purchasing Department handled over two and a quarter million dollars worth of purchases for the city last year. Business in requisition form from the different city departments to the centrally located store amounted to \$88,518.00. Large economies are effected for the city by centralized buying, through a revolving fund, and by standardization of purchases.

Purchases of material are equitably distributed to the business houses handling various merchandise and all purchases possible are placed with home merchants. This rule applies to the placing of insurance. Contract bids, involving products or materials manufactured in San Diego, are given a 5% preference.

San Diego was the capital of California in 1826. 52

Flexibility in City Equipment

The Purchasing Department keeps an inventory of all equipment of the departments of the City in order that equipment not needed by one department may be transferred to another department requiring its use.

The operation of a print shop with three presses is one of the functions of the Purchasing Department.

Expenditures 1938-39 . . . \$27,036.62 Per Capita . . . 15c.
Per Cent Spent Locally . . . 77.3 Cost of Purchasing Department per \$1,000
Worth of Business Handled . . . \$8.17.

CITY AUDITOR'S OFFICE

Expended 5½ Mills of the Tax Dollar

Personnel 10

The City Auditor and Comptroller is elected by the Council for an indefinite term and serves until a successor is elected; he receives an annual salary of \$3,900.00.

He is chief finance officer of the city, assists the City Manager in the preparation and, after adoption, the execution of the budget, and keeps the Manager and the Council continuously informed of the City's finances through regular monthly and special periodic reports.

Expenditures 1938-39 . . . \$26,477.59 Per Capita . . . 14¾ c.

CITY MANAGER'S OFFICE

Expended 4½ Mills of the Tax Dollar

Personnel 3

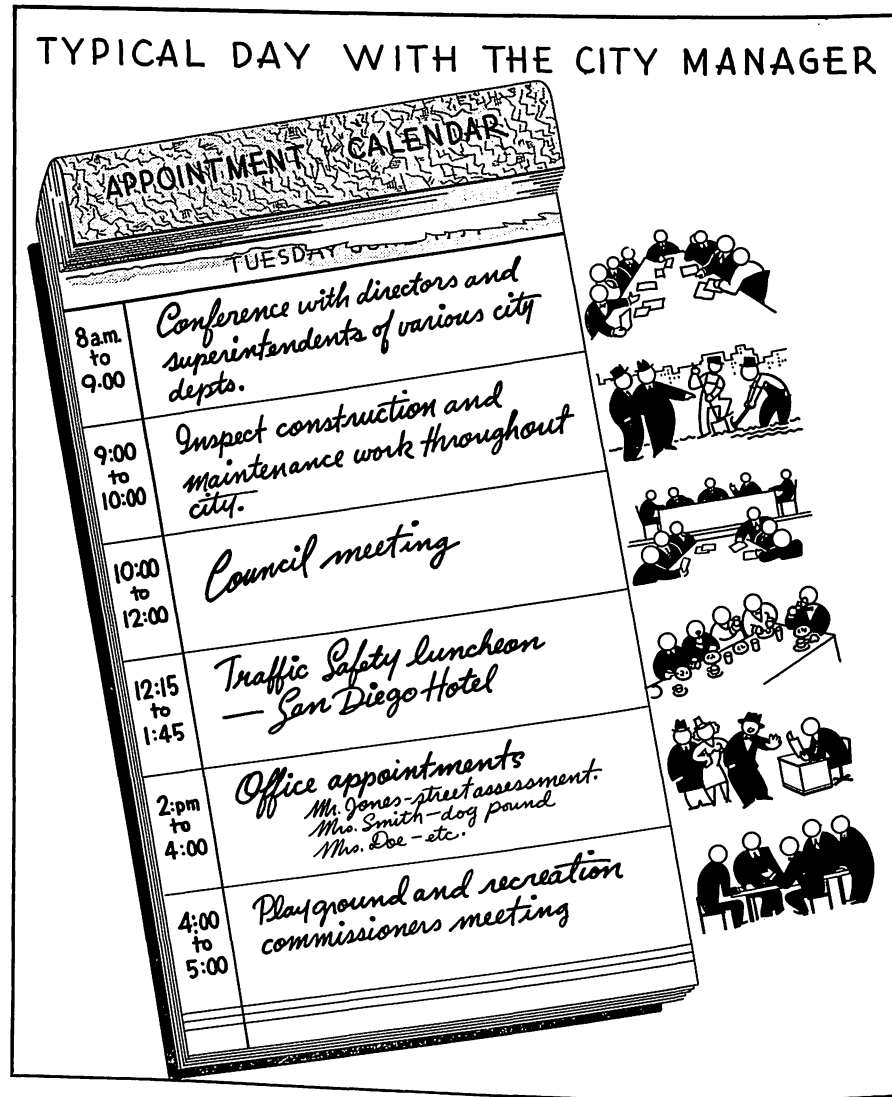
On May 31, 1939, R. M. Flack resigned as City Manager of San Diego, and on June 1, 1939, F. A. Rhodes was appointed by the Council to fill this vacancy.

Mr. Rhodes was born in Folsom, California, and attended college at Cogswell Polytechnia, San Francisco, 1895-98. In San Diego he has

53 Eleven nearby lakes famous for bass fishing.

had experience as City Engineer and Superintendent of Streets, 1919-20; Manager of Operations, City Engineer and Superintendent of Streets, 1920-27; Municipal Improvements contractor, 1927-32; and Director of Public Works from 1932 to May 31, 1939.

Expenditures 1938-39 . . . \$21,436.20 Per Capita . . . 11 3/4 c.



Nearest city to Mt. Palomar Observatory.

ADVERTISING AND PUBLICITY
Required 3 3/4 Mills of the Tax Dollar

The tourist trade is second only to the military expenditures as a source of income for San Diego.

Cognizant that travel goes where it is invited and welcomed, a continuous effort was made to cooperate with organizations and agencies for the furtherance of this tourist trade. This year the city government published several tourist booklets and contributed to a number of sports activities which were in the public eye. A campaign to bring conventions to San Diego was continued as well as general advertising in newspapers and magazines. Several illustrious guests, including President Franklin D. Roosevelt were entertained.

By these several activities the city government undertook to bear its share in attracting new money into the channels of San Diego trade.

Expenditures 1938-39 . . . \$18,235.41 Per Capita . . . 10 1/4 c.

CITY CIVIL SERVICE DEPARTMENT
Expended 3 1/2 Mills of the Tax Dollar

Personnel 8

The historic campaign slogan, "to the victor belong the spoils" represents an attitude with which the citizens of San Diego do not agree. Since 1915 when the voters abolished the spoils system and replaced it with a merit system administered by the City Civil Service Commission, the City government has been dedicated to the proposition that "to the victor belongs the responsibility for good government."

Nearly All Employees Under Civil Service

Of the 1,491 paid employees of the City on June 30, 1939, all were under civil service except 39 officers exempted by charter. A few of the present employees were automatically given civil service status at the time the merit system went into effect, but all others have been appointed after having passed competitive examinations. The 440 employees of the Police and Fire Departments which have their own merit systems of promotion are by charter exempted from certain civil service regulations.

