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CITY OF PORTLAND  
OREGON

January 16, 1950

TO THE COUNCIL.

Gentlemen:

In accordance with Charter provisions, I submit herewith the Mayor's 1949 Annual Report for the consideration of the Council and the public.

In population, Portland continued to grow from an estimated 427,000 on January 1, 1949 to an estimated<sup>1</sup> 433,000 on January 1, 1950.

Physically, too, the City expanded. During 1949, the City annexed the Bertha Water Area. Many petitions from residents of districts outside the City, requesting annexation to the City, were received by the City Auditor.

Portland, the hub of the most rapidly growing area in the United States, went through a leveling off period in 1949. There was a stabilization of industry and a slight reduction in prices of many commodities. The Portland metropolitan area continued to grow industrially. In comparison with other areas and in light of general business conditions, Portland's industrial condition was very satisfactory. Additional jobs were provided for approximately 800 persons by the creation of new industries and the expansion of existing plants, new warehousing and distribution projects. Sixty new industries were established in the area with a total investment of more than two million dollars. Approximately, 70 existing manufacturing concerns announced expansion of their production facilities, this expansion representing an additional capital investment of four and one-half million dollars. It is estimated that the year 1950 will equal or even exceed 1949 in general economic growth.

The City's building program continued at a high level with 7,680 permits being issued, representing a total value of more than forty-seven million dollars. Of these permits, 2,109 were for residences valued at more than seventeen million dollars.

(1) Estimate based on water connections.



A forthright policy of law enforcement and of grappling head-on with the City's financial problems, was adopted. A sincere effort has been made to enforce the laws of our City and State, as they presently exist, and to do this impartially and fairly.

The City's pocketbook made headline news during the year. The lack of a year-to-year financial program, reached a climax during the preparation of the new budget when it was found that there was over one and one-half million dollars of revenues which were available for 1948-49 which were not available for 1949-50. These revenues were made up of carry-overs from the previous budget and \$600,000 taken out of a Refunding Improvement Bond Interest Fund. There were no carry-overs and no surplus monies in the bond interest fund which could be used for 1949-50. This necessitated finding approximately \$1,700,000 of new revenues, and the Council turned to a net income license of 1% on business and a gross of 1/2% on wages and salaries. The ordinance was passed but was by petition referred to the voters for consideration in May 1950. The Council then turned to an increase in existing licenses and new licenses on gross business. Some of these ordinances were taken to court and have not yet been adjudicated by the Supreme Court. Since July 1st, the Council has gradually extended the gross licenses to include all business, professions and services.

About the middle of the budget year, a committee of 21 citizens was appointed to make studies and assist in drawing up a continuing financial program. They have spent much time in studying revenue sources and have not yet reported back to the Council their determinations. However, they have established the need of a permanent major source of additional revenue and the need of a better programmed budget for such items as equipment, buildings, and future needs of the City.

The 1949-50 budget was maintained at the 1948-49 level with the exception of the automatic adjustment of salaries made in compliance with the salary classification increase controlled by the minimum and maximum rates, and the automatic cost of living adjustment as previously established by the Council. These together with increase in emergency fund, increase in gasoline costs, and miscellaneous adjustments amounted to \$397,419 excess of 1949-50 budget over that of 1948-49.



Portland's budget is pared to a "bare bone" basis and it seems evident that if the City is to keep pace with other progressive cities, that budget must be increased.

As I see it, the City is faced with the decision of either curtailing vital City Functions, which people need and demand, or of seeking out and finding additional sources of revenue, in order to enable the City to function properly and efficiently. When seeking sources of revenue, careful consideration should be given to the matter of equity in taxation. All groups and individuals who receive benefits from our City, should help in paying for its upkeep. Every possible efficiency in City government should most certainly be made, but even after this is accomplished, it is very evident that additional revenue is essential to prevent a breakdown of essential City services, in view of a constantly increasing population and high costs of operation, generally. The needed additional revenue could, of course, be obtained, if the State or Federal government, could and would either leave certain revenue sources, which they presently monopolize, to Portland and the other cities of Oregon, or could or would return to them a larger portion of taxes which these higher levels of government presently collect. Remedies of this type, however, lie outside of the authority of our City government to accomplish. If the additional needed revenue must be obtained entirely through local taxes, then one of two measures is available to us. Either special property levies, such as are presently resorted to by our School District and County, must be voted by the people to meet current operating expenses, or revenues must be raised by City license taxes of some type. From the experience of cities generally throughout the nation, apparently only license fees of a broad and all inclusive type raise enough revenue to enable a City to properly carry on its municipal functions. If we are not to resort to additional property taxes, it seems evident that Portland will have to have available to it, the proceeds from some such all inclusive type of local license tax.



