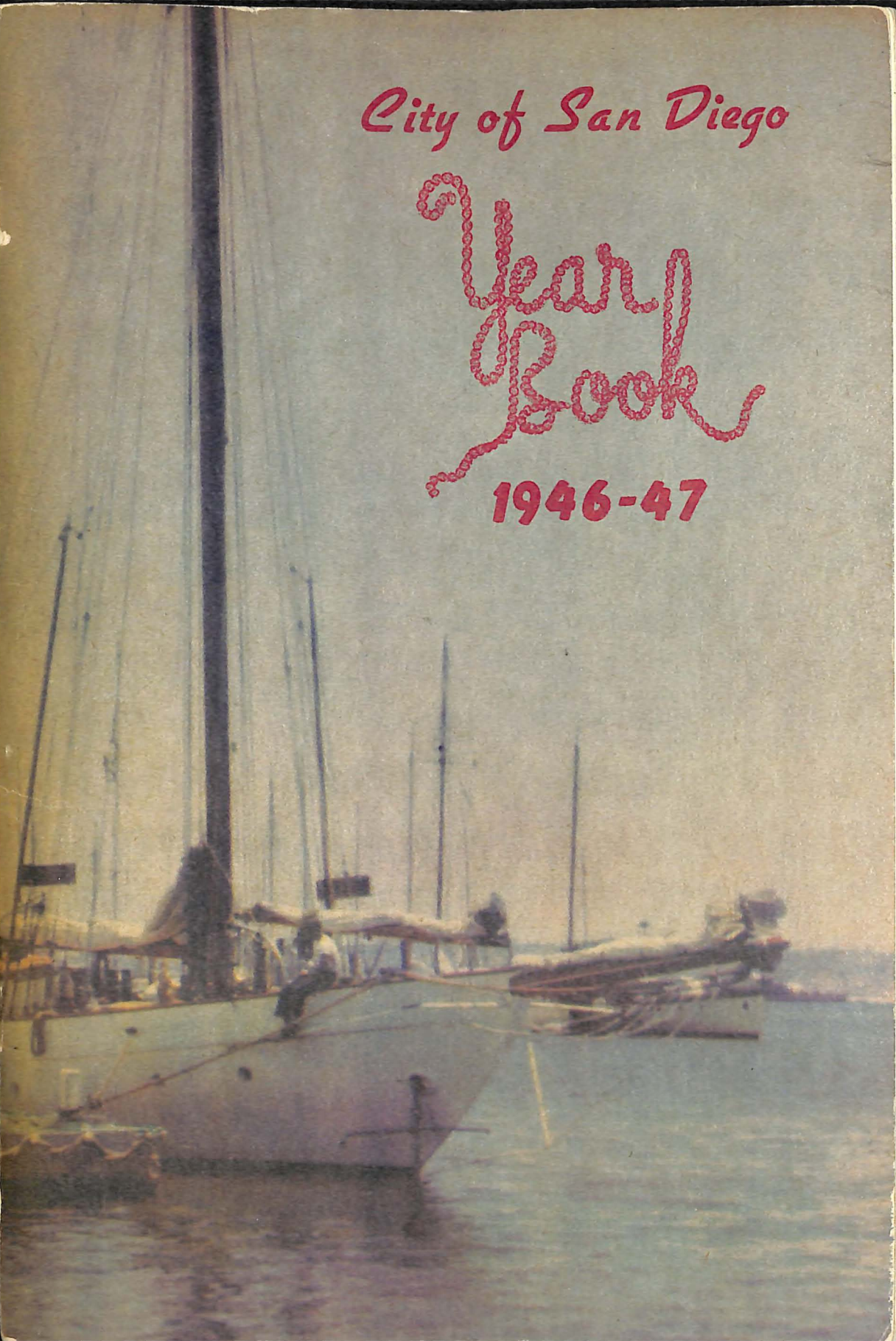


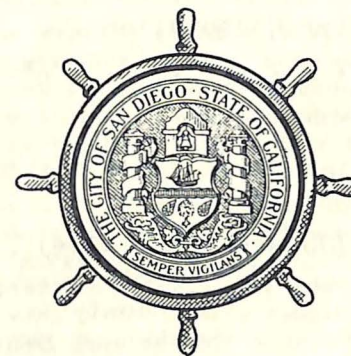
City of San Diego

*Year
Book*

1946-47



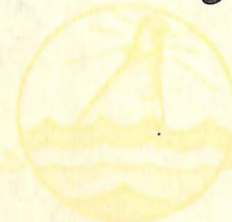
Year Book



Annual Report
OF THE
CITY MANAGER
SAN DIEGO, CALIFORNIA



FISCAL YEAR
June 1, 1946 to July 1, 1947



Facts of Interest

Population.	362,658
Area of City.	96.32 sq. mi.
Length of City.	21.8 mi.
Width of City.	13.8 mi.
Elevation	Sea Level to 822 ft.
Streets, Total Length	1,091.72 mi.
Mean Temperatures	Summer 69.8° , Winter 54.3°
Average Daily Water Consumption	44.8 million gal.
Assessed Value	\$258,610,290
Bonded Debt	\$21,920,200
Debt Limit	\$64,625,572
Value of City-owned Property.	\$53,726,268
Tax Rates (per \$100 assessed value)	
City	\$1.90
County	1.92
School District.14
Water Authority.	1.87
Total	\$5.83
Number of City Employees	2,688

Report Prepared by
Russell W. Rink
Assistant to the City Manager

Composition and Printing
by Central Duplicating Service
of the City of San Diego, California

Front Cover
View on San Diego Bay
Police Department Color Photo

THE CITY OF SAN DIEGO

OFFICE OF
THE CITY MANAGER

SAN DIEGO I, CALIFORNIA

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

Gentlemen:

This Annual Report is a review of the activities of the fiscal year ending June 30, 1947. While deeply immersed in day to day problems it is sometimes difficult to discern any forward motion in the realm of municipal progress. However, a glance backward over the year just closed reveals that our city has made many notable advances.

Several Charter amendments were adopted that will enable us to give our citizens more efficient government. Assignment of the San Diego Aqueduct contract to the County Water Authority and the subsequent annexation of this agency to the Metropolitan Water District has cleared the way for delivery of urgently needed Colorado River water.

The demolition of Camp Callan was completed and the resulting salvaged materials provided 1,500 veteran's homes. Acquisition of the land needed for the Mission Bay recreation project was nearly completed. Dredges working in Mission Bay have already made 237 acres of land and created 300 acres of water area with a depth of 8 feet at low tide.

Balboa Park was returned by the Navy and a settlement of \$840,000 made in lieu of restoration. The acquisition of land for the City's Class II airport at Gibbs Field was well under way at the close of the year.

Although hindered by increasing costs, numerous construction projects were completed and other needed facilities were commenced during the year.

The excellent team work of City employees coupled with the intelligent direction and cooperation of the City's officials has been the factor responsible for the progress achieved during the year.

Respectfully submitted,

F. A. Rhodes

F. A. Rhodes
City Manager



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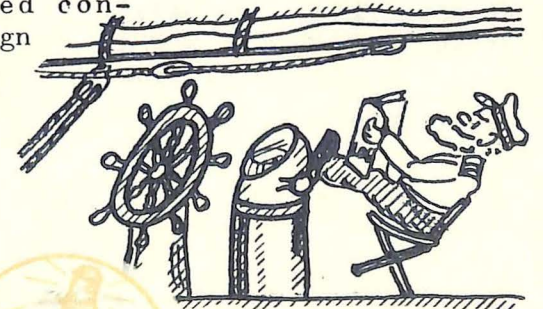
a Look at the Log

As we drop anchor, prop our feet on the binnacle and take a squint at the log of the good ship San Diego we find she has weathered a right smart storm or two and made plenty of headway in the choppy sea of government.

A squall of fair velocity blew up when the plan for locating public buildings along Cedar Street from the Civic Center to Third Avenue was placed before the voters in April. The proposal known as the Mall Plan, because of the similarity to the Washington, D. C. Mall, was well conceived and meticulously prepared by our planning engineers.

Everyone admits the City needs many new buildings to replace obsolete structures scattered hither and yon. That they should be in one convenient location is another point of accord. But just where is this location? Batten down your hatches matey, there's a storm brewing.

The City administration officially voiced the belief that the buildings should be placed along Cedar Street. A group of citizens claimed that Balboa Park was the ideal site. There was only one way to settle such a controversy---the democratic way---place the issue on the ballot. Was the matter settled? Here's the joker: The people had an opportunity to vote Yes or No on each site instead of merely indicating a choice of the two. When the proponents of the Mall Plan proved conclusively in their campaign that the Park site was not suitable, the proponents of the Park site told the people to vote No on both



proposals.

This strategy, calculated to inject confusion, did just that. The majority of the voters played safe and rejected both sites. Where are we now? Well, during the storm the alcohol leaked out of the compass and the sextant smashed to the deck so we don't know where the * ! ?* (dickens) we are.

Now for the headway that was made. Charter amendments approved by the voters consolidated the 3 divisions of the Water Department under one official known as the Director of the Water Department. The Park, and Playground Departments were likewise placed under one man known as the Park and Recreation Director. Both of these consolidations reduce the number of departments reporting directly to the City Manager and bring about less cumbersome administration.

Also by Charter amendment, the Planning Commission organization was changed eliminating the requirement that one of the members be an architect, and one be a member of the Council. The Attorney, and City Engineer, ex-officio members, will no longer be required to vote. The terms of all members was reduced from 4 to 2 years.

During 64 meetings the Council adopted 249 ordinances and 2,859 resolutions that controlled everything from swimming in the San Diego River to scattering handbills from airplanes. Independent contractors and professional men such as doctors, lawyers, accountants, and engineers are now required to pay a City license fee under a new ordinance. One million dollars was appropriated out of the Capital Outlay Fund for one-half the

cost of enlarging the sewage treatment plant. The State will pay the other half. A disaster council was established. Soliciting was prohibited in the downtown area of the City.

Not all ordinances presented were adopted, even though you may think there is nothing left to control. Proposals to control rents and picketing were scuttled while tied to the wharf.

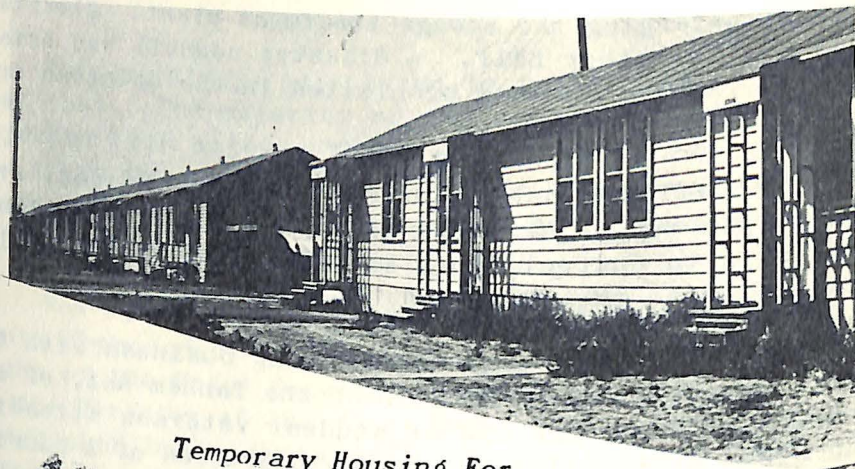
The City went into the housing business with the establishment, under Title V of the Lanham Act, of 400 temporary units for use of student veterans attending San Diego State College. As the operation of a housing project was not in our repertoire of abilities we relied heavily on the helpful advice of local FPHA officials. They told us where the bear traps lay so we wouldn't step on them.

As though the Councilmen didn't have enough to do establishing the policies for the operation of a large city in a changing world, they got varied requests to solve other problems. One gentleman bitterly complained because the fog (*very unusual weather*) rolled into the Stadium one night during a football game and obscured the players. He contended the City should have stopped the game and refunded the spectators' money. The City owns the Stadium but the game was a school affair over which the City had no jurisdiction.

EXPENDITURES

Mayor	Employees 2	City Council	Employees 7
Salaries	\$11,259.35	Salaries	\$ 6,906.44
M & S *	3,633.52	M & S	5,904.75
Outlay	196.67	Outlay	
	<u>\$15,089.54</u>		<u>\$12,811.19</u>

*Maintenance & Support



Temporary Housing For

Student Veterans

*Attending San Diego
State College*



Social Welfare

The August 16, 1947 issue of the Saturday Evening Post carries a story which infers that San Diego is a nice clean city, morally speaking. Such a remark might be detrimental to some city whose only magnet was charged with broadminded worldliness. In our City, however, we are proud of such a statement. It indicates the effectiveness of the work of our Social Welfare Department, as well as that of the Police Department.

We were tempted to boast about our comfortably fitting halo but at the last moment we remembered the statement of the old Vermonter which made us somewhat unsure of our position.



"Your people are to be commended for righteous manner in which they live," moralized the tight-lipped little visitor from down east. "A scandal in Vermont is unheard of."

"Oh, we have 'em, mam," replied the man with the hoe, "but we have sense enough not to talk about 'em."

The officials of our City are not so straight laced they can't enjoy a good time---they merely have well defined ideas of the limits of propriety.

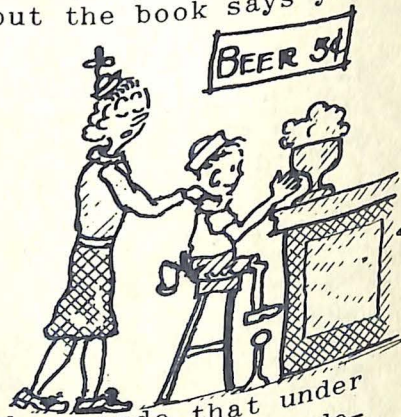
Some people have difficulty seeing the boundaries of this propriety joint or whichever it is after hoisting too many beers. So, the Social Welfare Department made 5,013 inspections in 258 establishments to help theesh people box their compass, weigh anchor, and head for home port. Although the City unfortunately has no control over the issuance of licenses to sell alcoholic beverages we do possess authority to control the conduct



of the patrons that frequent liquor dispensing establishments. Whenever dancing or entertainment is added as a chaser for the devil's brew, the City has a parental responsibility involving the licensing of a "dine and dance" or "cabaret" which the establishment then becomes depending on which of the features is added.

In spite of an apparent reduction in the number of people with loose money in their pockets, six more bright spots were licensed during the year bringing the total to 86.

The adventuresome of trait of youngsters to go where they don't belong gives the Welfare investigators plenty to do in fulfilling their responsibility for keeping minors out of places where liquor is served. Three hundred and seventeen adolescents managed to slip in unescorted by adults. The Welfare "meanies" gently tapped them on the shoulder and said, "Look boys and girls we realize you're grown up but the book says you have to be 21"



A problem currently facing the Department is the devil-grass growth of fund raising campaigns conducted ostensibly for charity. The Welfare Department's control over fund raising appeals is limited to requiring each individual or agency to file a statement indicating the use of the money and the campaign costs. A ruling has been made that under the present ordinance a permit to solicit cannot be denied even though the cost of collection will be excessive. In one solicitation made during the year the cost was 82%. We wonder how many generous people would have given had they known that 82¢ out of every dollar never got a chance to perform a kind deed?

Solicitation from the public is big business---a \$2,500,000 business in San Diego during the year. Is it

any wonder that the City is concerned about the manner in which the money is collected? One and one half million dollars of the above figure were collected by such recognized agencies as the Red Cross, Community Chest, American Cancer Society, National Foundation for Infantile Paralysis, San Diego Tuberculosis and Health Assc., and the Society for Crippled Children, at costs ranging from 3½% to 5%. The average cost of collecting the other \$1,000,000 by some 350 other agencies was 45% of the total. Quite a bit too much, we think.

A new ordinance designed to throw a half hitch around the operations of many so-called benevolent societies has been drafted and submitted to the City Attorney for review.

EXPENDITURES

Social Welfare Department Employees 5

Salaries	\$14,092.83
M & S	822.97
Outlay	109.09
	<hr/>
	\$15,024.89

*"We are all blind, until we see,
That is the human plan.
Nothing is worth the making if,
It does not make the man.*

*"Why build these cities glorious,
If man unbuilt goes?
In vain we build the world unless,
The builder also grows."*

Edwin Markham



Budget

The dictionary defines the term BUDGET as, "Formerly, a small sack or its contents." Then it goes on to say that it's "a financial estimate". As evidenced by these definitions, the color and meaning of words change through usage. If the pattern of governmental spending, set during the last decade, doesn't change we may some day find this definition: "BUDGET - Something that formerly balanced."

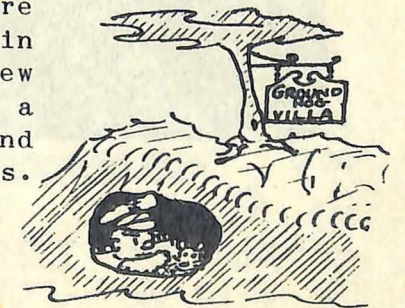
We, however, will retain our puritanical smugness knowing that we didn't contribute to the defilement. Our Budget Office aids in the preparation of the City's annual budget and then sticks around to rap the knuckles of those who don't stay within it.



"Our budget is balanced..."

When the books were closed at the end of the year the ink was still as black as the outlook for cheap automobiles in 1948. Expenditures were \$351,695 less than the total permitted under the budget. Revenues were up \$89,511 above the estimates for the year. As long as this condition prevails we can sleep at night without drinking warm milk and hydrochloric acid. Should the trend ever reverse we're going to transfer our diggings to Ground Hog Villa until the taxpayers' wrath subsides.

Acting as advisors on office routine, the Budget staff designed a mechanized procedure for handling sales tax collections in the Treasurer's Office. This new work load was thus handled with a minimum of expense to the City, and little inconvenience to the merchants.