Activities Extensive

Cognizant of its responsibilities for the administration of civil service regulations applicable to all departments of the city government, the Commission last year examined 1,183 applicants for city employment; maintained the classification of positions according to duties and responsibilities; recommended to the City Council a salary schedule based on the classification plan; held public hear-

55 Naval personnel averages 35,000 officers and men.



Skills demonstrated in Civil Service examination for draftsmen.

ings for three employees who were removed or otherwise disciplined and certified to the accuracy of all payrolls. Other activities of the commission, applicable to all employees except those in the Police and Fire Departments include conducting promotional examinations; maintaining employee efficiency records; approving vacations, sick leaves and special leaves of absence; safety education and accident control; in-service training and conducting periodic medical examinations of employees.

Examination Standards Raised

Twenty-one open competitive examinations and seven promotional examinations attracted 1,712 candidates of whom 1,183 met the necessary qualifications and appeared for examination. Standards were raised considerably, only forty-three percent of all candidates having received passing scores as compared to sixty percent the preceding year. For every twenty candidates who passed examinations five received temporary appointments and three received permanent appointments.

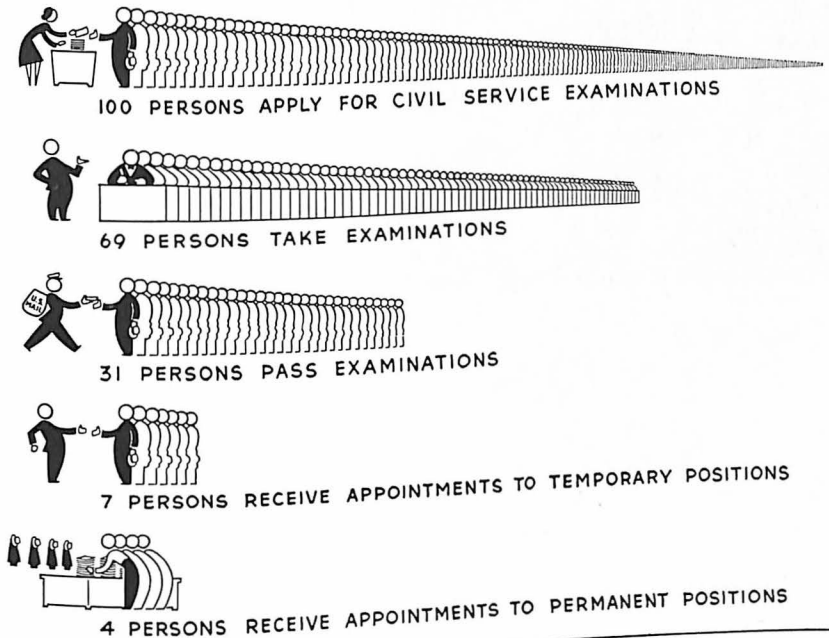
In-Service Training for Employees

In the belief that training of employees will increase their value to the city, the Personnel Director of the Civil Service Commission worked with the City Manager and the Director of the Division of Vocational education of the San Diego City Schools to establish an in-service

Nearby mountain resorts attract thousands.

CIVIL SERVICE RECRUITMENT

FROM 100 APPLICANTS ... 4 appointments to permanent positions



training program. In order to survey the major administrative problems and the corresponding training needs, department heads and division superintendents participated in a series of twenty-four conference meetings. Shortly thereafter a training course was held to give department heads instruction and practice in conference leadership.

In order to maintain an equitable and fair compensation schedule, pay rates for seven classes of positions were lowered and those of three classes raised. Because the cost of living had remained virtually the same since the preceding year, no change was made in the general level of employees' salaries. The classification plan on which salaries are based was kept up-to-date by the elimination of fifteen titles and the addition of eight new ones.

The tuna packing industry centers here.

Payrolls totaling more than \$2,600,000.00 during the past year were approved by the Personnel Director after he had determined that the names, titles and rates of pay were in every case legally proper.

Expenditures 1938-39 . . . \$17,334.57 Per Capita . . . 9½c.

Total Cost of Wages and Salaries for all Municipal Employees Amounted to \$14.44 per Capita.

One Municipal Employee for Every 121 San Diego Residents.

97.4% of Municipal Employees are Completely or Partially Under Civil Service Jurisdiction.

70.6% of Municipal Employees are Subject to ALL Provisions of Civil Service Rules; the Remaining 29.4% Includes Police and Fire Departments and Unclassified Service.

An Average of 61 Applicants and 2.7 Permanent Appointments per Civil Service Examination.

OFFICE OF CITY CLERK

Expended 3 Mills of the Tax Dollar

Personnel 5

The duties of this office are essentially routine in nature. The City Clerk is elected by the Council and serves as secretary for the City Council at all meetings.

Handling the two major elections kept the City Clerk's office unusually busy during the past year. The new municipal State Court Act required the election of judges of the five municipal courts.

Expenditures 1938-39 . . . \$15,019.42 Per Capita . . . 8¾c.

Per Capita Cost of Elections . . . 17½c.

Percent Total Population Registered . . . 49.

Percent Registered Population Voted . . . 52.

Percent of Total Population Voted . . . 23.

MAYOR'S OFFICE

Expended 1¾ Mills of the Tax Dollar

Personnel 2

Under the present form of government, San Diego's Mayor is the ceremonial head of the City as well as the presiding officer at meetings of the Council. He has a vote on all legislative matters, but does not have veto power. His salary of \$5,000.00 per year is supplemented by a fund for entertainment purposes.

U. S. Navy investments approximate \$50,000,000. 58

The Mayor greeting President Roosevelt at dedication of Civic Center.



During the past year the Mayor has received many notables to the City, among which were President Roosevelt, Doug. Corrigan and the Crown Prince and Princess of Norway.

Expenditures 1938-39 . . . \$9,066.77 Per Capita . . . 5c

PLANNING DEPARTMENT Expended 1¾ Mills of the Tax Dollar Personnel 3

The basis planning objective of the City of San Diego is the encouragement of sound and economic use of land and other resources.

San Diego was one of the first cities in the United States to have a City Plan prepared. In 1907 and again in 1926, the late John Nolen, the noted City Planner, was engaged to prepare plans for San Diego. Our City Planners not only work from an economic viewpoint, but from an aesthetic viewpoint as well. Through systematic planning, a factory may not only be placed in the logical part of the city but it may also be made a decorative landmark rather than an eyesore; an example is the Consolidated Aircraft factory.

Zoning

Zoning is not City Planning; it is one of the tools used by City Planners to direct and maintain the proper use of the cities' natural resources.

During the past fiscal year, zoning matters continued to exact a disproportionate amount of time at all meetings of the Planning Commission. Zone variance and alleged violations of the Zone ordinance monopolized time that should have been devoted to broader aspects of the City Plan. To cope with the situation a recommendation to revise the zone ordinance procedure dealing with zone variances was made to the City Council. The City Council in turn referred the mat-

59 San Diego is the terminus of Broadway of America.

ter to the City Attorney for the preparation of the necessary ordinance. Hearings, during the past year, before the City Council involving the rulings of the Planning Commission on zone variances have been consistently upheld.

