

CIVIC AFFAIRS

1937-1938



ISSUED BY THE CITY MANAGER

CITY OF SAN DIEGO, CALIFORNIA

CIVIC AFFAIRS

FISCAL YEAR
1937 - 1938



CITY OF SAN DIEGO, CALIFORNIA



CITY OF SAN DIEGO

OFFICE OF
R. W. FLACK
CITY MANAGER

SAN DIEGO, CALIFORNIA

The Honorable Mayor and City Council
of the City of San Diego, California

Gentlemen:

Herewith is submitted the Manager's Annual Report for the fiscal year ended June 30, 1938, together with certain other information.

On July 1, 1935, the present administration started operating the municipal departments under the city manager form of government. Since that date general progress has been tremendous and the benefits to the citizens are manifestly apparent.

This report is published primarily to inform the people of this community of the facts concerning their own municipal government. Also, it provides documentary evidence concerning the stewardship of its officials.

A careful study of this necessarily brief summary of local government activities and accomplishments should stimulate a greater personal interest in City affairs.

This booklet in a small way should contribute to the ultimate aim and realization of the motto on the Civic Center, "GOOD GOVERNMENT DEMANDS THE INTELLIGENT INTEREST OF EVERY CITIZEN"

It is desired here to pay tribute to the admirable spirit of our citizens, to an understanding and earnest Council, to the efficient and loyal coworkers in the City service, and to the local press that has been helpful and intelligent in recording the problems and processes of our municipal government.

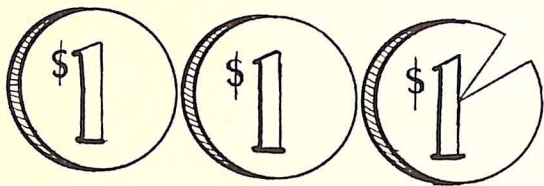
Appreciation and recognition is accorded to Mr. W. A. Huggins, the Executive Secretary to the Safety Council, for his assistance and cooperation in compiling and editing this report.

Respectfully submitted,

R. W. Flack
City Manager

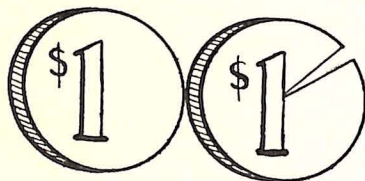
CITY TAX RATE

1934-35

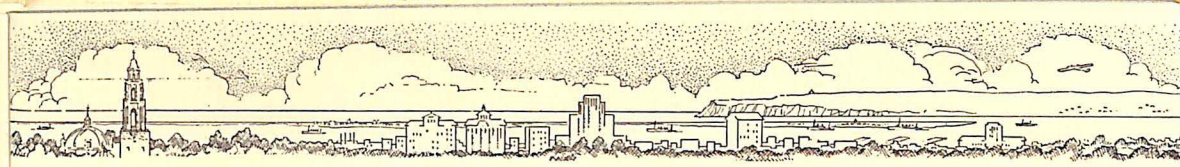


\$2.86

1938-39



\$1.96



The Growth of a Modern City

Capital improvements totalling \$3,000,000 in value.

New buildings, new parks, new playgrounds.

New equipment valued at hundreds of thousands of dollars.

Vastly improved service by all departments.

The City's cash reserve increased from \$10,000 in 1935-1936 to \$460,000 in 1938-1939.

A decrease in the total bonded indebtedness of \$2,136,000, without any new bonds voted.

Scores of projects sponsored with City funds, thus creating more employment.

Miles of new pavement, new curbing, new water mains and new sewer lines.

New subdivisions created and old ones annexed.

A ten-year city-wide program for future growth.

A comprehensive disaster relief plan.

A traffic safety program showing a reduction in deaths of 65% in six months.

An administration in step with modern times and awake to the needs of a rapidly growing city.

This is the San Diego of today, as a new fiscal year starts with a reduction of 90 cents in the city tax rate under that of three years ago.

Routine city service has been improved and in many instances increased as demands have increased. More efficiency at less cost, has been the keynote, with the result that today San Diego is a cleaner, finer city in which to live.

Growth in population has been tremendous, necessitating constant readjustment of service and manpower in order to provide those essentials of life which are common to the modern city.

Industrial, cultural and naval growth have aided in converting this cradle of western civilization into a bustling, hustling, wide-awake community, which is demanding and obtaining a definite place in the galaxy of leading American cities.

City Votes For New Government

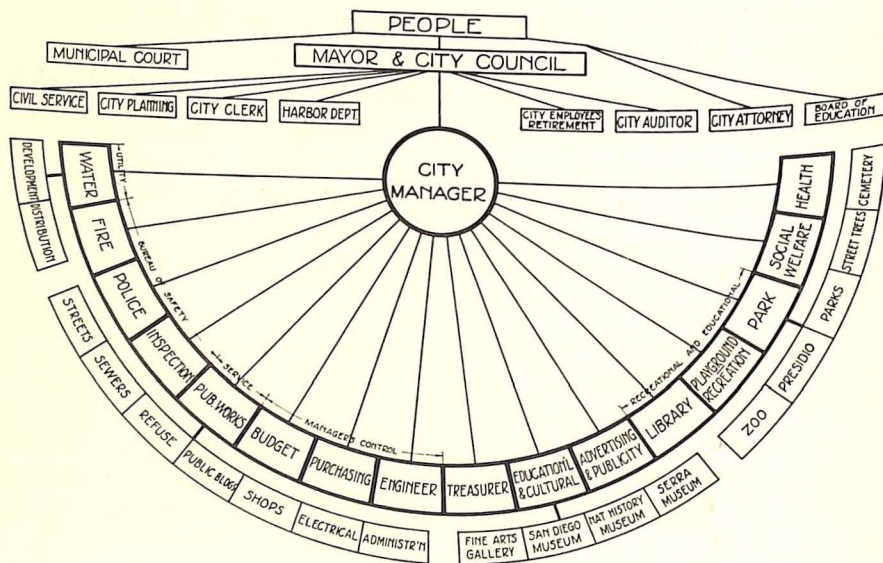
When in 1931 the people voted for a city manager form of government, it was the start rather than the end of a long fight to effect a change in manner of government which would mean more efficiency and less politics, more service and less expense, more public welfare and less organized evasion of the rights of others.

From May 20, 1932, to August 1, 1935, the city had four city managers, none serving for a complete fiscal year. The vicissitudes of politics made the situation possible and the city felt this absence of extended leadership.

In July, 1935, the present city administration took office and appointed Robert W. Flack city manager. Mr. Flack had served in that capacity in two other cities for long periods of time. Members of the Council were drafted into service, pledging upon their election the best possible non-political administration.

The business-like manner in which they have conducted the City's affairs is reflected in betterment of service and lowering of the tax rate.

The chart below shows the municipal organization as set up under the charter.



Council In Step With New Charter

Since July 1, 1935, there has been a very definite recognition of human rights by this present administration. This recognition has taken form through active support of all movements in the City government having to do with increase of service, personnel and equipment.

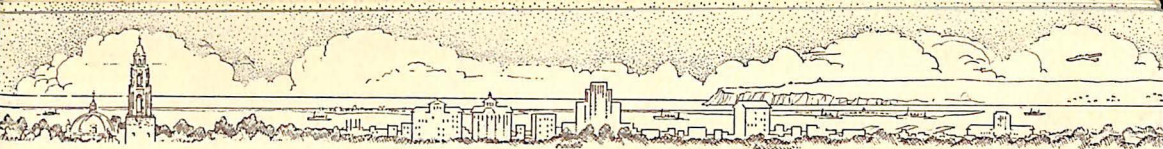
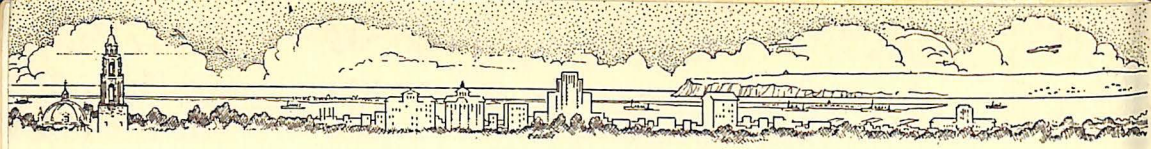
The administration has accepted the proposition that no government can be a good government unless there is recognition of the welfare of all people. Indicative of the sincerity of the members of the City Council has been the very rigid adherence to that provision of the City Charter which places the active administration of City affairs in the hands of the City Manager. This administration selected a City Manager deemed competent to conduct the affairs of the City, and the task was left to him. The results achieved demonstrate the efficacy of such procedure. There has been a very definite absence of petty politics and interference with departmental affairs.

Recognizing the human element in municipal government, this administration has made possible the expansion of every branch of service without an attendant increase in cost and without any sacrifice of efficiency. In many instances, the use of Federal funds, provided through the WPA and PWA, have made possible the erection of new buildings and additions and expansion of service.

The Federal funds obtained have amounted to several millions of dollars and range from minor expenditures such as repairs and alterations to certain buildings, to many major projects such as the Civic Center and the new Police Headquarters. Included in the departments aided were the Police, Fire, Public Works, Park, Playground and Recreations, Streets, Harbor and Library. Totals noted elsewhere in this report will indicate the extent of the expenditures made by the City alone, and also those joint projects wherein the City and the Federal government shared the cost.

U. S. Funds Aid Projects

Outstanding among the achievements of the past three years has been the erection of the administration building, the first unit of the new Civic Center. The City and County administrations have co-operated in sponsoring this, one of the major projects of the Federal government in this city.



When this administration took office in 1935, the California Pacific International Exposition was in its first year. The influx of thousands of visitors each week presented a problem of policing which was solved without any particular difficulty. In fact, during the two years of the Exposition there was a noticeable absence of crime. Only one pickpocket complaint was filed, this being solved within a very few hours. Crime, generally, has shown a material decrease since the fiscal year 1934-35.

**Police Show
Great Gains**

Improvements in the Police Department during the past three years have included a new horse-mounted detail, installation of two-way radio equipment in all automobiles and ambulances, the replacing of all old privately owned motorcycles with city owned machines of the latest type, radio-equipped; the building of new structures and new pits at the target range, improvements at the El Capitan Rehabilitation Camp, the inauguration of new training classes for police officers, the erection of new substation buildings at La Jolla and Ocean Beach, the reorganization of the Traffic Division, organization of the Junior Traffic Patrol consisting of more than 500 boys on duty at 29 schools, the sponsorship of a traffic violators' school, and the perfection of plans for a new police headquarters and jail.

The Police Department, through careful supervision and consistent enforcement, has aided in showing an increase in municipal license returns of \$71,473.56 for the past fiscal year, compared with \$57,699.24 for the fiscal year 1935-36.

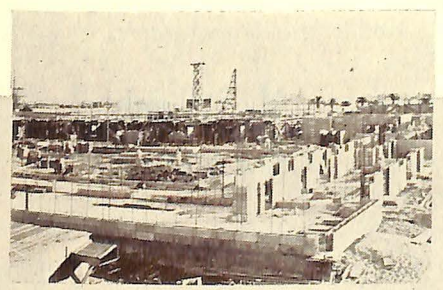
Recognizing the necessity for community action in case of a major disaster, the City Manager directed the organization of a disaster relief plan which embraces every phase of community life. So efficient is this organization that within one hour thousands of private citizens, marines, sailors and soldiers would be on duty furnishing aid. The vast organization which would perform necessary duties is provided for by ordinance.