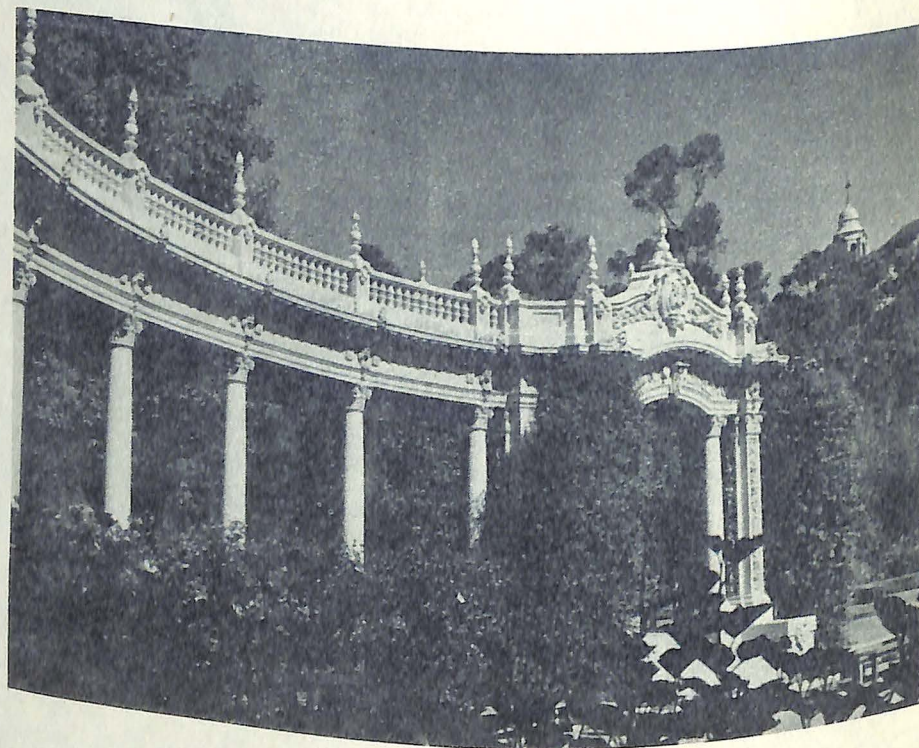


The Civic Center

Other work performed included the design of office layouts, and studies of telephone installations that resulted in reduced expense.

EXPENDITURES

Budget Office	Employees 4	
Salaries		\$14,683.56
M & S		681.63
Outlay		258.13
		<hr/>
		\$15,623.32



A View In Balboa Park

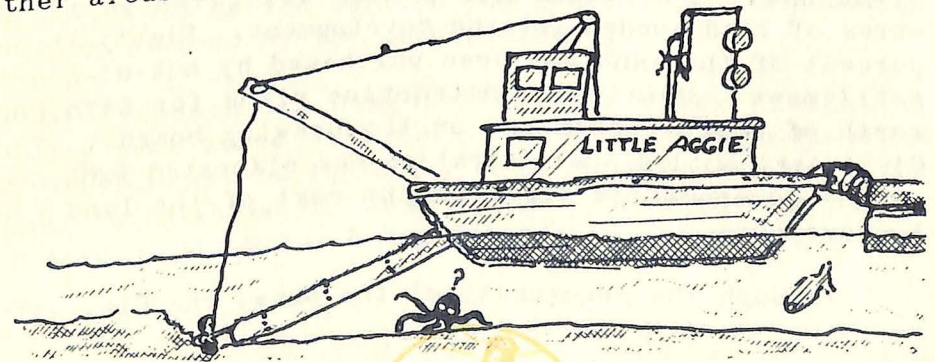
Planning

Perched in the crow's nest of this ship of state are the city planners. Before you swabs on deck make any derogatory utterances about star gazers, we want to remind you that those boys in the masthead can see over the horizon. Each year as the drawing board dreams become realities we are a little more sure of their abilities.

The Mission Bay recreational development is a prime example of what engineers with vision can do. Mission Bay was a natural body of water that formed the estuary of the San Diego River. Like most tidal basins there was too much land on the bottom and too little water on the top, if you follow us. The problem was to scoop up part of the bottom and so place it that you end up with deep water and dry land instead of something that resembles a Florida subdivision (*that was nasty and we apologize*).



All this sounds very simple but it involves topographic and hydrographic surveys, the calculation of quantities so you'll know how much material is to be moved and how much dry land you'll have. Then there's the plane rectangular coordinate system to be established so you'll know where the land is with relation to other areas after it has been piled up. Simple, yes?



Two 16-inch suction dredges have been operating almost continuously through the year. Now, 18 months after the first grain of sand was nuzzled by the ant-eater nose of the dredge, we find 300 acres of water area scooped to a depth of 8 feet at low tide, and 237 acres of land with a beach frontage of 28,400 lineal feet. To bring about this transition 3½ million yards of sand were moved.

Piers, floats, recreation buildings, sewer and water systems were designed by, and constructed under the supervision of the Planning Department. Fortunately you don't have to hit a planner with a belying pin to make him understand the value of landscaping. They're two jumps ahead with layouts already prepared for beautifying the area.

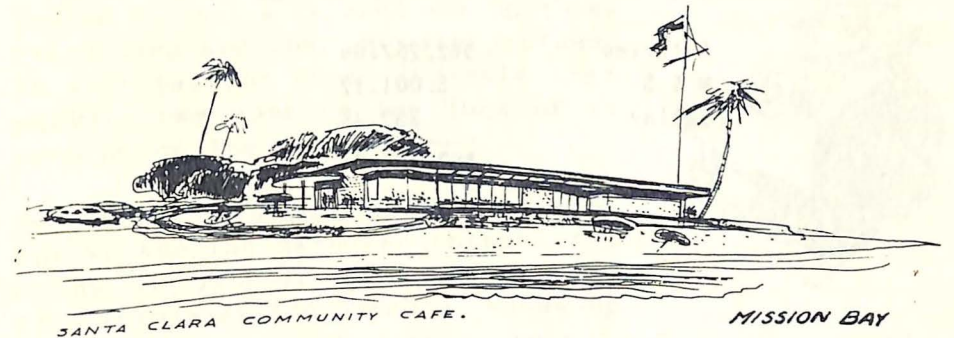
This 15-million dollar development is not to be financed entirely by the City. The State has appropriated \$2,000,000 as its share of the flood control work required on the San Diego River to protect the dredged areas from silting in case of river flood. The Federal government has coughed up \$1,000,000 with promises of more to follow as its contribution to the flood control work.

Now let's leave the water and take to the air. A Master Airport Plan prepared by the Department was adopted by the Council last year. This year we find one of the areas in the Plan, Gibbs Field, being acquired as a municipal airport for small private and commercial plane use. A condemnation action was filed on 1,385 acres of land needed for the development. Eighty-three percent of the land has been purchased by out-of-court settlement. Detailed construction plans for \$475,000 worth of improvements are on the drawing boards. The Civil Aeronautics Administration has allocated \$250,000 as the government's share of the cost of the land and improvements.

Through the generosity of the Navy, the City will

soon have use of expensive flight facilities at the Miramar Air Base on Kearney Mesa. This field will be used by the airlines for instrument landings when Lindbergh Field on the harbor front is shut in by a low ceiling.

A third field designated in the Master Airport Plan as San Diego Airpark was developed and placed in operation during the year by private interests. San Diego, birthplace of military aviation, thus maintains its claim to the title "Air Capitol of the West".



We now come to less stupendous but equally important work of the Department. Thirty-seven tentative subdivision maps totalling 1,824 building sites were considered during the year. Eighteen final subdivision maps were approved and sent to the City Engineer and the City Attorney for their approval.

Forty-six petitions for street opening and closings were considered. A goodly portion of the closing requests were denied because the general public would be inconvenienced by the street closing.

Although San Diego, like many other cities, is badly over zoned with more commercial and industrial areas than can be logically used, developers are reluctant to establish in these areas. You might say it was a case of the grass being greener in the next pasture.

The real reason is the lower price of the land in the next pasture. If a little slight of hand can be performed and the land rezoned after purchase, someone has made himself a fair profit. Of the 25 requests for rezoning, only 1 was an appeal for added restrictions. The other 24 wanted to slide the lid back or take it off completely. Thirteen were unlucky and their requests denied. Twelve were granted.

EXPENDITURES

Planning Department	Employees	23
Salaries	\$42,267.04	
M & S	5,001.12	
Outlay	332.45	
	<hr/>	
	\$47,600.61	



Police

Although a look at our birth certificates tells us we are adults, we evince boyish delight in reading police reports. We vicariously play cops and robbers as we pore over the accountings of the several divisions of the Police Department.

But we are grownups so we're expected to cast a learned eye on these statistics and come up with profound interpretations which indicate that mankind has gone to the dogs or is perhaps on its way back.



Maybe it's our odd turn of mind but we see the darndest things in a column of figures. (You can see similar things at the beach.) Speaking of women, it is interesting to note from an academic viewpoint their position in the crime picture. For instance, there were 113 women and 1,485 men arrested on suspicion of committing felonies. In other words for every 14.5 serious crimes committed by men, 1 was committed by a woman. But with the lesser crimes, termed misdemeanors, the fair sex was not so adverse to a little transgression and we find that for every 5.6 violations by men, 1 was committed by the female specie, or 16,189 to 2,894.

You may wonder why we use the phrase "arrested on suspicion of committing etc." instead of just plain "arrested for committing etc." This stems from the theory that a person is innocent until proved guilty. To illustrate: You could plug us right in front of the Police Station, hand the smoking .44 to an astounded officer and say, "Sure I did it. They had it coming to them for putting moldy jokes in an annual report." The

police officer would then arrest you on "suspicion of murder", see?

Patterns of crime change just as women's styles. Murder was not as popular this year as last, there being only 3 committed (*quite enough, thank you*) as against 12 the previous year. On the other hand it was just the thing to pack around a concealed weapon just in case you got the urge. Twenty-six persons were arrested on this charge.

And then there is that increasingly popular sport known as "wife beating". Frankly we are alarmed at this trend of certain males to show who's boss. That issue was decided a long time ago and can't be reversed by the 46 brave men who beat up their wives. In 1944-45 there were no such complaints, but 1945-46 saw 21 hauled in for this cowardly conduct.

Demon Liquor got chummy with 9,542 men and 1,517 former ladies and the whole motley crowd woke up with a dark brown taste in the City jail which incidently had 20,681 names on its guest register for the year. Eight hundred and seventy-one fools were arrested for drunk driving. Our sense of humor can find nothing funny in driving an automobile while under the influence of evil spirits. The judges could put these criminals away for life and we'd never shed a tear.

A slight sag in the statistical curve of legitimate monetary transactions brought an up-swing in the nefarious operations of the easy-money crowd. Writers of fictitious checks increased from 62 to 154; forgery arrests jumped from 32 to 64; gambling was enjoyed by 851 until the police barged in, hollered "snatch dates"



Fashion Note

and escorted the indignant individuals to the station. Last year the catch was only 552. The bookies not be be outdone expanded their operations and 77 were arrested, an increase of 31 over the 1945-46 crop.

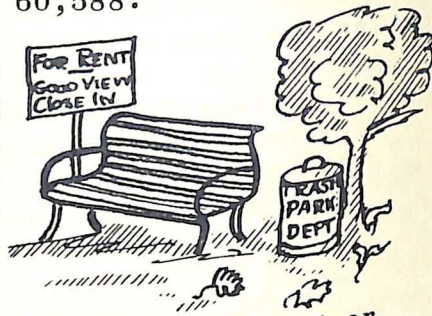
Since 90% or more of the automobiles stolen are recovered year in and year out, we never could figure why with such poor odds the thieves kept at it. Well, it's finally sinking in because auto thefts dropped from 1,889 to 1,046.

If our community pride gets overbearing in the next few sentences we hope you can understand our enthusiasm because it stems from the traffic record we have hung up. Although more cars are crowding our streets, traffic fatalities have dropped for the third consecutive year. Here's the score: 1944-45 - 82; 1945-46 - 76; 1946-47 - 56 deaths. This fine bit of work netted a tie for second place for cities of our class in the National Traffic Safety Contest. Of course the bulk of the credit goes to the Police Department, but we can't overlook the fine assistance given by the newspapers, the radio stations, the courts, and the City's traffic engineer. Traffic injuries dropped from 2,042 to 1,506.

Surprisingly enough this saving in lives was accomplished with a decrease in the number of citations issued and arrests made. Last year the number amounted to 48,460. This year 48,309 tickets were issued. Contrary to common belief, police officers get no ghoulish delight out of making a pinch. They would much prefer to have Pete Pedestrian and Mike Motorist heed the 13,500 warnings handed out. While in this mellow mood it's

pleasant to report that even the overtime-parkers are mending their ways and saving their dollars. Parking citations dropped from 68,248 to 60,588.

The housing shortage must be lessening for under the heading VAGRANCY - Sleeping Out, we find in the report of the Crime Prevention Division that only one person was arrested for this heinous crime. Two years ago the number was 9.



J. D's sometimes referred to as "junior demons" or Juvenile delinquents were not so active. Arrests totaled 1,946 as compared to 2,226 in 1945-46. Two hundred and nineteen youngsters tried to circumvent the high cost of living with an artifice known as "shoplifting". Of course they were caught and learned a lesson, we hope.

In addition to trapping criminals with microscopes, cameras, chemicals, and bullet traps, the Crime Laboratory does all the photographic work required by City departments. During the year 33,985 photostat prints, and 33,866 photographic prints were processed in the dark room.

Since law enforcement has graduated from the apple-pinch-shiny-serged-flatfoot stage, police officers must constantly study new techniques. One hundred and ninety-nine men spent many hours of their own time in the classrooms at the main station studying ballistics, Spanish, identification, fingerprinting, judo and other sciences.

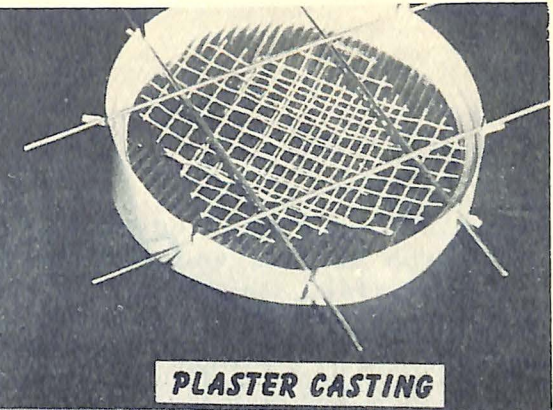
EXPENDITURES

Salaries	\$1,362,265.80
M & S	150,996.26
Outlay	35,810.77
	<hr/>
	\$1,549,072.83

Employees 432

*Crime Detection In The Police
Laboratory* →

INFRARED PHOTOGRAPH



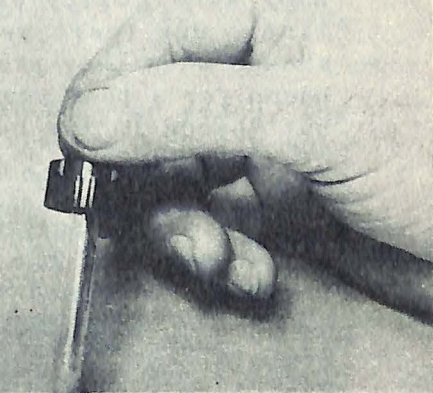
PLASTER CASTING

ORDINARY PHOTOGRAPH



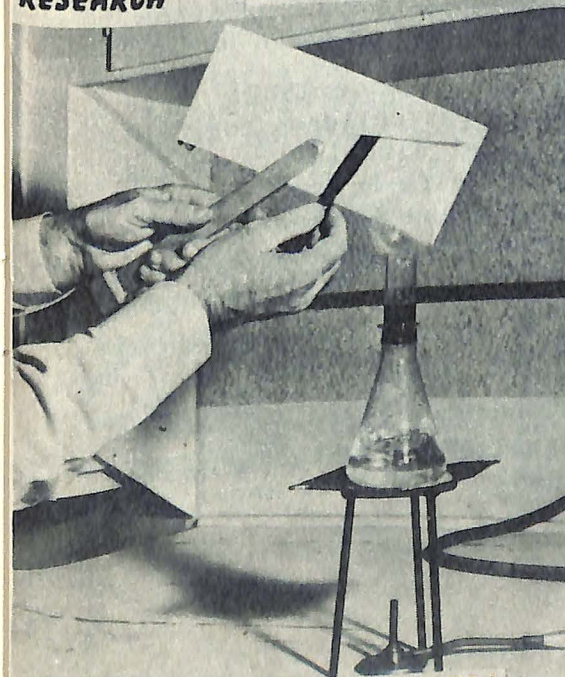
RESEARCH

POWDER FORMULAS



SPOT TESTING

STRYCHNINE



OPENING SEALED PACKAGES



NUMBER RESTORATION NO 1052258

Library

We always did contend the Library had a direct wire that recorded fluctuations in the public's habits. But when the Library reported with impertinent confidence that the meat shortage was over, we thought for sure they were guilty of tapping the beef trust's private line. Our fears were allayed but our composure badly shaken when they presented a book containing a strip of bacon for a book mark. This was not a "pig in the poke" but "bacon in the book". We can't just recall the name of the book but it must have been a sizzling novel!

This year marked the 65th year of operation of the Library. Born in 1882 and housed in quarters donated by a bank at 5th and G Streets, the little library served San Diego's mammoth population of 2,300. Children under 12 and dogs were not allowed to stir the whispered, musty air. Fiction reading was frowned upon as a nefarious form of entertainment.

What changes have taken place since 1882! Dogs still don't enjoy racial equality but children borrowed 536,981 volumes or 36% of the total circulation during the year. Adults sank to their midriffs in what was once considered the mire of degradation and borrowed 580,139 volumes of fiction as against 369,932 volumes of non-fiction. The Main Library and 26 neighborhood branches contain a total of 259,288 books.

So much for past and present comparisons; let's get on with current problems. The unrelenting paper shortage was reflected during the year by an increase in the price of books and periodicals. Five cent magazines



"Let me out. It's hot in here."

have gone the way of 5¢ cigars.