In the interest of efficiency and sound administration the Bureau of Police underwent major adjustments. A new Chief of Police was appointed who reorganized the Bureau to secure greater use of existing manpower and a policy of impartial law enforcement was adopted. Attention was immediately focused on existing laws to maintain those values which produce home stability and which affect the happiness and future of generations now developing. One-man patrol cars were instituted on the day relief in the uniform and detective division to secure greater usage of existing police personnel. Patrol districts and working hours were reassigned on the basis of work load and crime incidence. There was a slight revision in precinct boundaries to secure maximum coverage during the critical traffic hours. Overlapping shifts for street personnel were inaugurated in the evening hours.

Traffic enforcement and congestion control units were transferred from the Traffic Division to the Patrol Division to secure more adequate enforcement of traffic laws. This resulted in an increase in coverage by the foot and car patrols. Officers assigned to non-police duties were replaced by civilian personnel, resulting in an increase in the personnel on foot beats. The training program of the Bureau of Police was accentuated. Officers have been transferred for short periods to various divisions within the Police Bureau so as to further their education on all types of police work. The police Academy, formerly for recruit training only, was expanded to give in-service training to all personnel. All personnel were given a fire arms training and qualifying course. All sergeants were trained in administration, leadership, and command.

Persons arrested, who appear to be mental cases, are first received at the Emergency Hospital and are then referred immediately to a private hospital especially equipped for their care. The care of women prisoners who were ill was greatly improved by the setting aside of a special room in the detention quarters. This made individual care possible. The procedure in the handling of these cases was revised so that the police matrons could give particular attention to any signs of illness among these prisoners.

Retirement of many older or disabled officers was affected by means of the new Fire and Police Disability and Retirement Act. During 1950, additional personnel will be retired resulting in a lower average age for police officers in the Bureau. Civilian personnel working in the Police Bureau was increased from 91 to 98, however, police personnel was not increased.



The Chief of the Bureau of Police requests that police personnel be materially increased in the year 1950 and the number of foot beats using foot patrolmen be increased in proportion. He also asks that police personnel be adequately compensated. At the jail, facilities should be extended and modernized by a program of alterations and modernization. It is also requested that the City of Portland acquire and surface an area of approximately 200' x 200' for the purpose of impounding automobiles. This area should be in a reasonably accessible location and enclosed with a suitable 8' wire cyclone type fence.

The past year was highlighted by ground breaking for the new central Fire Station on S. W. 1st Avenue and S. W. Pine Street. This station will improve the Bureau's efficiency in handling large fires.

The fire loss for the City again decreased in contrast to the rising national rate.

During the year, Portland was resurveyed by the National Board of Fire Underwriters. The Assistant Chief Rating Engineer of the National Board reported that he would recommend retention of the Class II rating by Portland. At the present time, there are only two Class II cities on the Pacific Coast and there are no Class I cities in the United States.

A major improvement was accomplished in July when the Council passed an amendment to the Fire Code requiring installation of sprinkler systems in the basements of fire hazardous buildings. Fires causing 25 per cent of the City's total fire loss started in such basements and this Ordinance, desired by fire officials for the past 25 years, is expected to improve the fire loss ratio progressively over the five year period in which it is to be realized. The basements affected by the Ordinance lie in the congested business districts on the east and west sides of the Willamette River.

Although the City escaped heavy destruction from the earthquake, the Fire Department inspected hundreds of chimneys for possible damage.

The year 1949 brought about the amalgamation of the former Traffic Safety Commission with the Transportation Planning Commission. The ordinance creating this new body, known as the



Traffic and Transportation Commission, provided that this Commission fulfill the functions and duties of both predecessor Commissions. This amalgamation eliminated overlapping of jurisdictions between the two Commissions, and coordinated in a single advisory commission, the important problems of traffic and transportation, as well as accident prevention.

The new Commission continued the study of parking and congestion and of the routing and modernization program for mass transportation within the City. On May 25th the City Council adopted the outlying routes as proposed by the Traffic and Transportation Commission and granted the Portland Traction Company permission to establish downtown routes by looping in, out, or through the west-side congested area on a six months' trial basis. By last fall, the majority of the changed outlying routes were in operation on the basis of this planning.