**Relief Plan
Is Formed**

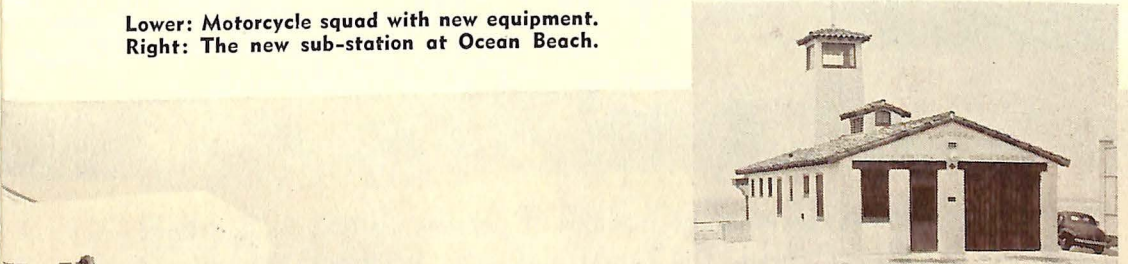
Efficiency can best be obtained through proper training, and to this end the City Manager arranged a series of conferences with representatives of the State Board of Education, for the purpose of training city employees to become teachers in their respective departments. These conferences are resulting in great good in that department heads and employee representatives are gaining new ideas on the close relationship between the various departments.

Conforming to provisions of the City Charter, the Manager has prepared and distributed a very comprehensive long-term program for future development of the City, entailing an expenditure of some thirty-seven million dollars and covering all types of improvement. New arterial highways for relief of traffic, new playground and recreational areas, new water and sewer lines, new lighting districts, and many other changes are covered in this city-wide plan.

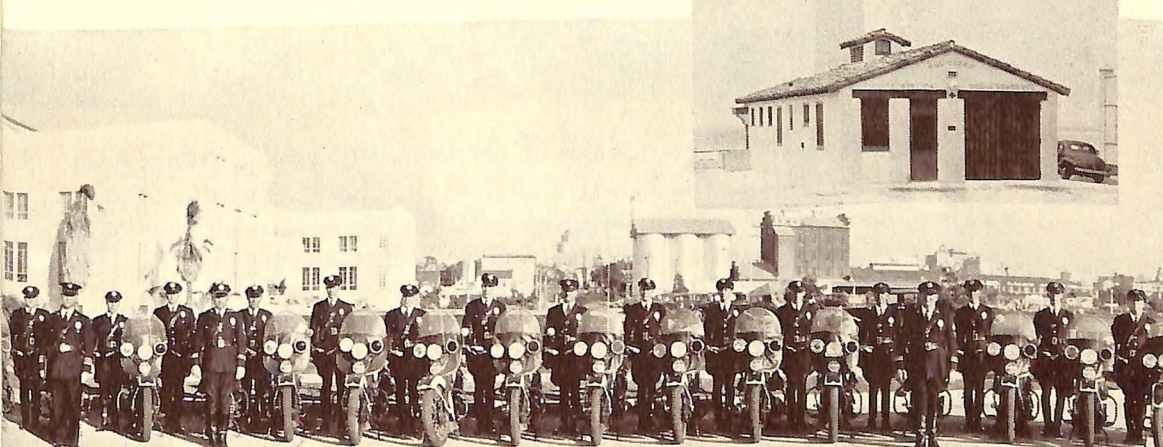
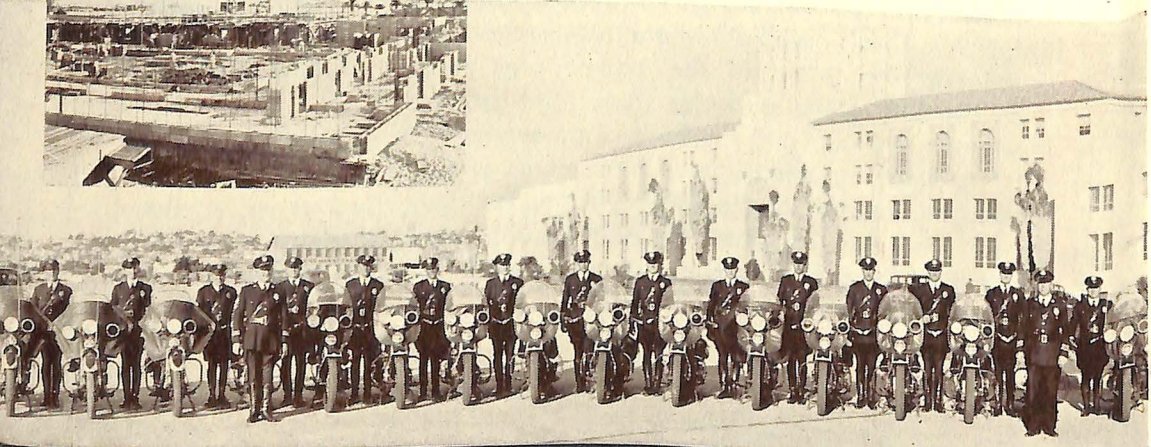
This program has been hailed as one of the most comprehensive ever prepared in the West.



Left: New Police Headquarters under construction on city owned waterfront site.



Right: The new sub-station at Ocean Beach.





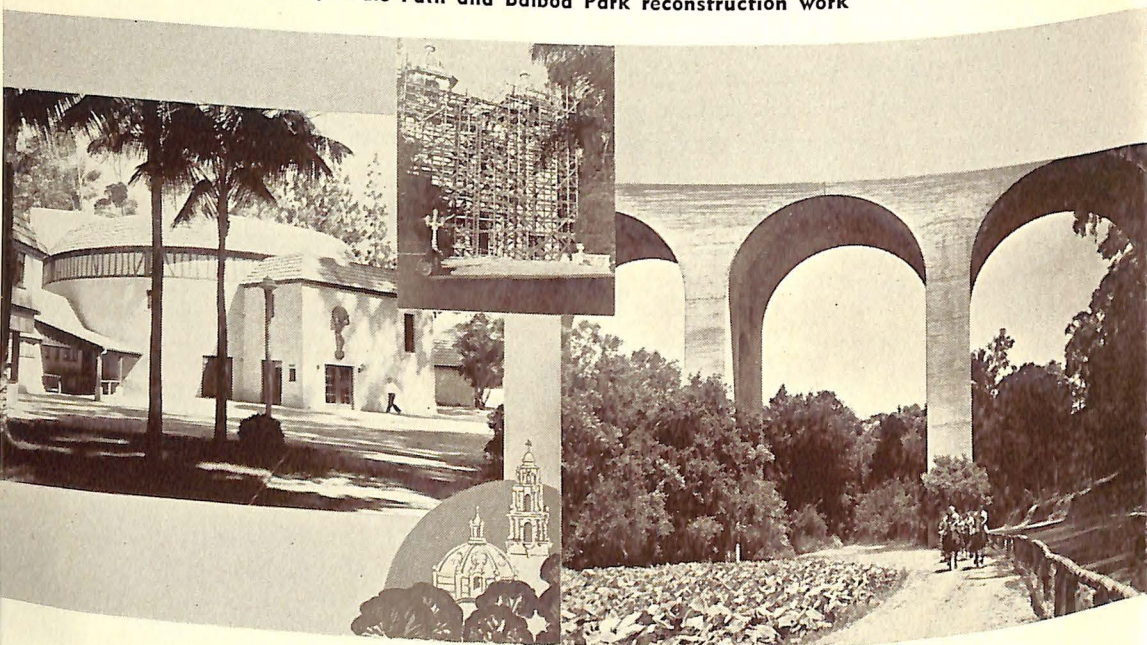
At the close of the Exposition, there was the problem of rehabilitating Balboa Park and turning it back to the public for general recreational and cultural use. This was accomplished with little loss of time and at very small expense.

Balboa Park Is Restored

The addition of Presidio Park to the City's park system was made possible through the generosity of Mr. George W. Marston, philanthropist. This Park is the site of the first white settlement on the Pacific Coast and is rich in historic value.

The rehabilitation of Balboa Park included removal of a number of temporary buildings, re-designing of flower beds and beauty spots, the allocation of buildings to various organizations, and scores of other details. The Park Commission and the City Manager's office worked together to bring about the necessary changes.

Old Globe Theatre, Bridle Path and Balboa Park reconstruction work



Since the Exposition the number of persons visiting Balboa Park has greatly increased. The House of Pacific Relations, Educational Building, Spanish Village, House of Hospitality, Pepper Grove Picnic Grounds, and the various museums all have been aided by this administration in obtaining needed improvements.

In June, 1936, the City Manager recommended the appointment of Walter W. Cooper, public utilities statistician, for the purpose of obtaining expert assistance in all matters pertaining to public utilities operating in the City of San Diego. As a result of help obtained through Mr. Cooper, the following advantages have accrued to the City:

Rates Cut On Utilities

1. An electric rate change which reduced electric consumers' bills more than \$311,000, annually, and a gas rate reduction which cut gas consumers' bills \$111,000, was made effective March 15, 1937, by San Diego Consolidated Gas & Electric Co. As the result of negotiations conducted under the direction of the City Council a further reduction in gas rates, amounting to \$100,000 annually, was made effective as of July 1, 1938.

2. Extended telephone service for subscribers in outlying districts, with elimination of toll charges for individual calls, at a slight increase in monthly rate.

3. Elimination of mileage charges for a considerable number of telephone users in isolated sections.

4. Improvement in bus and street car service, as the result of hearings before the State Railway Commission.

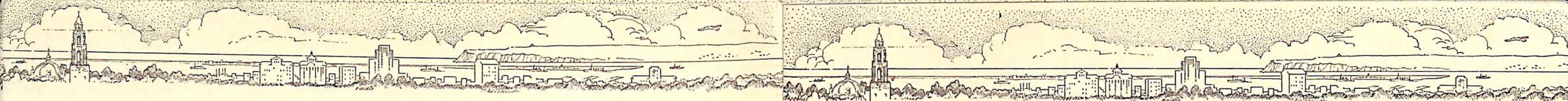
5. Increase in franchise toll payment for 1937 by San Diego Electric Railway Co. This was based on inclusion of revenue from the State College Bus line in the base upon which the franchise toll is computed.

6. Franchise toll payments were increased approximately \$8,500 because of requirements that any gas and electric companies comply strictly with the provisions of the franchise contract.

7. Successful defense in first hearing of Southern California Telephone Company's suit against the City for refund of taxes paid under protest. This case is now on appeal to the California Supreme Court.

Franchise Tax Payments Up

8. A report was made on alleged inaccuracies of electric meters in use in San Diego, with the result that it is expected the Railway Commission will modify existing rules pertaining to meter accuracies.



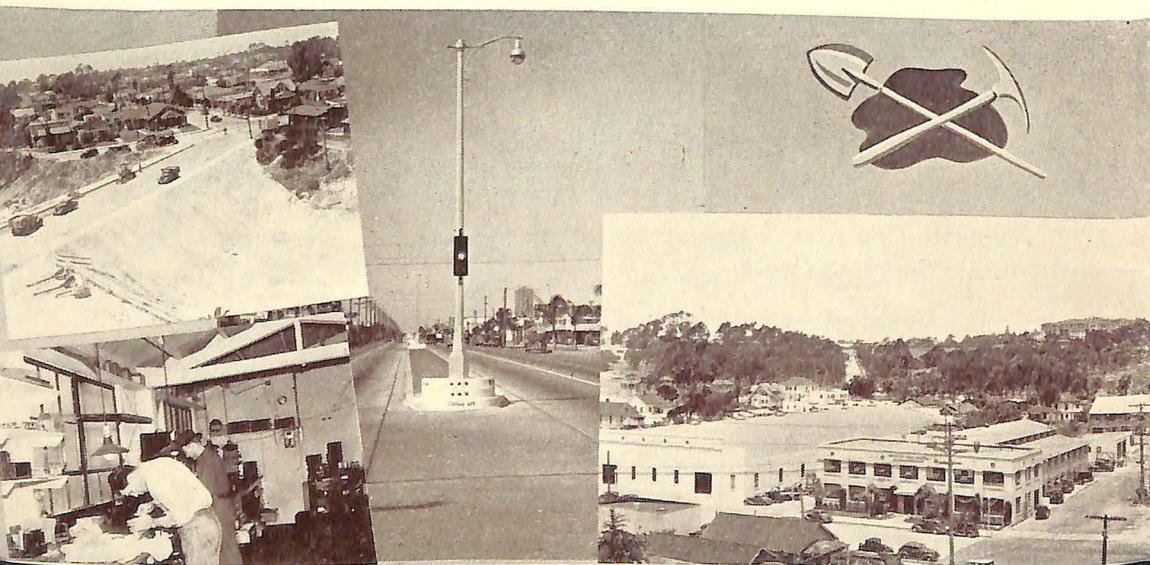
The great increase in work handled by the Public Works Department necessitated the addition of more facilities and one of the large buildings at the Exposition grounds was torn down and moved to 20th and B Streets, where it was reassembled and now houses all of the automotive equipment operating out of this center. In addition to this one new building, two other structures were erected, the grounds entirely changed to handle a drainage problem, new equipment placed in the shops, a new service building put in operation and an administration building completed, with the result that today the seven divisions of the Public Works Department have the latest and most modern equipment and work spaces.

