

SEMI-FINAL REPORT



OF THE

San Francisco Chamber of Commerce

BETTER HOUSING PROGRAM

Title I, National Housing Act

To the Board of Directors of the
SAN FRANCISCO CHAMBER OF COMMERCE:

The undersigned, entrusted by your Board with the task of conducting the Better Housing Program in San Francisco, present herewith their report. It is termed "Semi-Final" for two reasons: First, because it is hoped that a re-check may be possible later of pledges upon which work has not yet been started; second, because of the part the Chamber of Commerce is likely to take in stimulating the operation of Title II of the National Housing Act.

In presenting this report, we do so with full appreciation of, and thanks for, the splendid cooperation your Committee has received from all those who participated in making the campaign a nationally-recognized success.

Respectfully submitted,

CHARLES M. CADMAN,
General Chairman.

FREDERICK H. MEYER,
Chairman, Executive Committee.

February 7, 1935.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

TABLE OF CONTENTS

<u>Chapter</u>		<u>Page</u>
1.	History of San Francisco Campaign	1
2.	Accomplishments	3
3.	Office and Field Methods	8
4.	Pledge Re-Check and Assignment	11
5.	Financing of Modernization Work	16
6.	How Work is Being Done	18
7.	Publicity	21
8.	Costs of Campaign	26
9.	ERA Participation	28
10.	Resume of Campaign	31
11.	Appendix	36

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 11.

APPENDIX

Section I	Committee Organization and Duties
Section II	Committee Personnel
Section III	Staff Organization and Duties
Chart A	Staff Organization
Chart B	Map Showing Boundaries of Divisions and Districts, with Locations of Field Headquarters
Chart C	Accomplishments in Each Division
Chart D	Types and Number of Jobs Developed
Chart E	Workers' Accomplishments ERA Total Committee Workers' Total
Chart F	Totals by Weeks Pledges in Dollars ERA and Committee Workers Calls Contacts
Chart G	Costs of Campaign

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Appendix - Section I.

COMMITTEE ORGANIZATION AND DUTIES

- I. HONORARY CHAIRMEN:
Honorable Angelo J. Rossi, Mayor of San Francisco
J. W. Mailliard, Jr., President, S.F. Chamber of Commerce
- II. GENERAL CAMPAIGN CHAIRMAN:
Charles M. Cadman, President, Pacific Coast Aggregates, Inc.
- III. GENERAL VICE-CHAIRMEN:
Lloyd E. Graybiel, American Trust Company
A. A. Courteney, Jr., Pacific-Portland Cement Company
- IV. TREASURER:
A. J. Gock, Bank of America
- V. ASSISTANT TREASURER:
M. J. Simpson, Bank of America
- VI. ADVISORY COMMITTEE:
 - 1. Chairman, John W. Procter, Chamberlain & Procter

Although the Federal Housing Administration recommended the creation of such a committee, it was not required in San Francisco and did not function as such.

- VII. EXECUTIVE COMMITTEE:
 - 1. Chairman, Frederick H. Meyer, Architect

- A. Membership:
 - Executive Chairman
 - General Campaign Chairman
 - General Campaign Vice-Chairmen
 - Finance Committee Chairman
 - Publicity Committee Chairman
 - Speakers' Bureau Chairman
 - Special Efforts Committee Chairman
 - Assignment Committee Chairman
 - Building Industry Committee Chairman
 - General Industry Committee Chairman
 - Women's Committee Chairman
 - Special Members

B. Duties:

1. To direct campaign through the Campaign Manager.
2. To receive reports of Committee activities and progress, and to authorize any special committees or special committee work.
3. To approve and adopt budget.
4. To adopt reports of Finance Committee and authorize raising of money and expenditure thereof.
5. To pass on matters of policy.

VIII. FINANCE COMMITTEE:

1. Chairman, Lewis P. Hobart, Architect

2. Vice Chairmen:

George R. Gay, Santa Cruz Portland Cement Co.
John R. Cahill, Cahill Bros., General Contractors.

3. Secretary (See Staff Organization)

A. Membership consisting of individuals representing organizations directly benefitting, such as: Material dealers, wholesale and retail; contractors, retail merchants, banks and other financial institutions, architects, manufacturers, insurance and public utilities.

B. Duties:

1. To raise necessary funds
2. To appoint Treasurer and Assistant Treasurer and to audit accounts periodically through Auditing Sub-Committee.

IX. SPECIAL EFFORTS COMMITTEE:

1. Chairman, John W. Bender, Roofing Contractor

A. Membership consisting of those specially selected by the General Chairman for the particular work of the Committee.

B. Duties:

1. To plan and follow through to completion special projects not covered in duties of other committees.
2. To aid other committees which might require assistance, outside of their own membership, on specialized functions.

X. PUBLICITY COMMITTEE:

1. Chairman, Walter A. Folger, Pacific Telephone & Teleg. Co.

A. Membership consisting of representatives from:

1. Newspapers, daily, weekly, neighborhood, and foreign language
2. Miscellaneous and Trade Publications
3. Outdoor Advertising Concerns
4. Building Construction
5. Radio Stations
6. Wholesale and Retail Trade
7. Advertising Agencies or representative from the Advertising Club, as well as Advertising Managers of large firms.
8. Theaters and Motion Pictures
9. Direct Mail Agencies
10. Street Car Advertising
11. Sales Managers and Merchandising Managers.
12. Publicity representatives from:
 - a. Banks
 - b. Retail trade
 - c. Railroads
 - d. Public Utilities
 - e. Building Trades
 - f. Municipal government
 - g. Chamber of Commerce

B. Duties:

1. To assist and advise Publicity Director.
2. To secure donations of, or arrange payment for, advertising space in the press, on billboards, over the radio, et cetera.
3. To secure cooperation from advertising agencies and advertising managers, to plan copy as tie-in with campaign.
4. To secure cooperation from direct mail agencies to encourage their clients to enclose literature on campaign. Also to ask business firms to place enclosures in their local mail.

5. To secure cooperation from sales managers in training employees in details and purposes of campaign. Also, to have merchandising managers plan store and window displays to tie in with Program.
6. To organize and direct a Speakers Bureau and to inform organizations of the availability of speakers.

XI. BUILDING INDUSTRY COMMITTEE:

1. Chairman, George E. Greenwood, P. J. Walker Co.

A. Membership consisting of prominent members of building industries groups, including contractors, builders, building material dealers and manufacturers; architects, engineers and advertising agencies.

B. Duties:

1. To acquaint the building industry with general scope of campaign and details of obtaining loans and making alterations and repairs, by disseminating literature and obtaining speakers for general meetings of persons engaged in the building industries.
2. To secure cooperation in the way of price quoting and materials' price-fixing.
3. To organize against the raising of prices of materials or labor which would interfere with the Better Housing Program.

XII. GENERAL INDUSTRY COMMITTEE:

1. Chairman, J. F. Gilmore, Enterprise Foundry Company
2. Vice-Chairman, B. J. Nordstrand, Mullen Mfg. Company

A. Membership consisting of cross section of business, public utilities and industries in City other than building industries.

B. Duties:

1. To secure support of business, public utilities and industry in campaign.
2. To send literature, with statements, to customers, in cooperation with Publicity Committee.

XIII. WOMEN'S DIVISION:

1. Chairman, Mrs. Roy E. Tremoureux

A. Membership consisting of a cross section of women's organizations, including Parent Teacher's Group.

B. Duties:

1. To promote interest among women's groups, in cooperation with Speakers' Bureau.
2. To plan special events - social and otherwise - in conjunction with Better Housing Campaign.
3. To stimulate poster contests, essay contests, et cetera, in schools to create interest in Modernization.

