

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 1.

HISTORY OF CAMPAIGN

Following the passage of the National Housing Act by the 73rd Congress and its approval on June 27, 1934, by the President of the United States, the Federal Housing Administration, provided for in the Act, was brought into being.

It was the desire of the Federal Government to start the Better Housing Program as nearly simultaneously as possible in every city, town and hamlet in the United States. Taking a cue from those "Renovizing" campaigns of a year or so previously which had been particularly successful, the Federal Housing Administration, after setting up district offices, appealed for sponsorship to Chambers of Commerce, service clubs, fraternal organizations, veterans' organizations and other groups -- whichever was strongest and most alive -- in the various centers.

In San Francisco the Chamber of Commerce was asked to sponsor the local campaign.

After due deliberation the Chamber accepted and assigned to one of its directors the task of organizing and conducting the drive, with full power to act. This director was Charles M. Cadman, President of Pacific Coast Aggregates, Inc.

Mr. Cadman, with the approval of the Chamber of Commerce, named as Chairman of the Executive Committee Frederick H. Meyer, San Francisco architect, former director of the Chamber and prominent in Chamber activities for many years.

Appointed as Campaign Director was William F. Benedict, Commissioner of the San Francisco Board of Education, and veteran of many campaigns. As Field Manager Mr. Benedict chose Frank M. McVeigh, who had managed the Renovizing Campaign of 1933 in San Mateo County with marked success. Other members of the Staff were named and the campaign plan, with budget of probable costs, worked out carefully and in detail before the field canvass was undertaken.

Organization began September 17, and one week later all Staff sub-executives had been chosen and were on the job. It was the original intention to start the field canvass on October 25 and to continue it as long as necessary. So quickly did the publicity end of the Campaign get under way, however, that the Executive Committee advanced the opening date to October 15 to avoid a lapse in publicity prior to the start of the canvass. Members of the Staff were obliged to work day and night to overcome the ten-day

handicap imposed upon them, but everything was in readiness by the date set. No closing date of the Campaign was announced, it being felt that the drive should not end until every possible contact had been made in the field.

At the request of the San Francisco Chamber of Commerce Better Housing Program, Mayor Angelo J. Rossi, one of the two Honorary Chairmen, the other being J. W. Mailliard, Jr., President of the Chamber, made application to the Emergency Relief Administration for the creation of a project and the supplying of both office and field help. This application was approved and the project given a number, 2 F-4-189. Assistance originally granted the Program by ERA totalled 70,760 man-hours costing the Federal Government \$40,744.85. To provide for the re-checking of pledges, Mayor Rossi applied on December 28, 1934, for a supplementary project involving an additional 9,320 man-hours costing \$5,658.70, and this was likewise approved. Not all of the additional assistance was required, however, to complete the first re-check canvass.

The success of San Francisco's campaign was largely due to the close cooperation of Mr. Paul H. Davis, San Francisco Relief Administrator, and Mr. Roy W. Pilling, Assistant Director of the State Emergency Relief Administration, together with that given by local officials of the Federal Housing Administration: Alfred B. Swinerton, Regional Director; Austin L. Black, Deputy Regional Director; Clifford C. Anglim, Northern California District Director, and his Executive Deputies, Jay Keegan and D. C. McGinness.

The goal set by the San Francisco Chamber of Commerce Better Housing Program was for \$7,000,000 in signed pledges, based upon \$10.00 per capita on an estimated population of 700,000. This per capita figure was the greatest attained by any of the cities which had previously conducted "Renovizing" campaigns, according to the Committee's information.

The original goal was passed on November 9, the twentieth working day in the field. A new goal of \$10,000,000 was then set and was exceeded on November 30, the thirty-fourth working day. This, of course, was during the peak of production, the best record being made on October 24, when \$618,963.41 in signed pledges was obtained. Five other days exceeded the \$500,000 mark and the average for each of the thirty-nine working days in the field was \$279,565.88, to make up the grand total of \$10,903,069.25 in signed pledges.

A total of 11,845 pledges were obtained in 74,832 contacts. In other words, 15.83 per cent of the contacts yielded pledges, the original estimate having been but 12.5 per cent.

San Francisco pledged itself at the rate of \$15.57 per capita in the Better Housing Program.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 2.

ACCOMPLISHMENTS OF CAMPAIGN

While but thirty-nine (39) working days were consumed in the main campaign, and comparatively few pledges were received during the much shorter period of the re-check canvass, results show as follows:

NUMBER OF CONTACTS MADE

(See Chart F in Appendix)

	Owners	Tenants	Total
Residential Division	35,475	16,909	52,384
Income Division	8,091	8,912	17,003
Industrial Division	2,444	3,021	5,465
GRAND TOTAL	46,010	28,842	74,852

TOTAL NUMBER OF PLEDGES

(See Chart C-1 in Appendix)

Residential Division	8,569
Income Division	2,481
Industrial Division	795
GRAND TOTAL	11,845

TOTAL AMOUNT OF PLEDGES

(See Chart C-2 in Appendix)

Residential Division	\$4,138,179.55
Income Division	4,378,407.45
Industrial Division	2,386,482.25
GRAND TOTAL	\$10,903,069.25

ALLOCATION OF JOBS

(See Chart D in Appendix)

Involved in the \$10,903,069.25 in signed pledges were 37,775 jobs, or an average of 3.19 jobs per pledge. These jobs were divided as follows, with the number of jobs and percentage of the whole indicated in each case:

Carpentry	3,951 ..	10.46%	Papering	3,733 ..	9.88%
Concrete	1,613 ..	4.24%	Plastering	1,636 ..	4.33%
Electrical	1,870 ..	4.95%	Plumbing	2,530 ..	6.70%
Flooring	1,848 ..	4.91%	Roofing	2,043 ..	5.41%
Heating	1,103 ..	2.92%	New Construction	877 ..	2.32%
Landscaping ...	479 ..	1.28%	Alterations and		
Masonry.....	616 ..	1.64%	Additions	3,091 ..	8.18%
Painting	9,086 ..	24.05%	Misc.-Tiling,		
			Sheetmetal, etc.	3,299 ..	8.73%