**Build New
Work Shops**

In the realm of street improvements, El Cajon Boulevard was repaved and made into a two-way highway, with new lighting facilities installed; traffic signals were placed at necessary spots on both El Cajon Boulevard and University Avenue; University Avenue was extended through from First Avenue, opening a new east-west passageway; both Sixth Street and Powderhouse Canyon road were improved for handling north-south traffic, and Market Street lighting was improved for nine blocks in an area considered the most dangerous in the City from a traffic standpoint. During the past five years seven persons were killed in this space, while only one fatality has occurred since the new lights were installed.

**Many Streets
Improved**

University Extension; Radio Shop; El Cajon Lighting; New Public Works Buildings.



The Inspection Department, charged with enforcement of local building code requirements and certain state laws, has been one of the busiest of all City Departments during the past three years as a steadily mounting population has increased housing demands.

**Permits Set
New Record**

So great has this increase in business been that the Department made more inspections and issued more permits during the past year than during any similar period in the past ten years.

Tied in closely with the work of the Inspection Department is that of the City Planning Commission, which this year aided in preparation of the City Manager's long term program for capital expenditures.

The Commission has conducted regular weekly hearings on all types of matters coming under its jurisdiction, such as set-back lines, zone variances, etc.

The City Engineering Department has been occupied with problems in connection with closing of the Exposition, highway work on El Cajon Boulevard and Pacific Highway, checking rights of way and supervision of twenty-six completed WPA projects.

A completely revised system of accounting and finance has been installed in the office of the City Auditor during the past three years, making possible a closer and more rapid check on City affairs.

This has been linked with the work of the Purchasing Department, where, during the period since 1935, many improvements have been made, not only in the manner of purchasing necessary supplies but also in accounting for all city property.

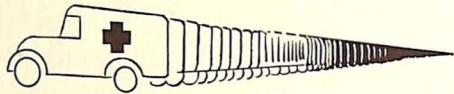
During the past year the City Attorney's office has been successful in fifteen out of twenty cases in which the City was involved. In the other cases, one was not a money judgment, and the others necessitated refunds on account of invalidity of a license ordinance.

The City Attorney and his staff have performed all routine duties required, as well as many special services involving departmental affairs.

**City Health
Record Good**

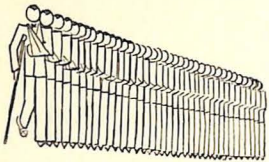
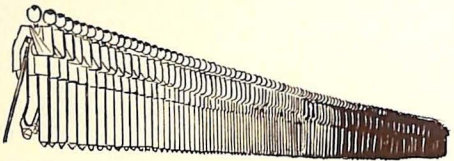
The Public Health Department has maintained a high standard of service, operating seven bureaus touching on all phases of public health and sanitation. Constant vigilance, through thousands of inspections, has kept the general health of the City in splendid condition.

CITY REDUCES TRAFFIC TOLL



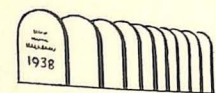
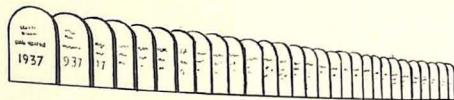
ACCIDENTS

	1937	1938
January	119	77
February	104	67
March	102	57
April	86	60
May	85	60
June	73	62
Total (6 mos.)	569	383



INJURIES

	1937	1938
January	150	101
February	137	82
March	125	73
April	112	75
May	113	84
June	96	76
Total (6 mos.)	733	491



DEATHS

	1937	1938
January	11	1
February	5	2
March	7	1
April	4	2
May	1	1
June	1	3
Total (6 mos.)	29	10

The emphasis placed on traffic safety and traffic control has been of great assistance in making possible the City's excellent safety record for 1938. In connection with the safety program, this administration has enthusiastically supported the San Diego Safety Council, which is the first official organization of its kind to enter the local field.

Safety Work Is Success

This Safety Council, which is composed of six members appointed by the City Manager, works through an executive secretary, who also is Assistant to the City Manager. The Council has taken the lead in traffic safety work and has been responsible for publication of thousands of inches of safety matter in newspapers, for many hours over the radio, and for addresses and talks to practically every club, organization and lodge in the city. At the end of the first six months of this year, there had been 10 deaths, as compared with 29 during the same interval in 1937.

In 1937 the City obtained a refund of more than \$31,000 in insurance premiums in reducing injuries to City employees, following the organization of a safety conference by the City Manager's office. A similar refund is expected for the current year.

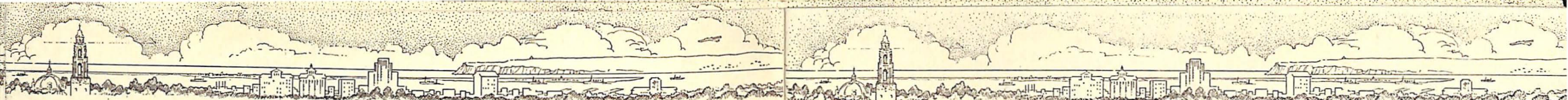
This work was under the direction of the Personnel Director of the Civil Service Commission in cooperation with the City Manager.

A forward step was made in raising the health standard of municipal employees when a medical examiner was added to the staff of the Civil Service Commission. Periodical examinations of all classified municipal employees are now required, with the result that there has been a very material reduction in absences because of sickness.

This department has, also, effectively applied the principles of the new compensation schedule, with the result that fluctuations in incomes are in keeping with living costs very generally.

Retirement of municipal employees is divided into three sections, one for the Police Department employees, one for the Fire Department employees, and the third for the employees of other departments. Both the Police and Fire Department pensions are based on payroll deductions of 4%, matched by an equal sum appropriated from City funds. The Municipal Employees Retirement Fund covering the other employees is handled by a graduated scale of deductions based on age and income.

Wages Follow Food Costs



The San Diego Public Library, handicapped as it has been by cramped quarters in a rapidly growing city, nevertheless has made an excellent showing. A broad program of extension service has been possible through use of Federal and City funds. Special project workers have added thousands of books, pamphlets and specially bound articles to the shelves of the library at very small cost.

**U. S. Money
Aids Library**

The City Clerk's office has been engaged during the past year in the task of changing all old files to new cabinets in preparation for the move to the Civic Center.

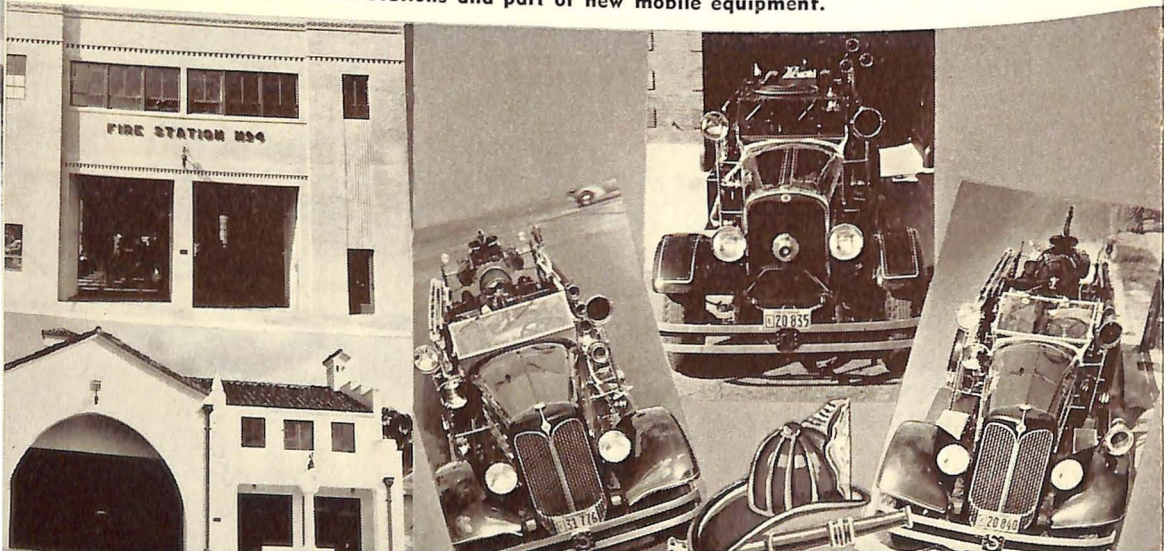
With a Fire Department rated as one of the most efficient in the nation, the City of San Diego has enjoyed a very material decrease in fire insurance rates during the past three years. This was particularly noticeable in the case of the public school system, where a saving of approximately \$1,563 was allowed on this year's premiums on school buildings alone while private citizens have profited proportionately.

General rates are 50 percent below those of 20 years ago.

The Fire Department has replaced much of its old equipment with modern apparatus, valued at approximately \$100,000.00. Use of this modern apparatus has helped the Department to operate in such an efficient manner that the per capita loss, based on a population estimate of 180,000, was 56c for the last fiscal year.

Outstanding improvements in the department include construction of new stations at Eighth Avenue and J Street, and La Jolla; and extensive repairs on the fireboat Kettner.

New Fire Department Stations and part of new mobile equipment.



Recognizing San Diego as a play center, steps have been taken during the past three years to increase and improve facilities under direction of the Playground and Recreation Department.

**New Lights
At Playgrounds**

Lighting facilities have been installed for night activities at Horace Mann and University Heights playgrounds and a number of special grade centers have been opened in addition to the regular centers.

In Balboa Park a municipal gymnasium has been opened in one of the buildings erected for Exposition use, this gymnasium being in use constantly for basketball and badminton games. It accommodates scores of players without crowding.

Life guard service at all beaches, supervision of the municipal swimming pool in Balboa Park, supervision of the municipal stadium and care and maintenance of all recreation centers have been features of service of this Department.

In connection with the City stadium, improvements made there during the past year included new showers, locker rooms and other facilities, entailing an expenditure of approximately \$10,000.00.

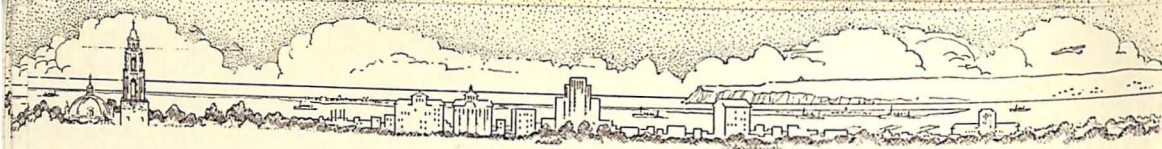
This administration has displayed a keen interest in the moral welfare of the community, cooperating most heartily in the activities of the Social Welfare Department wherein is vested supervision of public entertainments, dine and dance halls and special event permits.

This Department lead the fight for adoption of new state rules abolishing sale of liquor to persons in parked cars at drive-in establishments and many restrictions affecting minors. Hundreds of inspection trips were made to places of public entertainment with a resultant upward trend in type of entertainment and decrease in number of minors frequenting such places.

A very comprehensive system of control has been put into effect by the City Manager through the Budget Officer whereby all requisitions and all personnel changes are routed through the Budget Office. In this way the Manager and Budget Officer have constant knowledge of the fiscal condition of every City department.