The increased scope of Commission activities is reflected in the work of the Law Enforcement Committee, the Engineering Committee, Parking and Congestion Committee, School Safety Committee, Transit Committee, Terminals Railroads and Commercial Vehicles Committee, Public Information Committee, and Speakers Bureau. Safety activities included the Film Library, Pedestrian Safety School, Juvenile Violators' School, Psycho-physical Testing Equipment, City Driving Course, and the dissemination of much printed literature on accident prevention. The press and radio have been most cooperative and generous in giving space and time to Commission activities.

The Commission has worked closely with the Junior Chamber of Commerce, the Kiwanis, Parent-Teacher Associations, and many other civic and service groups. Relationships with the Office of the Secretary of State, the Governor's Traffic Safety Council, Oregon State Health Bureau, Multnomah County Chapter of the American Red Cross, and other agencies were excellent and were instrumental in securing for Portland a record of 98 days without a fatal traffic accident. This record was only 13 days short of the all-time national record for cities over 200,000. There were 33 traffic fatalities in 1949, and Portland achieved the lowest fatality rate in the history of the Portland Police Record Bureau.

All traffic functions are now under one administrative head, in that the Traffic Division of the Bureau of Police, the Bureau of Traffic and Transportation, and the Advisory Commission on Traffic and Transportation are all in one City Department.



Probably the greatest activity of the Bureau of Traffic and Transportation was the installation of the one-way street plan. This installation is 75 per cent complete as of January 1, 1950. The City Council, after more than three years of planning, authorized the installation of a complete one-way street grid for the major portion of the west side downtown business area. The failure of the mass transportation operation to remove all street cars from the downtown area prior to December 31, 1949, caused some delay in installation of the plan, but it should be in operation by the latter part of February, 1950.

At the request of downtown merchants and property owners, the City Council authorized the installation of two-hour parking meters throughout the entire "meter" area. This installation is approximately 90 per cent complete.

Studies of traffic control and measures to relieve congestion should be continued. It is estimated that traffic congestion is costing the residents of Portland millions of dollars annually. Special emphasis must be placed on providing off-street parking facilities for vehicles entering the congested business area. In the light of the great increase in the City's population, another bridge across the Willamette River is greatly needed.

The year 1949 has been one of great activity in the Department of Public Works. With the beginning of the year, the Bureaus of Street Cleaning and Refuse Disposal were added to the department and the Bureau of Buildings and the Planning Commission were transferred from this department to the Department of Finance.

The Bureau of Construction prepared plans and provided engineering services, surveys and inspections for street and sewer improvements. The sewage disposal project is now approximately 28 per cent completed on the basis of work done, and approximately 45 per cent completed or under contract on the basis of cost. The Sewer Repair Division was responsible for maintaining 1,066 miles of sewers ranging in size from 6-inch sewer pipes to 96-inch monolithic trunk sewers.

The Street Repair Division maintained all macadam and gravel streets.

The Street Cleaning Bureau cleaned 772 miles of hard-surfaced streets and 104 miles of full-width macadam streets. The congested district was cleaned nightly and the arterial highways and less congested districts, once a week.



The Bureau of Refuse Disposal handled between five and six hundred tons of garbage and refuse per day in the fill and fifty to sixty tons in the incinerator. On November 10, the Council passed an ordinance setting up a procedure for the collection of fees beginning January 1, 1950, which is designed to make the Bureau self-supporting.

The Bureau of the Municipal Paving Plant did not derive any of its funds from the tax levy on property. It operated with a Rotary Fund, charging the Bureau or Fund for which the work was performed on the basis of cost of improvement. During the past year, the hard-surfaced patching and asphaltic redress done by the Paving Plant amounted to 1,162,286 square yards. It included the covering of some tracks for the Portland Traction Company for which the company paid the cost. It also included the repair work on hard-surfaced streets, amounting to \$400,000, which was furnished from the street tax fund.

During the year, the Bureau of Health conducted monthly Food Handlers Schools, instructing more than 4,000 people in the sanitary art of handling foods. Previously 16,000 people had been instructed. The Bureau inspected and graded approximately 1,600 restaurants, nearly 1,200 of which maintained a Grade A status.

The meat inspection of the City of Portland was carried on under the Health Code. The Sanitary Division inspected meat markets as well as restaurants. Through the efforts of this division, an extensive traffic in uninspected horse meat was disclosed and the offenders were arrested and convicted.