Labor, on the other hand, is no longer in short supply. We know you'll be relieved now that we don't have this difficulty to moan about in our sob sister review of municipal movements. Ah, but you don't get off so easily---we have other complaints. Library operation is such that cataloging, filing, repairing, and classifying can be deferred without apparent difficulty in much the same manner as the maid sweeps the dirt under the living room rug. But the Library, like the rug, eventually gets lumpy.

Tired by technical cramming of the war years, the people are turning to recreational reading in a big way. If you are a student of bookshelf prognostication you'll predict that our inhabitants are readying themselves for a whopping big excursion because travel books and pamphlets are so popular.

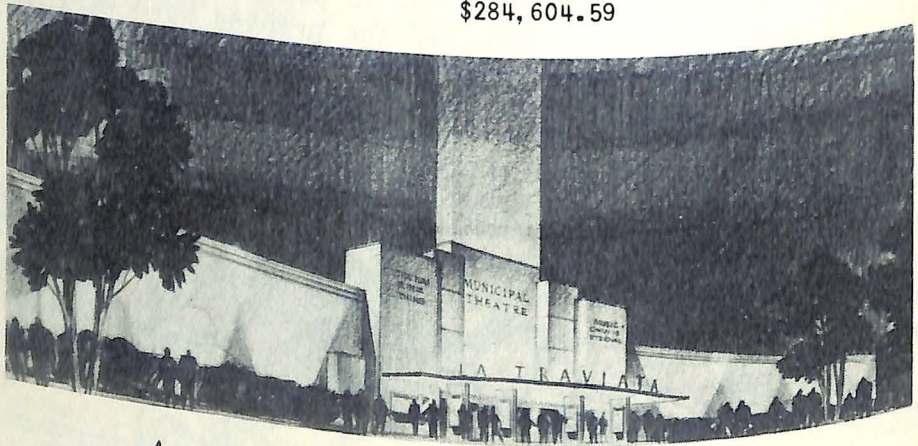
You are familiar with the Good Humor Man and his lyrical conveyance. Eventually you may see a Lovely Literary Lady driving an encyclopedia on wheels known as a "bookmobile". This contrivance which carries up to 2,000 books and two librarians is being considered as a substitute for library stations in outlying areas. This gasoline-consuming apostle of the printed word will be driven on certain days to designated spots where it will deliver a more extensive library service to the neighborhood at reduced cost. Can't you just see the Good Humor Man and a locomotized librarian arguing over who has the right of way---Shakespeare or sherbet?



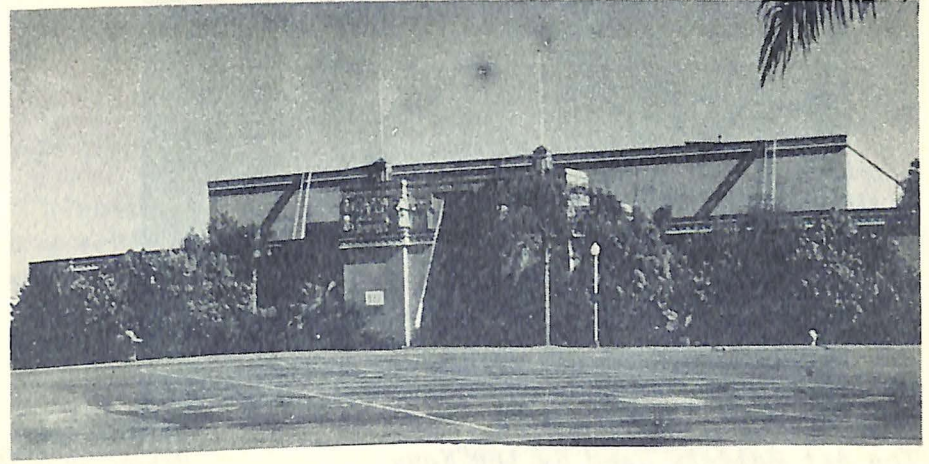
The long-suffering librarians squeezed and pummeled by falling books and sagging book stacks in the vintage-of-1900 Main Library, thought relief was just over the next stack of newspapers when a site for the new library was included in the Cedar Street Mall plan. Well, the best made plans of nice bright men are often badly frayed when placed in the ballot box. As explained toward the beginning of this report the proposal burst like a balloon and the librarians are now holding the string. The money for the new building is available but plans can't even be drawn until a site is chosen. At the moment there is some talk of tearing down the old library and building a new one on the existing 150' x 200' half-block site---not very large to be sure, but maybe a half block is better than none at all. Sort of trite but it fits. In the meantime girdles will continue to be a must in the crowded quarters.

EXPENDITURES

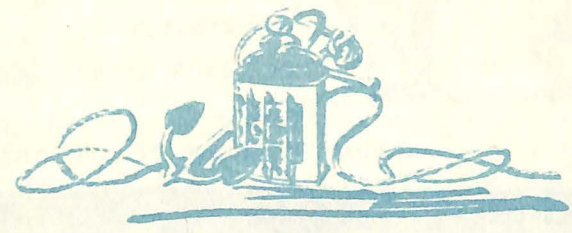
Library	Employees 168
Salaries	\$221,917.90
M & S	60,586.06
Outlay	2,100.63
	<hr/>
	\$284,604.59



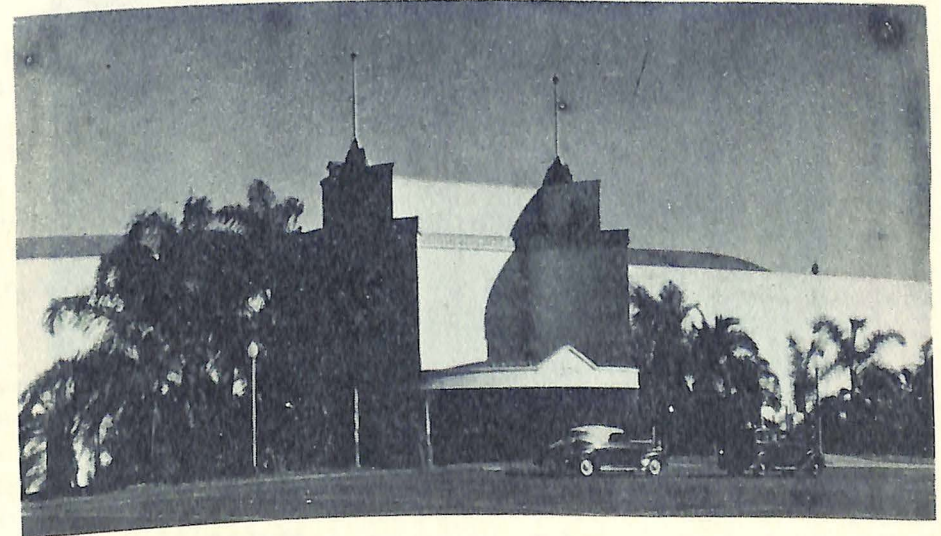
Architect's Sketch of Federal Building after Conversion to Civic Theater.



Municipal Gymnasium - Balboa Park



Federal Building In Balboa Park





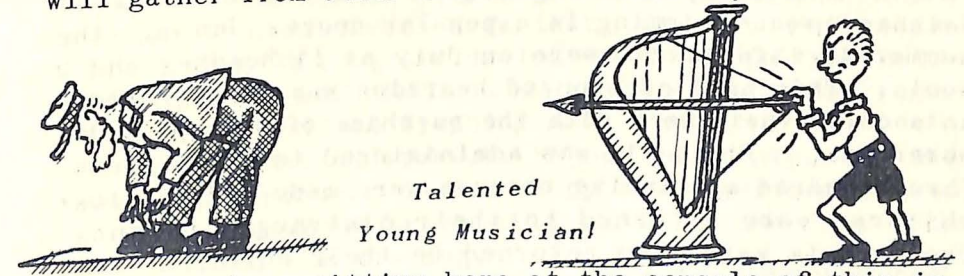
The Art Gallery Used By the Navy
For A Hospital During the War



Demolition Of Temporary Structures
Erected By The Navy In The Park

Recreation

A bumper crop of recreation activities provided such a variety of events for people of all ages from crawling to crotchety, we can't imagine why any of our citizens ever get bored. Some of them do though, as you will gather from other sections of this report.



We've been sitting here at the console of this infernal typewriter for 15 minutes wondering how to tell you in a few paragraphs about all the pleasurable diversions staged. But wondering won't get the job done, so here goes.

Shortly after the opening of the year the Navy returned Balboa Park to the City after using the buildings and grounds for a hospital since the outbreak of the war. Once more we had facilities available for basketball, volleyball, badminton, ping pong, square dancing, and concerts. The municipal gymnasium, converted into a 900-seat auditorium by the Navy was magically (with money and hard work) turned back into an even finer gym than before the war.

The Federal Building, so-called because it was erected and used by the government during the 1935 Exposition, has been fitted out as a temporary badminton emporium to handle the overflow from the gym. Until this building is remodeled into a civic theater (plans are now being drawn) it will continue to buzz with the wings of shuttlecocks.

Our world-famous outdoor organ pavilion framed with majestic trees is now the setting for Sunday community sings. If you think the bathroom sweetens the tone of your vocal cords you should hear them in these surroundings. During National Music Week the Ford Bowl, a 4000-seat amphitheater played host to thousands of music lovers.

In this land of eternal sunshine tempered with "night and early morning fog or low clouds - U. S. Weather Bureau" swimming is a popular sport. During the summer 46 life guards were on duty at 11 beaches and 2 pools. This band of bronzed hearties was further mechanized for their work with the purchase of 3 jeeps and a power boat. First aid was administered to 877 persons. Three hundred and twelve rescues were made and 263 lost children were returned to their distraught parents. Two parents were also returned to their children. No, we haven't made a mistake; that is what the life guard's report said.

While we can't prove the accuracy of the count, it is reported that some 1,632,744 people went to the beach to bathe, brown, baste, and also blink at the beautiful babes that adorned the seascape.



The Mission Beach indoor plunge was returned by the Navy in the early part of the year. The place didn't look quite the same after 3½ years of use and 250,000 energetic young tars had propelled themselves through the pool learning to abandon ship, swim fully dressed, and to make water wings out of their trousers. As the Navy had paid no rent for the use of the 175-foot pool, the gentlemen with the scrambled eggs up to their elbows (gold braid to you landlubbers) were willing to pay for the wear and tear. With \$35,975 of Uncle S's money and a few thousand of our own, the interior was completely redecorated. Twenty-two thousand feet of acoustical tile were placed on the ceiling, a public address system

installed, and mechanical equipment overhauled. Lush tropical planting, crystal blue water, lilting Strauss waltzes, and the gay song of a lacy fountain combine to make this one of the West's finest pools. (That's spreading it on a little thick, don't you think?)

A square dance festival in March attracted 800 adults and uncovered a number of dormant "caller" who had just been waiting for a chance to unlimber their larynges. The Recreation Department joined with the musicians' union, local organizations, and individuals in sponsoring 83 programs during the first postwar celebration of National Music Week. Seventy talented young musicians in the Youth Symphony gave a well received concert in the Russ Auditorium. A new radio program, the Recreation Reporter, conducted by the department, gave a weekly roundup of everything to do in the City from archery to zither playing.

Not to be overlooked were the activities of the handicrafters. The stuff they turn out---13,710 pieces of it. To a freckle-faced youngster, the spice cabinet he lovingly fashioned out of an apple box isn't "stuff" and we'd better not be caught saying it is. We grown-ups think of the seasons as Spring, Summer etc., but to wonderous youth the passage of time is measured by marble season, kite season and all the others that come around with the precision of the stars. The annual kite tournament had 927 whopping unrestrained participants.



After many long years of dragging its feet the Municipal Stadium is now paying its way. During the year 800,650 spectators attended 88 scheduled events. The City's share of the take was \$81,474.21. When you

realize that a few years back a \$5,000 yearly income was considered normal, you can understand the miserly glee with which we view this increased revenue. The blossoming popularity of the midget auto races was largely responsible for this upsurge.

SUMMARY OF ATTENDANCE

<u>Playground & Community Center Division</u>	<u>Participants</u>	<u>Spectators</u>
Municipal & School Locations	1,516,428	274,064
Federal Housing Project Locations	435,551	21,013
	<u>1,951,979</u>	<u>295,077</u>
 <u>Aquatic Division</u>		
Municipal Plunge - Balboa Park	27,797	
Mission Beach Plunge	37,135	
Guarded Beaches	<u>1,632,744</u>	
	1,697,676	

EXPENDITURES

Recreation Department	Employees	242
	Part Time	45
	Full Time	197
Salaries		\$361,706.87
M & S		69,077.63
Outlay		34,969.14
		<u>\$465,753.64</u>

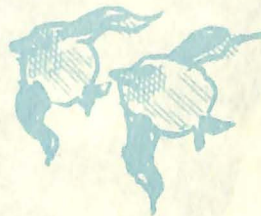
Mission Beach Plunge
→



After



Put 'er There



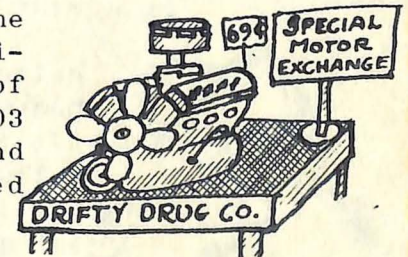
Purchasing

Back in the horse and buggy days, cities like individuals were not so dependent on specialized production for their existence. If the street department needed a new wagon the town wagon maker built one.

The horse days are gone but the buggy ones are still with us. We go buggy at times trying to keep the wheels of government turning when we can't find some special nut to replace a missing one. It is the Purchasing Department's job to find the myriad items from paper clips to trenching machines needed in the City's varied operations.

During the year 14,101 purchase orders were written, 170 contracts were let, and the Department's four storerooms made 25,765 issues of material from their stocks. Largest single job performed was the completion of the sale of Camp Callan buildings and equipment for a total sum of \$896,180.37. While this job was in progress the City regained possession of Balboa Park and the Purchasing Department was set to work disposing of buildings left by the Navy. At the close of the year, sales had totalled \$57,435.02 on this project. You may deduce from these operations that the term "Purchasing Department" is a misnomer. Our only retort is that "drug stores" used to sell drugs.

The expanding activities of the City were felt by the Property Division which handled the purchase of 741.51 acres of land, secured 203 easements and rights of way, and leased 65 parcels of City-owned land.

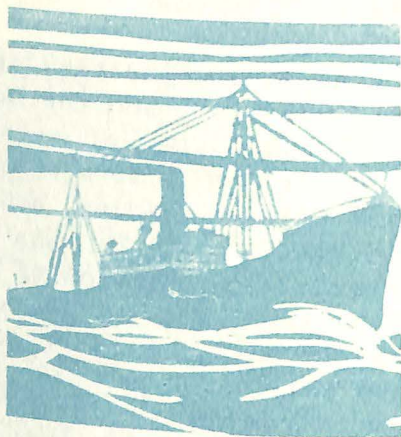


The Central Duplicating Division which does most of

the City's printing turned out 676 jobs that included forms, letterheads, bulletins, and books such as this one.

EXPENDITURES

Purchasing Department	Employees 24
Salaries	\$51,402.18
M & S	4,645.02
Outlay	2,659.28
	<hr/>
	\$58,706.48



Fire

"Fire is a good servant, but a bad master." You have often heard that statement, and also that firemen extinguish fires---not start them. What is this leading up to? Well, just this. If you have a back-breaking task you know the servant Fire can do, but you're afraid the demon in his enthusiasm will snatch the black snake and mount the driver's seat, then the fire laddies are just your men.

Such was the City's problem with the picturesque but vermin and termite infested Indian Village left over from the 1915 Panama-Pacific Exposition. Ingeniously constructed of wood, chicken wire, and stucco to resemble the habitat of the cliff dwellers, this colossal multi-roomed structure had decayed beyond repair. It presented a hazard to public morals and safety. This heterogeneous mass had no salvage value but how to demolish it without undue cost was the problem. Enter the Fire Marshal, a box of matches, a gallon of oil, and phoof---there you have it---like the burning of Atlanta in "Gone With The Wind". It's tricky business though, and we advise against your trying it.

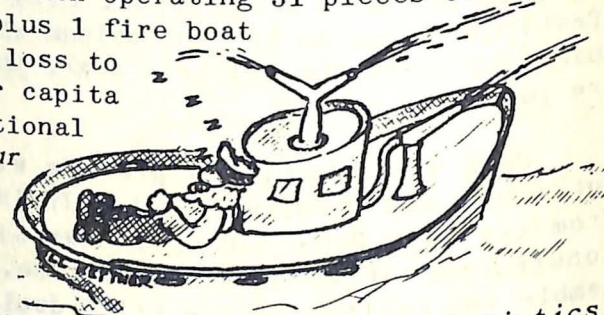
The Marshal and his squad collaborated with the City Refuse Division and eliminated 700 private dumps by this controlled burning process. Aside from improving the appearance of the City, the program paid direct dividends by reducing the number of brush and rubbish fires from 1,735 in 1945-46 to 1,237 this year.

Revision of the firemen's pension benefits by charter amendment (*explained under Pension Systems*) caused 22 old timers to retire. This action set off a whole chain of promotions to fill the vacancies. Forty-eight men moved up the



ladder (must have been a damsel in distress at the top!) and 26 young men snapped new suspenders and admired their helmeted profiles in the mirror. Each was sure his black helmet would someday be white with word "Chief" emblazoned in gold on the shield.

San Diego can be proud of its fire loss record. Three hundred and four men operating 31 pieces of equipment in 23 stations plus 1 fire boat kept the City's fire loss to \$424,583 or \$1.17 per capita ---well below the national average. (We beg your indulgence when we throw a dustpan full of statistics at you. You see, we don't get paid unless we stick in so many statistics per page. The drivel in between the numbers isn't pay dirt as far as the boss is concerned.)



A total of 3,093 alarms were turned in during the year. If Bell ever had any doubts about the value of his telephone this tabulation would have reassured him:

<u>NUMBER OF ALARMS</u>	<u>HOW REPORTED</u>
2,395	Telephone
266	Alarm Box
229	Verbal (hollering)
202	Radio (Police short wave)
1	Sprinkler Alarm
<u>3,093 (we hope)</u>	

Another little activity carried on with the help of modern science---the campaign against false alarmers---really paid off this year with a substantial reduction. Last year there were 210 of these warped comedians; this year 122.