Through maintenance of this close check on fiscal affairs every activity, other than routine, must first receive approval from the Manager. It is a feature which has assisted most in helping to place the city closer to "a pay as you go" basis, and has helped generally to strengthen the municipal financial structure.

**Check Close
On Finances**



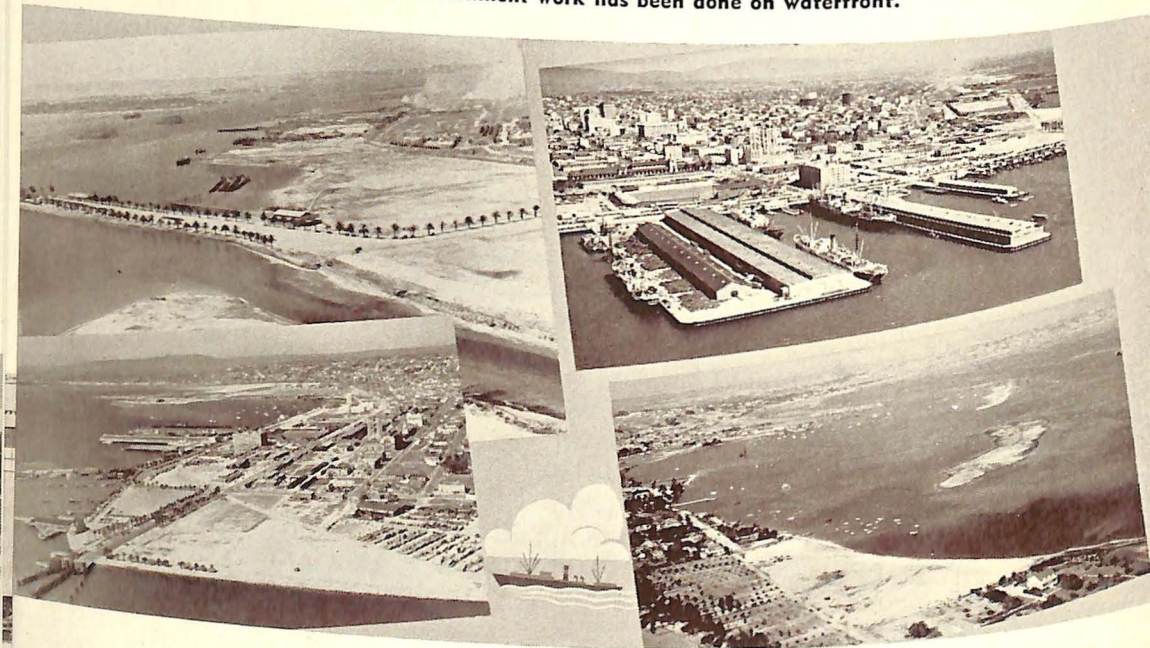
The new landing at 28th Street is part of the entire dredging and shore improvement plan of the City and the Navy, and makes possible the handling of greatly increased personnel from ships now anchored in the south bay area.

Harbor Work Is Extensive

New bulkheads, new piers for sport and commercial fishing boats, huge fills at the Police Headquarters site and at Lindbergh Field, also are part of the accomplishments of the Harbor Department within the past three years.

Through the expenditure of approximately \$280,000, the City has obtained federal funds for major developments at Lindbergh Field, 28th Street Landing, Battery Park, a sanitary sewer, and the Yacht Harbor dredge projects. These vital improvements were handled under the direction of the Harbor Department.

Where extensive City and Government work has been done on waterfront.



Recreational facilities made available by the Harbor Department for the use of Navy personnel are finer than those provided by any other city, the area on the waterfront caring for many types of sport at one time without crowding.



In July, 1937, a Fact-Finding Committee was appointed for the purpose of determining San Diego's future water needs. This committee, composed of ten prominent citizens, made the most exhaustive study ever made of possible sources of water for San Diego.

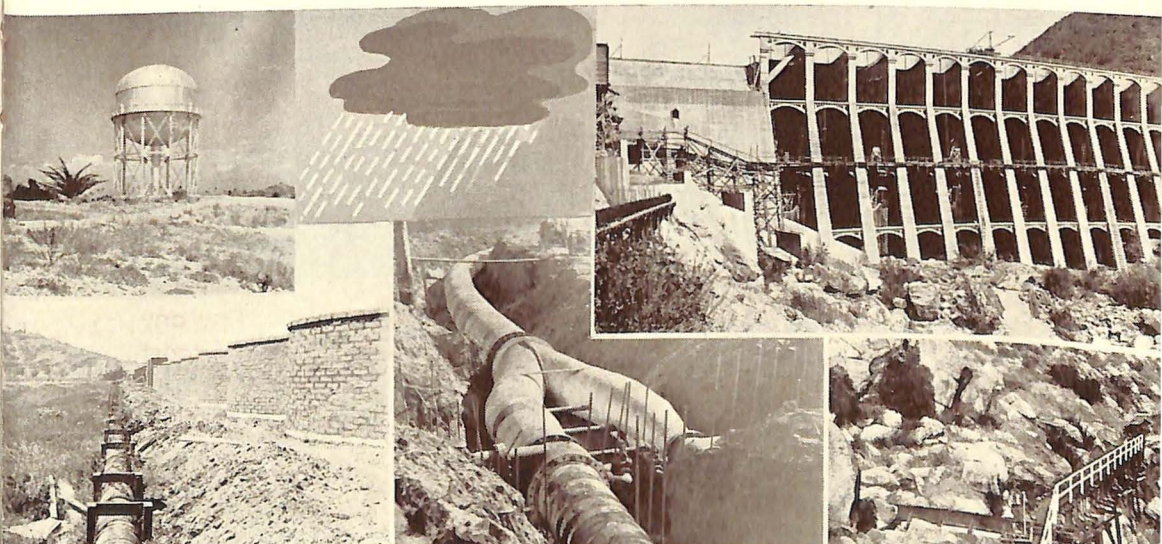
Water Needs Outlined

From a long-time standpoint, the committee felt it advisable to take immediate steps to utilize not only local sources, but perfect the City's right to use water from the Colorado River. In connection with the latter project, it was recommended that the City complete its plan and means of diversion and use of Colorado River water by purchasing diversion and carrying capacity in the Imperial Dam and All-American Canal.

The first important step in development of nearby sources of additional water was felt to be the construction of a dam at San Vicente. The Committee recommended that necessary steps be taken to bring about this construction as soon as possible, thus adding to the City's impounded supply.

San Diego's water supply has been improved and increased through repairs to Hodges Dam; the installation of the El Capitan pipeline; the construction of new 12" pipeline into the Point Loma area; the construction of a new water tank and reservoir in the College Heights section and the reconstruction of part of the Lockwood Mesa pipeline, serving the La Jolla district.

Dam repairs, new pipelines and tanks part of city water department.



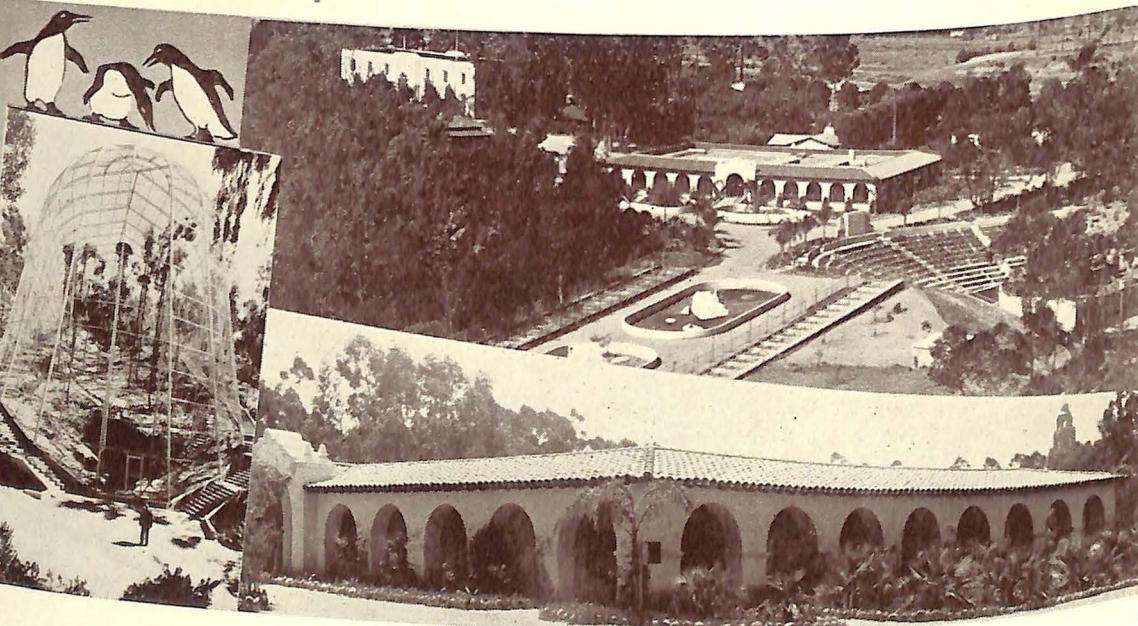


In the cultural and educational field this administration has taken keen interest, sponsoring scores of projects of various kinds and making possible increase in service and facilities.

At the Zoo in Balboa Park improvements made during the past three years have placed this institution in the forefront of zoos of the world, attracting visitors from all points. A complete animal hospital, the world's largest flying cage, a new reptile house, a huge outdoor bowl for shows, and general improvement and enlargement of facilities, have marked changes at this most popular educational and amusement center.

The Fine Arts Gallery, the Natural History Museum and the San Diego Museum, all located in Balboa Park, were given valuable assistance both during and after the Exposition; while Junipero Serra Museum, in Presidio Park, also shared in interest and help from this administration.

Zoo One of World's Best



Improvements in three years make Zoo one of world's best.

MUNICIPAL DIRECTORY

Mayor	Percy J. Benbough
Council	Wesley C. Crandall
	Raymond M. Wansley
	Addison E. Housh
	Herbert E. Fish
	Bruce R. Stannard
	John S. Siebert
Attorney	Dayton L. Ault
Auditor and Comptroller	G. Fred Waterbury
Boiler Inspector	Leo M. Hickley
Budget Officer	John E. Colquhoun
Clerk	John M. Ashley
Electrical Inspector	Albert E. Johnstone
Engineer	Hans W. Jorgensen
Executive Secretary, Safety Council	W. A. Huggins
Fire Chief	John E. Parrish
Health Inspector	Alex M. Lesem, M.D.
Hydraulic Engineer	Fred D. Pyle
Inspector, Chief	Oscar G. Knecht
Librarian	Cornelia D. Plaister
Manager	Robert W. Flack
Meat and Dairy Inspector	Louis J. Proper, D.V.M.
Park Director	John G. Morley
Personnel Director	Richard H. Smith
Planning Engineer	Glenn A. Rick
Plumbing Inspector, Chief	Edwin W. Beale
Police Chief	Geo. M. Sears
Port Director	J. W. Brennan
Public Works Director	Fred A. Rhodes
Purchasing Agent	Fred M. Lockwood
Recreation Director	William A. Kearns
Social Welfare Director	James H. Bell
Treasurer	Robert C. Lindsay

BOARDS AND COMMISSIONS

AIR CONTROL

Ray Booth
 Frank C. Svoboda
 Wm. Van Dusen

BUILDING EXAMINERS AND APPEALS

*Carl M. Barnes
 *W. E. Beilharz
 *A. L. Dennstedt
 *Harry G. McGahey
 Walter Trepte
 *Henry Weinberger
 Stanley Burne
 John S. Siebert
 Dayton L. Ault
 Oscar G. Knecht
 John E. Parrish
 †F. F. Evenson

CIVIL SERVICE

*John L. Bacon
 †Benjamin Greenlund
 *Edward C. Hall
 †James A. Robbins
 *Madeline H. McClellan
 †Marie L. Herney

EDUCATION

Orton E. Darnall
 Miidred L. Hale
 Edward L. Hardy
 *Vesta C. Muehleisen
 Jacob Weinberger
 †Mary Fay

ELECTRICAL EXAMINERS

Charles Brown
 C. C. Clardy
 G. F. Cunningham
 J. F. Zweiner
 Albert E. Johnstone

EXAMINERS FOR MOTION PICTURE AND THEATRE OPERATORS

E. E. Beatty
 J. W. Salyers
 E. P. Noble
 E. F. Nelson
 Albert E. Johnstone

FISH AND GAME (CITY LAKES)

Stanley P. Andrews
 Dudley C. Benton
 M. I. Fuller
 E. H. Glidden
 Maurice P. Mitchell

FUNDS

E. J. Kelly
 Paul Loesch
 *L. G. Perna
 †Louis Rice, Jr.

HARBOR

Emil Klicka
 Ralph H. Van Deman

HEALTH

Chas. F. Hoffman
 S. J. McClendon, M.D.
 Thomas M. Russell
 Andrew J. Thornton, M.D.
 Chester O. Tanner, M.D.