The Bureau of Water Works laid approximately ten miles of mains during the year. About half of these increased the size of the existing mains; the other half was new installation. The estimated population supplied with Bull Run water both inside and outside the City limits, is 592,000 persons. Because of the increase in the number of patrons and the amount of water consumed, so far it has not been necessary to increase the rates even though the actual operating expense has increased considerably.

The Water Engineer's office is now preparing specifications for increasing distribution facilities and for the installation of a new conduit from the Bull Run Water Reserve. It is estimated that the cost of this improvement and installation will approximate ten million dollars. It will be necessary to finance these improvements and installations by a bond issue, the repayment of which will undoubtedly necessitate a slight increase in our water rates. Our water rates are in the lowest brackets of those charged anywhere in the United States by cities of comparable size.



The conversion of the former Motor Vehicle Inspection Station into a shop building for the repair of passenger cars and light trucks served to alleviate the severe overcrowding at the Municipal Garage. Fortunately, because of the type of construction of this building which adjoins the Municipal Garage, the conversion was made at a minimum of public expense.

The increasing number of City work equipment demanded that additional space be provided.

During the past year, there were three major street lighting projects. S. W. Harbor Drive was illuminated between S. W. Ankeny and S. W. Sheridan Streets, S. F. McLoughlin Boulevard was illuminated between S.E. Taggart and S.E. Milwaukie Avenue and 4.6 miles of N.E. and S.E. Union Avenue were illuminated.

The illumination of residential areas was improved by the installation of 238 street lights, providing more protection to these districts from a police or traffic standpoint.

The work of the Bureau of Insect Control has become increasingly more mechanized each year by the use of airplanes as the approach to the problem became more scientific. Portland was remarkably free of mosquitoes during 1949 and during the season, the Department received relatively few calls of complaint.

The Bureau also handled the problems of earwig and elm beetle control and is now engaged in preliminary studies in cooperation with the United States Forest Service in the problem of insects which are invading the conifers on West Slope.

The past year was a year of achievement for the Civil Service Board. Fifty-six examinations (15% increase over 1948) were administered to 6,000 applicants (100% increase over 1948). As a result of these examinations, 550 citizens of the community obtained appointment and 130 employees were promoted. Temporary employees working for the City declined from a total of 467 to a total of 235. This is a decrease of 50%. Position classification was carried out through the review of 300 positions.

After considerable research, an up-to-the-minute edition of the civil service rules was adopted. A revised employee's manual is being printed and will be distributed early in 1950. Several changes have been made in the personnel record system to increase its efficiency.



Civil Service operations have been influenced during the past year by a greatly increased interest in public employment as evidenced by the fact that the number of applications in 1949 exceeded the number in 1947 and 1948 combined. Several basic changes in the state veterans' preference law have assisted veterans in obtaining positions in the City service.

The City of Portland is a large employer. Its payroll is the greatest single factor in City expenditures. Efficiency of operations and optimum output largely results from the selection and retention of a competent group of employees. Gradually, as the basic problems of personnel administration in the City are being solved, this goal is being reached.

The office of the City Attorney represented the City of Portland in many matters of far-reaching importance during 1949. Among them were the many contracts for the multi-million dollar sewer project presently being constructed. An important matter of litigation was the City's test of the validity of the ordinance prohibiting bookmaking in the City upon animal races. The Circuit Court had held that the City's ordinance was invalid, but the case was appealed to the Supreme Court, and the City's anti-bookmaking ordinance was upheld.

The office of the City Attorney also represented the City in protesting the application for rate increases made by the Pacific Telephone and Telegraph Company.

Our Municipal Court experienced one of the busiest years in its history. The volume of work now handled by our two courts is so large that a third court should be provided as soon as the City can afford to do so. It would promote the ends of justice and improve the general quality of the Municipal Court processes. The creation of the office of Director of Parole and Probation should greatly improve the parole procedure concerning prisoners after their commitment to the City Jail by the Municipal Courts.

During the year, we have continued our park expansion program with the acquisition of property on the West Hills for Forest Park. We now have approximately 3000 acres which have been transferred from the Assessment Collection Fund and the County to the Park Department for their control. Further acquisitions are hoped to be obtained from gifts and other delinquent property. This Forest Park will be maintained in its natural condition with some bridle paths and trails for use by the public.



The levy of 1948 was the last of the ten-year 4/10 of a mill levy and the residue from that fund is now being used to complete the purchase of initiated projects. Rough grading of some of the acquired areas is being carried out, but development for real use will have to await a new financial program.