RESULTS OF RE-CHECK

(See Table I in this Chapter)

PERFORMANCE IN EACH DIVISION AND DISTRICT
 (See Table II in this Chapter)
 (For boundaries of districts see Chart B in Appendix)

TABLE I.
RE-CHECK OF PLEDGES
SEMI-FINAL SUMMARY -- ALL DIVISIONS

<u>PLEDGES RE-CHECKED</u>	<u>NUMBER</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
(Percentage, in dollars, of total pledges signed)			
Residential	5,575	\$2,637,625.56	24.19%
Income	1,841	3,745,271.35	34.35%
Industrial	424	1,137,570.00	10.43%
GRAND TOTAL	7,840	\$7,520,466.91	68.97%

.....
 (All following tables show percentages, in dollars, of total
 WORK COMPLETED pledges re-checked)

Residential	2,671	860,406.55	
Income	732	755,419.25	
Industrial	218	197,686.50	
TOTAL	3,621	\$1,813,512.30	24.1%

WORK IN PROGRESS			
Residential	918	564,131.06	
Income	456	1,945,502.00	
Industrial	97	716,745.00	
TOTAL	1,471	\$3,226,378.06	42.9%

WORK TO START			
Residential	717	333,669.60	
Income	304	298,265.00	
Industrial	26	19,485.00	
TOTAL	1,047	\$651,419.60	8.66%

GRAND TOTAL \$5,691,309.96 75.66%

.....

MISCELLANEOUS

Residential	399	254,474.00	
Income	154	204,744.00	
Industrial	13	108,985.00	
TOTAL	566	\$568,203.00	7.55%

PLEDGES UNACCEPTABLE

Residential	870	554,919.50	
Income	245	458,428.00	
Industrial	70	95,082.00	
TOTAL	1,185	\$1,108,429.50	14.73%

.....

<u>AMOUNT SPENT IN EXCESS OF PLEDGES</u>	<u>NUMBER</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
Residential	462	\$ 49,991.33	
Income	148	44,877.25	
Industrial	44	9,781.00	
TOTAL	<u>654</u>	<u>\$104,649.58</u>	1.39%

<u>AMOUNT SPENT LESS THAN PLEDGED</u>	<u>NUMBER</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
Residential	374	\$120,015.78	
Income	104	127,790.26	
Industrial	24	9,367.50	
TOTAL	<u>502</u>	<u>\$257,173.54</u>	3.42%

Note: Included in the table, "Amount Spent Less Than Pledged", is one \$50,000.00 pledge for work to be done in Southern California and erroneously credited to San Francisco. This amount has been included in "Pledges Unacceptable".

.....

TABLE II.
RE-CHECK OF PLEDGES
SEMI-FINAL SUMMARY BY DIVISIONS AND DISTRICTS

(See Chart B in Appendix for Division and District Boundaries)

A - RESIDENTIAL DIVISION

A - 1

	<u>Number</u>	<u>Amount</u>	<u>Percentage</u>
Pledges Re-checked	<u>875</u>	<u>\$694,483.00</u>	
Work Completed	293	138,787.20	19.98%
Work in Progress	167	111,763.00	16.09%
Work to Start	160	154,606.00	22.27%
TOTAL	<u>620</u>	<u>\$405,156.20</u>	<u>58.34%</u>

A - 2

Pledges Re-checked	1,431	\$630,088.70	
Work Completed	657	245,256.38	38.92%
Work in Progress	220	138,083.50	21.92%
Work to Start	240	65,170.00	10.34%
TOTAL	<u>1,117</u>	<u>\$448,509.88</u>	<u>71.18%</u>

TABLE II. (continued)

<u>A - 3</u>	<u>Number</u>	<u>Amount</u>	<u>Percentage</u>
Pledges Re-checked	772	\$344,582.10	
Work Completed	325	94,355.55	27.38%
Work in Progress	144	87,818.50	25.49%
Work to Start	153	47,318.60	13.73%
TOTAL	<u>622</u>	<u>\$229,492.65</u>	<u>66.60%</u>

<u>A - 4</u>			
Pledges Re-checked	847	\$317,296.11	
Work Completed	524	155,293.05	48.94%
Work in Progress	114	61,226.06	19.30%
Work to Start	31	14,690.00	4.63%
TOTAL	<u>669</u>	<u>\$231,209.11</u>	<u>72.87%</u>

<u>A - 5</u>			
Pledges Re-checked	970	\$420,229.65	
Work Completed	495	149,032.65	35.46%
Work in Progress	169	113,555.00	27.02%
Work to Start	100	39,165.00	9.32%
TOTAL	<u>764</u>	<u>\$301,752.65</u>	<u>71.80%</u>

<u>A - 6</u>			
Pledges Re-checked	680	\$230,966.00	
Work Completed	377	77,682.12	33.63%
Work in Progress	104	51,685.00	22.37%
Work to Start	33	12,720.00	5.50%
TOTAL	<u>514</u>	<u>\$142,087.12</u>	<u>61.50%</u>

<u>B - 1</u>			
Pledges Re-checked	441	\$590,793.00	
Work Completed	170	148,315.25	25.11%
Work in Progress	88	176,287.00	29.84%
Work to Start	83	49,665.00	8.24%
TOTAL	<u>341</u>	<u>\$374,267.25</u>	<u>63.19%</u>

<u>B - 2</u>	<u>Number</u>	<u>Amount</u>	<u>Percentage</u>
Pledges Re-checked	877	\$2,331,725.35	
Work Completed	388	388,944.50	16.68%
Work in Progress	235	1,486,322.00	63.74%
Work to Start	115	129,485.00	5.55%
TOTAL	<u>738</u>	<u>\$2,004,751.50</u>	<u>85.97%</u>