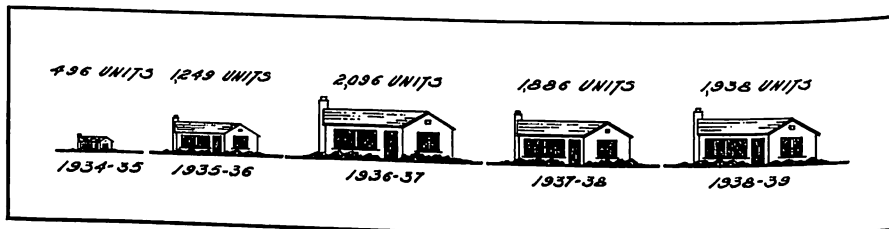
Major Street Plan

The outstanding achievement of the City Planning Commission for the past fiscal year was the progress it made on the Harbor Drive Project. Events that have transpired during this period have brought closer to actual realization the life-long dream of this community for a beautiful highway along the shores of San Diego Bay. A definite agreement with the United States Navy Department was reached in which the Government granted the City the right to construct a 200 foot wide highway adjacent to the waterfront on the Bayside of the United States Marine Corps Base and the United States Naval Training Station. In addition, the Navy Department agreed to sponsor the construction of a highway bridge over the channel leading from San Diego Bay to the Training Station.

Two other ordinances were passed during the year affecting the major street plan. One was a change in the alignment of the Washington Street Extension and the addition of a north and south street through Balboa Park to the northern part of the City; the other was a change on the proposed extension of Lowell Street near Chatsworth Boulevard. This change was made to avoid conflict with a proposed public school building program.

The Planning Commission and the City Government as a whole displayed foresight when it originally adopted the Major Street Plan in 1931. San Diego was one of the first of the few hundred cities that have adopted such a plan.

Residential building shows slight gain over last year.



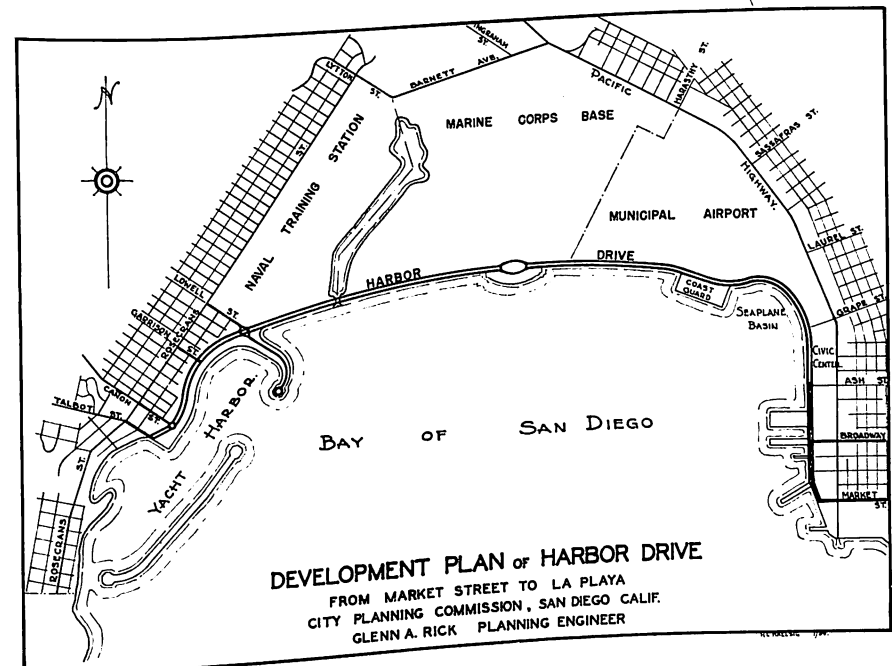
Architectural Control

Architectural Control is of an advisory nature; the requirements being that the Planning Commission recommend the granting or denial of all building permits by the Building Inspector. Most building plans are approved in a routine manner in the office of the Planning Commission. Frequently changes are made in the plans to improve the general appearance of the proposed structure, and on rare occasions a plan is turned down.

This type of regulation has continued to be popular and by petition of property owners, it has been extended to include property in six additional areas comprising 5770 acres. To date, one-quarter of the city is under Architectural Control by the Planning Commission. Other areas in the City have evidenced a desire to have this Control regulation extended. Some petitions are now being circulated by interested property owners; while the office continues to get inquiries from other cities as to the methods used to create such regulation.

City Looks Ahead

Time may be considered the fourth dimension of City Planning. Once, planning was generally looked upon as limited to the "making of the





Aerial map showing proposed Washington Street extension.

blueprints." Today, San Diego is one of the five cities in the United States which has prepared a Long Term Plan for capital expenditures.

The book, which was published by the Planning Department, "Long Term Program of Capital Expenditures for San Diego" has brought enthusiastic comments from many sources for the department. A number of the 404 projects listed have been completed and several others are in various stages of construction. This plan outlines the desired capital improvements for the next ten years.

The American Society of Planning Officials News Letter carried a very complimentary report on the program. Public Management and other national magazines featured the plan on occasions. Requests for talks on the program were received from numerous luncheon clubs and civic associations, as well as from the Western Planning Conference in Santa Barbara.

During the year the Planning Department prepared and issued a comprehensive plan for the development of Mission Bay State Park. Although this is not a city park it is entirely surrounded by the City of San Diego. Because the City has such an intense interest in having the great potentialities of this park developed according to a plan,

the Commission has been active in cooperating with the State Board and others interested in its development. To further improve our park system the planning Department recommends a survey to determine whether the City Playgrounds are properly coordinated with the recent shifting in population.

Expenditures 1938-39 . . . \$8,353.64 Per Capita . . . 4½c.
 Cost of Planning Department 1938-39 per Square Mile . . . \$87.93.

COUNCILMEN'S OFFICE

Required 1½ Mills of the Tax Dollar

Personnel 7

The City Council is composed of six members besides the Mayor, all of whom receive compensation of \$10.00 per meeting, or not to exceed \$600.00 per year.

During the past year the Council has handled matters of extreme importance, including the appointment of a new City Manager, the formulation of plans for the City's taking over of Mission Beach and the City-County Mission Valley Road Project.

Expenditures 1938-39 . . . \$6,708.08 Per Capita . . . 3¾c.

BUDGET BUREAU

Required 1¼ Mills of the Tax Dollar

Personnel 1

The Budget Control Officer handled all of the affairs of the Budget Bureau. He worked directly under and in close contact with the City Manager at all times. It was his duty to prepare for the Manager's presentation to the Council each year a complete budget covering all needs of the City.

After the adoption of the budget the expenditure of the funds then came under the general supervision of the Budget Control Officer to insure against over spending by any department. All requisitions first passed through his hands and his approval was required for any transfer of funds for special expenditures. The Budget Control Officer also acted as Assistant City Manager.

Expenditures 1938-39 . . . \$6,188.92 Per Capita . . . 3½c.