A new wrinkle was employed that will make it easier

to find fire alarm boxes after dark. The supporting standards were painted bright yellow which has a high visibility at night. Playing hide and seek with a fire hydrant in plumbaginous darkness is most aggravating to firemen so the hydrants were also painted yellow.

The fire god is no vegetarian when trying to satisfy an insatiable appetite. He slurped his hot tongue over 2 airplanes, 47 boats, 8 bridges, 890 structures and a scad of brush covered lots. Fifty-one mean little kids played with matches and a few of them got their rompers singed. Five persons lost their lives and 68 were injured as the result of fire.



If you want to get the feeling of being head puppeteer in a topnotch performance you should spend a few days in the Central Fire Alarm Station in Balboa Park. Here are the nerve ends of 596 fire alarm boxes and 23 fire stations. Intricate electrical panels covered with myriad lights and switches line the walls. A ticker tape records the rythmical beat of an alarm box sending its call for help. The hum of short wave transmitters provide background music for the drama played by precision instruments and alert men. Main 9191 is the magic number that speeds a fire engine on its way, summons a police escort by short wave radio, and routs an off-duty fireman in the wee hours of a dank morning.

For rapid location and plotting of fire calls, a large cylindrical map mounted on a turntable was constructed by one of the ingenious men in the fire alarm station.

During the year the City's sewage treatment plant was connected to the alarm system by an auxilliary circuit. The City's shops, garage, and harbor warehouse

were each tied in with sprinkler alarms that automatically tip off the Central Station when trouble is afoot.

EXPENDITURES

Fire Department	Employees	300
Salaries		\$1,025,944.55
M & S		137,944.96
Outlay		47,663.80
		<u>\$1,211,553.31</u>



A Gas Explosion Collapsed The Center Building And Put The Other Two Out Of Square

Building Inspection

It has been interesting to watch the pendulum of public indignation swing back and forth during the past year as building inspectors and their voluminous codes were damned and blessed intermitantly.



Articles in national periodicals blasted away at the steel bands of code requirements that hampered home construction and contributed to the housing shortage. Then a disastrous fire would race through a hotel stealing lives as it went. Then many of these same scribes would mount their typewriters and gallop through the pages of the press shouting to the readers that tough building restrictions would prevent such wanton waste of life.

Inconsistent? Not entirely. Officials close to the problem know that many codes are both too weak and too strong. "If that's the case," you ask, "why doesn't somebody do something about it?"

Well, San Diego did do something about it. The old building code with only (?) 180,000 words in the petite document was boiled down, along with a lot of superfluous restrictions, to a clear brew containing 38,000 words. This more palatable mixture has not yet been officially served over the counter, but that portion dealing with small apartment houses, private garages, and dwellings has been spread out on the pages of a convenient little book which also includes a condensation of zoning regulations applicable to these structures.

It is the only code we know that actually contains understandable drawings that indicate how a building

should be framed, a foundation constructed, etc., to fulfill the requirements set forth in words.

Now for the weak phase of the old code---the provisions covering hotels and places of public assembly. The Fire Marshall and the Building Inspector in our City, as in others, knew of the deficiencies, but without the impetus provided by a series of calamities their words went unheeded. The La Salle Hotel fire with a death toll of 61; the Winecoff catastrophe in Atlanta, Georgia with 119; and the Canfield Hotel fire in Dubuque, Iowa with a loss of 19 lives sparked the imagination of our citizens.

"It could happen here," was on the lips of many.

An ordinance was drafted which required fire escapes or smoke towers above the second floor. Dry standpipes for pumping water to upper floors from fire engines, and non-combustible acoustical materials were compulsory items in places of public assembly. Hearings were held, building owners and their attorneys sat down with City officials and thrashed out points of difference. Compromises were made that didn't compromise the protection of human lives. The result---an ordinance that will keep San Diego's name off the dishonor roll of cities with disastrous fires.

Residential construction increased 66% over the previous year. Removal of government restriction on the construction of owner-occupied residences was partially responsible for this upsurge. If you think this activity made it easier to find a place to live---well, that's a beautiful thought but just between us, the Want Ads, and the park bench you can place that one in the same category as the Santa Claus tale.

In the fore part of the year a few citizens sailed into the Council Chamber and announced their belief that a homeowner should be permitted to do his own electrical and plumbing work. Contractors' groups pointed out the dangers of letting inexperienced persons perform such work. Much talk ensued and the Council finally determined that if a home-grown artisan could pass an examination testing his ability, and the work performed complied with all the rules, then he should have the privilege.

There's one slight catch to the proposition. An applicant for a permit has to swear on (or at) an affidavit that he hasn't performed any such work at another address within the last two years. This removes the opportunity to buy a house for speculative purposes, fix it up, sell it, buy another and so on, thus circumventing the generallicensing requirements placed on contractors.

EXPENDITURES

Building Inspection	Employees 25
Salaries	\$85,937.92
M & S	11,004.96
Outlay	<u>834.88</u>
	\$97,777.76

<u>Building Activity</u>	
1945-46	\$19,524,266
1946-47	\$22,106,613

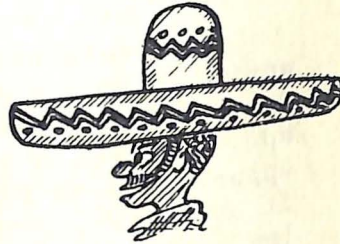
Revenue from Permits

Building Permits	\$146,679.90
Electrical Permits	38,961.35
Boiler Permits	<u>3,069.18</u>
	\$188,710.43

Health

From tamales to dogs might be one way to describe the gamut of operations of the Health Department. You will note the tamales are at the oposite end of the scale from the dogs. That is as it should be. T'would be terrible to get them mixed, would it not? How do we know they don't?

Pull up that tin of hard tack and we'll tell you how we know and also about the doings of the M.D's, D.V.M's, and the B.V.D's. (You thought that last was underwear, didn't you, It stands for Bureau of Venereal Diseases.)



To put your mind at ease and also fend off any libel suits that the tamale manufacturers may be instituting as the result of our careless innuendo, we are here to state that tamale factories were inspected 936 times to see that the ingredients of these delicious Latin creations remain pure and unadulterated. Don't get the idea that the tamale fabricators were singled out for scruitny by the food inspectors. Any plant in the City engaged in the business of processing food, whether it be milk, meat, vegetables, soda pop, or jelly beans must stand admiral's inspection. The tabulation of the year's work looks something like this:

Creameries	1,099 inspections
Ice Cream Factories	191 inspections
Dairies	816 inspections
Meat Processing Plants	4,059 inspections

"What you don't know won't hurt you" may have application to things ethereal, but this enviable, carefree philosophy will leave you as flat as a meringue pie in a hail storm when applied to caloric intake. Soda fountains and restaurants were inspected 27,797 times to

make sure the dishwater wasn't thicker than the soup. Sometimes the proprietor of a joint thinks the sanitary inspectors are kidding when they tell him to swab out the places or else. After 7 of them had their places padlocked they woke up.

While in this lugubrious frame of mind we'll pass on the bad news that 106 buildings were condemned, and 34 convictions were obtained against people who thought the law was written for the other fellow. Permits for the installation of 23,818 plumbing fixtures were issued.

On the other end of the above mentioned scale we come to the dogs and find that the City Pound had 5,248 visitors during the year. Of this number 2,039 had owners who thought enough of them to bail them out of the canine clink. As for the remainder, they were sent to the eternal land of fire hydrants and trees.



The stork, like the auto manufacturers, had some difficulty last year getting into full-scale production but this year he struck an all-time high with the delivery of 10,338 babies. Many of our citizens outran the man with the scythe with the result that only 2,832 fell under his sweep as against 2,941 the previous year.

Up until this year whenever a youngster caught the measles, mumps, whooping cough or whatever was popular, a visiting nurse armed with thumb tacks and placards stopped by, like a traveling billposter, to nail an isolation sign on the house.

In theory the plan was all right. The sign would serve notice to all who might be susceptible and they would not enter. In practice, however, little kids can't read, and a sign was never a substitute for good

sense. So now the nurses instead of spending a good portion of their time hanging isolation notices, which in many cases were after the patients were released, devote their time to instruction in the care of the sick. The communicable disease bugs were apparently baffled by this new strategy because the number of cases dropped to 5,824.

The more worldly social disease bugs were also combatted with education. Movies, lectures, and pamphlets were shown and given to high school students and interested groups. A weekly program was broadcast over a local radio station. Untiring medical workers using the tools of modern science will some day make gonorrhoea and syphilis as rare as smallpox. This year a total of 1,730 cases of venereal disease were reported.

In any battle, the men behind the men behind the guns (*gets complicated doesn't it?*) perform an indispensable function. In the Health Department's battle against disease, the laboratory technicians, bent over their microscopes, are supplying ammunition in the form of information. They are the radar operators in the battle of the bacillus. Tests run by the Division of Laboratories numbered 26,756.

EXPENDITURES

Health Department	Employees 79
Salaries	\$208,127.24
M & S	45,626.37
Outlay	21,811.03
	<hr/>
	\$275,564.64



City Attorney

If you're smart you don't open your mouth without consulting your attorney. Such is life in a complex society where you can injure people and violate the law dozens of times a day and not know it until you find that the person sitting behind the newspaper at your breakfast table is a process server.

We never say Good Morning until we go over the implications with the City Attorney. We don't want the Weather Bureau to sue us for defamation of character. Conditions being such the City Attorney and his staff had plenty to do.

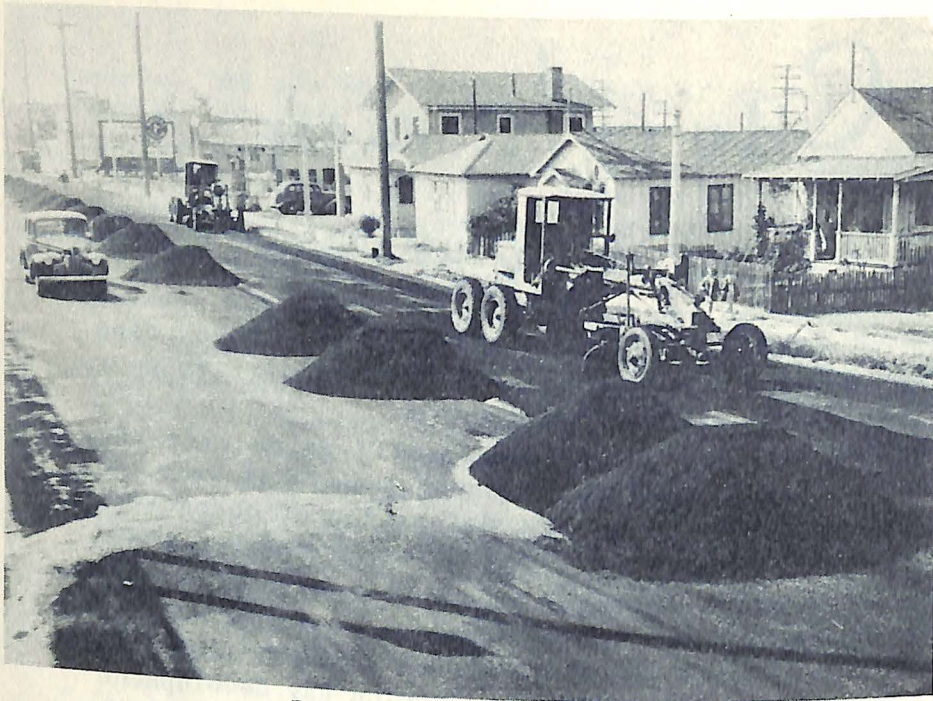
Each of the Charter amendments described elsewhere in this report had to be worded in legal language. The condemnation of land for the Mission Bay development and the Alvarado filtration plant site occupied much time. Transfer of the City's Colorado River water rights to the Metropolitan Water District required careful study and preparation as did the transfer of the San Diego aqueduct contract to the San Diego County Water Authority.

The City Attorney and the City's utility consultant bared fists with the San Diego Electric Railway Company over the latter's application to the Public Utilities Commission for an increase in fares. At the close of the year the gentlemenly altercation was still raging.

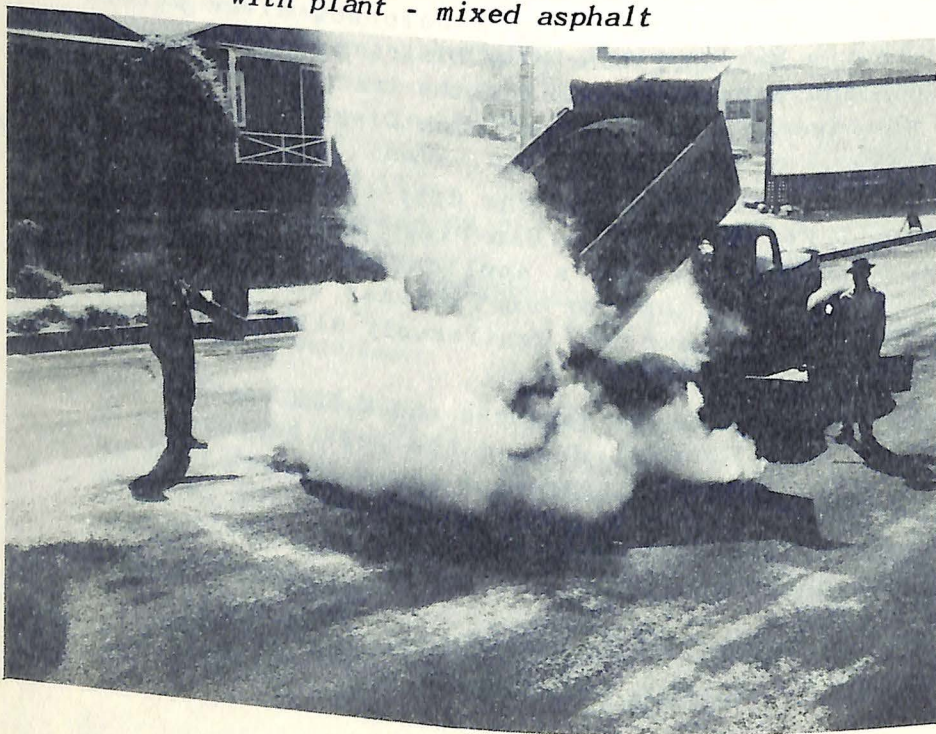
Although the 249 ordinances and 2,859 resolutions adopted by the Council during the year represents a lot of work it doesn't represent the full work load of the Attorney's office. Some ordinances are revised many times before all parties concerned are satisfied. Others are never adopted.

EMPENDITURES

City Attorney	Employees 20
Salaries	\$76,515.58
M & S	14,403.62
Outlay	2,095.95
	<hr/>
	\$93,015.15



Resurfacing a street
with plant - mixed asphalt



Public Works

SEWERS

The Sewer Department's annual report gives out with the astounding information that their pumping stations helped 6,570,000,000 gallons of sewage on their way to the sewage treatment plant. Aren't you impressed? No? Okay, we'll try something else.

How about cleaning 80 miles of sewers, or relieving 3,357 stop-ups? Perhaps you think this work isn't important? Well, our only rebuttal is that when it's your sewer that's plugged "it's mighty *g**/ important and somebody better come out here quick because I'M a taxpayer." (*Any similarity to statements made by persons living or dead is purely coincidental.*)

Sewer main extensions ranging in size from 6" to 24" and totalling 1,911 lineal feet were laid during the year. A total of 2,276 new services were installed. In San Diego, sewer services are constructed from the sewer in the street to the owner's property line by the Sewer Department.

EXPENDITURES

Sewer Division	Employees	69
Salaries	\$	78,086.89
M & S		33,274.45
Outlay	\$	74,454.59
		<hr/>
	\$	185,815.93

REFUSE DISPOSAL

Before you look down your nose at what you believe to be an uninteresting phase of municipal housekeeping may we call a few poignant facts to your attention.

What the refuse collectors know about your personal life might well take your breath away. Now don't start rummaging around in the closet for that 12 gauge shot gun because they're not Peeping Toms in the true sense of the term. In the course of their work they find it necessary to peek into your rubbish and garbage cans---and what they don't find, my, my!



"Must 'uv forgot
the bakin' powder."

They can tell whether you are a drunkard or a teetotaler---a connoisseur or a fish. They know whether you quench your parched gullet with the loquacious liquor of "Four Radishes" or tickle your pallet with the fermentation of "Three Ferns".

They know from observation that you flunked domestic science in high school. They also know that you have butter fingers. It's no secret to them that you're careless with expensive things and are forever throwing dear Aunt Penelope's good sterling out with the garbage. Wouldn't the girls at the bridge club like to sink their fangs into that one? Their serrated tongues would give your reputation that once-over-lightly-with-the-pinking-shears look.

Oh, so you've had enough. All right then, listen quietly while we tell you about this important business of refuse collection and disposal. Last year garbage trucks travelled a total of 169,030 miles to pick up

17,263 tons of garbage. Of this amount 15,825 tons were sold to a hog raiser for \$14,242.21 or \$.90 a ton according to our slide rule. Our contract provides that the price we get for garbage fluctuates with the price of hogs. This 90¢ figure indicates that pork wasn't cheap during the year, as though you didn't know.

Rubbish trucks drove 265,323 miles to gather 72,118 tons of stuff the good and bad housekeepers found they no longer needed. Which are you? Well---we'd prefer not to get personal or profane so let's move on.