LIBRARY

Mrs. Consuelo Newman
 Thomas O. Scripps
 Chas. W. Wilson

MECHANICAL ENGINEERS

Thomas Beveridge
 Hugh Milligan
 Leo M. Hickley

*Indicates those serving on June 30, 1938, now resigned.
 †Indicates replacement appointments made subsequent to June 30, 1938.

PARK

Thos. Hamilton
 Fred Kunzel
 Nicholas J. Martin

PLANNING

*D. S. Calland
 *Leon H. Fish
 *Matthew M. Gleason
 G. G. Williams
 H. B. Yakef
 †Lottie L. Crawford
 John S. Siebert
 Herbert E. Fish
 †Phillip L. Gildred
 Harry S. Clark
 H. W. Jorgensen
 †George P. Kerrigan

PLAYGROUNDS AND RECREATION

Ewart Goodwin
 Mrs. J. H. Haskell
 Harper E. Ink
 *Vesta C. Muehleisen
 †Jacob Weinberger
 Chester Van Dusen

PLUMBING EXAMINERS

Edwin W. Beale
 Alex M. Lesem, M.D.
 Harry Higgins
 Edward Rohde
 John S. Siebert

RETIREMENT SYSTEM ADMINISTRATION

Chas. F. Atkinson
 Fred W. Sick
 Fred A. Rhodes
 Robert C. Lindsay
 A. J. Sutherland
 Thos. H. Tullach
 G. Fred Waterbury

SAFETY COUNCIL

Hal H. Hobson
 Frank J. Guasti
 Dr. Frank M. Lowe
 J. R. Kennedy
 Bruce R. Stannard
 Geo. M. Sears

SOCIAL WELFARE

Charles S. Gurley
 Chas. J. Holliday
 Louis H. Provost
 Mrs. Paul Schiefer
 Mrs. K. J. Thompson

TRAFFIC

Percy J. Benbough
 Bruce R. Stannard
 Robert W. Flack or
 Fred A. Rhodes
 John E. Parrish
 Geo. M. Sears
 Chester Gunn
 Phil Smith
 Clarence F. Terry
 *Thomas Whelan
 Bert W. Johnston
 *Bruce Watt
 †James Abbey
 †George Scott

VETERANS' "ANTI-RACKETEERING" COMMITTEE

E. C. Boyce, United Spanish War Veteran
 J. Lavaille Stuart, United Spanish War Veteran
 George W. Fisher, American Legion
 Harry Coltrin, D. A. V.
 Henry W. Grebbien, D. A. V.
 William Van Dusen, C. of C.
 Matt Stein, American Legion
 John M. Anderson, V. F. W.
 Joseph Wagner, V. F. W.

WATER

James M. Anderson
 Samuel I. Fox
 Albert V. Mayrhofer

*Indicates those serving on June 30, 1938, now resigned.
 †Indicates replacement appointments made subsequent to June 30, 1938.


SAN DIEGO, CALIFORNIA CITY OFFICIALS 1937 - 1938




P. J. BENBOUGH
MAYOR




R. W. FLACK
CITY MANAGER



W. C. GRANDALL
COUNCILMAN
FIRST DISTRICT



J. S. SIEBERT
COUNCILMAN
SIXTH DISTRICT




R. M. WANSLEY
COUNCILMAN
SECOND DISTRICT



A. E. HOUSH
COUNCILMAN
THIRD DISTRICT



H. E. FISH
COUNCILMAN
FOURTH DISTRICT



B. R. STANNARD
COUNCILMAN
FIFTH DISTRICT



Joint City and Government Projects

PERIOD 1935-38

	Governmental Contribution	Sponsor's Contribution	Total
improve Playgrounds	\$ 27,511.00	\$ 9,163.00	\$ 36,674.00
Playground, Cabrillo School	16,533.21	3,921.88	20,455.09
Municipal Golf Course	10,353.85	2,689.97	13,043.82
Playground, Mountain View Park	8,697.17	2,940.58	11,637.75
Bowling Green and Shuffleboard Courts, Balboa Park	4,563.72	2,839.42	7,403.14
Pistol Police Range	2,164.50	471.70	2,636.20
Improve La Jolla Cove	3,235.98	1,034.99	4,270.97
Bleachers, University Heights	445.50	763.08	1,208.58
Card Rooms and Tables, Pepper Grove and Fairmount	7,183.09	1,684.82	8,867.91
Landscaping Civic Center	56,299.50	12,000.00	68,299.50
Landscaping, Planting, Balboa Park	122,864.52	26,119.88	148,984.40
Replacing Street Trees	54,434.44	14,877.73	69,312.17
Improvements, Plumbosa Park	3,451.22	1,929.03	5,380.25
Bridle Paths, Balboa Park	17,888.27	2,343.45	20,231.72
Civic Center Construction	494,500.00	302,750.00	797,250.00
Reconstruction Park Buildings	68,230.98	20,933.50	89,164.48
Police and Fire Stations, La Jolla	17,629.24	8,684.61	26,313.85
Fire Station, 8th and J Streets	20,259.09	10,650.21	30,909.30
City Service Yard Buildings (20th and B)	24,851.09	16,431.17	41,282.26
Clubhouse and Library, Old Town	1,487.96	2,341.05	3,829.01
Reconstruction, Old Town Chapel	6,101.27	1,684.44	7,785.71
Police Station, Ocean Beach	4,632.54	2,474.92	7,107.46
Plaza Comfort Station	210.00	378.83	588.83
General Renovation, City Buildings	14,023.00	324.00	14,347.00
Police Headquarters	166,500.00	228,500.00	395,000.00
Curbs and Sidewalks, Citywide	104,235.59	44,290.24	148,525.83
General Street Repair	306,492.15	49,065.69	355,557.84
General Repairs, Park Roads	66,121.53	31,746.54	97,868.07
Ampudia Street Paving	821.14	46.20	867.34
Sewer Extension North of Adams	51,029.94	7,354.29	58,384.23
General Sewer Improvements	56,379.95	8,146.27	64,526.22
Mission Beach Sewer	11,944.73	10,296.98	22,241.71
Sewer Block 389, Pacific Beach	773.25	449.20	1,222.45
26th Street Sewer	674.59	239.03	913.62
Sewer Block 148, Choates Addition	1,214.28	445.18	1,659.46
32nd Street Sewer	997.93	167.86	1,165.79
General Bridge Repairs	41,790.03	13,293.00	55,083.03
Encanto Bridge	4,931.92	1,807.19	6,739.11
Mission Bay Bridge	1,317.75	607.46	1,925.21
El Capitan-Lakeside Pipe Line	119,848.63	288,399.91	408,248.54
Hodges Strengthening	63,570.86	84,914.23	148,485.09
El Cajon Water Mains and Drainage	30,040.47	13,572.60	43,613.07
Lockwood Mesa-Torrey Pines Pipe Line	10,237.00	12,513.00	22,750.00
Rosecrans Street Water Main	29,322.88	45,296.34	74,619.22
Storm Drain, University Heights	19,673.49	8,132.66	27,806.15
Storm Drain, Southlook	13,786.43	4,480.35	18,266.78
Miscellaneous Storm Drains	5,724.39	1,371.00	7,095.39
Miscellaneous Water Mains	9,202.26	10,487.22	19,689.48
Dwight Street Water Main	13,565.00	2,233.00	15,798.00
Remove Driftwood from City Lakes	21,535.00	1,100.00	22,635.00
Chollas Heights Pipe	18,601.00	1,753.00	20,354.00
Model El Capitan Dam	440.00	50.00	490.00
San Vicente Foundation Investigations	7,092.00	3,334.00	10,426.00
Municipal Airport	777,473.00	274,587.00	1,052,060.00
28th Street Area	818,623.00	196,181.00	1,014,804.00
General Harbor Improvement	738,253.00	242,675.00	980,928.00
Battery Park Recreation Center	266,727.00	64,424.00	331,151.00
Yacht Harbor Dredging	37,099.00	121,746.00	158,845.00
Engineering	25,080.00	5,340.00	30,420.00
City WPA Engineers	23,783.71	3,908.25	27,691.95
Fine Arts Gallery	53,598.60	5,554.28	59,152.88
Natural History Museum	57,724.00	5,950.00	63,674.00
San Diego Zoological Gardens	587,925.42	57,681.84	645,607.26
Library Extension Project	442,446.00	8,410.00	450,856.00
San Diego Museum	20,540.00	4,156.00	24,696.00
Totals	\$ 6,014,688.06	\$ 2,314,138.07	\$ 8,328,826.13

STATISTICAL REPORT

FISCAL YEAR ENDING JUNE 30, 1938

Police Department

Personnel	232
Traffic Division	
Total Miles Traveled by Officers	559,939
Citations Issued (Traffic Violations)	24,655
Warnings Issued (Traffic Violations)	7,537
Average Number of Officers Assigned	37
Total Accidents in which Persons were Injured	835
Total Accidents in which Persons were Injured Previous Year	1,073
Number of Persons Injured in Accidents	1,121
Number of Persons Injured Previous Year	1,438
Number of Persons Killed in Accidents	35
Number Killed Previous Year	53
Radio Division	
Total Radio Transmissions	123,869
Average Number of Transmissions per Day	428
Average Time Consumed by Cars in Responding to Calls (minutes)	2.36
Total Miles Traveled by Radio Cars	637,526
Total Arrests by Radio Cars	7,120
Garage	
Miles Traveled by Automobiles	1,251,830
Miles Traveled by Motorcycles	359,644
Gallons of Gasoline Consumed	121,787
Operating Cost per mile	\$.024
Miscellaneous	
Revenue from Municipal Licenses Issued	\$80,636.21
Total Bicycle Licenses Issued	6,337
Major Felonies Reported	1,400
Total Persons Arrested	14,553
Automobiles Reported Stolen	518
Automobiles Recovered	510
Value Lost and Stolen Property Recovered	\$119,549.21
Civil Service Department	
Personnel	7
Total City Employees	1,391
Retirements during Year	24
Examinations Held	31
Applicants Notified	3,970
Applicants Responding	951
Applicants Examined	-773
Applicants Passed	466
Applicants Failed	307
State of California Examinations Held	37
Applicants Participating	725

Park Department

Personnel	114
No. of Parks	50
No. of Acres in Parks	2,773.32
New Plants	66,079
New Bridle Paths	3 miles
Rounds of Golf Played	121,052
Permits of Occupancy for Park Properties	23
Special Events in Balboa Park	97
Picnic Reservations	181
Band Stand Set-ups	39
Globe Theatre Major Productions	8
Organ Recitals	217

Street Tree Division

WPA Projects—Trees Planted	2,694
Trees Removed	1,579
Trees Planted by Department	272
Trees Trimmed	10,335

Cemetery Division

Interments	379
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Fire Department