BOARD OF EDUCATION

Expended 1/2 a Mill of the Tax Dollar

Personnel 5







San Diego's public schools are under the supervision of a Board of Education composed of five members elected at large by the electors of the School District. Each member receives a compensation of \$600.00 per year from the City. The school system itself is supported by a special school tax independent of the general tax levy. The enrollment in the San Diego City Schools has kept pace with the rapid growth of the City itself during the past 25 years. In 1913, approximately 9,000 children were enrolled in schools in the City. Last year, some 45,000 students attended day and evening classes to take advantage of the many educational services which are available today through San Diego's modern and progressive school program.

Expenditures 1938-39 . . . \$2,998.25 (from the City Budget).

Per Capita . . . 1 3/4 c.

Per Cent of Teachers Holding College Degrees in 1938 . . . 71.9.

AVERAGE COST PER STUDENT IN SAN DIEGO

1913-1914	\$63.28	
1917-1918		
1918-1919	\$94.49	
1922-1923		
1923-1924	\$106.10	
1927-1928		
1928-1929	\$112.40	
1932-1933		
1933-1934	\$105.86	
1937-1938		
1938-1939	\$121.98	

Financial Section

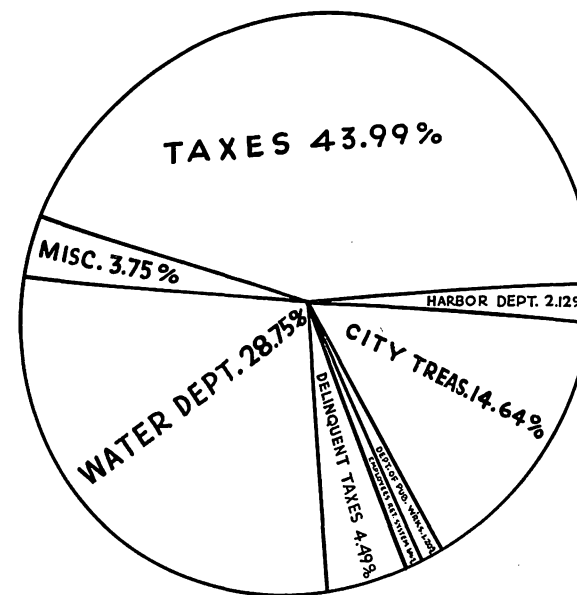
CASH RECEIPTS

Fiscal Year of 1938-1939

Sources from which City's Revenues are Derived.

City Attorney	\$ 4.45
Auditor and Comptroller	34,009.36
City Clerk	27,415.97
Harbor Department	133,763.68
Purchasing Agent	16,135.90
City Engineer	6,589.98
City Treasurer	923,592.52
Police Department	3,630.22
Fire Department	21.00
Inspection Department	47,214.52
Water Department	1,814,010.64
Playground and Recreation	7,856.97
Health Department	25,118.80
Park Department	43,475.20
Park-Cemetery Division	11,877.95
Library Department	13,070.51
Department of Public Works	75,859.34
City Employees Retirement System	67,014.30
Delinquent Taxes, Penalties and Interest	283,421.01
Taxes received from County Auditor after Collection Fees have been deducted, and Penalties on such Taxes	2,775,562.93
	<hr/>
	\$6,309,645.25
	99,473.40
	<hr/>
	\$6,210,171.85

GRAND TOTAL \$6,309,645.25
 Deduct Receipts Trust Funds, Treasurer's Control 99,473.40
 Funds Under Control of City Auditor and Comptroller \$6,210,171.85



Report of City Treasurer

SUMMARY OF CASH RECEIPTS AND DISBURSEMENTS FISCAL YEAR 1938-1939

Treasurer's Balance June 30, 1938.....	\$2,794,982.63
Receipts	6,650,319.40
Disbursements	7,241,780.94
Treasurer's Balance June 30, 1939.....	2,203,521.09

DISTRIBUTION OF JUNE 30, 1939, CASH BALANCE

Bank Deposits—Active	\$1,039,162.26
Bank Deposits—Inactive	1,005,000.00
<u>Total Bank Deposits</u>	<u>\$2,044,162.26</u>
Cash and Cash Items	157,568.83
Petty Cash Advances to City Departments.....	1,790.00
<u>Total Treasurer's Balance</u>	<u>\$2,203,521.09</u>

BANK DEPOSITS SECURED BY U. S. GOVERNMENT, STATE AND MUNICIPAL BONDS AS FOLLOWS:

U. S. Government Bonds	\$2,170,000.00
State of California Bonds.....	125,000.00
Municipal Bonds	25,000.00

Total Collateral, Par Value.....	\$2,320,000.00
Market Value, Appraisal 6-26-39.....	\$2,498,330.50
Note: Bank Deposits include Civic Center Completion Fund and Civic Center Maintenance Fund administered jointly with County Treasurer—Amount \$57,360.79.	

SECURITIES HELD BY TREASURER JUNE 30, 1939, FOR ACCOUNT OF CITY TRUST & PENSION FUNDS

	Par Value
1. Employees' Retirement Fund	\$1,033,576.75
2. Firemen's Relief and Pension Fund.....	91,125.00
3. Police Relief and Pension Fund.....	23,509.50
4. Mt. Hope Cemetery	197,397.82
5. Public Library	6,000.00
6. Foundlings' Home	15,733.55

Total Par Value	\$1,367,342.62
Note: Investments in bonds for various trust funds include \$445,608.55 Par Value City of San Diego General Obligation Bonds.	

STATEMENT OF GENERAL OBLIGATION BONDED DEBT AND DEBT MARGIN CITY OF SAN DIEGO, JUNE 30, 1939

Outstanding Water Bonds	\$10,231,458.71
Authorized Unsold—San Dieguito Issue	2,600,000.00

Total Water Bonds Outstanding and Authorized.....	\$12,831,458.71
Outstanding All Other Bonds	2,685,931.54

Total Authorized and Issued	\$15,517,390.25
City Charter limits bonded debt to 15% of assessed valuations for water purposes, and an additional 10% of assessed valuations for all other purposes.	
Assessed Valuation March, 1939	\$145,198,345.00

Bonded Debt Limit Water Purposes:	
15% of Assessed Valuation	\$21,779,751.75
Water Bonds, Including San Dieguito Issue.....	12,831,458.71

Margin—Water Purposes 6-30-39.....	\$ 8,948,293.04
Bonded Debt Limit, All Other Than Water:	
10% of Assessed Valuation	\$14,519,834.50
Bonded Debt—Other Than Water.....	2,685,931.54

Margin All Other Purposes 6-30-39.....	\$11,833,902.96
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STATEMENT OF OVERLAPPING DEBT June 30, 1939

	Total	% In City	Amount In City
San Diego County Debt			
General Obligation	\$4,501,000.00	67.9%	\$3,056,179.00
High School Districts	2,211,000.00	99.5%	2,199,945.00
Elementary School Districts.....	1,321,250.00	99.5%	1,314,643.75
			<u>\$6,570,767.75</u>

San Diego City General Obligation Debt	\$10,231,458.71
Water Bonds Issued and Outstanding.....	2,600,000.00
Water Bonds Authorized Not Issued—Sold July 1st.....	2,685,931.54
All Other Bonds Outstanding	\$15,517,390.25
Total Bonds Authorized and Issued	308,036.00

Special Assessment Bonds Outstanding	\$22,396,194.00
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Gross Overlapping Debt	12,831,458.71
Less City Water Debt Approximately 100% Self-Sustaining....	\$ 9,564,735.29

Net Overlapping Debt	100% Basis	Per
	Debt % of Assessed Valuation	Capita Debt
Gross Overlapping Debt....	15.4%	\$124.42
Net Overlapping Debt....	06.6%	53.14
City General Obligation....	10.7%	86.20
Assessed Valuation City of San Diego, March, 1939—\$145,198,345.00; Estimated Population 180,000 based on 45,848 water meters in use at 3.9 persons per meter.		