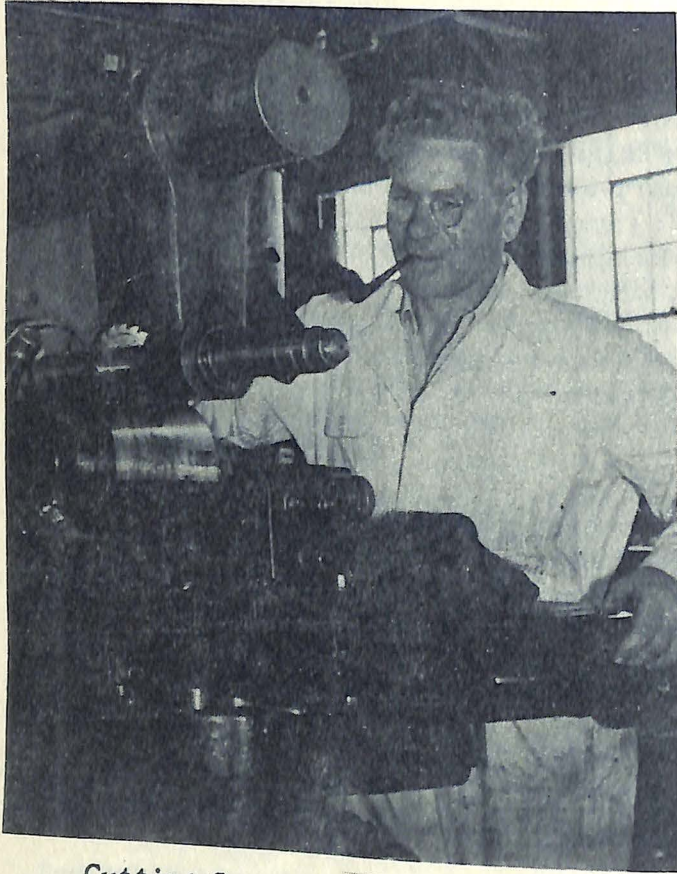
Each year the problem of finding suitable dumping grounds within a reasonable distance of the centers of population becomes more acute. Most people don't like a smokey dump for a neighbor and we certainly have no argument with them on that score. On the other hand our soil conditions don't lend themselves to the fill and cover method used by many cities.

Eighteen thousand dead animals of every kind and size were picked up and disposed of by the Department.

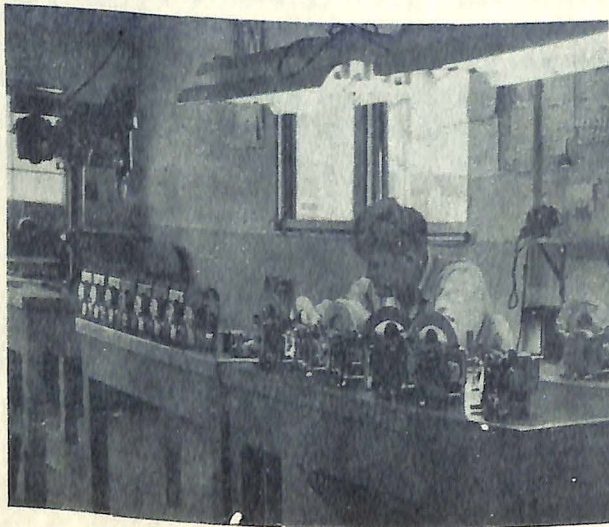
Fifty-five hundred cubic yards of kelp and miscellaneous trash acattered by Kilroy or some other mythical character were removed from many miles of City beaches. The reason we think the untidy vandal was Kilroy or one of his pals is because on questioning those who frequent the beaches, it was never they who threw all that gluck on the nice white sand. No, sir!

EXPENDITURES

Refuse Division	Employees 154
Salaries	\$327,309.20
M & S	159,959.36
Outlay	<u>\$487,268.56</u>



Cutting Gears In The Machine Shop



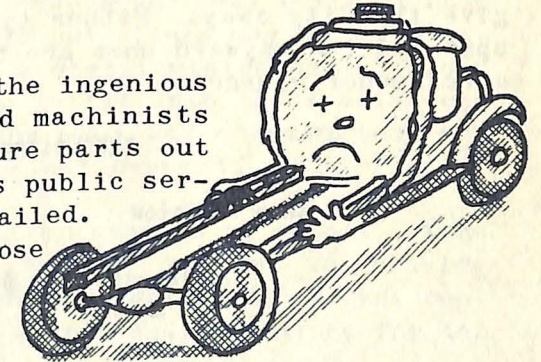
SHOPS

On paper every piece of rolling equipment used by the City departments, with the exception of the Police, Fire, and Harbor departments, belongs to the Shops Division of the Public Works Department. The using departments merely rent the equipment on a mileage or hourly basis and then grumble if the tractors, trucks, ditches, compressors, or scooters don't operate to their satisfaction.

With 74 passenger cars, 283 trucks, and 80 non-highway vehicles to nursemaid, the Shops managed to keep busy. Some truck parts were as hard to find as Chloe with the result that case hardened toughies malingered around the shop and got in the way when they should have been out working.

Had it not been for the ingenious blacksmiths, welders, and machinists who were able to manufacture parts out of raw materials, numerous public services would have been curtailed.

Should that ever happen those who man the telephones or meet the public in the front offices had better scurry to the hills. Some, otherwise softspoken, people think that a public servant's ears will not respond to anything but loud, profane talk. Tck! Tck!



An example of the unique work undertaken by the Shops Division was the alteration of the Shops-constructed traffic line painting machine. The underslung, Buck-Rogers-like contrivance was originally designed to paint single or double continuous stripes. To conform with the standardized State nomenclature for street markings, the inards of the machine were rebuilt. Now

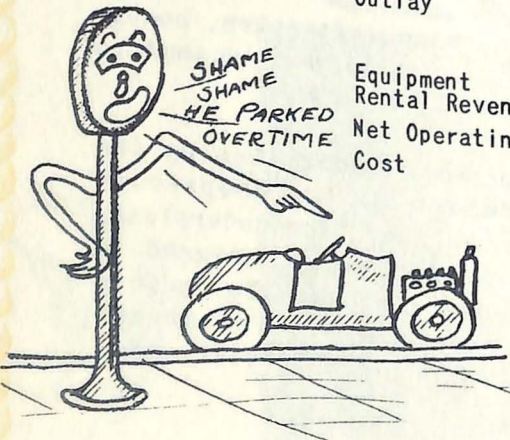
it will paint a single or double broken stripe, one broken and one solid stripe or any other combination you can dream up. As though this wasn't enough it will also spit glass beads into the wet paint as it goes, making a reflectorized line.

A husky low-bed semi-trailer was added to the Shops equipment to facilitate the moving of non-highway equipment such as cats, rollers, and ditchers. Heretofore these machines were hauled on trailers rented from private owners.

Thirty-four hundred of those mechanical tattle tales that snitch when you park too long were maintained by the Parking Meter Shop. Some of the meters get to be eager beavers and blab before your penny or nickel is actually used up. Others get big hearted and try to give the City away. Either type of conduct is frowned upon and the wayward ones are brought into the Shop for a refresher course.

EXPENDITURES

Shop Division		Employees 65
Salaries	\$151,005.68	
M & S	145,437.51	
Outlay	247,883.66	
	<hr/>	
Equipment Rental Revenue	247,046.91	
Net Operating Cost	\$297,279.94	



PUBLIC BUILDINGS

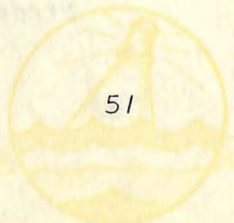
Instead of using the hackneyed phrase "variety is the spice of life", we'll say that "change of task is the chop suey of daily existence for the Public Buildings Division. Aside from the ordinary maintenance of all the City's structures, the Division turned out 214 special tasks during the year.

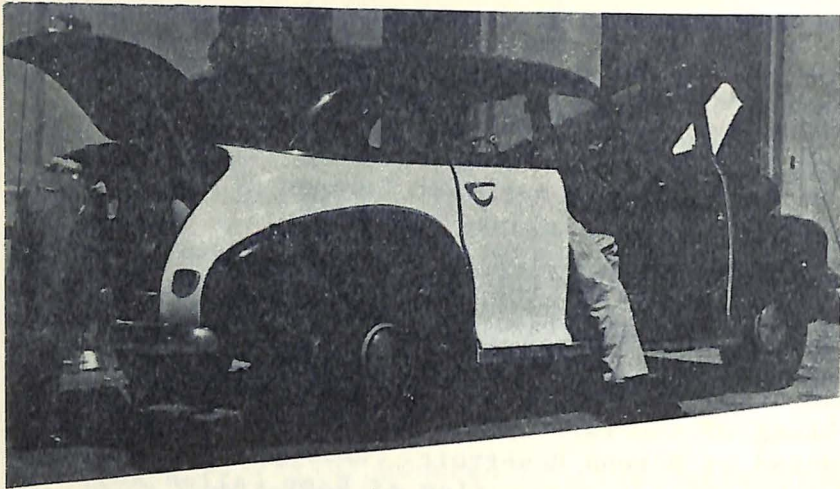
A quick look at some of the jobs performed will give an inkling of the variety. A dam keeper's cottage was constructed at Morena Reservoir. An equipment shed 360 feet in length was dismantled at Camp Callan and hauled 15 miles to the City yards. The old Globe Theater where many a drama has been played by the hams and Hamlets (*isn't that awful*) in Balboa Park was restored by the Division's artisans who feel quite at home on a stage even though their only lines may be a few unprintable oaths caused by a miscalculated hammer blow. A portable stage, designed to fit into the shallow end of the Mission Beach indoor pool was constructed, and the stage in the Ford Bowl was rebuilt.

All of the subject matter was not of such a frivolous nature, however, a building erected to provide overnight housing for servicemen during the war was converted into a tuberculosis clinic and laboratory for the Health Department.

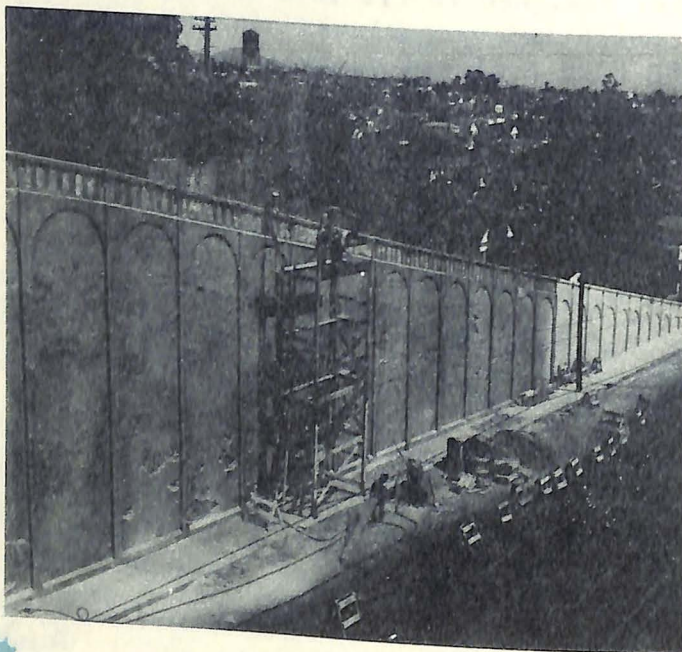
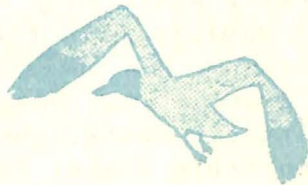
EXPENDITURES

Public Buildings Division		Employees 102
Salaries	\$ 98,561.82	
M & S	51,585.00	
Outlay	2,929.12	
	<hr/>	
	\$153,075.94	





Installing A Transmitter And Receiver In A Police Car



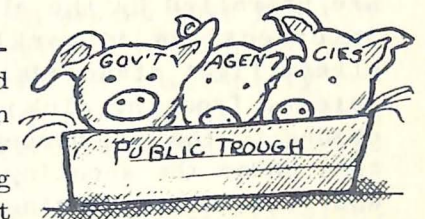
Repairing The Georgia Street Overpass

ELECTRIC DIVISION

"If it has electricity in it, we can fix it", is the dictum of the Electric Division. What's more they not only fix but build if it happens to be a radio transmitter, receiver, traffic signal, or public address system.

During the year 25 receivers and transmitters were constructed. Public address systems were installed in the rubber neck bus at the Zoo, 2 police cars which now bellow your driving blunders to the world, the Mission Beach swimming pool, and the council chamber in the Civic Center.

Governmental agencies, sometimes referred to as "blasted bureaucracies" have often been accused of partaking of overlapping functions and squabbling among themselves to the detriment of the poor old taxpayers. Well, 'taint the case where in the San Diego area because the cities of Coronado, Chula Vista, El Cajon, and San Diego; the Sheriff, California Highway Patrol, Marshal, and the Coroner are as chummy as sow bugs under a rock when it comes to radio communication facilities. The radio equipment owned by each of these agencies is maintained on a contract basis by the City of San Diego. All told the Division maintains 293 receivers and 186 transmitters of which 219 and 134 respectively belong to us. Each of these governmental units is connected to our short wave transmitter by remote control which thus gives them the benefits of a first class station at a fraction of the cost of individual operation.



Radio doesn't respect political boundaries. An aircraft beacon from way down under in Australia poked

its electronic finger into our short wave receivers and spoiled reception. Instead of appealing to the State Department with attendant delays, a gadget known as a "selective squelch" was installed on each instrument. (Too bad such a device can't be applied to gabby individuals.)

An interesting feature of our short wave setup is the system of automatic relay stations that pick up the weak signals of mobile transmitters in patrol cars and motorcycles and rebroadcast them.

Other things in the City have electricity in them besides radios. One hundred sixty-two miles of streets are patrolled by the electricians to keep 75 signalized intersections in working order and to care for 4,117 street light standards. Five hundred and five electric motors, from the dinkies on the draftmen's erasing machines to the 300 horsepower brutes driving sewer pumps, come under the scrutiny of the men with the taped pliers and volt meters hanging out of their pockets.

During the year the wiring in the Federal Building, Municipal Gym, Mission Beach Pool, and the Globe Theater was reconditioned upon return of the structures by the Navy.

EXPENDITURES

Electric Division	Employees	39
Salaries	\$	66,744.12
M & S		55,284.33
Outlay		11,150.43
		<hr/>
		\$133,178.88

SEWAGE TREATMENT

Engineers who understand the chemistry of sewage treatment expect to have to cope with the corrosive action of wastes that make up a large city's sewage. Blowers, pumps, and conveyors, even though constructed of special alloys, are eaten away by destructive compounds, or grit blown at high velocities.

But when flocks of sea-gulls launch a bombing attack on the carefully tended landscaping, neat-as-a-pin buildings and open machinery, the chemistry book, slide rule technique is somewhat amiss. What do the sea-gulls have against the Plant? Nothing that we know of, they merely came to feast on the kitchen wastes that float in the open clarifying tanks. The gulls are no doubt cawing among themselves about our lack of hospitality because it became necessary to string monel metal wires above all landing surfaces to discourage the invaders.

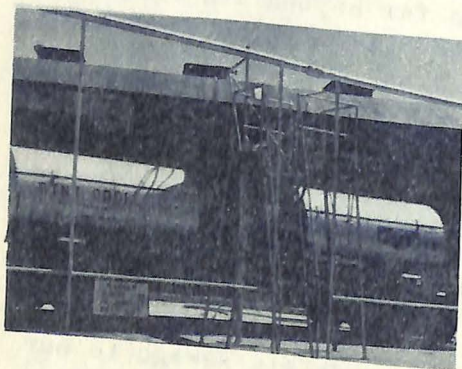
Although still operating far beyond its efficient capacity, the total flow to the Plant dropped from 8,238 million gallons in 1945-46 to 7,587 million gallons this year. This, in case you care to do a little 'rithmetic is still a lot of liquid; enough to float several battleships.

As you perhaps know the City hasn't lost any of it's population so now the question arises why did the sewage flow drop 651 million gallons? There are two reasons. First, the U. S. Naval Air Station at North Island (*outside the City*) which sends its sewage to our Plant via a submarine pipe line does not have the personnel it had a year ago. Second, whenever it rains a fair quantity of water seeps into the sewers through manhole covers and loose joints. The sad part is it rained so little during the year (6.33 inches) that even the horned toads are complaining.

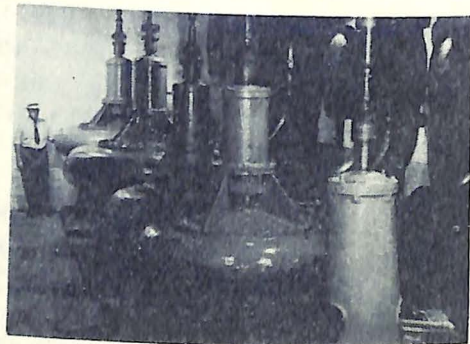


"Strict laboratory control" is more often a sales plug than a fact when applied to many commodities. As we're not selling anything, you can believe us when we tell you that 2,700 tests were made in the Sewage Treatment Plant laboratory to maintain the fine chemical balance necessary for the Plant's operation.

In last year's report in an effort to impress you with the quantity of grit removed from the sewage during the treatment process, we converted cubic yards to cubic feet. This procedure is entirely ethical if you do it right. To make a long story short, after getting a nice fat number through the process of multiplying by 27, we forgot to change the designation following the number from yards to feet. The result of course was highly misleading and our caustic critics promptly told us it conveyed the impression that San Diegans were very dirty people. Now, we're not going to monkey with the figures this year. Here they are, cold and unimpressive: 140 cubic yards of grit were removed by the detritor.