<u>B - 3</u>			
Pledges Re-checked	523	\$822,753.00	
Work Completed	174	218,159.50	26.51%
Work in Progress	133	282,893.00	34.39%
Work to Start	106	119,115.00	14.47%
TOTAL	<u>413</u>	<u>\$620,167.50</u>	<u>75.57%</u>

<u>C - 1</u>			
Pledges Re-checked	163	\$821,743.00	
Work Completed	74	143,978.00	17.52%
Work in Progress	53	613,380.00	74.61%
Work to Start	8	8,390.00	1.02%
TOTAL	<u>135</u>	<u>\$765,748.00</u>	<u>93.15%</u>

<u>C - 2</u>			
Pledges Re-checked	147	\$240,325.00	
Work Completed	86	40,141.00	16.70%
Work in Progress	27	86,980.00	36.19%
Work to Start	10	6,675.00	2.78%
TOTAL	<u>123</u>	<u>\$133,796.00</u>	<u>55.67%</u>

<u>C - 3</u>			
Pledges Re-checked	114	\$ 75,502.00	
Work Completed	58	13,567.50	17.97%
Work in Progress	17	16,385.00	21.70%
Work to Start	8	4,420.00	5.85%
TOTAL	<u>83</u>	<u>\$34,372.50</u>	<u>45.52%</u>

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 3.

OFFICE AND FIELD METHODS

OPERATION OF CONSULTATION DEPARTMENT

During the preliminary stages of organization, appointment of a Consultation Committee to advise the public on construction matters, and of a Loans Committee to advise on finance matters, was contemplated. It was soon found that both of these were not necessary, and the two services were combined into a Consultation Bureau, with a bank official volunteering his services as full-time manager, assisted by various other bank officials and employees, architects and construction men.

The main offices of the Bureau were at Campaign Headquarters, with offices in all of the Field Headquarters, at least one volunteer on duty at each throughout working hours. Similar information was available at all leading banks and their branches.

The Consultation Bureau was kept consistently busy, distributing literature, answering questions of whatever nature, and giving advice on the matter of loans. The public seemed particularly confused as to the differences in functions of the Better Housing Program, the Housing Survey, the Slum Clearance Survey, and the Home Owner's Loan Corporation, and these were explained.

Estimators, both paid workers and volunteers, were sent into the field when direct request was made for their services.

STATISTICAL DEPARTMENT METHODS

In the organization of the Statistical Department stress was laid not alone upon accuracy but also upon smoothness and efficiency of operation. Heading this section of the Staff was a full-time ERA worker with the title of Assistant Supervisor, picked for his training and aptitude. During the peak of operations, particularly the re-check, as many as thirty (30) ERA workers were employed in this department at one time.

As each canvasser completed his day's work he sealed all signed pledges and worker's property reports in an envelope, noting on the outside thereof the following: Division, district and block numbers, foreman's name, worker's name, date, number of property reports, number and total amount of pledges. As he completed each block he enclosed a "cumulative work report" showing that the block had been thoroughly canvassed.

Through such reports, the Campaign Director knew at all times just what portions of the City remained to be covered. Each worker's envelope was delivered by him to his foreman, located at some strategic point in the field. The foreman sealed all these envelopes in a larger one, on the outside of which he noted the date, division and district numbers, the name of each worker with the number and amount of his pledges, number of his property reports, and grand totals. These large envelopes were delivered at designated field headquarters to Field Supervisors, who took them to the Division Manager concerned, at Main Headquarters.

Snap tallies, made from the figures shown on the foremen's envelopes, were delivered to the press not later than six-thirty or seven o'clock the same evening. Any errors were caught in the formal retabulation next day.

Each morning the Statistical Department opened all envelopes and examined the contents, checking errors and compensating for them, and compiling an accurate daily report with running totals. For each of the three Divisions was a series of baskets into which pledges and worker's reports were segregated. These baskets bore such labels as: Signed Pledges, Pledges Refused, Call-Backs, Re-assignments, Information Desired, Contractor Assignments, Architect Assignments.

From these baskets reassignments were made to the field canvassers and the pledges and property reports went to the Chief File Clerk for filing. Throughout the process all information was kept strictly confidential, as will be shown in Chapter 5.

CONTROL OF FIELD ORGANIZATION

Under the system of Staff control set forth in Section II of the Appendix, the field forces moved steadily and systematically across the City, simultaneously in the three Divisions. Field headquarters were provided, through the courtesy of property owners, and changed from time to time as the canvass progressed. Campaign headquarters, which are indicated on Chart B in the Appendix, were:

Main Headquarters

(September 24 to December 7, 1934)

477 California Street (Former Foreign Department of
Bank of America, courtesy of
The Capital Co.)

(December 9, 1934, to January 6, 1935)

465 California Street, Suite 537 (Courtesy of
Merchants Exchange, Inc.)

(January 7, 1935, to date)

465 California Street, Room 713.

Field Headquarters

1 Plymouth Avenue
 290 Farallones Street
 1123 Taraval Street
 643 Monterey Blvd.
 2766 San Bruno Avenue
 Sutter and Divisadero Sts.
 1120 Irving Street
 Ninth St. near Harrison

26 Ocean Avenue
 369 Ocean Avenue
 1708 Ocean Avenue
 3172 - 22nd Street
 197 - 2nd Street
 5229 Geary Street
 Fairmont Hotel
 Union St. near Laguna

TRAINING SCHOOL

As workers were assigned to Main Headquarters by ERA they were enrolled in a school of instruction, which convened at nine o'clock each morning and lasted usually until noon or after. Staff executives, supplemented at times by local sales managers, explained the purposes of the Better Housing Program and went into details on methods of the field canvass. Sample kits were provided for those in the class and as each form was explained the worker took it from his kit and filled it out under the instructor's guidance. These were later checked and errors pointed out. Typical interviews were also staged, and with all this the average ERA worker went into the field well prepared for his task. Only a slight loss of personnel occurred between school and the field, because of the manner in which instruction was given.