The Zoo budget is woefully low and the City is faced with the decision of either abandoning its operation or providing additional funds for its use. The present site is not suitable for a proper Zoo, but a new development would require a bond issue.

In 1949, the people of Portland took advantage of the well-rounded programs and recreation facilities conducted by the Park Bureau. There were more than eight million occasions when our citizens participated in the various programs of community centers, playgrounds and swimming pools. Of these entries, more than five million were children taking part in such supervised activities as swimming, golfing, dancing, baseball, boxing, softball and tennis. This was a major factor in helping in the fight against juvenile delinquency.

Among the outstanding achievements of the Bureau of Radio Communications were: the completion of a 100 per cent installation of two-way radio within the Bureau of Fire and the installation of the 200th two-way radio on City equipment. An experimental pack receiver for the use of foot patrolmen in the Bureau of Police was developed. This pack receiver is now undergoing tests by the Bureau of Police and may prove to be an important factor in the success of a program of getting officers back on foot within a particular district.

The Public Auditorium has shown greater usage during the past year. A progressive program of securing attractions was handicapped somewhat by the fact that sufficient funds were not available for necessary repairs and renovation.

Because of the resignation of the former Viewer, the position of Viewer of your Motion Picture Board of Review was not filled until April 1, 1949.

The activity of this Board resulted in the viewing of 1,078 motion pictures of which 1,063 were passed without censorship of any kind. Eight films were condemned in full and eliminations were ordered in at least six others. A total of 4,698 reels of motion picture film were viewed and much credit must be given to the Assistant Viewers who have faithfully carried on the program of viewing all films during this past year without charge and as a public contribution to the City.



During the year 1949, the Board enlarged the scope of its activity by viewing night club acts and burlesque theatres. Sixteen millimeter films in penny arcades also came under the examination of the Motion Picture Board of Review. Approximately, 30 per cent of the films shown in these devices were condemned.

The Council Chamber, notorious for its poor acoustics, now has a public address system which has proved to be of great value to the public.

During the year 1949, the City received the benefit of the services of many of its leading citizens. These citizens served without compensation on commissions, committees, and boards. To these individuals who donated so much of their valuable time the City, indeed, owes a debt of gratitude.

Portland has had its present Commission form of government since 1913. At that time, the population of the City was approximately 222,500. Because the present Commission form of government appears to have outgrown its use for a City approaching the one-half million mark, a committee on Municipal Reorganization was appointed. Its purpose is to determine what form of government offers the best opportunity to achieve coordination, integration, efficiency, and lack of duplication in the municipal services which the City government should perform for the people.

The County Commissioners have passed a resolution authorizing the Mayor's Committee to conduct a study of county government reorganization. For the purpose of determining duplications in the functionings of the City and County governments, a comparison report of all services is being made.

Several subcommittees are studying the various forms of municipal government and reports are being prepared and will be made to the Committee as a whole. It is expected that the Committee will release its findings and recommendations in 1950. This same Committee is making a real study into the matter of mergers or consolidations of all character which may be beneficial to the taxpayer and the progress of the area.

In keeping with the national trend, Portland felt the need for study and action on the intergroup relation subject.

Early in 1949, the Mayor appointed an advisory committee, known as the Mayor's Committee on Intergroup Relations, for the purpose of improving racial, religious, and cultural relations of the people of our City; to advise the Mayor, and to promote unity and understanding among all groups and to remove causes of tension. This Committee held its initial meeting on February 16, 1949.

A civil rights bill, sponsored by various groups in the City of Portland, was presented to the City Council. The bill was referred by the Mayor to this Committee on Intergroup Relations. After considerable study, the Committee requested the office of the City Attorney to draw up a sample ordinance on civil rights. On July 6, 1949, the Committee held a public hearing on this subject.



The Committee decided that an educational program should be carried on to familiarize the citizens of Portland with existing civil rights conditions in our community. The entire Committee embarked on an educational program, with the object of promoting tolerance and understanding among all groups within the City. Representatives of all agencies promoting human relations in the City were called together and have pledged their full support and cooperation to this educational program. In the very near future, the Council will consider the Civil Rights Ordinance which has recently been presented by this Committee.

The Aviation Commission completed its second year with an economic survey of the Portland-Metropolitan area. The survey shows the total expenditures and total investments for airlines, airports owned or leased by fixed base operators or government agencies, and airports privately owned or municipally owned.