XIV. CONSULTATION BUREAU:

1. Chairman, Wm. B. E. Hirst, American Trust Company

A. Membership consisting of contractors, builders and architects, and of representatives from banks and other financial institutions making loans under the National Housing Act.

B. Duties:

To maintain service for property owners at Main Headquarters and all Field Headquarters concerning:

1. Sources and prevailing prices of materials.
2. How to obtain reliable estimates of architectural advice on modernization.
3. List of accredited architects, builders, contractors, sub-contractors, according to types of services offered.
4. List of financial institutions approved by Federal Housing Administration.
5. Elimination of lost motion in obtaining loans for repairs and alterations.
6. Rendering or securing decisions on eligibility for loans and what repairs and alterations may legally be included.

XV. PLEDGE ASSIGNMENT COMMITTEE:

1. Chairman, E. H. Clausen, Johns-Manville Sales Corporation.

A. Membership consisting of one representative each of architects, general building contractors, building

sub-contractors, building materials, general retail business and Builders' Exchange, with General Chairman and Chairman of Executive Committee as ex-officio members.

B. Duties:

1. To carry out policy of representative group which adopted Pledge Assignment Plan. (In this group, which held one meeting for general discussion and definite action, were representatives of the following branches of business and the professions: Builders' Hardware, Cement and Plaster, Clay Products, Electrical, Heating, Lumber, Mill Work, Paint, Plumbing; Rock, Sand and Gravel; Roofing, Retail Building Material, Builders' Exchange, General Contractors, Electrical Contractors, Heating Contractors, Masons, Painting Contractors, Plumbing Contractors, Roofing Contractors, Gas Appliances, Architects, Bankers, Retail Merchants, Municipal Government).
2. To bring about creation, within each industry, of a sub-committee by which actual assignments to contractors, architects and dealers were made when such service was requested by the property owner.
3. General supervision of the Pledge Re-Check Campaign.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Appendix - Section II.

COMMITTEE PERSONNEL

EXECUTIVE COMMITTEE

Meyer, Frederick H. (Chairman)	Architect, 525 Market Street
Courteney, Jr., A. A. (Vice-Chm.)	Pacific Portland Cement Co.
Cadman, Chas. M. (ex officio)	Pacific Coast Aggregates, Inc.
Graybiel, Lloyd E. (ex officio)	American Trust Company
Baker, Wakefield	Baker-Hamilton & Pacific Co.
Bender, John W.	J.W.Bender Roofing & Paving Co.
Blair, Benjamin F.	Standard Sanitary Mfg. Co.
Browning, E. S.	116 New Montgomery (Raw Materials)
Bruning, Charles H.	433 California St. (Insurance)
Brunnier, H. J.	Sharon Building (Consl.Engineer)
Cahill, John R.	Cahill Brothers
Clausen, Ervin H.	Johns-Manville Sales Corp.
Elkington, Norman H.	Attorney, Russ Building
Fay, Philip J.	Merchants Exchange Building
Fisher, R. E.	Pacific Gas & Electric Co.
Folger, Walter A.	Pacific Telephone & Telegraph Co.
George, Wm. H.	Henry Cowell Lime & Cement Co.
Gilmore, J. F.	Enterprise Foundry Company
Greenwood, George E.	P. J. Walker & Co.
Hilp, Harry H.	Barrett & Hilp
Hilliard, Richard	The Paraffine Companies, Inc.
Evers, Albert J.	Architect, 525 Market Street
Kent, Thomas J.	Architect, 525 Market Street
Langlais, Charles A.	472 Tehama Street
Lothead, James K.	American Trust Company
Meherin, P. W.	Financial Center Building
Miller, J. Giles	Barrett & Hilp
Nordstrand, B. J.	Mullen Mfg. Co.
Pabst, Fred W.	Don Lee, Inc.
Peterson, E. H.	Malott & Peterson
Plumb, S. E.	Lord & Thomas
Procter, John W.	Chamberlain & Procter
Soule, Edward L.	Soule Steel Company
Runyan, Frank K.	Western Furniture Exchange
Ryan, David H.	Bay Counties Dist.Council of Carpenters
Tarvid, Don	Sears, Roebuck & Co.
Tremoureux, Mrs. R. E.	44 - 5th Avenue
Wilhelm, A. H.	Builders' Exchange
Worden, William H.	Board of Public Works

FINANCE COMMITTEE

Hobart, Lewis P. (Chairman)	Architect, 525 Market Street
Cahill, John R. (Vice-Chairman)	Cahill Brothers
Gay, George R. (Vice-Chairman)	Santa Cruz Portland Cement Co.
Cadman, Chas. M. (ex officio)	Pacific Coast Aggregates, Inc.
Graybiel, Lloyd E. (ex officio)	American Trust Company
Baker, Frank	Tay-Holbrook Co.
Bradley, Peter	Plastering Contr., 639 Brannan St.
Brigham, R. D.	Anglo California National Bank
Clausen, Ervin H.	Johns-Manville Sales Corp.
Cole, H. W.	Hammond Lumber Co.
Dettmann, F. L.	Allen & Dettmann Lumber Co.
Downing, Paul M.	Pacific Gas & Electric Co.
Ford, Robert C.	Pacific Coast Aggregates, Inc.
Gock, Alfred J.	Bank of America
Harris, Matthew A.	Van Arsdale-Harris Lumber Co.
Hart, J. A.	S.F. Planing Mill Owners Assn.
Jones, Paul C.	Santa Cruz Portland Cement Co.
Kendrick, Charles	Schlage Lock Co.
Knickerbocker, Walter	Fernando Nelson Co.
Levison, J. B.	Fireman's Fund Insurance Co.
Lothead, James K.	American Trust Company
Marks, L. H.	Chas. Brown & Sons
Peterson, E. H.	Malott & Peterson
Porter, E. C.	U.S. Fidelity & Guaranty Co.
Samson, J. L.	Baker-Hamilton & Pacific Co.
Shainwald, Richard H.	The Paraffine Companies, Inc.
Smith, H. W.	Dinwiddie Construction Co.
Sutter, Louis	Anglo California National Bank

WOMEN'S DIVISION

Tremoureux, Mrs. R.E. (Chairman)	44 - 5th Avenue
Humphrey, Mrs. Wm. H.	370 Upper Terrace
Haley, Mrs. Harry Steele	735 21st Avenue
Sheldon, Mrs. Edwin	2690 Jackson Street
Stokes, Mrs. A. W.	1890 Grove Street
Springer, Mrs. Paul	4141 23rd Street
Searls, Mrs. Robert	66 San Fernando Way
Baumann, Mrs. G.	251 Raymond Street
Doan, Mrs. Robert A.	1034 Vallecjo Street
Echeverria, Mrs. Lucio	1651 Jerrold Street
Fowler, Miss Violet	1867 Jefferson Street
Geballe, Mrs. Harry	2801 Lake Street
Hammond, Mrs. E. W.	351 16th Avenue
Starr, Mrs. Rose	2914 Jackson Street
Ratto, Miss Sulina	1400 Van Ness South
Threlkeld, Mrs. Handlin	611 Camino del Mar
Unger, Mrs. E. S.	3717 Divisadero Street
Hampton, Mrs. Geo. F.	1355 Willard Street

PUBLICITY COMMITTEE

Folger, Walter A. (Genl.Chairman) Pacific Telephone & Telegraph Co.

Agencies

Ingram, K. C.