Nearly 900 ERA workers were employed on this project at one time or another and the average in efficiency was surprisingly high. Paid and volunteer workers went through this schooling the same as those supplied by the Emergency Relief Administration.

In addition to volunteer workers, recruited largely through the cooperation of the San Francisco Junior Chamber of Commerce and never numbering more than fourteen or fifteen at any one time, a staff of five to ten paid workers was maintained for the more important contacts in the Income and Industrial Divisions and for calls upon certain of the foreign population.

One very effective plan, inaugurated in the Residential Division among ERA canvassers, was the "hop-skip-and-jump" system. Foremen divided their crews in such manner that workers took both sides of a single street, each one calling at every other dwelling. Thus, four workers to a street would "hop-skip-and-jump" each other, and in this way would be sufficiently concentrated as to make control a simple matter. Foremen accompanied workers in making their calls, to check up on the manner of approach and to suggest means of increasing efficiency.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 4.

PLEDGE RE-CHECK AND ASSIGNMENT

Confidential Policy

Even before the campaign for pledges began, it was realized that unless a re-check were later made of pledges secured, it would not be known what the campaign had actually accomplished.

At the outset the Executive Committee decided that all signed pledges should be held in strictest confidence. Not even committee chairmen or members were permitted to see them, access to the pledges being limited to the Campaign Director, Field Manager and Chief File Clerk.

This policy was not adopted nor maintained, however, without opposition. On the one hand certain elements of the building industry demanded that leads developed by the pledges be turned over to them, and on the other hand the Committee insisted that such procedure would mean breaking faith with the pledge signers.

Subsequent events, and the results of the re-check and assignment plans, demonstrated the wisdom of the Committee's attitude, at least insofar as San Francisco is concerned.

The re-check and assignment plans were put into effect only after they had been thoroughly thought out and approved by the Executive Committee following a test re-check of more than 200 pledges made in the Income Division, and a similar number in the Residential Division.

RE-CHECK OF PLEDGES

Beginning a week or so before the completion of the main campaign for pledges, the re-check canvass was organized along similar lines, with certain very definite changes, however, to insure accuracy and to avoid any inflation of figures indicating actual results.

The Statistical Department, whose operations are explained in Chapter 3, was augmented and additional typists were provided for service in transcribing figures on special forms which were developed by the Campaign management. On these forms were issued daily running totals of results in each of the six districts of the Residential Division, the three districts of the Income Division, and the three districts of the Industrial Division, together with a recapitulation of all twelve districts. In Chapter 2 of this report is indicated what information was developed.

With statistical crews checking each other, and with the Statistical Supervisor checking each day's work, there was no possibility of error, either deliberate or otherwise. A third check was had in the filing department, where the Chief File Clerk examined the form on which each pledge was reported in the re-check before this form was attached to the pledge itself and filed.

For the field work in the re-check canvass were selected the best from among the nearly 900 ERA workers who had been employed in the initial campaign. These averaged about 100 in number throughout the re-check. In charge of this crew was a Chief Field Supervisor, a full-time ERA worker chosen for his outstanding ability as well as for his integrity. Under him were three other Field Supervisors selected on the same basis. Field headquarters were maintained as in the campaign for signed pledges and assignments were routed as systematically as possible considering that all calls were not contiguous.

One particular safeguard was set up for protection against false reports or padding of figures. In no case was a pledge assigned for re-check to the worker who originally secured it. Moreover, nothing was to be gained by the worker in padding figures. Two prizes were awarded for the best workers in the main campaign, but no prize whatever was offered in the re-check.

Pledges found to be unacceptable for one reason or another have been eliminated from the totals, so that the final figures will show only those pledges which are valid in every particular. It might be stated in passing that during the main campaign, pledges totalling more than \$4,000,000 were rejected because the work involved did not come within the purview of Title I of the National Housing Act, or had not been inspired by this Campaign.

So great was the work of the Statistical Department, in breaking down the reported figures into 17 separate classifications in each of the twelve districts of the City, and then preparing a daily recapitulation, that it lagged behind the field forces by as much as three or four days. Each day's reports from the field were kept carefully segregated, however, so that no confusion resulted.

WORK REMAINING TO BE DONE

The re-check phase of the campaign finally reached the point where it was impossible, for one reason or another, to contact certain pledge signers in two separate attempts, and where to make certain other calls night work was required.

The Executive Committee therefore decided to postpone further operations in this regard for 60 or 90 days, and then attempt to bring the re-check canvass up to as nearly 100 per cent as possible.

In number, 66.18 per cent of all signed pledges were re-checked, and in dollars, 68.97 per cent. There remain to be re-checked just 4,005 pledges out of the total of 11,845 secured.

Using the factor 75.66 per cent (amount shown by the re-check of work completed, under way or about to start), against the total of \$10,903,069.25 in pledges signed, it is safe to assume that the San Francisco Campaign has actually stimulated \$8,249,262.19 worth of modernizing work. It should be noted that more than the original goal of \$7,000,000.00 in signed pledges has already been re-checked.

NEW PLEDGES SECURED DURING RE-CHECK

Without special effort being made to secure them, a sizeable number of new pledges were signed during the progress of the re-check. Many householders were inspired by the activities of their neighbors, or by the community spirit which was built up by the Campaign with its attendant publicity, to do more modernizing work than they originally contemplated. Others who refused to sign a pledge when first called upon, for the same reasons were eager to sign pledges while the re-check was under way.