Chlorine Car



Sewage Pumps

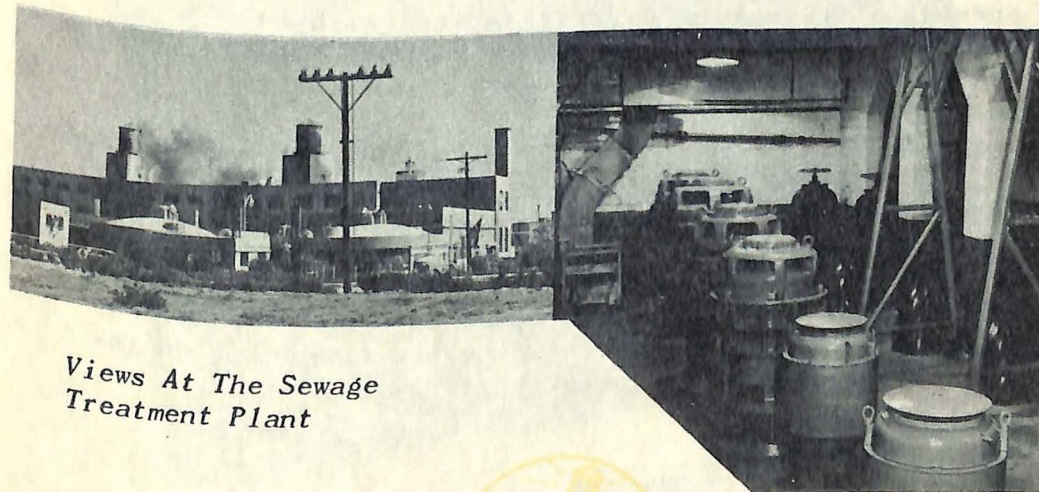
Chlorine gas in huge quantities is used in the treatment process for purification and odor control. During the year the spur track on the grounds was extended and chlorine, instead of being delivered in 1 ton containers, now comes in a tank car 16 tons at a whiff. Aside from the labor saved in handling, a 27% saving on the price of the gas is effected.

Fertilizer, the by-product of the treatment process brought \$20.00 a ton on contract as against \$17.80 the previous year. When the Plant is enlarged to a 40-million-gallon-per-day capacity, more revenue will be derived from the sale of fertilizer due to the fact that a larger percentage of solids will be removed. Under present overload conditions 66.5% of the solids are retained and converted to fertilizer.

Additions to the plant are estimated to cost \$2,000,000. Contracts have already been let for the pipe, valves, and fittings. It is hoped the coming year will see the start of construction. An interesting phase of the enlargement will be the installation of four 23,000-gallon-per-minute pumps driven by engines operated with gas generated from the sewage sludge. We wouldn't go so far as to say this is perpetual motion but it's a distant relation.

EXPENDITURES

Sewage Treatment	Employees	31
Salaries	\$	75,100.23
M. & S		50,739.66
Outlay		487.10
		<hr/>
	\$	126,326.99



Views At The Sewage Treatment Plant

STREETS

Didyknow that if we took all the trash gathered by the power street sweepers and the white wings during the year, packed it neatly into 3-foot square, celophane containers stacked one on top of the other, we would have a column reaching 37,470 feet into the clouds?

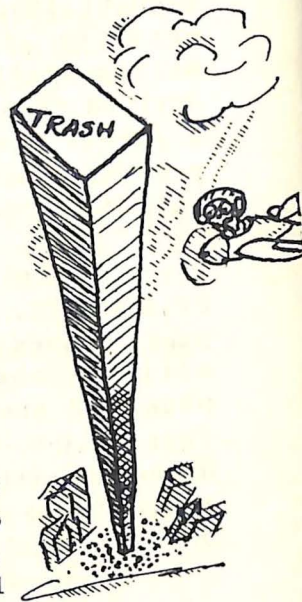
"Not very practical," you say. "What would we do with the 12,490 cubic yards of rubbish when we got it up there?"

Well, the stack would be so high that people from all over the City would come to view it in amazement. They would say, "My, my, we didn't realize what a few discarded candy wrappers, newspapers, bags, banana peels etc. could do. We'll never ever throw any more trash into the street."

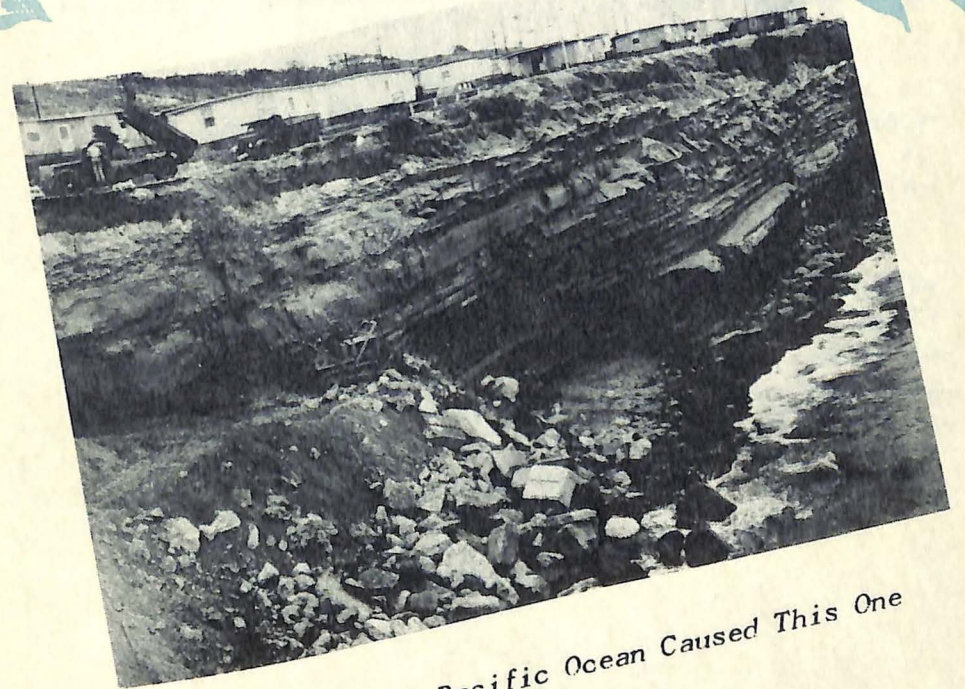
And then we'd sell all the street sweepers and live happily ever after in a snow white city.

Never fear, dear banana-peel-pitchers, we'll never be able to stack up the stuff so you can go merrily through life casting discretion and trash to the four winds. And we'll be following you with 8 street sweepers and crews of white wings. (Gee, but we're in a nasty mood.)

But sweeping streets is only one facet of the Street Division's operations. A total of 997,316 square feet of street surface was repaired to smooth the way for the motorists. Nor were the pedestrians slighted, for 29,638 square feet of sidewalk were also repaired or rebuilt. This is in addition to new construction reported in other sections of this report.



A Broken Water Main Caused This Cave-In



The Peaceful Pacific Ocean Caused This One

Old man Neptune gained a few yards when his full-back, the Pacific Ocean hammered away at Sunset Cliffs until a section, including a street, collapsed in exhaustion. Many days of work and tons of rock were required to fill the cavity.

The Georgia Street Overhead, a deteriorated, reinforced concrete bridge carrying the Georgia Street traffic across University Avenue had a pancake makeup applied with a gunite machine. Tons of sand, cement, and water were blown on to form an impervious, attractive coating.

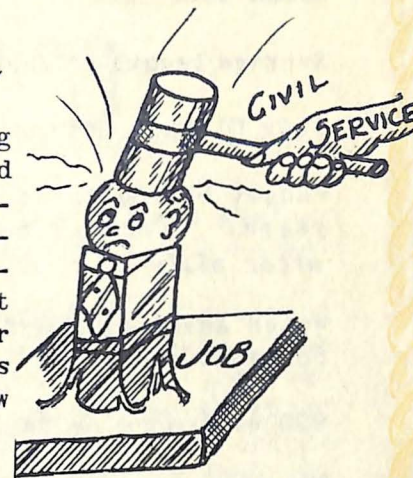
We need not emphasize the importance of traffic stripes to highway safety. Some motorists have difficulty dividing a street in half because of the carryover from their school days when a licorice stick could be "divied" into a big half and a little half. The City takes no chances, hence 415 miles of stripe were painted or repainted. Fifty-two miles of curb and safety zones were painted white, green, red, or yellow depending on the use, but much to the consternation of the color blind motorist.

EXPENDITURES

Street Department	Employees 182
Salaries	\$289,356.67
M & S	78,054.93
Outlay	1,819.77
	<hr/>
	\$369,231.37

Civil Service

To use their own words "Fitting square pegs in square holes, and round pegs in round holes, is a routine assignment for the Civil Service Department---it's those octagons, oblates, and elliptics that send the technicians back to their heavy tomes (*meaning large volumes* ---we had to look it up too) of "How to Make a Good Placement'."



Scientific Job Placement

Resting uncomfortably on their rounded shoulders is the lordly responsibility of finding the right Joe or Jane for the right job. Even excluding the octagonals, oblates, and elliptics (*high class name calling we calls it*) they had a lot to do. Three hundred and eight exams were given to 1,825 persons in order to fill 185 new positions and to replace the 823 who quit during the year.

It wasn't any warden-like tactics on the part of the City that compelled these employees to slip under the fence. It was just a normal turnover amounting to 2.7% a month which compares favorably with private industry.

The total working force increased from 2,490 to 2,688 at the end of the year. Two hundred ninety different occupational classifications are represented in this total. We also might add that there isn't any classification for "political-hanger-on". The bilges of this ship of state are clean!

Civil Service statisticians turned out this bit of human interest:

Average length of service for City employees is 5.97 years.

City Clerk's Office leads with an average of 17 years.

Budget Office is at the bottom with an average of 2.10 years. (*Perhaps balancing the budget takes its toll after all!*)

Water Accounting Office has an employee with 46 years of continuous service.

920 employees or 34.3% are veterans.

736 are veterans of World War II.

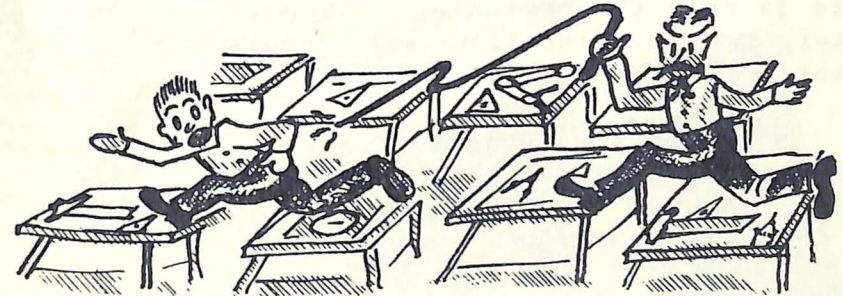
EXPENDITURES

Civil Service	Employees	13
Salaries		\$40,056.90
M & S		2,610.63
Outlay		77.54
		<hr/>
		\$42,745.07

Engineering

"Thick as drawing tables in the Engineer's Office" is more indicative of congestion than the old simile referring to the flies. During the year 17 new employees were added to the staff raising the total to 64.

Most of the new additions required drawing boards that occupy twice the space of an ordinary desk. The drafting room now has that little-Eva-and-the-ice-cake look and we don't doubt that Simon Legree, personified by the City Engineer, jumps from board to board cracking a black snake at the western extremity of some unfortunate draftsman who turned out only 10 hours work instead of 12 in every 8 hours as required.



Thirty-four contracts totalling \$840,508.31 were let under the jurisdiction of the Department which had prepared the plans and specifications. One hundred and nine ordinances establishing street grades were written, of which 57 have been passed by the Council. You may be wondering why a street grade (*the angle of slope*) has to be established by ordinance? Here's the reason: Unless there's some guarantee that the angle of the street in front of your house could not be changed without due process of law you might come home some night, step out of your car and drop 10 feet into your front yard. Before you realized what had happened you'd swear off double malts.

Growth of the City was evidenced in the handling of maps and construction drawings for 21 new subdivisions during the year. Final maps on 10 of these were approved and the owners permitted to put the lots up for sale. Tentative maps for 17 additional subdivisions were also processed.

Unless we admit our weaknesses you're apt to view with a fishy eye our virtues when we modestly(?) describe them. What we are warming up to is the street sign situation. Just between us and the lamp post, devoid of any street sign, we'd rather enter an uncharted port than blow into town on a dark night. At least in the port you can heave the lead and take a squint at the compass. To remedy this deficiency specifications were drawn for durable, good looking signs. Satisfactory bids were received and 1,850 signs have been ordered. But this is only the beginning. Approximately 5,500 intersections will require a total of 7,000 signs.



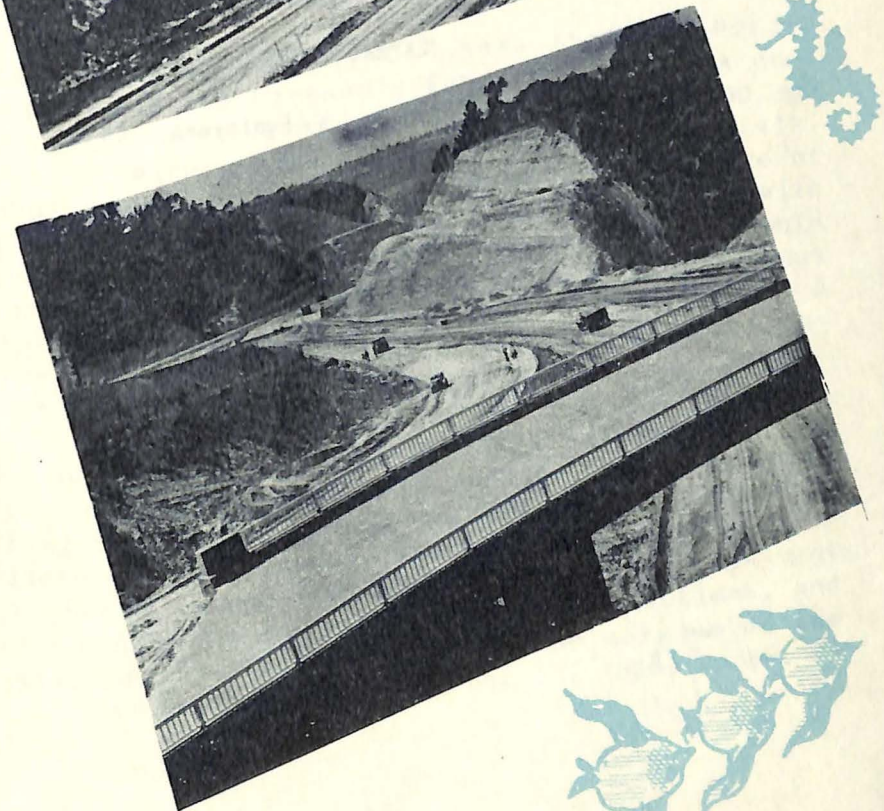
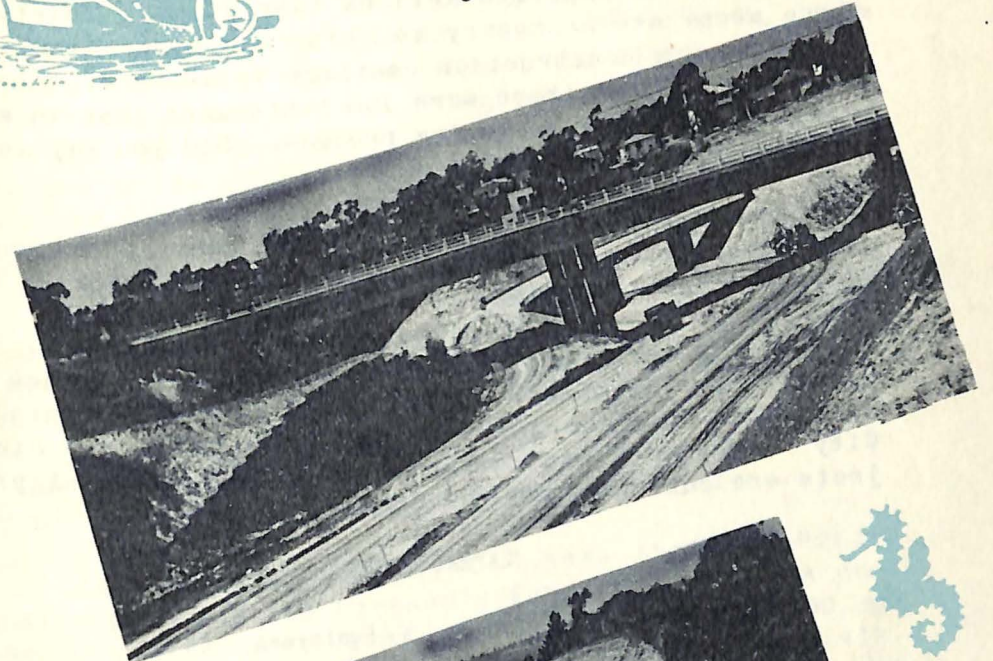
While on the subject of streets, 800 parking meters were installed under the direction of the Traffic Engineer. The total number of these little watchmen now stands at 3,200.

One hundred and eighteen street lights were installed at intersections so the careless motorists could see who hit them. Twenty-four-hour traffic-counts were made at 50 locations to determine the volume of traffic. This information is useful in deciding whether signals, stop signs or other annoyances are necessary.

The demand for street improvements is still running high along with the blood pressure of many people who want to know why a street proceeding takes so long. The State Laws under which public improvements are



The Cabrillo Freeway Under Construction



performed require many steps. From the day a petition is filed, signed by owners of 51% of the frontage, until 10-year bonds are issued for the unpaid balance of the assessment, 46 separate actions take place. Thirty of these steps are necessary to bring the proceeding to a point where a construction contract is awarded. At the close of the year there were 150 assessment jobs in some stage of this time-consuming process. Did you say something about governmental red tape?

Sewers totalling 8.38 miles were constructed under the jurisdiction of the engineers who also prepared the plans and specifications for the work.

Design work on 4 new bridges needed to replace an equal number of obsolete structures progressed through the year. Engineering work on 79 projects for other City departments was completed, and 39 additional projects are currently on the drawing boards.

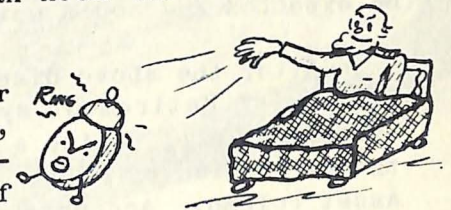
EXPENDITURES

City Engineer	Employees	64
Salaries	\$128,266.14	
M & S	6,403.07	
Outlay	6,570.61	
	<u>\$141,239.82</u>	

Pension Systems

Every person with a normal distaste for work, likes to dream of the day when he can set the alarm for 6 a.m. and then throw the blasted thing out the window when it goes off. Of course there are a few who, when released from the bonds of the work-a-day world, will set the alarm for 4:30 a.m. so they can hook the first fish of the day.