Lord & Thomas

Speakers' Bureau

Elkington, Norman H. (Chairman)	Russ Building
Graybiel, Lloyd E. (Vice-Chairman)	American Trust Company
Griffith, Arthur B. (" ")	Loomis, Sayles & Co.
Beckmann, Frank H.	Beckmann-Hollister Co.

Junior Chamber of Commerce Group

Hagerty, E. F.	Postal Telegraph Company
Allendorf, J. R.	Eastman Kodak Company
Clark, Gene	K J B S
Davies, Robert A.	N.Y. Life Insurance Co.
Clausen, Henry C.	333 Montgomery Street
Edenholm, S. J.	Riggs Optical Company
Gane, R. M.	155 Sansome St.
Garter, Dr. Simon	622 Flood Building
Hone, Leo B.	Hone & Hone
Hunter, Robert K.	Luckenbach Steamship Co.
Levison, Walter H.	California Jewelry Co.
McCool, Wendell R.	Jerome Draper & Co.
Mason, C. S.	Pacific Telephone & Telegraph Co.
Nixon, P. D.	Alhambra Water Co.
Rowell, J. H.	McCutchen, Olney, Mannon & Green
Sibbett, Edw.	Jones & Dall

American Institute of Banking Group

Smith, Harry	Bank of America
Manouel, Douglas	American Trust Company
Falconer, Donald	Bank of America
Hull, Hayden	Bank of America
Becker, John	Bank of America
Mowatt, Miss Ruth	Bank of America
Dana, Frank	Bank of America

Women's Division Group

Dean, Mrs. Robert	1034 Vallejo St.
Fowler, Miss Violet	1867 Jefferson St.
Geballe, Mrs. Harry	2801 Lake Street
Hammond, Mrs. E. W.	351 - 16th Avenue
Humphrey, Mrs. Wm.	370 Upper Terrace
Haley, Mrs. Harry Steele	735 - 21st Avenue
Sheldon, Mrs. Edwin	2690 Jackson Street
Stokes, Mrs. A. W.	1890 Grove Street

Women's Division Group (Continued)

Springer, Mrs. Paul	4141 - 23rd Street
Ratto, Miss Sulina	1400 Van Ness Avenue
Hampton, Mrs. George	1355 Willard
Cohn, Mrs. William	285 Arguello Blvd.
Echeverria, Mrs. Lucio	1651 Jerrold Street
Lucas, Mrs. William Palmer	2449 Pacific Avenue

Banks

Michelson, Peter	Bank of America
Goldmann, Edmund	San Francisco Bank

Radio

Pabst, Fred	Don Lee, Inc.
Frothingham, Roy	National Broadcasting Co.
Brunton, Ralph	Julius Brunton & Sons
McCallum, Ed.	K Y A

Direct Mail

Collier, Chas. W.	Recorder Printing & Publishing Co.
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Newspapers

Smith, Robert L.	Pacific Advertising Staff
Nations, Paul	San Francisco Examiner
Westler, Dudley F.	San Francisco Chronicle
Meyer, Luther	S. F. Call-Bulletin
Rayley, John G.	San Francisco News
Eubanks, Sam B.	Daily Pacific Builder
Sandahl, Chris	Daily Commercial News
Edwards, George P.	Coast Banker

Car Cards

Ferger, Roger	Pacific Railways Advertising
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Outdoor Advertising

Willoughby, Howard	Foster & Kleiser
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Retail Trade

Donohoe, Denis	Retail Dry Goods Association
Dalton, E. O.	Retail Merchants Association
Woerner, Beatrice	The White House

Wholesale Trade

Fleming, Capen A.	Merchants & Mfgrs. Association
Pettis, Jack	California Mfgrs. Association

Building Construction

Nisja, Roy A.
Mooney, Archie
Ely, Fred

Building Owners Association
State Dept. of Industrial Welfare
Building Trades Council

Sales Managers

Weigel, Garnet

Knight-Counihan Company

Municipal Interests

Carle, Jackson T.

Public Utilities Commission

Railroads

Campbell, Lindsay
Brown, Thomas P.

Southern Pacific Railway
Western Pacific Company

General Co-Ordinators

Persons, C. E.
Pritchard, Charles R.
Day, Willis C.
Gardner, Miss Florence

McCann-Erickson Company
Bonestell & Company
Leon Livingston Company
Advertising Club

Public Utilities and Electrical Appliances

Joy, Al C.
Fisher, R. E.

Pacific Gas & Electric Co.
Pacific Gas & Electric Co.

Chamber of Commerce

North, George L.

Publicity Director,
S. F. Chamber of Commerce

Theatres and Motion Pictures

McGinn, Mrs. Hulda
Bowles, A. M.
McNeil, R. M.

California Theaters Association
Fox West Coast Theaters
Golden State Theater & Realty Corp

Window Displays

Nelson, Edgar C.

Nelson Display Company

Shopping News

Cooley, M. E.
Rice, Hayes

S. F. Shopping News
S. F. Shopping News

House Organs

Hecht, Victor

Zellerbach Paper Co.

Special Events

Gilroy, Clarence E.

San Francisco Chronicle

BUILDING INDUSTRY COMMITTEE

Greenwood, George E. (Chairman)	General Building Construction
Meyer, Frederick H. (ex officio)	Architect
Evers, Albert J.	Architect
Kent, Thos. J.	Architect
George, Wm. H.	President, Builders' Exchange
Cahill, John R.	Central California Chapter, Assoc. General Contractors of America, Inc.
Bergstrom, A. H.	General Contractors' Assn.
Garren, Wm. I.	Architect
Stephens, Carroll	Building Materials
Hilliard, Richard	Building Materials
Brunnier, H. J.	Structural Engineer
Hudson, Robert A.	Heating & Ventilating Engineers
Atkins, George E.	Sanitary Engineer
St. John, Robert L.	Electrical Engineer
Knickerbocker, Walter	Speculative Home Builder

Window Displays Sub-Committee

Kent, Thos. J. (Chairman)	525 Market Street
Wurster, William Wilson	Architect, 260 California St.
Williams, Albert R.	Architect, 251 Post Street
Stringham, Roland I.	Architect, 525 Market Street
Masten, Charles F.	Architect, 233 Post Street
Maury, Charles F.	Architect, Monadnock Building
Toepke, Will H.	Architect, 74 New Montgomery St.

Modernizing Demonstration Sub-Committee

Bender, John W. (Chairman)	J.W.Bender Roofing & Paving Co.
Blair, Benjamin F.	Standard Sanitary Mfg. Co.
Plumb, S. E.	Lord & Thomas
Clausen, Ervin H.	Johns-Manville Sales Corporation

PLEDGE ASSIGNMENT COMMITTEE

Clausen, Ervin H.	Johns-Manville Sales Corporation
Garren, Wm. I.	Architect, 233 Post Street
Cahill, John R.	Cahill Brothers
Bender, John W.	J.W.Bender Roofing & Paving Co.
Stephens, Carroll	Golden Gate Atlas Materials Co.
Davis, Cachot S.	Raphael Weill & Co.
George, Wm. H.	Henry Cowell Lime & Cement Co.
Meyer, Frederick H. (ex officio)	525 Market Street
Cadman, Chas. M. (ex officio)	Pacific Coast Aggregates, Inc.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Appendix - Section III.

STAFF ORGANIZATION AND DUTIES

(See Chart A in Appendix)

1. CAMPAIGN DIRECTOR -- William F. Benedict

- A. Development of campaign plan, and general supervisory responsibility.
- B. Liaison with and between General Chairman, Chairman of Executive Committee and all Committees. Attendance at meetings.
- C. Rendering of periodic finance reports.
- D. Purchase of all supplies.
- E. Establishment of office systems for pre-campaign, campaign and pledge re-check campaign periods.
- F. Preparation of all office and field forms.
- G. Coordination between Committee and Federal Government agencies.
- H. As Project Supervisor, signing of all ERA payrolls.