In a number of instances, ERA workers were called in from the street when their identification buttons were noticed and a signed pledge was the result. Some property owners even accosted workers on street cars and elsewhere for permission to sign pledges, stating that they had not at first understood the sound economic plan underlying the Campaign, but that once having a proper conception of the movement, they wished to become a part of it.

During the re-check unsolicited new pledges for modernizing work attained the rather respectable total of some \$175,000.00.

PLEDGE ASSIGNMENT PLAN

Particularly difficult was the development of a method of pledge assignment -- a plan which would preserve the integrity of the pledge and at the same time satisfy all concerned. The Committee felt that the assignment of all pledges as fast as they were received would hamper progress through sales resistance built up among owners of homes and business properties when large numbers of solicitors descended upon them to seek business. This situation it was hoped to avoid by assigning contractors or architects, or both, only when specific request therefor was made by the pledge signer.

An Assignment Committee was set up, following a meeting of all interested groups at which the proposed policy was adopted in principle. This Assignment Committee was headed by a manufacturer as chairman and included a banker, an architect, a contractor, a

sub-contractor, a material dealer, a retail merchant, and the President of the Builders' Exchange. The plan which this Committee put into effect follows:

1. Each branch of the building industry, through its own organization, shall immediately appoint a committee of not less than three or more than five, which will be the Assignment Sub-Committee for that particular industry. Each group shall have a chairman and a secretary, the secretary to be contact man with the Staff of the Better Housing organization, and to be readily available for contact by the said Staff.
2. As requests are received from pledge signers for contractors or architects, these requests will be promptly sent to the secretaries of the Assignment Sub-Committees of the various groups concerned; thereupon, the Sub-Committee will immediately assign a contractor or an architect, as the case may be, selected for his fitness for the particular job involved.
3. In order to insure absolute fairness in the selection of the men assigned to jobs, it is imperative that only those contractors and architects who have registered with the Better Housing Program Assignment Committee for this work, under the adopted plan, may receive assignments.
4. These Assignment Sub-Committees must be selected immediately and the names sent to the Campaign Director of the Better Housing Program, with the address and telephone number of each, and with the chairman and secretary designated in each case. This will expedite whatever assignments of work may be developed as the re-checking of pledges is carried on.

REGISTRATION AND REPORTS

In order to insure fair and honest treatment to the pledge signer asking an assignment of a contractor or contractors, the Committee registered those contractors who applied to it and checked each registrant's qualifications.

The registration blank supplied such information as: How many years in business; class of contractor; willingness to give estimates on jobs ranging from \$100.00 to \$2,000.00 and up; willingness to give a performance bond if required; agreement to pay prevailing rates of wages; whether or not compensation and liability insurance is carried as required by law; number of State and City licenses, which also are required by law. If a partnership, all partners were required to sign, and if a corporation the corporate seal was to be affixed upon the document. Only applications on which full information was given were considered.

Assignments were sent to the secretaries of the sub-committees concerned on special forms, in triplicate. These gave the name and address of the property owner, classification of the work to be done and such other information as was pertinent.

The lower section of the form provided space for a report on date of call upon the prospect, whether or not a contract was received and, if so, the amount thereof, together with remarks.

One copy of the assignment was retained at Headquarters and two sent to the secretary of the sub-committee. The contractor returned his copy, properly filled out with the desired information concerning the results of the contact, directly to Headquarters. Architects were assigned in the same manner and made similar reports.

ONLY STIMULATION NEEDED

It is interesting to note that of the 7,840 pledges rechecked to date, out of a total of 11,845 pledges signed, only 16 asked for the assignment of an architect and only 21 for the assignment of a contractor or contractors.

This would seem to indicate that the work done had been contemplated for some time, and that only the stimulus of this Campaign, coupled with a practical installment financing plan, was required to get it actually started.

As further proof of this theory, in only a very few cases did the property owner request an estimate of cost of the work which he pledged himself to do. In nearly every case the cost figure was given to the solicitor without hesitation.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 5.

FINANCING OF MODERNIZATION WORK

Particular attention was paid in re-checking pledges to the manner in which pledged work is being, or will be, financed. The results show that for every dollar borrowed to do modernizing in San Francisco, more than \$7.00 is coming out of savings accounts, safety deposit boxes or from hiding. This figure is arrived at by comparing the total of those financing their own work, 69.65 per cent, with the combined total of those who have secured loans or will apply for them, 9.73 per cent.

Not every property owner was willing to give information on financing. However, such data as could be secured showed the following:

<u>WILL FINANCE OWN WORK</u>	<u>NUMBER</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
Residential	3,909	\$1,492,070.72	
Income	1,267	2,735,357.84	
Industrial	337	1,013,276.00	
TOTAL	<u>5,513</u>	<u>\$5,240,704.56</u>	69.65%
 <u>HAS SECURED LOAN</u>			
Residential	217	139,537.10	
Income	49	81,096.50	
Industrial	4	3,750.00	
TOTAL	<u>270</u>	<u>\$224,383.60</u>	2.91%
 <u>LOAN DENIED</u>			
Residential	28	17,900.00	
Income	14	17,100.00	
Industrial	1	2,000.00	
TOTAL	<u>43</u>	<u>\$37,000.00</u>	.492%
 <u>WILL APPLY FOR LOAN</u>			
Residential	432	\$319,343.00	
Income	160	170,348.00	
Industrial	13	29,600.00	
TOTAL	<u>605</u>	<u>\$519,291.00</u>	6.82%

LOANS MADE BY BANKS

Early in the campaign there was some speculation as to why local bank loans for modernizing of San Francisco homes and business structures did not keep pace, to a greater degree, with pledged work. This was explained only when the re-check, as already indicated in the foregoing table, showed such a great proportion of cash expenditures as compared to money borrowed for modernizing purposes. Further explanation is contained in the fact that there has been a natural lapse between the signing of a pledge and the making of application for a loan.

This has been the experience of other communities throughout the country, so that San Francisco is not unique in the manner of financing such work.