Personnel	202
No. of Fire Companies Maintained	22
No. of Fire Alarms Responded to	1,987
Estimated Value of Property Involved in Fires	\$11,195,228.78
Estimated Total of Fire Loss	\$ 101,442.33
Insurance Reported as Carried on Property Involved in Fires	\$ 4,719,232.35
Fire Loss per \$1,000 value of Property Directly Involved	\$ 9.06
Estimated Per Capita Loss	\$.56
Per Cent of Fire Department Cost to Property Directly Involved	4.6%
No. Lives Lost	3
No. Fire Prevention Inspections made by Department	2,310
No. Fire Prevention Talks, to Public	98
by Radio	5
No. Drilling Hours	8,841 1/2
No. Hours Worked at Fires	1,047 1/2
Apparatus Used at Fires—No. feet of 1 1/2" Hose	40,850
No. feet of 2 1/2" Hose	153,450
No. feet Ladders	5,701
No. Gallons Chemicals	88

Fire Alarm and Police Telegraph

Fire Alarm Boxes	333
Miles of Circuit	415.6

Purchasing Department

Personnel	13
Claims Handled	11,545
Value of Claims	\$2,186,086.68
Charges Passed through Storeroom	18,863
Amount of Charges	\$74,522.20
Print Shop Job Orders	866
Value of Job Orders	\$6,388.38

Department of Public Works

316

Personnel

Street Department

Square feet of Paving Repaired	1,336,624
Square feet of Sidewalk Repaired	38,928
Lineal feet of Curb Repaired	3,063
Square feet of Oiled Surface Roads	341,370
Miscellaneous Repairs	27,765

Sewer Department

Main and Lateral Stop-ups	2,164
Main and Lateral Repairs	431
Main and Lateral Renewals	236
Manholes Built	7
Manholes Repaired	149
Main and Lateral Extensions	1,300

Refuse Collections

Tons of Rubbish Collected	39,111
Tons of Garbage Collected	10,652
Tons of Street Sweepings	1,909
Large Animals Collected	53
Small Animals Collected	14,956

Public Buildings

New Structures	8
Total Structures	151
Included are—Comfort Stations	32
Rented Buildings	8

Shops

New Equipment (mobile)	5
Special Equipment (beach cleaner and kelp rake)	1
Total Equipment used	285
Mileage	1,953,506
Gasoline Consumed (gallons)	296,838
Oil Consumed (quarts)	32,844

Electric Division

Street Lamps Replaced	2,772
Street Lights Washed	1,797
Lamps Placed in Tunnels, Underpasses and Comfort Stations	848
Broken and Damaged Street Light Glassware Replaced	398
Damaged Standards Repaired	65
Traffic Signal Installations	8
Total Intersections with Traffic Signals	32
Motors Inspected	220
Radio Receivers Built	28
Mobile Transmitters	4
Playgrounds Lighted	2

City Clerk

Personnel	4
Council Meetings Attended	60
Pages of Minutes Recorded	212
Documents Filed	5,248
Pages of Resolutions, Ordinances, etc., Recorded	985



Public Health Department

Personnel	28
Diagnoses Made	7,718
Bacteriological Examinations	2,794
Food Handlers Examinations	2,252

Bureau Plumbing, Housing & Sanitation

Inspections	13,759
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Bureau of Food Inspection

Inspections	16,456
Food Destroyed—Pounds	11,245
Cans	25,819
Gallons	11

Bureau of Child Hygiene

Maternal Rate per 1000	3.2
Infant Mortality Rate per 1000	34.3

Bureau of Vital Statistics

Births Recorded	3,431
Deaths Recorded	2,560

Division of Meat and Dairy Inspection

Inspections	4,665
Material Condemned—Meat (pounds)	18,845
Poultry	50
Milk cans	687
Dogs Vaccinated	2,055

Bureau of Municipal Clinics

Average Patients per month	796.75
New Cases	610
Patients Discharged from Treatment	253

Bureau of Public Health Nursing

Physical Examinations	598
Inspections	11,748
Emergency First Aid	289
Visits	1,203

San Diego Museum

Personnel	6
Classes using educational facilities	47
Number of Students Served	1,642
Time Spent in Field Work	3 1/2 months
Collections on Exhibition	10
Items on Exhibition (approximate)	10,000
Collections in Storage	9
Items in Storage (approximate)	9,000
New Exhibits and Features during Year	7
Items in Archaeological Study Collection	50,000

City Attorney

Personnel	14
Cases Disposed of	20
Cases Pending	34
Decisions Favorable to City	15
Decisions Unfavorable	5

Fine Arts Gallery

Personnel	5
New Exhibitions	85
Special Talks to Clubs, Schools, Groups	145
Lectures and Walk-Talks	45
Visitors in Attendance	106,091

Social Welfare

Personnel	2
New Establishments Licensed for Dine-Dance	4
Changes of Ownership	6
Total Number of Licenses Issued	223

Inspection Department

Personnel	13
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Boiler

Inspections and Investigations	2,600
Licenses Issued	319
Fees Received	905
Amount of Fees Received	\$1,862.00

Electrical

Inspections Made	16,995
Permits Issued	9,094
Total Receipts	\$17,385.01

Building Permits

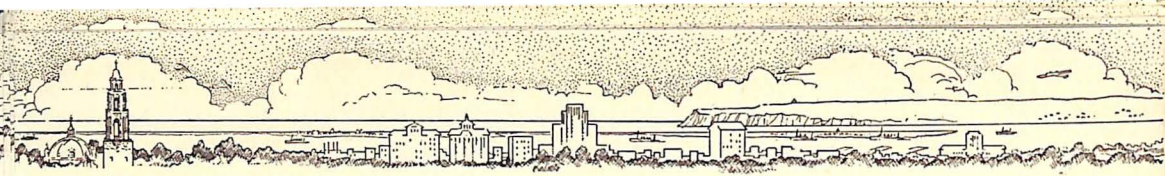
Permits Issued	13,572
Value of Permits Issued	\$30,778.83
Total Contractors Licenses	\$ 4,014.63
Inspections	22,369

Engineering Department

Personnel	20
Grade Ordinances Written	105
Subdivision Maps Accepted and Recorded	3
Public Improvement Projects Started	29
WPA Projects Completed	26
Assessment Rolls Made on Light Districts	23

San Diego Zoological Society

Area of Zoo in Acres	190
New Specimens During Year	454
Total Number of Specimens	2,802
Total Value of Specimens	\$259,420
Visitors During Year	291,017



Natural History Museum

Personnel	2
Attendance (approximately)	150,000
Added Group Exhibits	8
Specimens in New Exhibits	67
Miscellaneous Specimens added	102,000
Specimens on Exhibition	14,000
Specimens in Study Collections	593,000
Nature Study Classes for Children	64
Lectures and Talks	231
Outdoor Walks and Nature Excursions	34

Parking space for hundreds of automobiles and construction of several miles of new bridle paths were among the many improvements made in Balboa Park during the past year.

Junipero Serra Museum

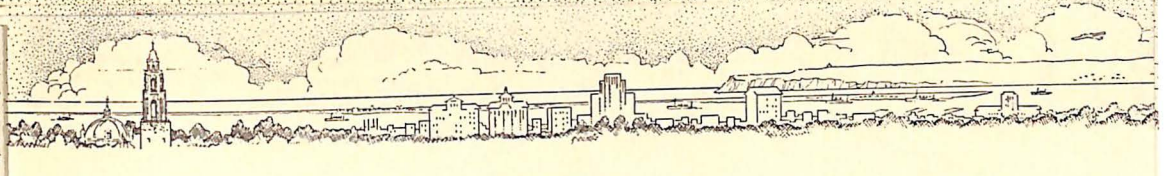
Personnel	2
Approximate Number of Visitors	60,000
Approximate Number of Items on Exhibition	1,500
Approximate Subjects in Genealogical Files	21,000
Approximate Lectures Given to Groups	55

Planning Commission

Personnel	3
Meetings Held	47
Public Hearings Held	150
Areas Re-zoned	2
Zone Variances—Petitions	124
Granted	95
Street Closings	25
Tentative Subdivision Maps Approved	5
Final Subdivision Maps Approved	4
Setback Ordinances Passed	5
Residence Units Approved	1,886
Value of Residence Units	\$5,514,707.00
Traffic Counts	47
Acres Coming Under Architectural Control	3,568
Total Acres Under Architectural Control	13,893

Harbor Department

Personnel	35
Harbor area (square miles)	22
Anchorage area (acres)	1,400
Bay frontage (miles)	31
Incoming Vessels	811
Outgoing Vessels	753
Tonnage handled	646,191
Value of Tonnage Handled	\$34,465,215.00
Local Fish Tonnage	4,744
Value of Fish Tonnage	\$592,190.00



Playground and Recreation Department

Personnel	56
No. of Recreation Centers	16
No. Additional Centers Served by WPA Personnel	20
Life Guard Stations	8
Miscellaneous	3
Stadium	
Baseball Field	
Gymnasium	1,361,324
Total Participants	331,018
Total Spectators	

Public Library

Personnel	102
Books Issued	1,473,227
Cards Issued	22,243
Number of Library Agencies	28
Days Open to Public	302
Volumes Added	14,282
Volumes Discarded	5,831
Total Volumes at end of Year	171,442
Maps	2,298
Government Documents	72,585
Newspapers and Periodicals Received	1,042
Book Circulation Per Capita Per Year	9
Percentage of Population Represented in Registered Borrowers	42%
Total Number Registered Borrowers	63,845

Water Department

Personnel	166
Development and Conservation	6
Reservoirs	43,326,100,000
Runoff	92,495,900,000
Gallonge on hand at end of Year	

Distribution

.....	7,319,029,743
Gallonge Consumed	1,298
New Services	32,127
Feet of Mains Laid	2,649
Meters Set and Reset	1,381
Meters Removed	44,473
Total Meters in Service	21
Fire Hydrants Placed	3
Fire Hydrants Removed	3,081
Total Hydrants in Use	