Bonds Issued Under Street Improvement Act of 1911

Bonds are a direct lien on individual parcels of property, not an obligation of the municipality. City acts only as agent, collecting assessments on separate bill direct from property owners and paying bondholder upon presentation of matured coupons.

Bonds Outstanding—Not Matured.....	\$ 275,842.39
Bonds Outstanding—Matured and Delinquent.....	1,718,028.92
<u>Total Outstanding 6-30-39.....</u>	<u>\$1,993,871.31</u>

CITY OF SAN DIEGO, CALIFORNIA— BONDS OUTSTANDING JUNE 30, 1939

Act	Election	Purpose of Issue	Year of Issue	Year of Maturity	Interest Rate	Amount Authorized	Amount Sold	Amount Paid to Date	Outstanding June 30, 1939	Annual Redemption July 1, 1939 to Maturity	Interest Payable	Payable At
WATER BONDS:												
Const.	4-20-01	Water, 1901	July 1901	1941	4 1/2	\$ 600,000.00	\$ 600,000.00	\$ 554,000.00	\$ 46,000.00	\$ 15,000.00		J&J a
Const.	4-25-03	Water Improvement, 1903	July 1903	1943	4 1/2	199,000.00	199,000.00	174,125.00	24,875.00	4,975.00		J&J a
1901	7-22-05	Thirtieth Street Main	Oct. 1905	1945	4 1/2	54,000.00	54,000.00	44,550.00	9,450.00	1,350.00		AGO a
Const.	3-12-07	Water Extension, 1907	June 1907	1947	4 1/2	59,108.55	59,108.55	48,000.00	11,108.55	1,500.00	608.55	47 J&D a
Const.	3-12-07	Water Enlargement & Extension	June 1907	1945	4 1/2	265,891.45	265,891.45	223,500.00	42,391.45	7,000.00	6,891.45	45 J&D a
Const.	3-12-07	Reservoir	June 1907	1945	4 1/2	151,933.71	151,933.71	128,000.00	23,933.71	4,000.00	3,933.71	45 J&D a
1901	8-9-10	Water Addition	Jan. 1911	1949	4 1/2	340,000.00	340,000.00	252,000.00	88,000.00	9,000.00	7,000.00	49 J&J a-b
1901	5-7-12	Water Extension	July 1912	1952	4 1/2	340,000.00	331,500.00	221,000.00	110,500.00	8,500.00		J&J a-b
Const.	8-15-12	Water, 1913, Morena	Jan. 1913	1953	4 1/2	2,500,000.00	2,500,000.00	1,625,000.00	875,000.00	62,500.00		J&J a-b
1901	10-21-13	Water Development	Jan. 1914	1954	4 1/2	275,000.00	275,000.00	171,875.00	103,125.00	6,875.00		AGO a-c
1901	12-30-13	Water Conservation	Apr. 1914	1954	5	705,000.00	705,000.00	440,625.00	264,375.00	17,625.00		J&J a-c
Const.	5-5-14	Water Improvement, 1914	July 1914	1954	4 1/2	1,500,000.00	1,500,000.00	899,500.00	600,500.00	37,500.00		J&J a-c
1901	3-31-16	Dulzura-Otay Conduit	July 1916	1956	5	100,000.00	100,000.00	55,000.00	45,000.00	2,500.00	17,200.00	56 AGO a-c
1901	2-21-17	Lower Otay Dam	Apr. 1917	1956	5	682,200.00	682,200.00	385,000.00	297,200.00	17,500.00		F&A a-c
1901	11-25-19	Barrett Dam	Feb. 1920	1960	5	1,000,000.00	1,000,000.00	475,000.00	525,000.00	25,000.00		F&A a-c
1901	11-25-19	Otay Pipeline	Feb. 1920	1960	5	200,000.00	200,000.00	95,000.00	105,000.00	5,000.00		J&J a-c
1901	4-5-21	Barrett Dam No. 2	July 1921	1961	5	500,000.00	500,000.00	212,500.00	287,500.00	8,000.00		J&J a-d-e
1901	3-20-23	Standpipe and Mains	July 1923	1963	5	325,000.00	325,000.00	125,000.00	200,000.00	10,000.00		J&J a-d-e
1901	4-3-23	Bonita Pipeline	July 1923	1963	5	400,000.00	390,000.00	140,000.00	250,000.00	100,500.00		J&J a-d-e
1901	11-18-24	El Capitan Dam	Jan. 1925	1965	5	4,100,000.00	3,848,000.00	1,215,000.00	2,633,000.00	12,000.00	(99,500.00	60-63 J&J a-d-e
1901	11-18-24	El Capitan Dam	Jan. 1925	1948	4 1/2	216,000.00	216,000.00	108,000.00	108,000.00	12,000.00	(112,500.00	64-65 J&J a-d-e
1901	11-18-24	El Capitan Dam	Jan. 1925	1963	4	184,000.00	184,000.00	108,000.00	76,000.00	25,000.00	13,000.00	60-63 J&D a-d-e
1901	10-8-25	San Dieguito Water	Dec. 1925	1945	4 1/2	500,000.00	500,000.00	325,000.00	175,000.00	50,000.00		M&S a-d-e
1901	10-19-26	Sutherland Dam	Dec. 1926	1966	4 1/2	2,000,000.00	2,000,000.00	600,000.00	1,400,000.00	50,000.00		M&S a-d-e
1901	7-16-29	Pipeline and Reservoir	Sep. 1929	1959	5	1,575,000.00	1,575,000.00	472,500.00	1,102,500.00	52,500.00		M&S a-d-e
1901	7-16-29	Pipeline and Reservoir	Sep. 1929	1969	4 3/4	525,000.00	525,000.00	55,000.00	470,000.00	6,250.00		M&S a-d-e
1901	7-16-29	Acquisition and Investigation	Sep. 1929	1959	5	187,500.00	187,500.00	55,000.00	132,500.00	6,250.00		J&J a-c-d
1901	7-16-29	Acquisition and Investigation	Sep. 1929	1969	4 3/4	62,500.00	62,500.00	62,500.00	62,500.00	6,250.00		J&J a-c-d
1901	3-28-39	*San Dieguito Water System Acq.	July 1939	1946	3	1,137,500.00	1,137,500.00	1,137,500.00	1,137,500.00	162,500.00		J&J a-c-d
1901	3-28-39	*San Dieguito Water System Acq.	July 1939	1955	2	1,462,500.00	1,462,500.00	1,462,500.00	1,462,500.00	162,500.00		J&J a-c-d
Total Water Bonds Sold and Authorized						\$22,147,133.71	\$21,876,633.71	\$9,045,175.00	\$12,831,458.71			
HARBOR AND AIRPORT BONDS:												
1901	11-14-11	Harbor Improvement	Mar. 1912	1952	4 1/2	1,000,000.00	1,000,000.00	675,000.00	325,000.00	25,000.00		J&J a-b
1901	5-5-14	Harbor Issue of 1914	July 1914	1954	5	400,000.00	400,000.00	240,000.00	160,000.00	10,000.00		J&J a-b
1901	11-25-19	San Diego Pier	Feb. 1920	1960	5	250,000.00	241,500.00	110,250.00	131,250.00	6,250.00		F&A a-c
1901	3-20-23	Municipal Pier No. 2	July 1923	1963	5	495,500.00	495,500.00	187,500.00	308,000.00	12,500.00	12,000.00	55-63 J&J a-c
1901	9-10-24	South Warehouse, Pier No. 2	Jan. 1925	1962	5	225,000.00	225,000.00	84,000.00	141,000.00	6,000.00	7,000.00	60-62 J&J a-d-e
1901	9-10-24	Harbor Bulkhead	Jan. 1925	1957	5	250,000.00	250,000.00	112,000.00	138,000.00	8,000.00		J&J a-d-e
1901	11-22-27	Municipal Airport	Jan. 1928	1968	4 1/4	650,000.00	650,000.00	178,750.00	471,250.00	16,250.00		J&J a-d-e
Total Harbor and Airport						\$3,270,500	\$3,262,000.00	\$1,587,500.00	\$1,674,500.00			
ALL OTHER BONDS:												
1901	10-26-20	Trunk and Outfall Sewer No. 2	Feb. 1921	1961	6	100,000.00	100,000.00	45,000.00	55,000.00	2,500.00		F&A a
Const.	4-25-03	Fire Improvement	July 1903	1940	4 1/2	37,000.00	37,000.00	35,000.00	2,000.00	1,000.00		J&J a
Const.	4-25-03	Sewer Extension	July 1903	1943	4 1/2	140,000.00	140,000.00	122,500.00	17,500.00	3,500.00		AGO a
1901	7-22-05	B Street Conduit	Oct. 1905	1945	4 1/2	75,000.00	75,000.00	61,875.00	13,125.00	1,875.00		J&D a
Const.	3-12-07	Boulevard and Road	June 1907	1942	4 1/2	70,000.00	70,000.00	64,000.00	6,000.00	2,000.00	500.00	41 J&D a
Const.	3-12-07	Concrete Culvert	June 1907	1941	4 1/2	50,000.00	50,000.00	48,000.00	2,000.00	1,500.00		J&D a
Const.	3-12-07	Fire Department	June 1907	1940	4 1/2	65,000.00	65,000.00	64,000.00	1,000.00	1,000.00	394.54	43 J&D a
Const.	3-12-07	Sewer Improvement	June 1907	1943	4 1/2	52,894.54	52,894.54	48,000.00	4,894.54	1,500.00	112.00	42 J&J a-b
Const.	3-12-07	La Jolla Sewer	June 1907	1942	4 1/2	34,112.00	34,112.00	32,000.00	2,112.00	1,000.00		J&J a-b
1901	8-9-10	North Park Sewer	Jan. 1911	1948	4 1/2	92,500.00	92,500.00	70,000.00	22,500.00	2,500.00		J&J a-b
1901	8-9-10	Switzer Canyon Sewer	Jan. 1911	1951	4 1/2	26,000.00	26,000.00	18,200.00	7,800.00	650.00	500.00	49 J&J a-b
1901	8-9-10	West Side Sewer	Jan. 1911	1949	4 1/2	74,500.00	74,500.00	56,000.00	18,500.00	2,000.00		J&J a-b
1901	8-9-10	Park Improvement	Jan. 1911	1951	4 1/2	1,000,000.00	1,000,000.00	698,000.00	302,000.00	2,000.00		J&J a-b
1901	5-7-12	Fire Department	July 1912	1952	4 1/2	80,000.00	80,000.00	54,000.00	26,000.00	3,000.00	375.00	52 J&J a-b
1901	5-7-12	North and East Side Sewer	July 1912	1952	4 1/2	120,000.00	117,000.00	78,000.00	39,000.00	1,375.00		J&J a-b
1901	5-7-12	Street Improvement	July 1912	1952	4 1/2	54,000.00	52,625.00	35,750.00	16,875.00	1,875.00		M&S a-b
1901	5-7-12	Playground Purchase	July 1912	1952	4 1/2	75,000.00	73,125.00	48,750.00	24,375.00	21,250.00		F&A a-c
1901	7-1-13	Park Fund No. 2	Sep. 1913	1953	5	850,000.00	850,000.00	531,250.00	318,750.00	2,000.00		J&J a-d
1901	11-25-19	Tide Street Improvement	Feb. 1920	1960	5	80,000.00	80,000.00	38,000.00	42,000.00	2,000.00		J&J a-d
1901	12-15-31	Municipal Improvement of 1931	Jan. 1932	1942	5	300,000.00	300,000.00	210,000.00	90,000.00	30,000.00		J&J a-d
Total, Other Bonds						\$3,376,006.54	\$3,369,756.54	\$2,358,325.00	\$1,011,431.54			
GRAND TOTAL, All Bonds Authorized and Outstanding						\$28,793,640.25	\$28,508,390.25	\$12,991,000.00	\$15,517,390.25			