Between October 1, 1934, and January 10, 1935, San Francisco banks reported loans as follows, all strictly for modernizing:

<u>Bank</u>	<u>Number of Loans</u>	<u>Amount of Loans</u>
Bank of America	650	\$276,726.25
American Trust Company	458	206,377.84
Anglo-California National Bank	85	41,326.10
Crocker First National Bank	38	17,682.12
Pacific National Bank	26	11,832.64
Morris Plan Company	27	10,320.42
Bank of California	3	1,505.26
	<u>1,287</u>	<u>\$565,770.63</u>

Average amount of loans \$439.60

Other loans have doubtless been made for modernizing purposes by private financing institutions, such as those owned by some of the larger building materials corporations, but these figures have not been made available to the Committee.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 6.

HOW WORK IS BEING DONE

One of the more significant features of the re-check canvass, as already mentioned in Chapter 5, is the fact that of all the 7,840 pledge signers re-contacted only 37, or .47 of 1 per cent, have requested assignment of an architect or a contractor or both. The re-check developed the following information regarding the manner in which pledged work has been, or is being, done:

<u>DOING WORK BY DAY LABOR</u>	<u>NUMBER</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
Residential	1,381	\$391,019.16	
Income	452	382,779.34	
Industrial	174	417,754.50	
TOTAL	2,007	\$1,191,553.00	15.8%

HAS CHOSEN OWN CONTRACTOR

Residential	2,088	\$1,051,371.82	
Income	685	2,266,108.50	
Industrial	139	381,442.50	
TOTAL	2,912	\$3,698,922.82	49.18%

HAS CHOSEN OWN ARCHITECT

Residential	421	\$293,640.18	
Income	110	823,066.50	
Industrial	16	97,300.00	
TOTAL	547	\$1,214,006.68	16.14%

WANTS ARCHITECT ASSIGNED

Residential	16	\$16,322.00	
Income	--	---	
Industrial	--	---	
TOTAL	16	\$16,322.00	.21%

WANTS CONTRACTOR ASSIGNED

Residential	18	\$11,200.00	
Income	1	800.00	
Industrial	2	900.00	
TOTAL	21	\$12,900.00	.171%

The record of building permits for alterations issued by the City and County of San Francisco, like the bank loans mentioned in Chapter 6, do not reflect a true picture of the results attained in the Campaign. This is due to several reasons: First, no permit is necessary for painting or papering jobs which, together, comprise 33.93 per cent of all the jobs developed by the Program, nor for landscaping, which amounts to 1.28 per cent; second, while the Building Ordinances require a permit for every other sort of alteration job of whatever amount, the practice has generally been to seek permits only for those jobs costing more than \$200.00, and pledges under \$200.00 amount to 47.55 per cent of the total of all pledges signed; third, permits for electrical installations, plumbing, and boilers and other heating units, are issued by bureaus of the City and County Government other than the Building Permits Department. The number of these other permits reflects an increase similar to that of building permits, which appear as follows:

BUILDING PERMITS

For Alterations Only
1933

	<u>Permits</u>	<u>Valuation</u>
October	382	\$178,340.00
November	338	126,005.00
December	292	131,280.00
	1,012	\$435,625.00

1934

October	411	\$176,400.00
November	385	175,251.00
December	378	262,939.00
	1,174	\$614,590.00

The manner in which modernizing work has been or is being done, with particular reference to the comparatively large number of pledge signers employing day labor, is understandable in light of the comparative sizes of the pledges. It is also clearly to be seen that the Campaign totals are not built up of large jobs which the Program could not have stimulated, but that the great preponderance of the pledges were for amounts under \$5,000.00 -- in fact, 97.88 per cent of them -- as the following table shows:

RECORD OF PLEDGES, BY AMOUNTS

	<u>Number</u>	<u>Percentage</u>
Under \$100	3,312	27.97%
\$ 101 to \$ 200	2,403	20.30%
\$ 201 to \$ 300	1,648	13.94%
\$ 301 to \$ 500	1,838	15.30%
\$ 501 to \$ 1,000	1,277	10.92%
\$ 1,001 to \$ 5,000	1,123	9.45%
\$ 5,001 to \$ 10,000	126) 2.12%
\$ 10,001 to \$ 25,000	70	
\$ 25,001 to \$ 50,000	29	
\$ 50,001 to \$ 100,000	11	
Over \$100,000	8) 100.00%
	<u>11,845</u>	

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 7.

PUBLICITY PROGRAM

PUBLICITY COMMITTEE

Organization of a strong Committee to work out matters of policy and to cooperate in various ways in all sections of the publicity field, was the first step in developing the publicity program of the Campaign. This Committee, whose component parts are indicated in Chapter 2 and whose membership is shown in the Appendix to this report, was thoroughly representative. It met frequently and showed a spirit of enthusiasm which was most commendable.

The Publicity Director, a newspaper man of long experience, was provided with a Secretary also thoroughly trained along newspaper lines. ERA workers for the most part handled such clippings as were available, sending a duplicate set each week to the Federal Housing Administration for its records.

DISTRIBUTION OF LEAFLETS

To prepare the way for ERA solicitors in the field, and to acquaint every property owner in San Francisco with the details of the Program, two main distributions of literature were made.

The first leaflet, six by nine inches in size, printed on both sides, was distributed from house to house to the number of 135,000 before the field canvass began. Headings on this piece of literature were: "What It Is", "What It Hopes to Accomplish", "Method of Campaign", "How to Identify Better Housing Program Workers" (each one wore an official numbered button and carried an official numbered card bearing the worker's signature) and "San Francisco Must Do Its Part".