Whether you are normal or abnormal it becomes necessary, in order to revel in this care-free existence, to have some of that material with the pictures of the presidents on it each month. This brings us to the discussion of the City's 'retirement systems.



Last year we got the bad news that the Police Pension Fund and the Firemen's Pension Fund had a combined actuarial deficit of something around \$13,000,000 and it was growing as fast as the mythical bean stalk. This condition was caused by the elementary mistake of putting in too little and taking out too much. Even with the latest electronic differential analyzer no one could figure out how this condition could go on forever without disastrous results. Some remedy had to be devised. A disastrous results. Some remedy had to be devised. A committee was appointed by the Council to seek the answer to a perplexing problem.

Months of work and many meetings with members of both systems brought a proposed charter amendment aimed at putting in more and taking out less. It proposed to consolidate the two systems, increase employees' contributions from 6% to 8%, limit the maximum pension payment to \$200 a month, increase the City's contributions, and place all persons who have entered the service of the Police or Fire Department after June 30, 1946, under the

City Employees' Retirement System. In addition the City would be required to contribute an additional sum of approximately \$280,000 each year for 30 years in order to pump out the sinking hulks of the pension systems.

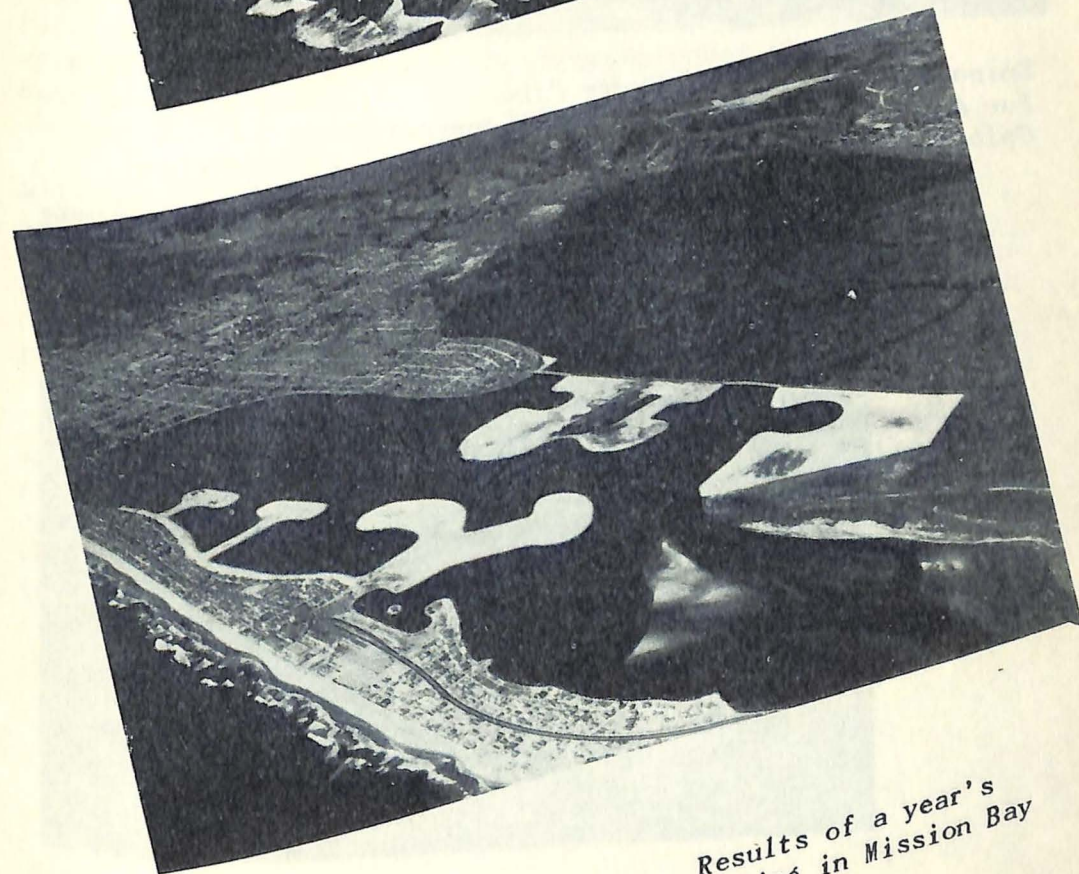
Joe Citizen viewed the proposition from all angles, found it sound, and stamped his approval. Adoption of the amendment brought on a flurry of retirements of men in both department who were entitled, under the old systems, to pensions in excess of \$200 a month. This was to be expected and could not be avoided.

After the above disertation, the report of the City Employees' Retirement system is colorless by comparison except you will notice a healthy tinge of green caused by the reflection of dollar bills---2,328,330 of them in the asset column. Accountants of course are never satisfied to let the assets stand so we can admire them in all their simple beauty. No, they must work up a liability statement that always equals the assets. This is one of the mysteries of the financial world that we have yet been unable to fathom.

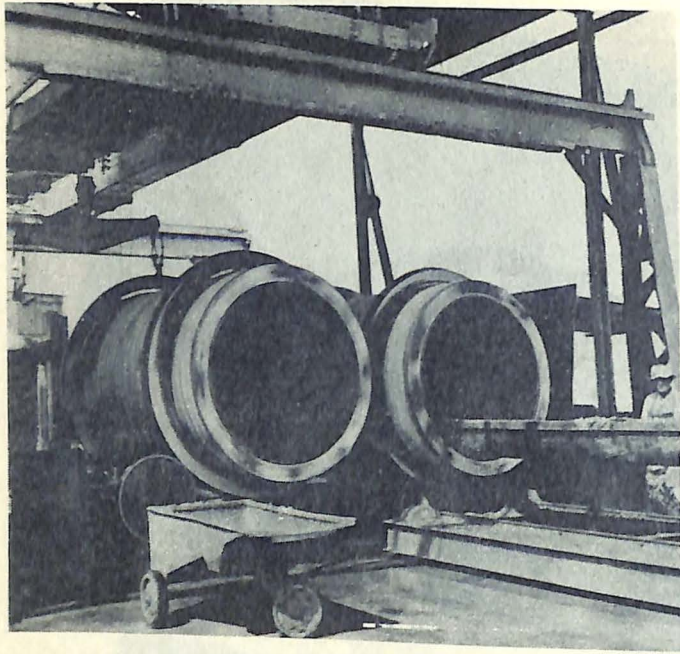
At the close of the year we find the total fishermen and alarm clock smashers to be as follows:

City Employees' Retirement System	108	
Police Relief & Pension Fund	} 259	
Firemen's Relief & Pension Fund		

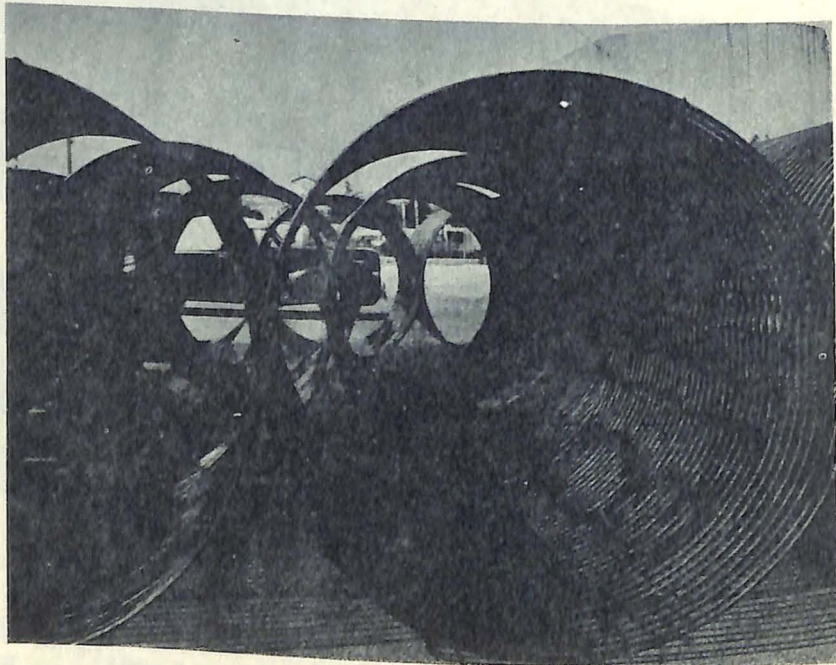
Good government demands the intelligent interest of every citizen.



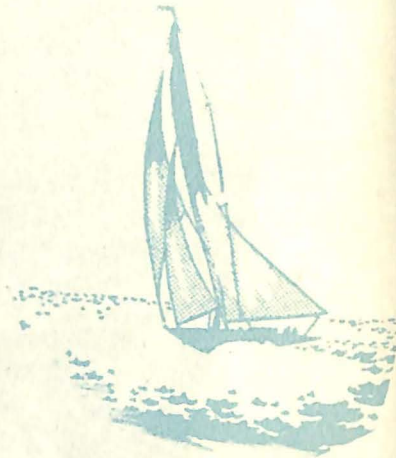
Results of a year's dredging in Mission Bay



*Spinning Reinforced Concrete Pipe
For A New Water Main That Will Transport
Colorado River Water*



*Steel Cores Before Placement
In Spinning Cylinder*



Water

While none too dignified, the only simile we can think of that aptly describes the matter-of-fact acceptance of water is the one concerning the spittoon. "You only miss it when it's gone." We are now entering a dry cycle that may have caught us with our reservoirs down if steps hadn't been taken to supply the City with Colorado River water.

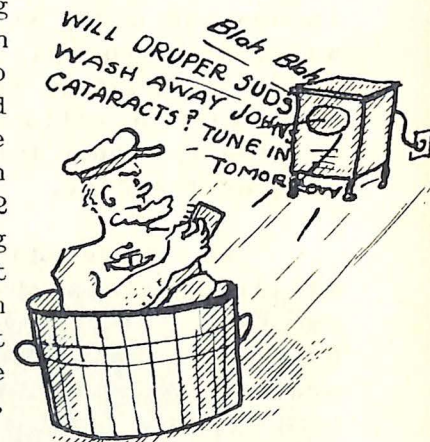
Total rainfall this year amounted to 6.33 inches. The average for the last 96 years is 10.12 inches---not very much to you who have lived in a country where 40 inches was a dry year. Fortunately for us who prefer water to more spirited liquids, the \$15,000,000 San Diego Aqueduct is scheduled for completion this fall. Fifty million gallons a day will flow through 71.1 miles of pipe and dump into the San Vicente reservoir northeast of the City.

As the average daily use during the year was 44.8 million gallons, the aqueduct could for the present supply the City's needs without any assistance from our own reservoirs. Inasmuch as the cost per gallon of Colorado River water is considerably higher than our own (when we have it), we will always use up our own supply first.

Our citizens realizing that water was scarce cooperated in a conservation program which no doubt helped reduce water consumption from 51.1 million gallons per day in 1945-46 to 44.8 m.g.d this year. Largest single reduction was effected by the Navy which is incidently the largest single user of the precious commodity.

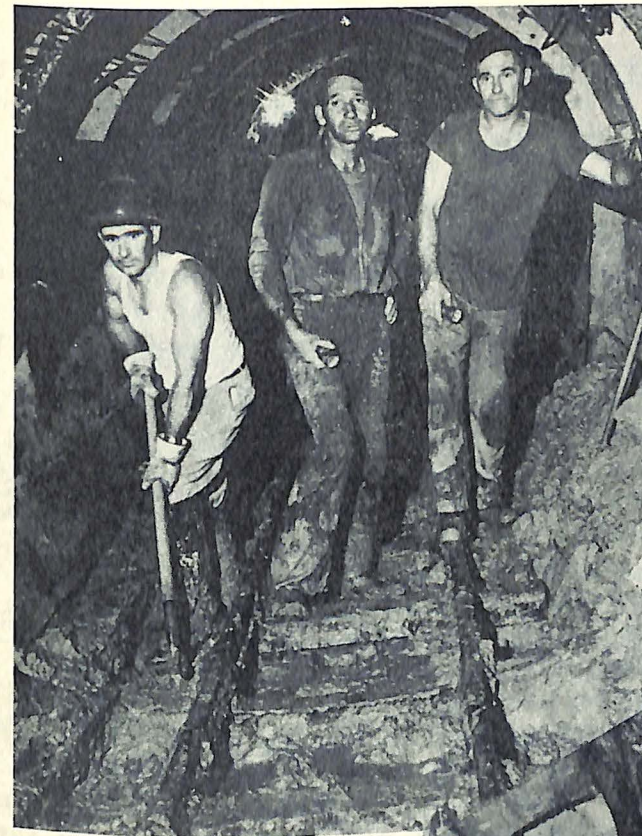
An adjunct to the aqueduct is the construction of a water treatment plant, regulating reservoir, and several large pipe lines at a cost in excess of \$6,000,000 which is quite a pile of Lincoln lettuce. It just occurred to us that this water business is a vicious circle. Water is required to make green stuff, but it takes green stuff to get water!

Acquisition of the land needed for these projects was accomplished during the year by purchase and condemnation. Equipment totalling \$336,150 was purchased for the yet-to-be constructed Alvarado Filtration Plant. Several miles of pipe lines ranging in size from 48 to 68 inches are under contract with construction proceeding rapidly. One section will bring Colorado River water from the San Vicente reservoir to the Alvarado Treatment Plant for purification and softening. On its way from the Plant to the City distribution mains, it will pass through 6,242 feet of 72-inch tunnel costing \$709,130. If some soap opera hadn't started this Saturday night bath craze, these expenditures wouldn't be necessary and John's other wife wouldn't have such high water bills.

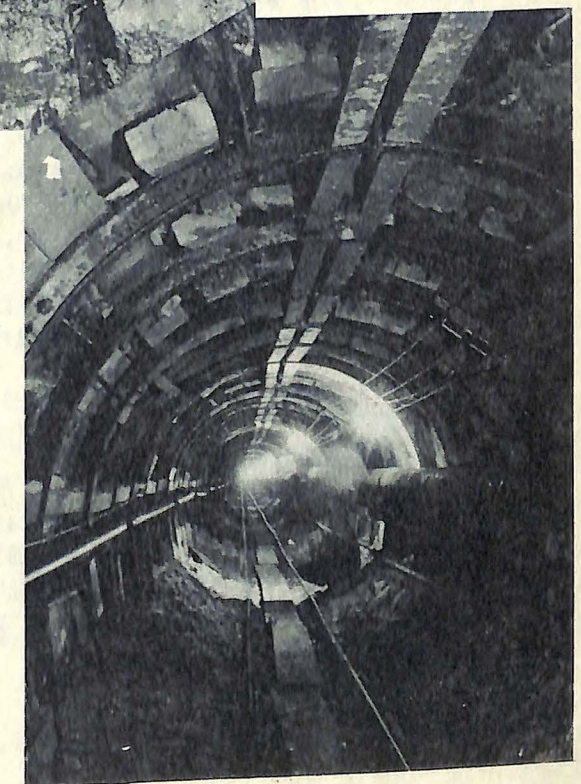


Wine and wood may get very chummy but water is harder on wood (and your stomach according to one school) so 6,000 feet of the Lockwood Mesa 18-inch, woodstave pipe line had to be replaced with 20-inch steel pipe.

Culminating several years of toying with the idea, a charter change was submitted to the voters which provided for the consolidation of the three divisions of the Water Department. Development, Distribution, and Accounting were to be under a Director of the Water Department responsible to the City Manager. Under the



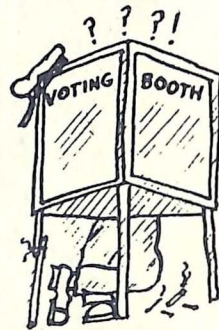
Grossmont Water Transmission Tunnel Under Construction



old plan each of the three divisions reported directly to the Manager. The voters saw the merit of such a revision and gave their approval.

They also went to the polls and stamped their way through a series of complicated proposals that related to the City's rights to Colorado River water, and to financing of the San Diego Aqueduct. As citizens of San Diego they voted to assign the City's water rights to the Metropolitan Water District of Southern California, and to assign the contract for the aqueduct to the San Diego County Water Authority.

Now here is where it gets complicated. The City is a member of the Water Authority, therefore, these same citizens then had to vote as residents within the Water Authority to accept this assignment. While still wearing this two-faced garb they also approved the annexation of the Water Authority to the Metropolitan Water District. (Are you still with us?) Why all the gymnastics? Well, by transferring the aqueduct contract to the Water Authority other cities in this area, which are also getting thirsty, will get the use of the pipe line. The transfer will also relieve the City of San Diego of a small portion of the total cost. The Water Authority had to annex to the Metropolitan Water District because our pipe line hooks onto their aqueduct. It was a case of "no joinee, no washee shirtee in honorable water".



EXPENDITURES

Water Development	Employees	128
Salaries	\$262,805.88	
M & S	233,500.25	
Outlay	384,247.07	
	<u>\$880,553.20</u>	

ACCOUNTING and DISTRIBUTION

Distributing water can be just as exciting as catching criminals or putting out fires. When a large main breaks in a business district and 2 million gallons of water go off on a spree before you can close a valve, you have a whale by the tail.

That's what happened at University and 5th Avenue when a San Diego Street Railway crew removing abandoned track by bouncing a 6,000 pound ball on the pavement (*super men*) got too close to our water main. Earth, pavement and water shot skyward. The fun was on if you weren't involved.

Another less spectacular but even more costly break occurred on the same street a short time before. A 36-inch main between Florida and Alabama Streets settled in an old earth fill and ruptured 4 joints. One hundred tons of crushed rock were dumped in as back fill to prevent future settlement of the pipe.

Growth of the city was reflected by the installation of 3,171 water meters bringing the total customers to 60,772. Water mains installed by the Department and by subdividers totalled 92,587 feet. Tired, leaky pipe amounting to 37,972 feet was abandoned leaving a total in service of 3,607,085 feet or 683.16 miles. The canine population will be interested to know that 91 fire hydrants were installed bringing the total in service to 3,446.