The Commission engaged actively in endeavors to secure for Portland an air mail field post office and was extremely active in endeavors to secure transportation to and from the Portland Airport.

Economies necessitated the elimination of the position of the paid director of the Aviation Commission during the last half of 1949; however, the Commission has not lessened its activities and is getting recognition for Portland in Aviation circles.

During 1949, the Commission of Public Docks was completely reorganized as to operating procedures. This reorganization resulted in greatly decreased operating costs and in materially increased efficiency.

The Traffic Department also was reorganized and the Traffic Director and his Assistant were given additional training in traffic solicitation. Contacts were made with the export agents of railroads, importers and exporters, freight forwarders, federal agencies and shippers generally, and an active solicitation campaign for cargo was made.

The Maritime industry is still plagued with many uncertainties and difficulties. The Commission, however, has made every attempt to overcome these difficulties and at the present time, Portland is in a fairly good position. The Commission may find it necessary to bring about parity of rates by establishing preferential berthing as soon as possible. If Portland is to progress and the Port is to attain its destiny as a great world port, those concerned with port matters must be more than ever alert to their duties and responsibilities. The Commission is earnestly seeking to meet all problems as best it can as they arise. It realizes that it is faced with a serious problem and



that there is a vast amount of work to be done, in order to accomplish all that is desired.

It seems evident that efforts to promote port development and increase tonnage can be greatly aided by the activities of a citizens' Port Committee, and I anticipate appointing such a committee during the early months of 1950.

The most important development on the public housing problem during the year 1949 was the request of the Housing Authority of Portland for the construction of 2,000 housing units during the next two years. These units are to be built for low-income families. This request, made to the Federal Government, followed passage by Congress of the Housing Act of 1949. During 1950, 1,000 of these units will be built upon various sites throughout the City and 1,000 will be built in 1951, under the provisions of the Housing Act. Whether more than 2,000 units will be built in Portland will depend upon the findings of the housing market survey which is just being completed. All public housing built under the Housing Act will be of the permanent type. It has been found that 93% of the public housing in Portland is of a temporary type which must be disposed of because of its sub-standard nature.

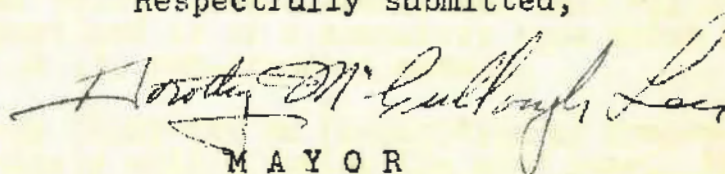
The Mayor's Advisory Committee on Disposition of Temporary War Housing was particularly active during the past year. The Committee published a report in June, making recommendations for the disposition of temporary housing. The Guilds Lake area is known for its industrial value. Each case of a removal of temporary housing was carefully studied by the Disposition Committee. Where new housing could be found for affected tenants, temporary housing units were removed to make way for industry.

In considering the events of 1949, it becomes apparent that we have made definite progress toward each of the goals we set for ourselves at the beginning of 1949. 1950 should advance us further toward our goals. In fact, in 1950, it is anticipated that much of the study of our biggest problems, which has gone on for some time now, will crystallize into definite action for necessary or desirable corrections. In all of these recommendations and decisions, the expressed wishes of the citizens of the City will be the most influential factor. On those matters which will be submitted as ballot measures, the expression of the people will be the sole determining factor. The very great interest displayed by literally thousands of the City's citizens on many questions during 1949, is, to me, our greatest guarantee of future progress. When people become complacent, then true long-range community progress is endangered. Certainly there has been no such complacency among our people this past year.



The year 1949 has been one of great transition for Portland. It has been a year when our City has felt the full impact of the peacetime problems created by the enormous increase in its population and its rapid economic growth of recent years. It has been a year when we have become very cognizant of the opportunities, responsibilities, and problems that are inevitable when a City finds itself the metropolitan center of the fastest growing state in the nation. Many situations that did not appear as critical in other years, have now become acute, under the pressure and the strain of great growth. This is a period in the history of our City when it is most necessary that we all give serious study to our City's affairs and when our composite thinking concerning them must be straight and objective. Teamwork and understanding are very essential to our progress. The major City problems created by our rapid growth, and the great and new opportunities which are ours as a City, because of that growth, need be thoroughly understood by all of us.

Respectfully submitted,

  
MAYOR