2. FIELD MANAGER -- Frank M. McVeigh

- A. General assistance to Campaign Director in carrying out of instructions to Staff.
- B. Assistance in training of Staff in respective duties and responsibilities.
- C. Assistance in preparation of all forms used in campaign.
- D. Organization and control, through proper committees, divisions and departments, of ERA and volunteer field workers.
- E. Accumulation, digestion and dissemination of all statistical matter, including: Amount of pledges; special assignments, reassignments and call-backs; volunteer personnel records; records of pledges fulfilled and unfulfilled; daily reports, during campaign, of accumulated pledges as credited against campaign goal.

3. CHIEF SECRETARY -- Marian I. Hoyal

- A. Control, as Office Manager, of secretaries, stenographers and other members of Staff with exception of Field and Division Managers.
- B. Liaison between Campaign Director and Field Manager, and all Staff and Committee members.
- C. Secretary to General Chairman, Executive Committee Chairman and Campaign Director.

- D. Handling of Campaign Director's file of all purchase and financial records and typing finance reports.
- E. Preparing calendar of meetings to be called and attended by General Chairman, Executive Committee Chairman and Campaign Director, and others.
- F. Attendance at, and writing minutes of, all important committee meetings, with particular reference to Executive Committee.

4. PUBLICITY DIRECTOR -- Thomas A. Gallagher

- A. Preparation of news stories, proclamations, advertising, speeches, radio talks and similar publicity material, under direction of Publicity Committee and Campaign Director.
- B. Dissemination of signs, placards, stickers and other graphic material supplied either by the Federal Housing Administration or by the Campaign Committee.
- C. Organization and control of Speakers' Bureau under special sub-committee of Publicity Committee.
- D. Attendance at all Committee meetings at which publicity material might originate.

5. AUDITOR - Paul S. Gavin

- A. Receipt of and accounting for all contributions, and delivering them into the hands of the Treasurer.
- B. Writing of all checks, with the written approval of the Campaign Director and the Auditing Committee for signature of the General Chairman or the General Vice-Chairman and the Treasurer or the Assistant Treasurer.
- C. Keeping of books and auditing of all accounts.
- D. Paying all bills, under authorization of the Campaign Director with the approval of the Executive Committee and the Auditing Committee.
- E. Furnishing material, as required, for periodic finance reports by the Campaign Director.
- F. Supplying sustaining vouchers for the Campaign Director's periodic finance reports to the General Chairman and the Treasurer.

6. RESIDENTIAL DIVISION MANAGER -- G. J. Brooks

- A. Aiding Field Manager in the organization of ERA and volunteer workers to contact owners of property in areas which are predominately residential.
- B. Appointment of Field Supervisors and Foremen and rendering assistance to each.
- C. Receipt of reports, through Field Supervisors, of each day's accomplishments and transmitting such reports promptly to Field Manager.
- D. Referring all inquiries, such as requests for financial or planning aid, to proper departments through Field Manager

7. INCOME PROPERTY DIVISION MANAGER -- Fred W. Knipscher

- A. Duties in conformity with those of Residential Division Manager, but in areas which are predominately income-producing.
- B. Assisting Residential Division Manager in such duties as may be assigned to him by Field Manager.

8. INDUSTRIAL PROPERTY DIVISION MANAGER -- L. H. Bennett

- A. Duties in conformity with those of Residential Division Manager, but in areas which are predominately industrial.
- B. Assisting Residential Division Manager in such duties as may be assigned to him by Field Manager.

9. CONSULTATION BUREAU MANAGER -- Wm. B. E. Hirst

- A. Advising property owners on estimated costs of repairs including costs of materials, architectural expenses and labor, and sources of each.
- B. Preparing and disseminating lists of accredited architects, contractors and sub-contractors.
- C. Giving advice to property owners on methods of securing loans under National Housing Act, for modernizing of their properties.
- D. Preparing and disseminating lists of accredited financial institutions which will make loans under provisions of National Housing Act.

10. FINANCE COMMITTEE SECRETARY -- Fred W. Knipscher (latter part of campaign)

- A. Staff member serving directly under Finance Committee Chairman and Campaign Director, coordinating work of both volunteer and paid solicitors of campaign contributions, making assignments of prospective subscribers; receiving contributions, giving receipts therefor and delivering all funds to Auditor for deposit; keeping record of paid-in and pledged amounts.

11. OFFICE CLERICAL FORCE

- A. Assistant Project Supervisor (Edward H. Cameron), statisticians, paymasters, stenographers and typists, comptometer operators, mimeographers, clerks, telephone operator, file clerks, draughtsmen and estimators, some regular staff members, but most of them furnished by Emergency Relief Administration and paid by it; all serving under supervision of Campaign Director acting as Project Supervisor.

12. FIELD FORCES

- A. Main Campaign -- Volunteers from industry and the architectural profession, supplemented by ERA workers, under following control in diminishing authority:

1. Campaign Director
 2. Field Manager
 3. Division Manager
 4. Field Supervisors
 5. Foremen
- B. Pledge Re-check Campaign -- Volunteers, supplemented by ERA workers chosen for their special aptitude as evidenced in the main campaign. Control same as in "A" with exception of setting up of particularly capable Field Supervisor to route calls and direct work. Duties of Field Canvassers included:
1. Contacting all property owners who have signed pledges, and securing information on pledged work already completed, work under way and work to start at once without impediments; method of doing work, method of financing, et cetera.
 2. Reselling those who had lost their original enthusiasm.
 3. Giving advice to, or directing into the proper channels for such advice, all those having particular problems of whatever nature upon the general subject of modernizing.
 4. Securing new or supplemental pledges where possible.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