CITY OF SAN DIEGO, CALIFORNIA—

Purpose of Issue	Year of Issue	Year of Maturity	Interest Rate	Original Amount sold
WATER BONDS:				
Water, 1901	July 1901	1941	4 1/2	\$ 600,000.00
Water Improvement, 1903	July 1903	1943	4 1/2	199,000.00
Thirtieth Street Main	Oct. 1905	1945	4 1/2	54,000.00
Water Extension, 1907	June 1907	1947	4 1/2	59,108.55
Water Enlargement & Extension	June 1907	1945	4 1/2	265,891.45
Reservoir	June 1907	1945	4 1/2	151,933.71
Water Addition	Jan. 1911	1949	4 1/2	340,000.00
Water Extension	Jan. 1913	1952	4 1/2	331,500.00
Water, 1913, Morena	Jan. 1913	1953	4 1/2	2,500,000.00
Water Development	Jan. 1914	1954	4 1/2	275,000.00
Water Conservation	Apr. 1914	1954	5	705,000.00
Water, 1914, City of San Diego	July 1914	1954	4 1/2	1,500,000.00
Dulzura-Otay Conduit	July 1916	1956	5	100,000.00
Lower Otay Dam	Apr. 1917	1956	5	682,200.00
Barrett Dam	Feb. 1920	1960	5	1,000,000.00
Otay Pipeline	Feb. 1920	1960	5	200,000.00
Barrett Dam No. 2	July 1921	1961	5	500,000.00
Standpipe and Mains	July 1923	1963	5	325,000.00
Bonita Pipeline	July 1923	1963	5	390,000.00
El Capitan Dam	Jan. 1925	1965	5	3,848,000.00
El Capitan Dam	Jan. 1931	1948	4 1/2	216,000.00
El Capitan Dam	Jan. 1931	1963	4	184,000.00
San Dieguito Water	Dec. 1925	1945	4 1/2	500,000.00
Sutherland Dam	Dec. 1926	1966	4 1/2	2,000,000.00
Pipeline and Reservoir	Sep. 1929	1959	5	1,575,000.00
Pipeline and Reservoir	Sep. 1929	1969	4 3/4	525,000.00
Acquisition and Investigation	Sep. 1929	1959	5	187,500.00
Acquisition and Investigation	Sep. 1929	1969	4 3/4	62,500.00
Total Water Bonds				\$19,276,633.71
HARBOR AND AIRPORT BONDS:				
Harbor Improvement	Jan. 1912	1952	4 1/2	1,000,000.00
Harbor Issue of 1914	July 1914	1954	5	400,000.00
San Diego Pier	Feb. 1920	1960	5	241,500.00
Municipal Pier No. 2	July 1923	1963	5	495,500.00
South Warehouse, Pier No. 2	Jan. 1925	1962	5	225,000.00
Harbor Bulkhead	Jan. 1925	1957	5	250,000.00
Municipal Airport	Jan. 1928	1968	4 1/4	650,000.00
Total Harbor and Airport				\$ 3,262,000.00
ALL OTHER BONDS:				
Trunk and Outfall Sewer	Feb. 1921	1961	6	100,000.00
Fire Improvement	July 1903	1940	4 1/2	37,000.00
Sewer Extension	July 1903	1943	4 1/2	140,000.00
B Street Conduit	Oct. 1905	1945	4 1/2	75,000.00
Boulevard and Road	June 1907	1942	4 1/2	70,000.00
Concrete Culvert	June 1907	1941	4 1/2	50,000.00
Fire Department	June 1907	1940	4 1/2	65,000.00
Sewer Improvement	June 1907	1943	4 1/2	52,894.54
La Jolla Sewer	June 1907	1942	4 1/2	34,112.00
North Park Sewer	Jan. 1911	1948	4 1/2	92,500.00
Switzer Canyon Sewer	Jan. 1911	1951	4 1/2	26,000.00
West Side Sewer	Jan. 1911	1949	4 1/2	74,500.00
Park Improvement	Jan. 1911	1951	4 1/2	1,000,000.00
Fire Department	Jan. 1913	1952	4 1/2	80,000.00
North and East Side Sewer	Jan. 1913	1952	4 1/2	117,000.00
Street Improvement	Jan. 1913	1952	4 1/2	52,625.00
Playground Purchase	Jan. 1913	1952	4 1/2	73,125.00
Park Fund No. 2	Sep. 1913	1953	5	850,000.00
Tide Street Improvement	Feb. 1920	1960	5	80,000.00
Municipal Improvement of 1931	Jan. 1932	1942	5	300,000.00
Total, Other Bonds				\$ 3,369,756.54
GRAND TOTAL, ALL BONDS				25,908,390.25

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

BONDS OUTSTANDING JUNE 30, 1938.

Retired	Outstanding June 30, 1938	Annual Redemption	July 1, 1938 To Maturity	Interest Payable	Interest Pay-able At	
\$ 539,000.00	\$ 61,000.00	\$ 15,000.00	38-41	J&J	a	
169,150.00	29,850.00	4,975.00	38-43	J&J	a	
43,200.00	10,800.00	1,350.00	38-45	AG&O	a	
46,500.00	12,608.55	1,500.00	39-46	J&D	a	
216,500.00	49,391.45	7,000.00	39-44	608.55 47	J&D	a
124,000.00	27,933.71	4,000.00	39-44	6,891.45 45	J&D	a
243,000.00	97,000.00	9,000.00	39-48	3,933.71 45	J&D	a
212,500.00	119,000.00	8,500.00	39-52	7,000.00 49	J&J	a-b
1,562,500.00	937,500.00	62,500.00	39-53		J&J	a
165,000.00	110,000.00	6,875.00	39-54		J&J	a-b
418,000.00	287,000.00	17,625.00	39-54		AG&O	a-b
862,000.00	638,000.00	37,500.00	38-54		J&J	a
52,500.00	47,500.00	2,500.00	38-56		J&J	a-c
367,500.00	314,700.00	17,500.00	39-55	17,200.00 56	AG&O	a-c
450,000.00	550,000.00	25,000.00	39-60		F&A	a-c
90,000.00	110,000.00	5,000.00	39-60		F&A	a-c
200,000.00	300,000.00	12,500.00	38-61		J&J	a-c
117,000.00	208,000.00	8,000.00	38-63		J&J	a-c
130,000.00	260,000.00	10,000.00	38-63		J&J	a-d-e
1,114,500.00	2,733,500.00	100,500.00	39-59	99,500.00 60-63	J&J	a-d-e
96,000.00	120,000.00	12,000.00	39-48	112,500.00 64-65	J&J	a-d-e
.00	184,000.00	12,000.00	49-59		J&J	a-d-e
300,000.00	200,000.00	25,000.00	38-45	13,000.00 60-63	J&D	a-d-e
550,000.00	1,450,000.00	50,000.00	38-66		J&D	a-d-e
418,000.00	1,157,000.00	52,500.00	38-59		M&S	a-d-e
.00	525,000.00	52,500.00	60-69		M&S	a-d-e
49,000.00	138,500.00	6,250.00	38-59		M&S	a-d-e
.00	62,500.00	6,250.00	60-69		M&S	a-d-e
\$ 8,535,850.00	\$10,740,783.71					
650,000.00	350,000.00	25,000.00	39-52		J&J	a-b
230,000.00	170,000.00	10,000.00	38-54		J&J	a-b
104,000.00	137,500.00	6,250.00	39-60		F&A	a-c
175,000.00	320,500.00	12,500.00	38-54	12,000.00 55-63	J&J	a-c
78,000.00	147,000.00	6,000.00	39-59	7,000.00 60-62	J&J	a-d-e
104,000.00	146,000.00	8,000.00	39-51	7,000.00 52-57	J&J	a-d-e
162,500.00	487,500.00	16,250.00	39-68		J&J	a-d-e
\$ 1,503,500.00	\$ 1,758,500.00					
42,500.00	57,500.00	2,500.00	39-61		F&A	a
34,000.00	3,000.00	1,000.00	38-40		J&J	a
119,000.00	21,000.00	3,500.00	38-43		J&J	a
60,000.00	15,000.00	1,875.00	38-45		AG&O	a
62,000.00	8,000.00	2,000.00	39-42		J&D	a
46,500.00	3,500.00	1,500.00	39-40	500.00 41	J&D	a
62,000.00	3,000.00	2,000.00	39 -	1,000.00 40	J&D	a
46,500.00	6,394.54	1,500.00	39-42	394.54 43	J&D	a
31,000.00	3,112.00	1,000.00	39-41	112.00 42	J&D	a
67,500.00	25,000.00	2,500.00	39-48		J&J	a-b
17,550.00	8,450.00	650.00	39-51		J&J	a-b
54,000.00	20,500.00	2,000.00	39-48	500.00 49	J&J	a-b
675,000.00	325,000.00	25,000.00	39-51		J&J	a-b
52,000.00	28,000.00	2,000.00	39-52		J&J	a-b
75,000.00	42,000.00	3,000.00	39-52		J&J	a-b
34,375.00	18,250.00	1,375.00	39-51	375.00 52	J&J	a-b
46,875.00	26,250.00	1,875.00	39-52		J&J	a-b
510,000.00	340,000.00	21,250.00	38-53		M&S	a-b
36,000.00	44,000.00	2,000.00	39-60		F&A	a-c
180,000.00	120,000.00	30,000.00	39-42		J&J	a-d
\$ 2,251,800.00	\$ 1,117,956.54					
\$12,291,150.00	\$13,617,240.25					

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

VALUATION FOR TAX PURPOSES

And Proportions of the Tax Rate

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

*—Change in fiscal year.

Report of City Auditor and Comptroller

DETAIL OF ASSESSMENT ROLL—FISCAL YEAR 1937-1938

(1938-1939 Assessment Roll and Tax Rates Shown Below)

NON-OPERATIVE PROPERTY

Lands	\$ 49,845,560.00
Improvements thereon	57,426,410.00
Personal property, secured	8,299,150.00
Personal property, unsecured	5,433,600.00
Total non-operative property	\$121,004,720.00

OPERATIVE PROPERTY

Public Utilities	\$ 19,001,060.00
Total assessed valuation	\$140,005,780.00

DIVISION OF TAX RATE—1937-1938

Note: An allowance for anticipated delinquency of 10% has been made on non-operative secured property.

Allowed to General Fund	\$1.124
Allowed to City Employees Retirement Fund	.049
Allowed to Firemen's Relief and Pension Fund	.013
Allowed to Police Relief and Pension Fund	.014
Allowed to Zoological Exhibits Fund	.020
Allowed to Municipal Bond Interest and Redemption Fund	.910

Total rate for each \$100.00 valuation \$2.13

DETAIL OF ASSESSMENT ROLL—FISCAL YEAR 1938-1939

NON-OPERATIVE PROPERTY

Lands	\$ 48,598,575.00
Improvements thereon	60,039,240.00
Personal property, secured	9,140,090.00
Personal property, unsecured	6,312,760.00
Total non-operative property	\$124,090,665.00

OPERATIVE PROPERTY

Public Utilities	\$ 19,594,670.00
Total assessed valuation	\$143,685,335.00

DIVISION OF TAX RATE—1938-1939

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

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

Total rate for each \$100.00 valuation \$1.96

SUMMARY OF CASH DISBURSEMENTS

City of San Diego, California, Fiscal Year of 1937-1938

GENERAL FUND

Mayor's Office	\$ 8,871.29
Councilmen's Office	6,529.17
City Attorney's Office	46,354.57
Board of Education	3,002.24
City Manager	20,671.28
City Auditor and Comptroller	26,670.73
City Clerk	13,979.22
Civil Service Commission	17,751.34
Budget Bureau	3,790.76
Purchasing Agent	31,351.11
City Engineer	44,975.46
City Treasurer	41,450.70
Promotional Advertising	23,770.27
Fire Department	515,508.59
Police Department	586,647.27
Inspection Department	39,472.10
Public Health Department	85,123.31
Park Department	284,891.29
Public Library Department	143,936.01
Playground and Recreational Department	89,155.67
City Planning Commission	8,140.15
Social Welfare Department	4,614.19
Public Works Department	757,834.60

General Appropriations:

College Reservoir Development	\$70,940.29
Maintenance of Municipal Court	21,618.26
Settlement of Judgments	32,750.23
Printing Various Forms	4,261.88
Appraise Public Utilities	5,000.00
Annual Audit	1,700.00
Right of Way Various Streets	4,782.69
Construction of Police Headquarters	10,497.00
Legal Expense	2,546.24
Water used, Navy Field	1,453.12
Municipal League Dues	570.00
Eastern Exchange on Bonds	707.09
Inspection, Civic Center	2,987.96
County Treasurer, Auditor and Tax Collector	700.00
Construction El Capitan Drainage Channel	2,500.00
Miscellaneous Expense	549.06

General Fund	163,563.82
City Employees Retirement	761.20
Firemen's Relief and Pension	2,830.66
Police Relief and Pension	18,599.10
	18,993.36

SPECIAL FUNDS

Public Improvement Trust and Revolving	3,145.13
Right of Way Trust and Revolving	942.50
San Dieguito Water Fund	251,203.32
Street Lighting Redemption	366.35
District Street Lighting	62,205.56
Zoological Exhibits in Balboa Park	25,042.60
El Capitan Lakeside Pipeline	45,967.00
Small Claims Payment	438.77
Police Headquarters and Jail Acquisition and Construction	64.76

TRUST FUNDS (City Auditor and Comptroller Control)

Foundling Home	3,118.71
Harbor Development Trust	279,413.62
City Employees' Retirement	210,575.62
Mount Hope Perpetuity	35,628.90
Library Trust	869.87
Park Restoration	8,370.78
Purchasing and Installing Street Lights on El Cajon Blvd.	16,933.17
*Civic Center Construction	451,659.99
Duplicate Payment Refund	22.26

WATER DEPARTMENT FUND

HARBOR DEPARTMENT (Operation and Maintenance)

BOND INTEREST & REDEMPTION FUND

Municipal Bond Redemptions	700,850.00
Municipal Bond Interest	678,611.75

BOND FUNDS

El Capitan Dam	2,253.28
Acquisition and Investigation, Water	3,972.91

STORES MERCHANDISE ADJUSTMENT

Total Operating Costs

To reconcile to Cash Disbursements:

ADD Warrant transferring cash to Joint City and County Fund .. \$	250,000.00
ADD Cash receipts applied as Expense Credits	18,897.07

DEDUCT Transfers included in Expenditures	\$6,642,997.89
CASH DISBURSEMENTS	76,910.80

* Joint City and County of San Diego Account.