The second leaflet was smaller, three by five inches in size, printed on both sides. A total of 165,000 were distributed, 90,000 through the children of the public schools, 16,300 through the children of the parochial schools and the remaining 58,700 were sent out in the mail by concerns having large first-of-the-month local mailings. On this leaflet were printed such slogans as: "Now is the Time to Modernize", "It's Good Business for You and Good for Business", "Pledge Yourself to Modernize Now", "Help Create Payrolls Without Taxation", and "Preserve Your Investment at Today's Bargain Prices". There was also a list of ten suggestions of how a building, particularly a dwelling, might be modernized.

During the Campaign, of course, Federal Housing Administration booklets and leaflets were distributed directly to property owners, by the tens of thousands.

VALUE OF DONATIONS

It was felt by the Executive Committee that the expense of a clipping service should not be assumed. The daily newspapers were subscribed to and copies of certain other publications containing publicity material of the San Francisco Chamber of Commerce Better Housing Program were sent in voluntarily. Totals for publicity are therefore not complete, since much published material was not available. However, it is interesting to note the value of various types of publicity donated up to the end of the main campaign for pledges, as follows:

Newspaper Publicity	\$21,657.00
Radio Time	9,600.00
Billboard Space	1,600.00
Car Card and Bulletin Space	750.00
TOTAL	<u>\$33,607.00</u>

Display and classified rates of all the principal newspapers were considered in the determination of these totals. These were carefully compared and an average of \$3.00 per column inch was decided upon as a fair figure on which to base the value of this contributed space. There was also taken into account the decreased or rebated rates which might be obtained under contract and also the difference in rates between the smaller and larger papers.

NEWSPAPER PUBLICITY

A check-up of such publicity clippings as were received in one way or another by the Committee showed a total of 7,219 column inches which, as already stated, is by no means complete. This total was segregated as follows:

The Chronicle	1,978	inches
Call-Bulletin	1,678	"
The San Francisco News	1,598	"
The Examiner	1,167	"
Daily Pacific Builder	557	"
Trade Journals, Magazines, District and Foreign Newspapers, et cetera	241	"
	<u>7,219</u>	"

Daily releases were made by the Publicity Department to all of the newspapers, showing up-to-the-minute figures on results of the field canvass, including number of pledges by Divisions as well as new jobs created in the various classifications thereof. A great deal of feature material was also prepared and distributed through various channels.

Periodical releases were made to press associations for use throughout California and the Nation, and none of these was available, under the limitations of the Program, for the compilation of totals. Likewise, a substantial amount of material was

used in the local press which did not reach the Publicity Department, being displaced in late editions of the newspapers delivered to Headquarters by other material of a more lively news interest.

Many of the larger advertisers, upon appeal by the Retail Trade Section of the Publicity Committee, used periodical references to the Program in their display advertising, with the official emblem, so that this form of publicity was easily discernible. Such gratuitous publicity is not included in totals of publicity space or the value thereof.

RADIO

During a period of eight weeks in the midst of the field campaign, a regular schedule of radio publicity was carried on, with independent features both before and after this period. The schedule was arranged by the National Broadcasting Company, Stations KGO and KYA of the National Broadcasting Company, KFRC of the Columbia Broadcasting System, and KTAB and KJBS were utilized. Had all this not been donated, the cost would have been \$1,200.00 a week or \$9,600.00 for the eight weeks, with no figures available for radio time given for spot announcements and so on. For instance, the Program's publicity was used in three sponsored radio programs not included in this schedule. These were the Redwood Association Program, for which the Committee supplied speakers for a time, the Humboldt Brewing Company Program, and NBC's own "Magazine of the Air", the latter covering all the Western States.

The NBC program developed such a great public interest that, following the temporary close of the Re-Check Campaign, officials of the National Broadcasting Company requested the Committee's cooperation in continuing the series. This assistance has been given, the Campaign's Publicity Director volunteering his services in preparing scripts and helping stage each of the weekly half-hour periods.

BILLBOARDS AND CAR CARDS

Sixty-nine billboards, both illuminated and unilluminated and many in key locations throughout the City, were donated by Foster & Kleiser. To rent this space would have cost the Committee \$1,600.00 per month. In the table at the beginning of this Chapter only one month's cost is used although a number of the billboards have remained posted to date and will so remain until contracted for by private interests. Twenty-four-sheet spreads furnished by the Federal Housing Administration were used on these boards exclusively.

Special posters were developed by the Publicity Committee for street-car advertising. They involved a combination of the insignia of the Federal Housing Administration and a second insignia bearing the words, "San Francisco Knows Housing", an adaptation of this City's famous slogan bestowed by the late President William Howard Taft, "San Francisco Knows How".

The Municipal Railways used side-window posters, dash and bulkhead signs, and a special car card developed by the San Francisco Public Utilities Commission and printed at its own expense. The Market Street Railways used dash signs and car cards, the latter developed by the Publicity Committee and printed at the Program Committee's expense. This space, if paid for, would have cost at least \$750.00. Approximately 450 car cards were placed, covering all the principal lines.

SPEAKERS' BUREAU

In connection with the publicity program and under the control of the Speakers' Bureau Section of the Publicity Committee, was operated a highly efficient service to provide speakers for various events. To the San Francisco Junior Chamber of Commerce and the San Francisco Chapter of the American Institute of Banking was assigned the task of providing the greater proportion of the speakers and of training them.

Letters were sent out to local organizations asking for the privilege of addressing their meetings on the subject of the San Francisco Chamber of Commerce Better Housing Program, and a return card was provided on which reply could be made with a minimum of effort. A widespread response was received, with the result that throughout the pre-campaign and campaign periods the Speakers' Bureau was kept busy filling engagements among women's clubs, service clubs, units of the Parent Teacher Association, improvement clubs, and similar organizations. In this connection the Women's Division of the Campaign rendered invaluable service.

The Speakers' Bureau likewise provided, from among its 25 or 30 men and women volunteers, speakers for radio addresses during the eight weeks covered by the radio schedule.