*Authorized March 28th, 1939
Issued and sold July 1st, 1939.

Interest payable at:
a. Office of City Treasurer, San Diego.
b. National Park Bank, New York.

c. National City Bank, New York.
d. Bank of America of Calif. or any branch.
e. East River National Bank, New York.

Report of City Auditor and Comptroller

DETAIL OF ASSESSMENT ROLL—FISCAL YEAR 1938-1939

NON-OPERATIVE PROPERTY

Lands	\$ 48,598,575.00
Improvements thereon	60,039,240.00
Personal property, secured	9,140,090.00
Personal property, unsecured	6,312,760.00

Total non-operative Property.....\$124,090,665.00

OPERATIVE PROPERTY

Public Utilities	\$ 19,594,670.00
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Total assessed valuation

DIVISION OF TAX RATE—1938-1939

Note: An allowance for anticipated delinquency of 7% has been made on non-operative secured property.

Allowed to General Fund	\$1.201
Allowed to City Employees Retirement Fund.....	.046
Allowed to Firemen's Relief and Pension Fund.....	.013
Allowed to Police Relief and Pension Fund.....	.014
Allowed to Zoological Exhibits Fund.....	.020
Allowed to Municipal Bond Interest and Redemption Fund.....	.666

Total rate for each \$100.00 valuation.....\$1.96

DETAIL OF ASSESSMENT ROLL—FISCAL YEAR 1939-1940

NON-OPERATIVE PROPERTY

Lands	\$ 48,991,730.00
Improvements thereon	59,258,505.00
Personal property, secured	8,932,450.00
Personal property, unsecured	8,644,340.00

Total non-operative property.....\$125,827,025.00

OPERATIVE PROPERTY

Public Utilities	\$ 19,371,320.00
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Total assessed valuation

DIVISION OF TAX RATE—1939-1940

Note: An allowance for anticipated delinquency of 5% has been made on non-operative secured property.