CASH RECEIPTS

Fiscal Year of 1937-1938

Sources from which City's Revenues are Derived.

City Attorney	\$ 2,112.47
Sheriff	2,427.12
Auditor and Comptroller	1,792.81
City Clerk	290.72
Harbor Department	126,569.30
Purchasing Agent	14,304.98
City Engineer	7,505.64
City Treasurer	1,307,285.25
Police Department	3,995.87
Inspection Department	44,372.99
Fire Department	607.88
Water Department	1,627,474.76
Health Department	24,926.92
Park Department	44,070.15
Park—Cemetery Division	13,962.58
Library Department	10,561.21
Playground and Recreation	5,210.04
Department of Public Works	42,767.35
City Employees Retirement System	57,958.78
Taxes—Penalties and Interest	298,710.62
Taxes Received from County Auditor after Collection Fees have been deducted, and Penalties on such Taxes	2,855,262.35

GRAND TOTAL	\$6,492,169.79
Deduct Receipts Trust Funds, Treasurer's Control	222,489.03

Funds Under Control of City Auditor and Comptroller



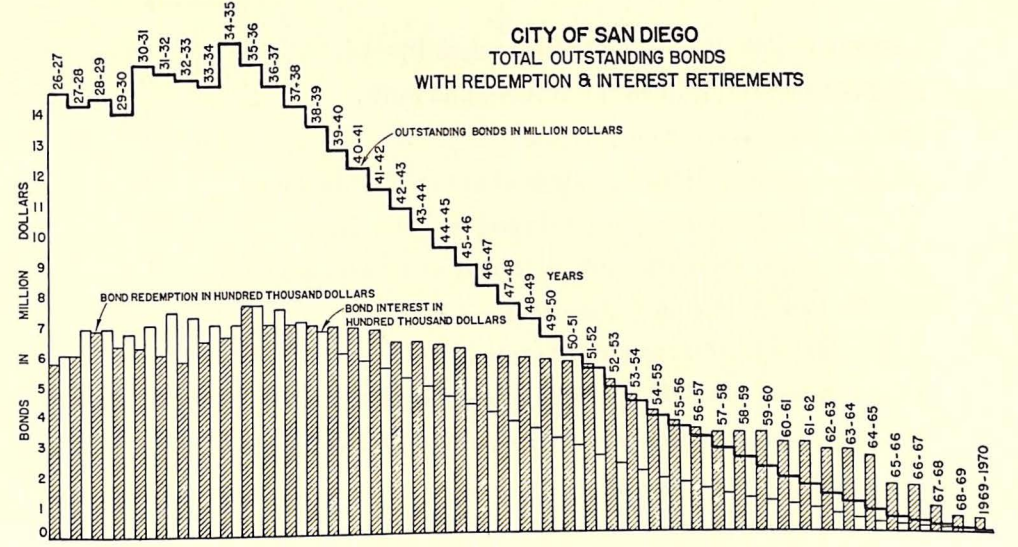
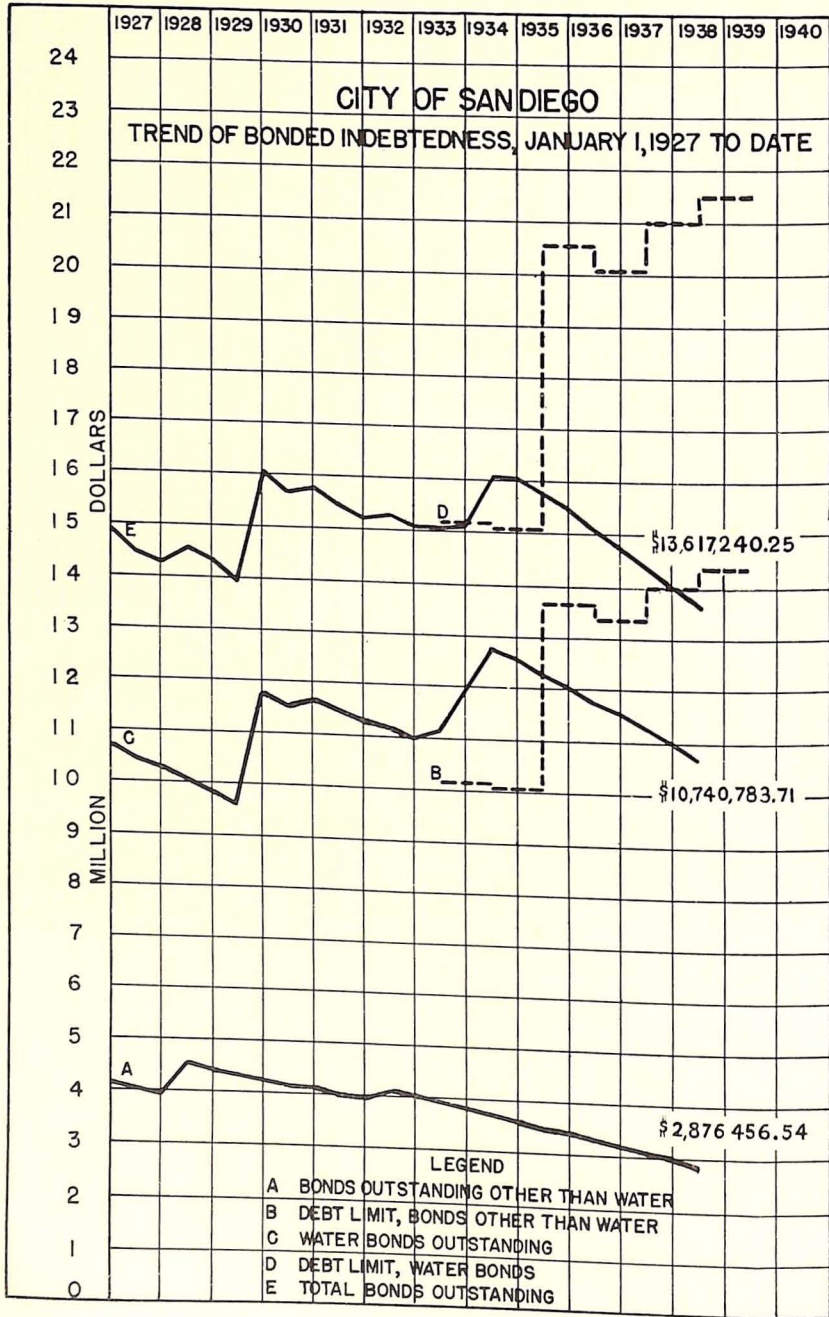
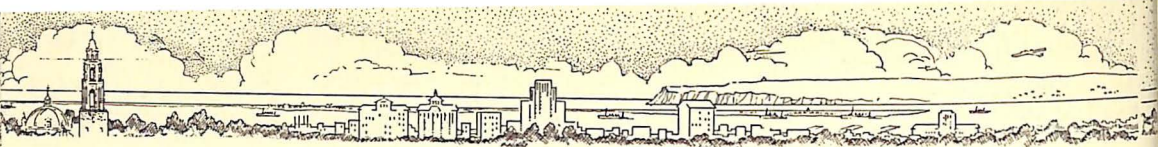
Receipts of Funds under Control of City Auditor and Comptroller... \$6,269,680.76
 Auditor's Cash Balance June 30, 1937..... 2,569,171.04
TOTAL \$8,838,851.80
 Expenditures 6,566,087.09
BALANCE \$2,272,764.71
 Adjusted by interfund transfers. See Page 43. Additional net transfers 86,766.00
 Auditor's Cash Balance June 30, 1938..... \$2,359,530.71

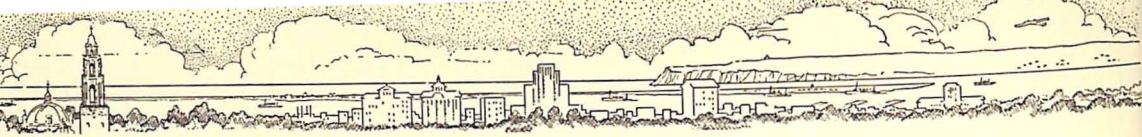
SAN DIEGO STATISTICS

- Founded in Year 1769.
- Incorporated in Year 1850.
- Population 180,000.
- Additional Naval Personnel of 27,000.
- 95.3 Square Miles in Area.
- 22 Square Miles of Harbor.
- 562.02 Miles of Paved Streets.
- 102.34 Miles of Graded Streets.
- 361.05 Miles of Unimproved Streets.
- Assessed Valuation of \$140,004,780.00.
- Postal Business of \$1,113,605.29.
- Bank Debits of \$600,101.00.
- Annual Retail Trade of \$90,000,000.00.
- Annual Wholesale Trade of \$60,000,000.00.
- 287 Manufacturing Plants.
- 214 Other Industrial Plants.
- 2 Commercial Radio Stations.
- 3 Naval Radio Stations.
- 3 Daily Newspapers.
- Average Mean Temperature in Summer—68.
- Average Mean Temperature in Winter—55.

SUMMARY STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
Fiscal Year Ending June 30, 1938

	Auditor's Balances July 1, 1937	Cash Receipts	Inter-fund Transfers		Cash Dis- bursements	Auditor's Balances June 30, 1938
			In	Out		
General Fund	\$ 497,286.53	\$2,247,619.46	\$1,458,291.16	\$ 905,072.27	\$2,871,447.73	\$ 426,677.15
Special Funds	290,414.87	359,885.29	607,520.93	320,257.89	714,723.35	222,839.85
Trust Funds (City Auditor and Comptroller)	574,194.27	676,452.55	299,849.85	8,478.09	999,985.25	542,033.33
Water Department Fund.....	9,502.33	1,501,166.41	82,850.44	1,122,623.01	469,935.19	960.98
Harbor Operating Fund.....	85,067.53	126,569.30	81,472.75	55,145.19	75,018.89
Stores Revolving Fund.....	5,106.72	813.81	77,712.71	1,148.83	69,568.69	12,915.72
Bond Int. and Redemption Fund.	380,279.26	1,357,173.94	1,379,461.75	357,991.45
Bond Funds	727,319.53	406.25	5,819.94	721,093.34
Total Funds (City Auditor and Comptroller's Control) ..	\$2,569,171.04	\$6,269,680.76	\$2,526,225.09	\$2,439,459.09	\$6,566,087.09	\$2,359,530.71
Trust Funds (City Treasurer's Control)	\$ 237,943.93	\$1,070,136.65	\$4,437,558.91	\$4,524,324.91	\$ 979,529.45	\$ 241,785.13
TOTAL ALL FUNDS	\$2,807,114.97	\$7,339,817.41	\$6,963,784.00	\$6,963,784.00	\$7,545,616.54	\$2,601,315.84





Some of the Other Accomplishments of This Administration

- Historic buildings and cemeteries rehabilitated.**
- Miles of new bridle paths built in Balboa Park.**
- Hundreds of street trees planted.**
- Parking space built for hundreds of cars in Balboa Park.**
- Curbs and sidewalks repaired throughout the City.**
- General improvements made in sewers and storm drains.**
- Traffic Ticket "fixing" eliminated.**
- Hundreds of traffic crossings painted.**
- Park recreation facilities enlarged and improved.**
- Machine designed and built for cleaning bathing beaches.**
- Lifeguard service enlarged.**
- Bridges given needed repairs.**
- City has built and serviced all two-way radio equipment.**
- Electrical traffic signals built in City shops.**
- Rubbish contract discontinued, saving \$36,000 annually.**
- Work started on 12 miles waterfront drive.**
- Mounted detail added to Police Department.**
- Fully equipped "crash" cars on duty at all times.**
- Adequate mooring space provided for fishing boats.**
- Aided in reconstruction of Old Globe Theater.**