STAFF ORGANIZATION CHART

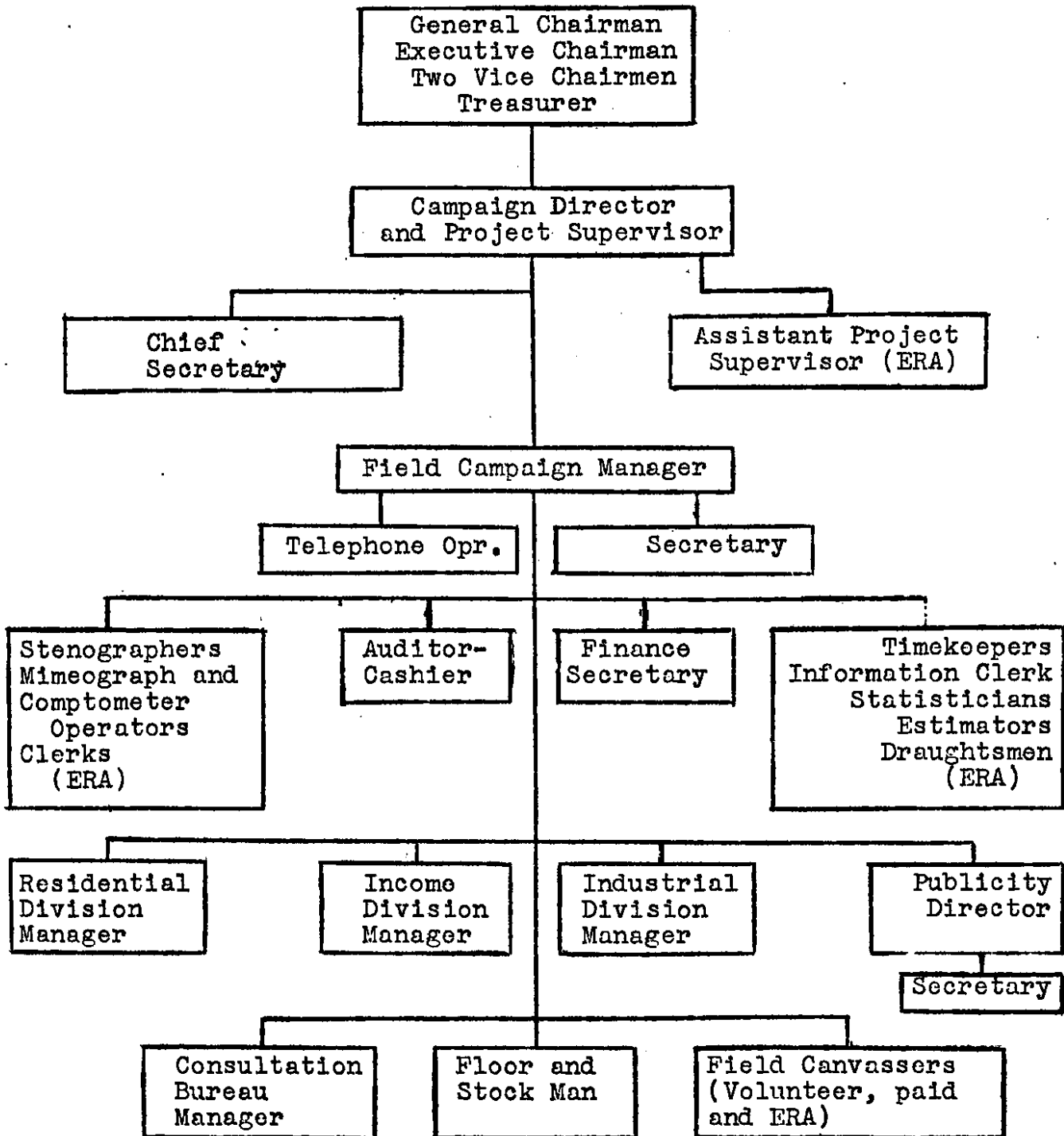
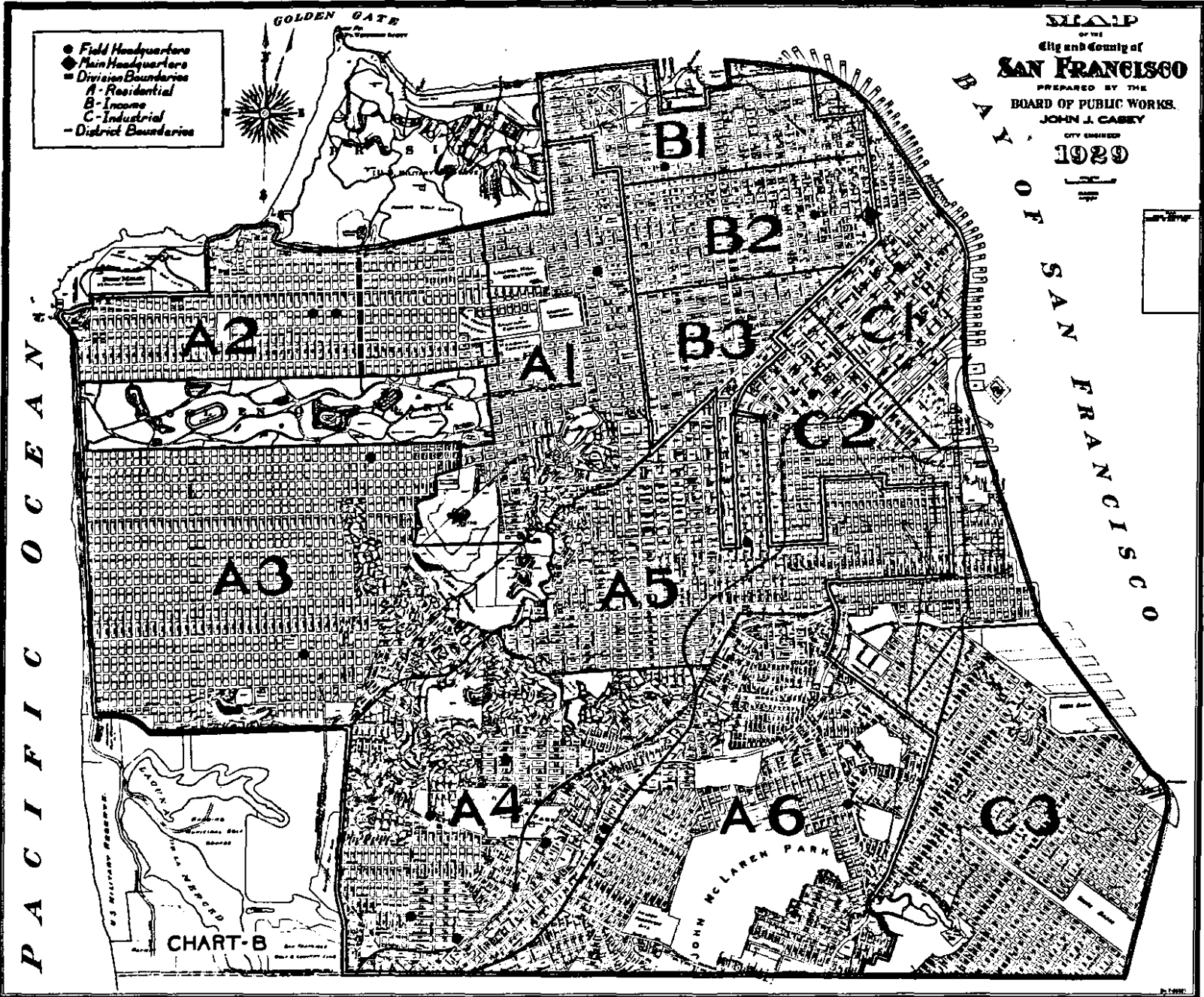


CHART A.



- Field Headquarters
- ◆ Main Headquarters
- Division Boundaries
- A - Residential
- B - Income
- C - Industrial
- District Boundaries

SLAIP
 of the
 City and County of
SAN FRANCISCO
 PREPARED BY THE
 BOARD OF PUBLIC WORKS.
 JOHN J. CASEY
 CITY ENGINEER
 1929