Allowed to General Fund	\$1.101
Allowed to City Employees Retirement Fund.....	.052
Allowed to Firemen's Relief and Pension Fund.....	.013
Allowed to Police Relief and Pension Fund.....	.014
Allowed to Zoological Exhibits Fund.....	.020
Allowed to Municipal Bond Interest and Redemption Fund.....	.860

Total rate for each \$100.00 valuation.....\$2.06

SUMMARY STATEMENT OF CASH

	Auditor's Balances July 1, 1938	Cash Receipts	Inter-Fund Transfer In	Transfer Out	
General Fund	\$ 426,677.15	\$2,475,355.69	\$1,472,204.02	\$ 653,661.95	
Special Funds	222,839.85	710,398.32	425,288.77	311,650.86	
Trust Funds (City Auditor and Compt.) ..	542,033.33	157,395.59	300,292.98	22,794.74	
Water Dept. Fund.....	960.98	1,668,338.41	3,547.14	1,233,534.04	
Harbor Operating Fund..	75,018.89	133,763.68		77,146.69	
Stores Revolving Fund..	12,915.72	364.26	95,171.74	4,167.20	
Bond Interest and Redemption Fund ...	357,991.45	1,063,945.22			
Bond Funds	721,093.34	610.68		1,288.99	
Total Funds (City Auditor and Compt.'s Control) ..	\$2,359,530.71	\$6,210,171.85	\$2,296,504.65	\$2,304,244.47	
Trust Funds (City Treasurer's Control) ..	\$ 241,785.13	\$ 511,259.28	\$ 7,739.82		
TOTAL ALL FUNDS	\$2,601,315.84	\$6,721,431.13	\$2,304,244.47	\$2,304,244.47	

VALUATION FOR TAX PURPOSES

And Proportions of the Tax Rate

Year	Valuations	Gen. Fund	Specials	Bond I & R	Total	Ordinance
1900	\$ 12,651,714.00	\$.847	\$.053	\$.20	\$1.10	753
1901	12,447,523.00	.847	.053	.20	1.10	916
1902	12,154,919.00	.845	.055	.55	1.45	1121
1903	12,516,383.00	.845	.055	.50	1.40	1347
1904	14,387,105.00	.83	.05	.60	1.48	1571
1905	17,636,988.00	.822	.10	.528	1.45	2037
1906	20,020,011.00	.855	.115	.31	1.28	2523
1907	23,749,670.00	.85	.13	.37	1.35	2863
1908	26,619,596.00	.85	.13	.50	1.48	3258
1909	33,814,991.00	.852	.113	.515	1.48	3690
1910	41,949,727.00	.84	.12	.34	1.30	4090
1911	44,455,459.00	.855	.115	.48	1.45	4427
1912	49,068,148.00	.887	.113	.58	1.58	4735
1913	60,738,409.00	.90	.15	.85	1.90	5093
1914	85,037,776.00	.645	.155	.77	1.57	5576
1915	85,107,759.00	.60089	.20	.98911	1.79	6148
1916	83,005,910.00	.72384	.21406	1.04210	1.98	6594
1917	84,659,589.00	.69802	.23717	1.04481	1.98	7015
1918	86,341,557.00	.84525	.21475	1.04000	2.10	7372
1919	86,615,621.00	.86617	.22219	1.01164	2.10	7727
1920	88,067,609.00	.78335	.23460	1.08205	2.10	7990
1921	93,364,858.00	.88	.24363	.87637	2.00	8362
1922	93,453,934.00	.90	.24640	.95360	2.10	8676
1923	108,246,590.00	.88189	.26500	.85311	2.00	9016
1924	114,752,269.00	.90	.26520	.83480	2.00	9462
1925	121,537,414.00	.90	.29765	.90235	2.10	9913
1926	126,259,228.00	.90	.32280	1.01720	2.24	10231
1927	206,082,906.00	.899	.28757	.80343	1.99	11060
1928 6m	204,534,542.00	.41767	.16324	.27909	.86	11836
1928-29	88,510,255.00	.90	.43	.75	2.08	11897
1929-30	165,358,972.00	.90	.45	.92	2.27	12444
1930-31	164,431,976.00	.84	.445	.905	2.19	12913
1931-32	143,018,540.00	.73	.46	.98	2.17	13282
1932-33	120,926,976.00	1.087	.108	1.295	2.49	26 NS
1933-34	101,096,241.00	1.099	.126	1.685	2.91	291 NS
1934-35	100,566,570.00	1.029	.091	1.74	2.86	497 NS
1935-36	136,740,030.00	1.168	.092	1.09	2.35	735 NS
1936-37	133,723,190.00	1.047	.092	.961	2.10	966 NS
1937-38	140,005,780.00	1.124	.096	.910	2.13	1188 NS
1938-39	143,685,335.00	1.201	.093	.666	1.96	1447 NS
1939-40	145,198,345.00	1.101	.099	.860	2.06	1650 NS

RECEIPTS AND DISBURSEMENTS

Cash Disbursements	Auditor's Balances June 30, 1939	Add Warrants Outstanding	Add or Deduct	Treasurer's Balances June 30, 1939
\$3,046,996.91	\$ 673,578.00	\$225,442.47	\$250,280.87	\$ 648,739.60
889,853.54	157,022.54	48,252.37	9,414.37	214,689.28
883,008.34	93,918.82	21,680.63	213.18	115,386.27
438,662.49	650.00	29,672.93	155,537.01	185,859.94
59,353.50	72,282.38	3,889.61	105.10	76,277.09
92,947.19	11,337.33	5,113.00	7,800.66	8,649.67
1,341,099.23	80,837.44		15,770.54	65,066.90
23,618.14	696,796.89	335.99	12.71	697,145.59
\$6,775,539.34	\$1,786,423.40	\$334,387.00	\$108,996.06	\$2,011,814.34
\$ 566,084.39	\$ 194,699.84		\$ 2,993.09	\$ 191,706.75
\$7,341,623.73	\$1,981,123.24	\$334,387.00	\$111,989.15	\$2,203,521.09