We honestly don't believe we are overly cantankerous (*a man can seldom see his own faults*) and yet we somehow get into the most ludicrous arguments with the federal government. Last year we were



haggling with Army over a \$34,673.76 unpaid water bill that was eventually settled for \$25,000. This year the stew was with the Navy over the ownership of 2,800 feet of 10-inch pipe of ours that they removed and stacked in their yard. We have conclusively proven, to our own satisfaction at least, that the pipe was installed by the City under a grant from the federal government to the City. Possession being 9 points of the law, the Navy has the upper hand at the moment.

Even though the volume of water sold was less this year than last, the dollar value was up \$622,735.65 for a total of \$4,407,733.63. From this you undoubtedly deduced that the unit cost was increased. Correct. The price was increased 4.6¢ per hundred cubic feet in all rate blocks in order to secure part of the cash necessary to pay our share of the Aqueduct costs and Metropolitan Water District membership. The starting rate under this new schedule is now 26.6¢ per hundred cubic feet. Not cheap water, true, but we throw in a lot of sunshine without charge. In some areas you would spend more for vitamins every month than you would spend for water in this chosen land of ours. (*The Chamber of Commerce paid for this line.*)

EXPENDITURES

Water Distribution		Employees 165
Salaries	\$253,576.63	
M & S	143,350.82	
Outlay	748,702.23	
	<hr/>	
	\$1,145,629.68	
Water Accounting		Employees 43
Salaries	\$111,507.10	
M & S	33,345.56	
Outlay	958.45	
	<hr/>	
	\$145,811.11	

Parks

The biggest news generated by the Park Department was the return of Balboa Park by the Navy after many war-years of use. Two museums, the art gallery, a municipal gym, six large exhibit buildings and a multitude of small structures had been converted into hospital buildings complete with smell of antiseptics.

These facilities alone were not ample to care for the hundreds of wounded brought back from the far-flung battlefronts, so dozens of temporary service buildings were erected. The result was a beautiful hospital but an unbeautiful park. Not as unbeautiful, by any means, as a few enemy bombs might have made it.

Now comes the prodigious task of restoring the area to its former attractiveness. We said it would cost \$947,885.82. The Navy countered with a figure of \$840,000, but inferred there was \$50,000 worth of salvage in the temporary buildings.

"Fifty thousand from \$840,000 leaves \$790,000. That's what we'll give you."

If you have ever engaged in any syllogization (*argument, in plain talk*) with the Navy you know they invariably come out on top---'nuff said. At the current rate of increased construction costs we know our estimate was more realistic than theirs. So what? So let's change the subject.

At the close of the year many of the temporary buildings had been demolished or moved. Plans are being drawn for conversion of the Federal Building into a 2700-seat civic theater complete with



"I guess I know when I am out-ranked."

facilities for concerts, road shows, lectures and conventions. A survey of the Park by a noted consultant brought forth the recommendation that many of the 1915 Exposition buildings, now in a bad state of disrepair, be torn down to make room for additional planted areas. Although many of the buildings were intended to be temporary, many citizens dislike to see them destroyed because the Italian Renaissance architecture has made them world famous.

Whether they fall victim to the housemovers' blows or remain standing has little bearing on the use of the buildings by the public because the Fire Marshall and the Building Inspector have condemned them as unsafe.

Every quarter hour throughout the day the melodious notes of Westminster Chimes drift through the fluttering leaves of towering eucalytus trees. Through the generosity of a citizen, a 32-note carillon of Maas Chimes was donated and installed in the California Tower. When an automatic player becomes available, visitors to the Park will be thrilled by daily carillon concerts.

Plans for future improvements in Balboa Park and parks in outlying areas progressed through the year. In a city with 96 square miles of area, the development and maintenance of parks to serve all areas is no small task.

Despite the opening of a new privately-owned golf course in Mission Valley, the Municipal 9 and 18 hole courses grossed \$105,503.24, the largest take in their history. Much of the appeal of our courses lies in their rugged topography, but the course manager is not equipped with the legs of a mountain goat and could not negotiate the area with the rapidity often necessary, so he was motorized with a Jeep.

Interments for the year totalled 921 as against 958 in 1945-46. A system of lot book records was established as a step toward improving the unreliable and incomplete records which the City inherited from previous operators of sections of the Cemetery in past years.

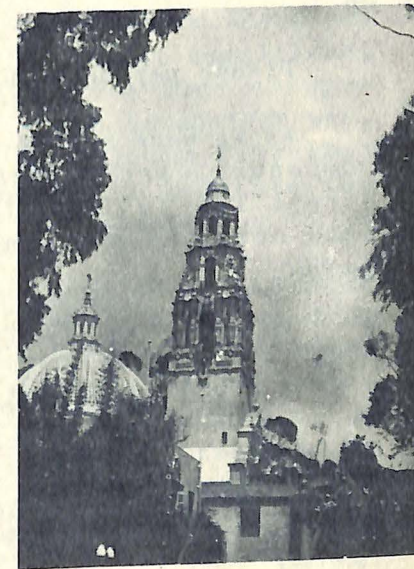
A financial boost was given by a Charter amendment adopted during the year that permits the use, for current operations, of one-half the money received from the sale of lots. Heretofore, all of the money was deposited in the perpetual care fund and only the interest was available for maintenance.

We can't seem to pass this section of the report without succumbing to the temptation to throw in a commercial about trees.

There isn't a public building, a private home, a country road, or a city street that is not enhanced by the planting of trees. There isn't a living object that can give more joy to more people than a tree. Painters, poets, photographers ---all try to grasp, describe and pass on the infinite beauty of God's most generous creation.

So now you dash out and plant, with tender hands, dozens of young trees! It would be nice, but we won't plan on it. We'd be happy if you only watered that neglected tree in the parking.

Would you excuse us a moment? There is some sort



of disturbance in the closet.

Us: "What's that you say?"

Skeleton: "Assuming that only half of the improved lots in the City have trees, you tightwads spend a paltry 70.1¢ on each lot for the care of trees."

Us: "People what?"

Skeleton: "People who live in glass houses . . ."

Us: "Yes, yes, we know the rest. Okay, we'll shut up."

Please pardon this interruption.

As we were saying (*before the shoulder strap on our composure carried away*) with the 70.1¢ per lot the Street Tree Division trimmed 14,445 trees, removed 137 dead ones and performed a multitude of housekeeping tasks.

EXPENDITURES

	Park Department	Employees	147	
	<u>SALARIES</u>		<u>M & S</u>	<u>OUTLAY</u>
Park	\$197,440.31	\$ 86,590.42	\$ 3,408.52	
Street Trees	15,306.70	7,118.17	
Golf Course	44,999.47	27,494.66	3,138.13	
Cemetery	60,346.07	17,005.58	8,217.26	
Art Gallery & Museums	27,119.39	417.01	
	<u>\$345,211.94</u>	<u>\$138,625.74</u>	<u>\$ 14,763.91</u>	
	<u>GRAND TOTAL</u>		<u>\$498,601.69</u>	

Harbor

There is something fishy about the operation of our harbor! That remark is not intended to arouse suspicion. It is a statement of fact. Next to the Navy, the tuna fleet of sleek, long-range clippers berthed in San Diego Bay make up our most important waterfront industry. Each year these little ships which cost up to \$500,000 and resemble yachts more than work boats, lug thousands of tons of delicious tuna to the local packing plants.

San Diego is the only city in the nation where you can throw a pebble from the window of the magnificent Civic Center and hit the skipper of a tuna clipper loading at the embarcadero. Or to put it another way, San Diego is the only place where, if the fishermen caught red herring, they could throw one into the Council Chamber from the decks of their boats.

Although a lot of lumber came into the port during the year, the Harbor Department had difficulty securing deck lumber with which to complete the apron wharf along Harbor Drive. A portion of the Municipal Yacht Harbor adjacent to Point Loma was deepened by the removal of 551,732 cubic yards of material which was then used to reclaim 13 acres of tideland. This new land and the deepened portion of the Yacht Harbor have been set aside for commercial operations.

The "G" Street mole pier, in the final stages of construction, is now held up by shortages of deck lumber. Plans and specifications for the Tenth Street industrial pier were completed at a cost of \$38,000. The call for bids for its construction will be made sometime during the coming year.

administration building were completed. A contract for the 1,000-foot extension of Switzer Canyon storm drain was let at a cost of approximately \$150,000.

Expenditures made by the Harbor Department for new construction during the year totalled \$338,383.01. Maintenance and repair of harbor facilities amounted to \$134,031.03.

EXPENDITURES

Harbor Department	Employees	58
Development		
Salaries	\$	88,274.37
M & S		250,108.64
Outlay		
		<hr/>
		\$338,383.01
Maintenance		
Salaries	\$	80,471.50
M & S		42,221.90
Outlay		11,337.63
		<hr/>
		\$134,031.03

"If freedom shall new splendors reach,
And not be dragged into the dust,
This to our children we must teach,
That Public Service is a trust."

Edgar Guest

Finance

A lot of money flowed in and out of the City's piggy bank this year. To be specific: \$20,470,523.91 came in and \$20,049,903.47 went out to pay for salaries, materials, equipment, new structures, and principal and interest payments on our bonded debt.

The activities of each penny are so carefully recorded you need never worry that any of your tax money will ever go AWOL or jump ship.

This year the 1/2¢ City Sales Tax went into operation and brought \$1,410,883.48 into the Treasurer's cash drawer. Business licenses issued totalled 17,693, a drop of 112 from the previous year.

A lot of dogs it seems forgot to tell their masters that they must be licensed (*the dogs, that is*). The Treasurer, therefore, conducted a campaign to round up the wayward owners. Four hundred forty-one man days of work resulted in 79,610 door bells being pushed. The efforts payed. Dog license fees for the year amounted to \$32,554.50.

Time was when the apex of regimentation was to be a mere number on a time sheet or a payroll. But even numbers can be memorized and do hold a strange fascination for some people. However, with the installation of IBM equipment in the Auditor's Office our employees became nothing but a series of holes punched in light cardboard. The fiendish, clattering machines do have their good points, though. With incredible rapidity they grind out cost accounting figures that are the tools of efficient government.



THAT'S ME.
JUST A BUNCH
OF @!?!
HOLES



The amount of a city's bonded debt should be of interest to every citizen. This is the mortgage on the old municipal homestead and should never be forgotten until paid off. Our debt is \$21,920,200. On the basis of our current assessed value of \$258,610,290 the City Charter would permit a maximum debt of \$64,625,572, so you see the ice is still fairly thick. We'd prefer that it remain that way because we get butterflies in our stomachs when we can look through and see the cold, forbidding water.

If you are still hungry after digesting the following, we suggest you tear into the Auditor's annual report which ought to satisfy your appetite for pinups (*this is a typographical error---should be "figures"---the printer was day dreaming again*).

EXPENDITURES

Auditor	Employees 24
Salaries	\$63,908.90
M & S	6,268.59
Outlay	1,040.86
	<hr/>
	\$71,218.35
Treasurer	Employees 22
Salaries	\$60,635.55
M & S	13,163.52
Outlay	3,268.09
	<hr/>
	\$77,067.16

The noblest motive is the Public Good

SUMMARY STATEMENT OF REVENUES

General City Operating & Capital Outlay Fund Revenues	Amount	%
Current Taxes	\$4,672,076.38	41.2
Delinquent Tax Penalties	109,661.05	1.0
Sales Tax	1,101,189.90	9.7
Other Local Taxes	574,247.61	5.1
Licenses & Permits	1,041,043.77	9.2
Fines, Forfeits & Penalties	766,589.39	6.8
Revenue from Use of Money & Property	217,604.01	1.9
Revenue from Other Agencies	674,177.00	5.9
Service Charges	310,188.75	2.7
Sundry & Unclassified	128,594.35	1.1
Transfers from Water Fund	1,746,727.22	15.4
Total	\$11,342,099.43	100.0

SUMMARY STATEMENT OF EXPENDITURES

General City Operating & Capital Outlay Fund Expenditures	Amount	%
General Government	\$1,068,314.96	8.9
Public Safety	2,889,256.00	24.0
Street & Highways	928,147.18	7.7
Sanitation & Waste Removal	860,447.00	7.2
Conservation of Health	281,976.79	2.3
Libraries	284,840.97	2.4
Recreation	1,905,279.59	15.8
General Service Departments	469,750.88	3.9
Contribution to Pension Systems	924,575.40	7.7
Miscellaneous (<i>Including Transfers</i>)	457,500.38	3.8
Interest Charges on Gen. Obligation Bonds	694,796.11	5.8
Payment on General Obligation Bonds	1,268,358.55	10.5
Total	\$12,033,243.81	100.0

The above statements might lead you to believe that we spent more than we took in and thus are running in the red. The difference came out of reserves that had been set aside when equipment and materials were not available.

UTILITY OPERATIONS

Revenues

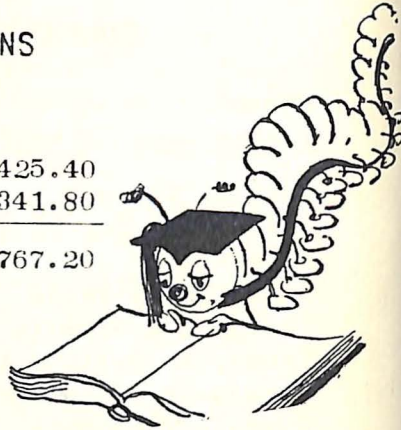
Water Department	\$4,769,425.40
Harbor Department	467,341.80
Total	\$5,236,767.20

Expenditures

Water Department:		
Budgetary Expenditures	\$2,181,993.99	
Trans. to General Fund	1,746,727.22	
		\$3,928,721.21
Harbor Department:		
Operation & Maintenance	134,031.03	
Development	338,383.01	
		472,414.04
Total		\$4,401,135.25

ASSESSED VALUES

Real Estate	\$ 72,883,450
Improvements	100,199,890
Personal Property, Secured	18,541,220
Personal Property, Unsecured	38,553,740
Total	\$230,178,300
Public Utility Property	28,431,990
Grand Total	\$258,610,290



Officials

Mayor	Harley E. Knox
Vice Mayor	Gerald C. Crary
Councilmen by Districts:	
District 1	Gerald C. Crary
District 2	Charles B. Wincote
District 3	Elmer H. Blase
District 4	Ernest J. Boud
District 5	Charles C. Dail
District 6	Vicent T. Godfrey

(Council Meetings — Tuesdays at 10:00 A.M.)

Assistant City Manager	G. E. Arnold
Attorney	Jean F. DuPaul
Auditor and Comptroller	John McQuilken
Budget Officer	Samuel M. Roberts
City Clerk	Fred W. Sick
Engineer	Neal D. Smith
Fire Chief	George E. Courser
Health Director	Alex M. Lesem, M. D.
Hydraulic Engineer	Fred D. Pyle
Inspector, Chief	Oscar G. Knecht
Librarian, Acting	Clara E. Breed
Manager	Fred A. Rhodes
Municipal Court Judges:	
Department 1	Stanley T. Howe
Department 2	Eugene Daney, Jr.
Department 3	Philip Smith
Department 4	A. F. Molina
Department 5	John J. Brennan
Park Director	W. Allen Perry
Personnel Director	Raymond Krah
Planning Director	Glenn A. Rick
Police Chief	Clifford E. Peterson
Port Director	J. W. Brennan
Public Works Director	Fred A. Rhodes
Purchasing Agent	J. H. Shaw
Recreation (Asst. to Mgr.)	Leo Calland
Recreation Superintendent	W. A. Kearns
Social Welfare Director	Edwin J. Cooley
Treasurer	Robert C. Lindsay
Water Accountant	R. A. Campbell
Water Distribution Superintendent	Earl E. Thomas

BOARDS & COMMISSIONS

- CIVIL SERVICE-Benjamin J. Greenlund, Marie L. Herney, Vincent T. Godfrey.
- EDUCATION-Orton E. Darnall, Mary L. Fay, Mildred L. Hale, Harvey L. Lewis, Jr.
- EMPLOYEES' RETIREMENT BOARD OF ADMINISTRATION-G. F. Atkinson, W. Allen Perry, Fred A. Rhodes, Fred W. Sick, Howard Ritter, City Treasurer Robert C. Lindsay, City Auditor John McQuilken.
- FIREMEN'S RELIEF AND PENSION BOARD OF TRUSTEES-Chief John E. Parrish, Treasurer Robert C. Lindsay, Addison E. Housh, Robert Conard, A. C. Penrose.
- FUNDS-Frank Frye, Jr., Thomas F. O'Connell, Sr., Louis Rice, Jr.
- HARBOR-Anderson Borthwick, Emil Klicka, Gen. Holland M. Smith.
- HEALTH-Charles F. Hoffman, Samuel J. McClendon, M.D., T. M. Russell, R.A. Schneider, M.D., A. E. Moore, F. E. Young.
- LIBRARY-Lawrence M. Klauber, Mrs. Gage Brenneman, Thomas O. Scripps.
- PARK-Roland S. Hoyt, Dr. Howard B. Bard, Milton P. Sessions.
- PLANNING-John Birkel, John S. Siebert, Victor Lundy, Philip Gildred, Sibley Sellew, George P. Kerrigan, Parke Ewing, City Engineer N. D. Smith, Deputy City Attorney Harry S. Clark.
- PLAYGROUNDS AND RECREATION-Mrs. Alice H. Boucher, Edwin K. Klenke, Fred E. Lindley, A. E. G. Orr, Chester Van Dusen.
- POLICE RELIEF AND PENSION BOARD OF TRUSTEES-Chief Clifford E. Peterson, Treasurer Robert C. Lindsay, E. T. Guyman, Jr., Y. N. Adams, A. E. Jansen.
- SOCIAL WELFARE-Charles S. Gurley, Charles J. Holliday, Lester Nichols, Mrs. Donald P. Abbot, Mrs. R. S. Hunter.
- WATER ADVISORY-Fred A. Heilbron, J. W. Fisher, Joseph E. Dryer.