PACIFIC OCEAN

BAY OF SAN FRANCISCO

GOLDEN GATE



CHART-B

JOHN MCLAREN PARK

BETTER HOUSING PROGRAM NUMBER OF PLEDGES

OCT - DEC - 1934

THOUSANDS
OF PLEDGES

THOUSANDS
OF PLEDGES

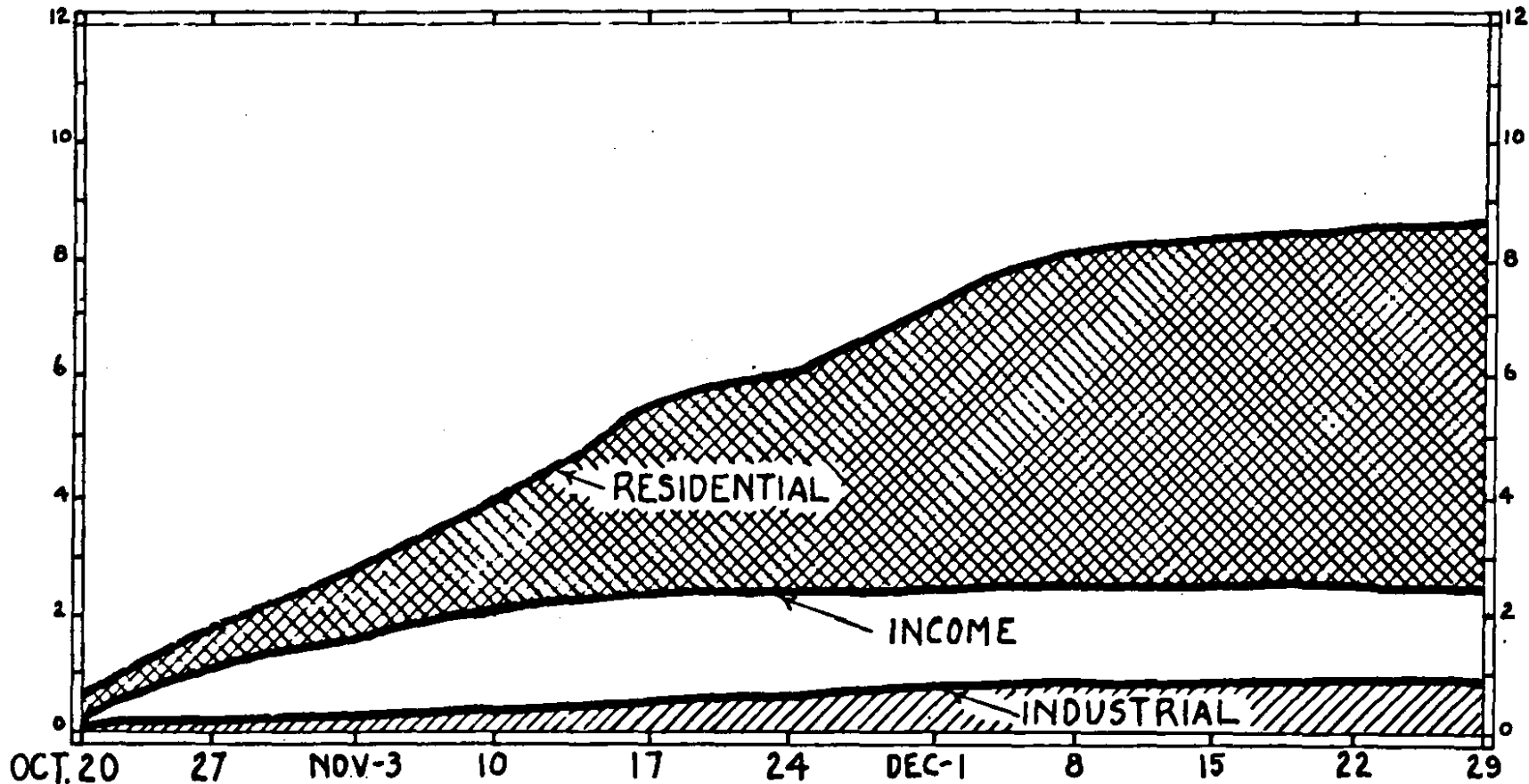


CHART-C1

E. R. A. PROJECT
No. 2F4-189

BETTER HOUSING PROGRAM PLEGGED EXPENDITURES

OCT — DEC — 1934

MILLIONS
OF DOLLARS

MILLIONS
OF DOLLARS

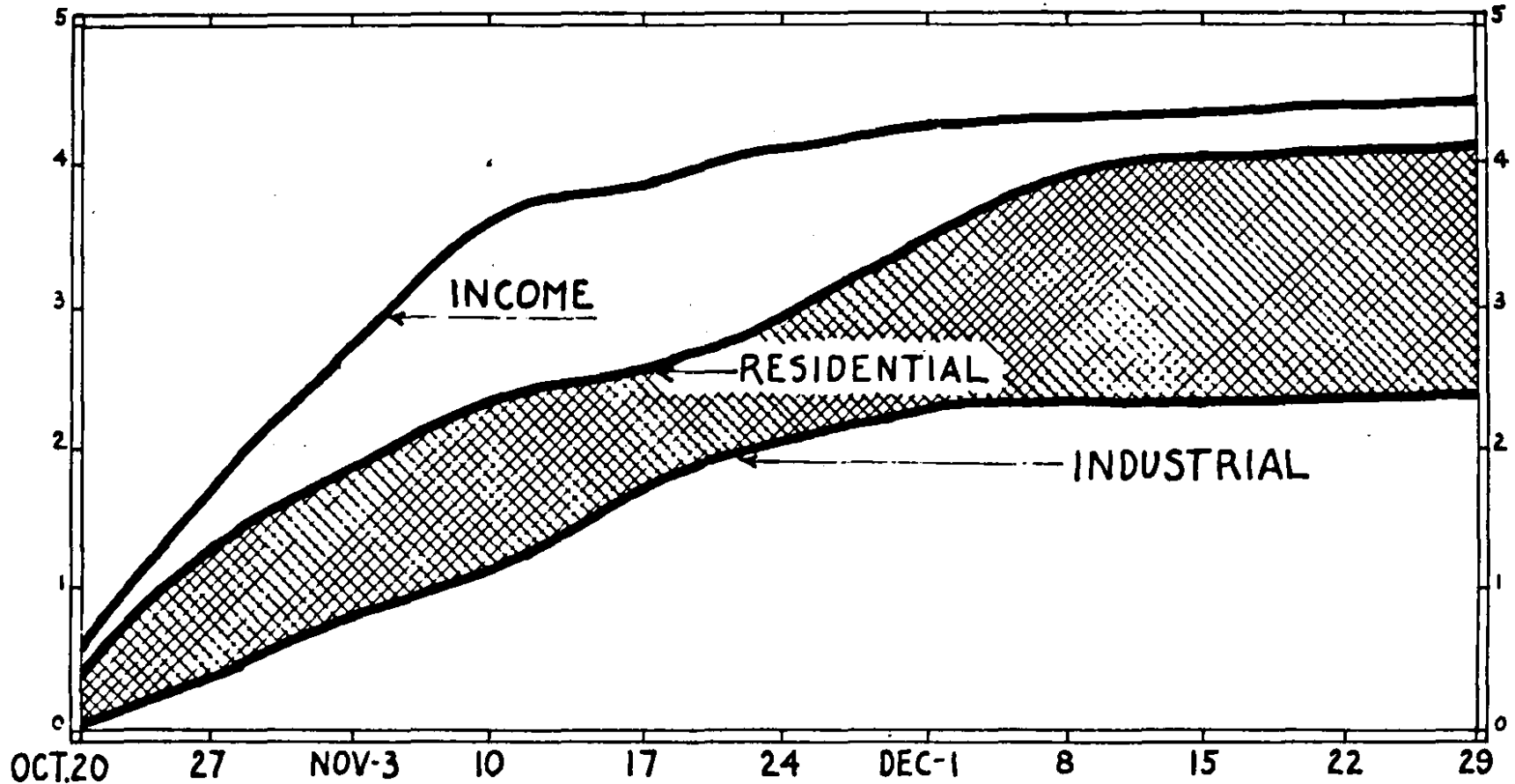