**SUMMARY OF OPERATING COSTS, RECONCILED WITH
CASH DISBURSEMENTS
Fiscal Year of 1938-1939**

	Expense	Outlay	Total
GENERAL FUND			
Mayor's Office	\$ 9,066.77		\$ 9,066.77
Councilmen's Office	6,708.08		6,708.08
City Attorney's Office	46,136.10	774.71	46,910.81
Board of Education	2,998.25		2,998.25
City Manager	21,436.20		21,436.20
City Auditor and Comptroller	26,152.15	325.44	26,477.59
City Clerk	13,642.19	1,377.23	15,019.42
Civil Service Commission	16,291.22	1,043.35	17,334.57
Budget Bureau	6,188.92		6,188.92
Purchasing Agent	26,929.18	107.44	27,036.62
City Engineer	44,614.10	15.00	44,629.10
City Treasurer	37,114.14	208.74	37,322.88
Advertising and Publicity	18,235.41		18,235.41
Fire Department	498,682.07	36,943.31	535,625.38
Police Department	601,915.90	24,708.07	626,623.97
Inspection Department	45,210.83	133.95	45,344.78
Public Health	82,817.54	543.43	83,360.97
Park Department	294,937.11	705.03	295,642.14
Public Library	128,467.66	18,273.13	146,740.79
Playground and Recreation Department	83,276.15	222.96	83,499.11
City Planning Commission	8,353.64		8,353.64
Social Welfare Department	4,644.87		4,644.87
Public Works Department	748,222.97	37,333.45	785,556.42
General Appropriations	115,821.25	54,790.32	170,611.57
General Fund	96.00		96.00
City Employees' Retirement	2,509.91		2,509.91
Firemen's Relief and Pension	18,788.46		18,788.46
Police Relief and Pension	19,380.98		19,380.98
SPECIAL FUNDS			
Public Improvement Trust and Revolving	5,339.79		5,339.79
Right of Way Trust and Revolving		16,427.36	16,427.36
San Dieguito Water		251,200.92	251,200.92
District Street Lighting	61,959.03		61,959.03
Street Lighting Redemption		2,030.59	2,030.59
Zoological Exhibits in Balboa Park	28,892.79		28,892.79
Lockwood Mesa-Torrey Pines Pipeline Construction		21,478.85	21,478.85
Administration Building (Civic Center)	10,748.29		10,748.29
Small Claims Payment	447.16		447.16
New Police Headquarters and Jail Acquisition and Construction		432,708.44	432,708.44
TRUST FUNDS (City Auditor and Comptroller Control)			
Harbor Development Trust		256,218.70	256,218.70
City Employees' Retirement	185,648.90		185,648.90
Mount Hope Perpetuity		17,146.78	17,146.78
Library Trust	820.61	595.72	1,416.33
Park Restoration	1,737.04		1,737.04
Duplicate Payment Refund	4.38		4.38
Payment Refundable Account	59.06		59.06
Unclaimed Warrant	33.75		33.75
WATER DEPARTMENT FUND	446,768.12	55,716.89	502,485.01
HARBOR DEPARTMENT (Operation and Maintenance)	61,114.57	385.62	61,500.19
BOND INTEREST & REDEMPTION FUND			1,341,099.23
Municipal Bond Redemptions	699,850.00		
Municipal Bond Interest	641,249.23		
BOND FUND			
El Capitan Dam		54.16	54.16
Acquisition and Investigation Water		24,242.29	24,242.29
STORES MERCHANDISE ADJUSTMENT			
Merchandise purchased	\$97,114.39		
Merchandise distributed to departments	95,171.74	1,942.65	1,942.65
Total Operating Costs	\$5,075,253.42	\$1,255,711.88	\$6,330,965.30
To reconcile to Cash Disbursements:			
Add Civic Center Construction Fund			\$ 432,976.81
Add Cash Receipts Applied as Expense Credits			11,858.06
			\$6,775,800.17
Deduct Transfers Included in Expenditures			260.82
CASH DISBURSEMENTS AS SHOWN ON PAGE 71			\$6,755,539.34



A Directory of City Services

	Emergency Numbers		
Fire M. 9191	Police F. 1101	Ambulance F. 1101	
SUBJECT	OFFICE	LOCATION	TEL. & EXT. Local
Airport	Airport Office, Lindbergh Field		J. 5200
Ambulance	Police Dept., 801 W. Market		F. 1101
Assessment, Street	Street Assessment Div., 260 Civic Center		M. 5161 229
Athletic Events, Permits	Police Dept., 801 W. Market		F. 1101
Births, Information, Certificates, etc.	Health Dept., Civic Center		M. 5161
Book rentals, Information	Public Library, Eighth Ave. & E Street		F. 4117
Cemetery, City owned	Mt. Hope Cemetery Off., 3850 Imperial Ave.		M. 0253
Civil Service, Examinations, Information	Civil Service Office, 453 Civic Center		M. 5161 261
Council, Proceedings, Petitions	City Clerk's Office, 356 Civic Center		M. 5161 288
Dead Animals	Refuse Collection Div., Foot of Eighth Ave.		M. 5161 287
Deaths, information, certificates, etc.	Health, Vital Statistics Div., Civic Center		M. 5161
Dog Licenses	Treasurer's Office, 152 Civic Center		M. 5161 281
Emergency Hospital	Police Department, 801 W. Market		F. 1101
Finance, City	Auditor's Office, 160 Civic Center		M. 5161 215
Fire	Fire Department, 10th Ave. & B Street		M. 9191
Garbage Collection	Refuse Collection, 20th & B Streets		M. 5161 291
Harbor Information	Harbor Department, 1040 W Broadway		M. 0106
Health Information	Health Department, Civic Center		M. 5161
House Numbers	Water Department, 164 Civic Center		M. 5161 279
Fishing Permits at Reservoirs	License Bureau, Treas., 153 Civic Center		M. 5161 281
Licenses, Bicycle	Police Department, 801 W. Market		F. 1101
Licenses, Plumbing	Health Department, Civic Center		M. 5161
Lots, lines and dimensions	Engineer's Office, 266 Civic Center		M. 5161 247
Ordinances and Resolutions	City Clerk's Office, 356 Civic Center		M. 5161 288
Parks, information and complaints	Park Department, Balboa Park		M. 0605
Playgrounds	Playgrnd & Recretn Dept., 704 Civic Center		M. 5161 285
Police	Police Department, 801 W. Market		F. 1101
Population Statistics	Statistics Div., Health Dept., Civic Center		M. 5161
Public Land and Bldgs, rent, sale, etc.	Engineer's Office, 266 Civic Center		M. 5161 247
Sidewalk Repairs	Street Assessment Div., 260 Civic Center		M. 5161 229
Sewers, complaints, flushing, etc.	Sewer Division, 20th & B Streets		M. 5161 291
Street Cleaning	Sewer Division, 20th & B Streets		M. 5161 291
Street Lighting	Street Lighting Div., 20th & B Streets		M. 5161 291
Street Lighting Assessment	Engineer's Office, 266 Civic Center		M. 5161 247
Street Repairs	Street Division, 20th & B Streets		M. 5161 291
Street Signs	Traffic Commission, 275 Civic Center		M. 5161 260
Street Trees	Park Dept., Tree Div., Balboa Park		M. 0605
Traffic, Information on Ordinances, etc.	Traffic Commission, 275 Civic Center		M. 5161 260
Unsafe Buildings	Inspection Bureau, 156 Civic Center		M. 5161 205
Water, applications for service, bills	Water Department, 164 Civic Center		M. 5161 271
Water, mains, leaks, service	Water Dept., 20th & B Streets		M. 5161 291
Weeds in lots	Street Assessment Bur., 260 Civic Center		M. 5161 229
Zoning information	City Planning Dept., 260 Civic Center		M. 5161 258
Zoo information	Zoological Society, Balboa Park		F. 2151