CHART-C2

E.R.A. PROJECT
No. 2F4-189

BETTER HOUSING PROGRAM JOBS DEVELOPED OCT. 16-DEC. 31, 1934

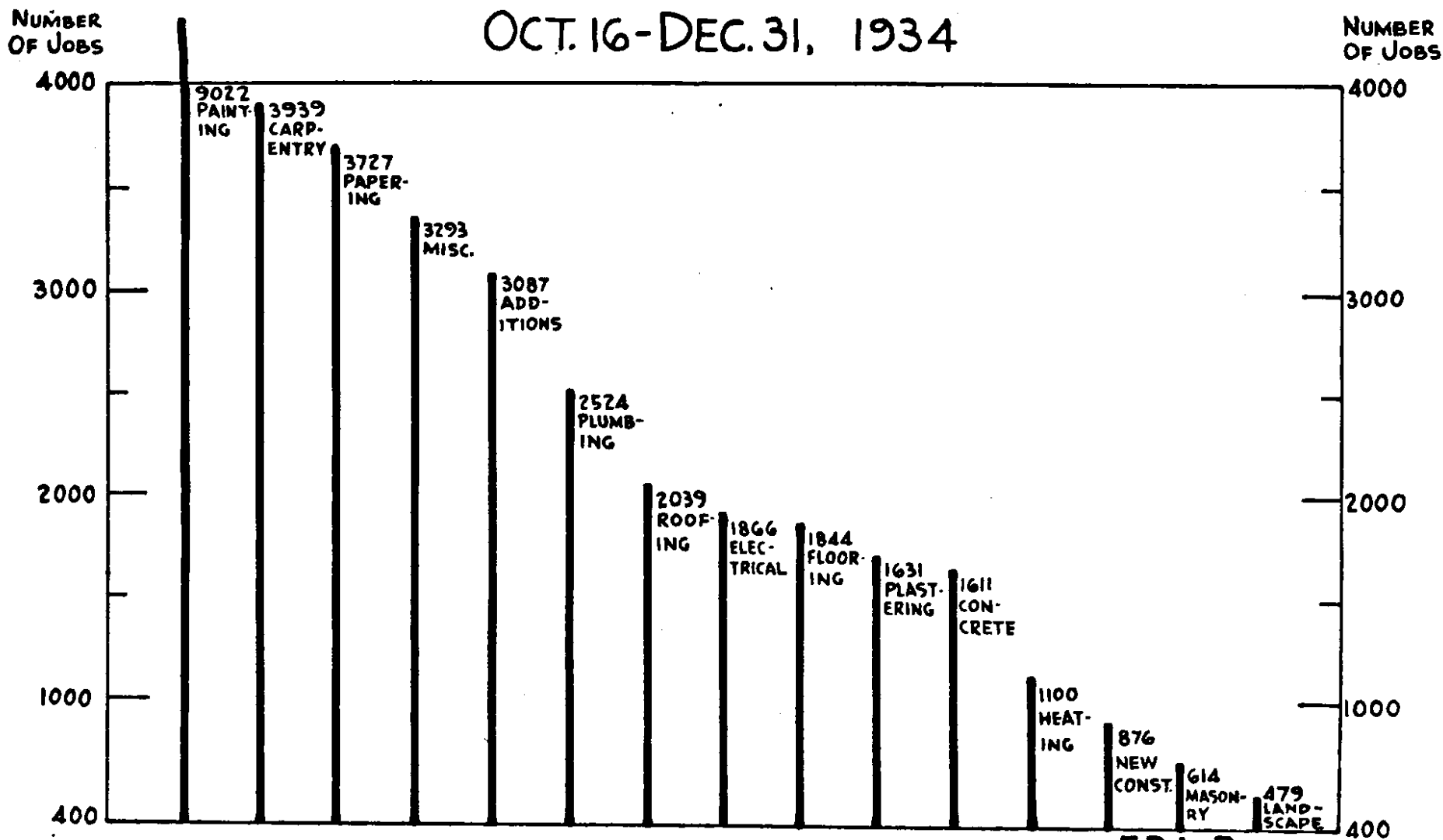


CHART D

ERA PROJECT
No. 2-F4-189

PLEGGED EXPENDITURES BETTER HOUSING PROGRAM

Representing pledges secured. Relative attainments correspond to relative numbers of workers in each classification.

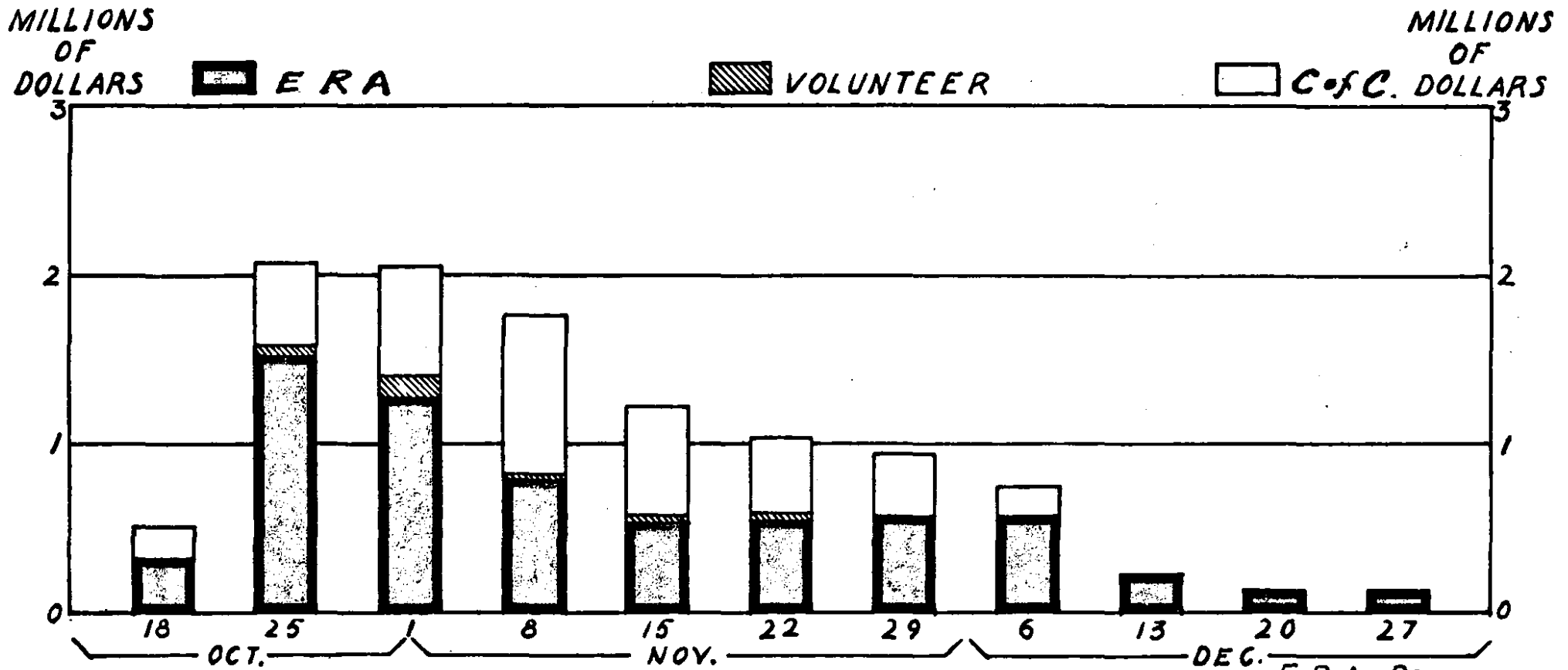


CHART E.

E.R.A. PROJECT
No. 2F4-189

BETTER HOUSING PROGRAM WEEKLY RECORD

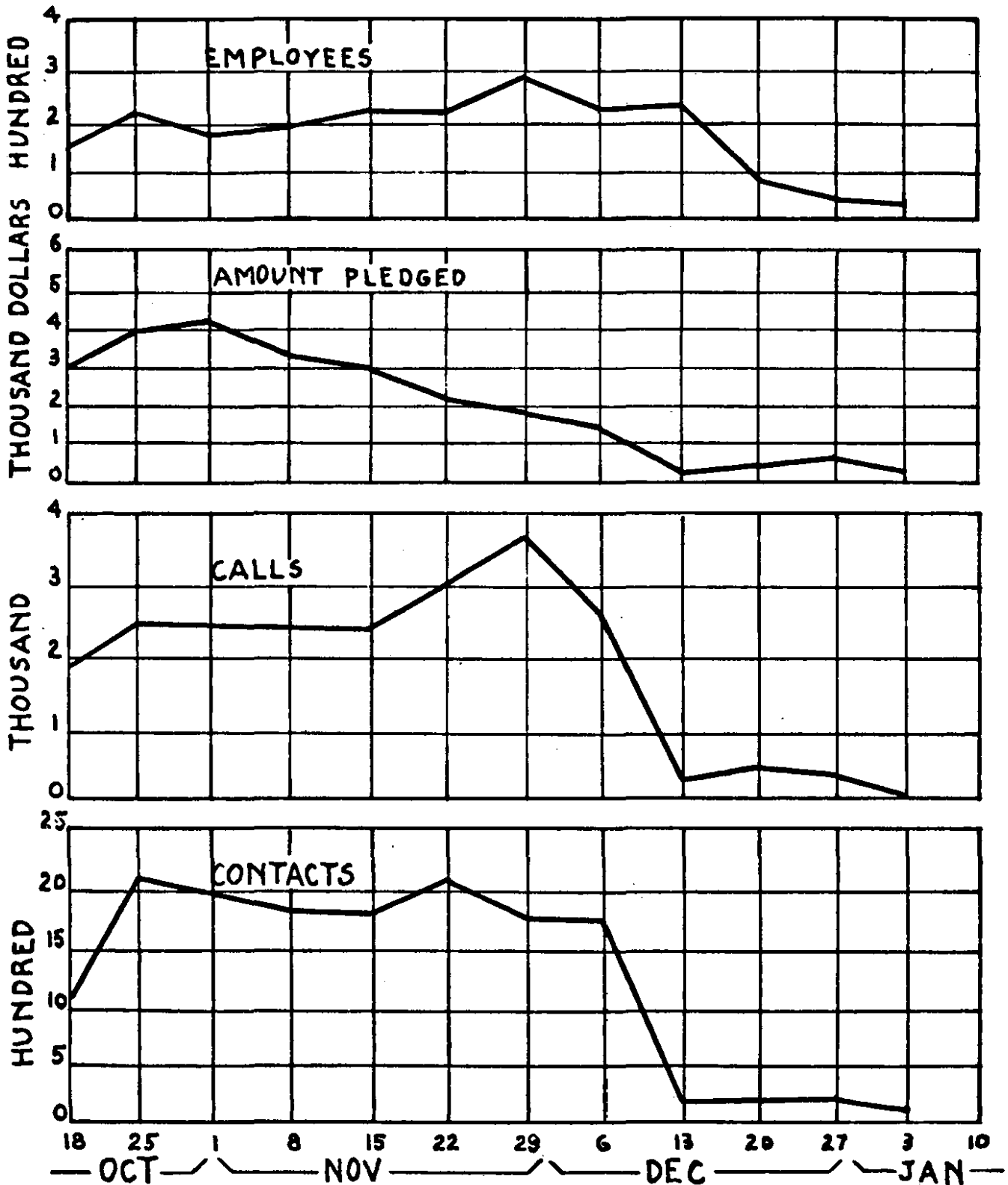


CHART-F

BETTER HOUSING PROGRAM COSTS

OCT-1934 — JAN-1935

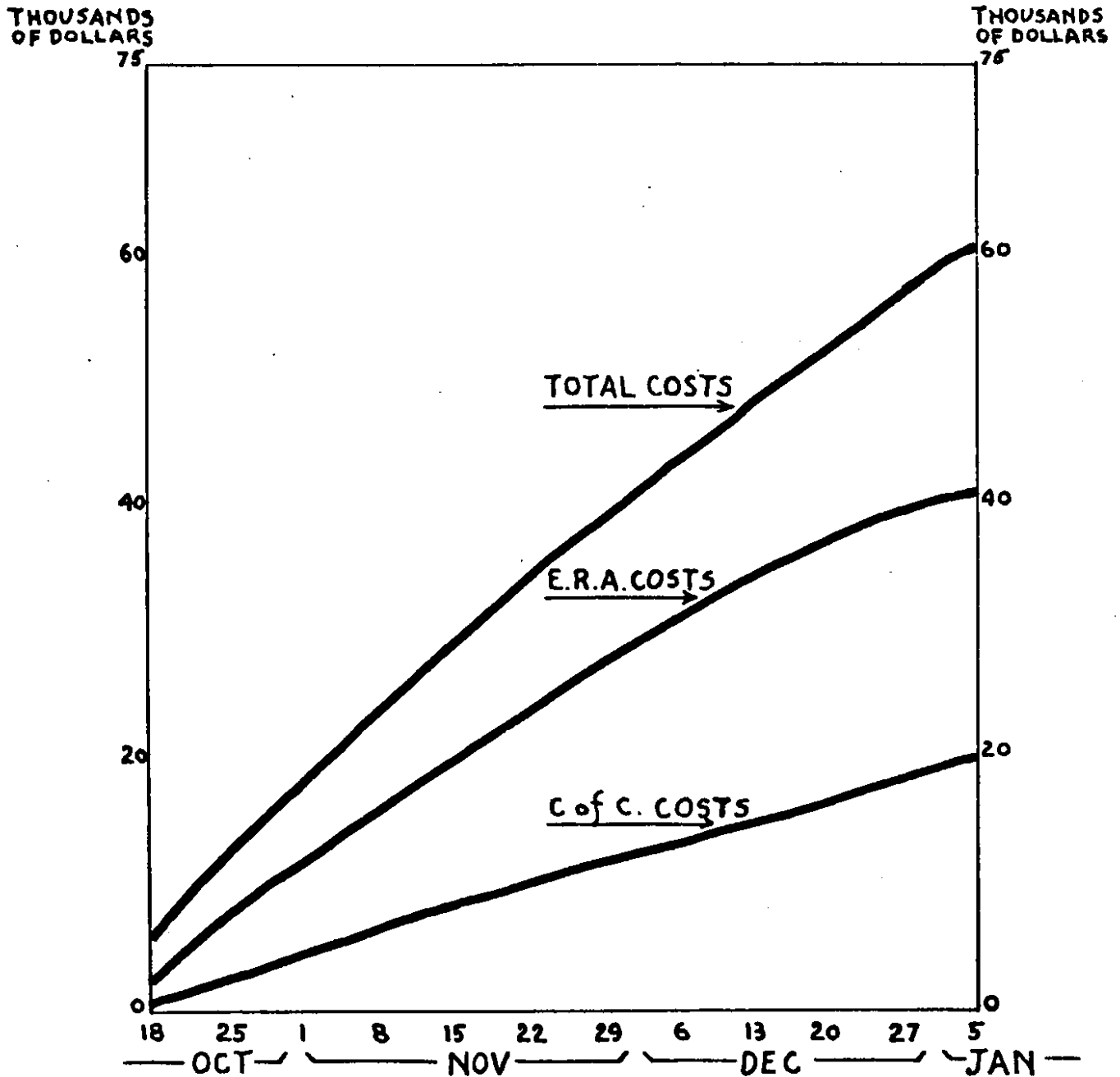


CHART-G

E.R.A. PROJECT
No 2F4-189