The direct contact with the property owners made possible by these speakers, supplementing the work of the field canvassers, had much to do with raising the patriotic enthusiasm of San Franciscans and securing their willing support of the Program

"SHABBY SHACK" AND ITS TRANSFORMATION

Following the lead of other cities throughout the country, the Executive Committee decided to modernize a small home as a visual example to all San Francisco of what can be done under the terms of the National Housing Act.

A four-room cottage, so decrepit as to merit fully the name "Shabby Shack" which was promptly bestowed upon it, was moved from its former site on Seventh Street, "South of the Slot", to the Civic Center for remodelling. Permission to use a portion

of the Civic Center adjacent to the Marshall Square Monument for this purpose was given by Mayor Angelo J. Rossi and the Board of Park Commissioners.

To the Builders' Exchange of San Francisco was allotted the task of transforming "Shabby Shack" into "Dream House". The San Francisco Chapter of the American Institute of Architects donated the plans, various local building material dealers donated lumber, plaster, electrical and plumbing installations and so on, and labor was for the most part paid for by the Exchange.

On the date this report is submitted the remodelling of the shack is nearly completed and "Dream House", with porches, a garage, bathroom, bedrooms, breakfast room, kitchen, living room with fireplace and all the conveniences of a small but modern dwelling, is emerging into realization.

Thousands of persons have watched the progress of the modernization work. When completed the cottage will be open for a period of several weeks to visitors, with attendants to impart information and with furnishings and fittings loaned by various leading San Francisco firms. The Builders' Exchange will purchase a lot in a suitable location, move the house to it at the proper time, make any additional improvements permitting it to be occupied immediately, and cottage and lot will be awarded as a door prize at the close of the Mechanics' Exposition which will take place under Builders' Exchange management from May 4 to 12 inclusive of this year.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 8.

COSTS OF CAMPAIGN

In starting the accumulation of funds to pay the Committee's share of campaign expenses, the General Chairman appointed a Finance Committee with Lewis P. Hobart, prominent San Francisco architect, as Chairman, and with a general contractor and a cement company official as Vice-Chairmen. A Secretary was also appointed to handle details of the Finance Committee's work and to develop prospects upon whom members of the Committee could call for contributions

One of the important features of the Finance Committee's plan was the creation of a "flying squadron" composed of Committee members recruited from the construction industry and who could give something approaching full time to the work. This group acquitted itself well of the task given it. However, it was necessary to have a small paid staff of solicitors to follow through in certain instances and in the final stages of the Campaign the paid staff handled all of these activities.

COMPARATIVE COSTS

The greater part of the cost of conducting the San Francisco Chamber of Commerce Better Housing Program was borne by the United States Government through the Emergency Relief Administration. It was necessary, however, for the Committee to guarantee to pay its own expenses before approval of the project could be secured.

Costs, up to and including January 31, 1935, were:

Emergency Relief Administration -	
Original Project	\$40,744.85
Emergency Relief Administration -	
Supplementary Project	2,993.13
	<u>\$43,737.98</u>
Better Housing Program Committee	20,608.27
TOTAL	<u>\$64,346.25</u>

(See Chart G in Appendix)

COST OF PRODUCING PLEDGED WORK

Comparing the cost of producing the work pledged in the Better Housing Campaign with that of producing work through private enterprise, gives an interesting result which shows the great value of building up a community spirit in an organized effort of this kind. The figures are as follows:

Total amount of signed pledges	\$10,903,069.25
Total cost of Campaign	64,346.25
Average cost per \$1.00 pledged0059
(5 9/10 mills)	

SOURCES OF COMMITTEE INCOME

While the construction industry furnished a considerable proportion of the Executive Committee's cost of conducting the Campaign, other interests had to be appealed to, notably general wholesale and retail trade, the City and County of San Francisco and others, to secure the balance of funds necessary.

Allocation of budget income to the major groups shows:

Building Material Manufacturers and Dealers	29.30%
Banks and Financial Institutions	15.24
General Wholesale and Retail Trade	
(other than construction group)	15.20
City and County Government	12.51
Building Specialty Manufacturers and Dealers ..	10.06
Petroleum Products	5.17
Insurance - Fire	4.56
Construction Contractors	3.12
Public Utilities	2.43
Building Specialty Contractors	1.85
Architects and Engineers43
Real Estate13
	100.00%

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 9.

ERA PARTICIPATION

Intensive canvass of the City in obtaining signed pledges to do modernizing work, and later in re-checking these same pledges to ascertain what work had been done, was under way or was about to start, was made possible by the generous cooperation of the Emergency Relief Administration in providing both field and office workers to supplement the Committee's regular Staff.

ERA workers, for the most part, are permitted to work only to the extent of their weekly "deficiency budgets", which vary with the needs of the individual. This means that a worker may be employed for two days, for example, and then be relieved until the corresponding two days of the following week.

So quickly was the San Francisco Chamber of Commerce Better Housing Program organized, as explained in Chapter 1, that this turn-over of ERA employees was a serious problem, since it meant that the original crews could hardly be trained for and become familiar with the work before their "deficiency budgets" would be exhausted and a new crew would have to take their places.

An appeal was made to ERA officials for permission to have the ERA workers employed continuously, from the time they went into the field on October 15 until their entire October budget had been worked out. This was granted as a practical measure. Beginning November 1, however, the Staff was in such a high state of efficiency that the regular turn-over of ERA employees on the "deficiency budget" plan was inaugurated without particular difficulty.

For every twenty-five ERA workers employed on the Project a full-time Field Supervisor was provided. One of these was placed in charge of the Statistical Department, as explained elsewhere in this report. The Campaign Director acted as Project Supervisor, signing all payrolls, and there was also an Assistant Project Supervisor who handled technical details pertaining to the workers.

The number of ERA and Committee workers from week to week is shown in Chart F, and the costs of ERA workers in salaries is indicated in Chart G, both in the Appendix. The comparative accomplishments in signed pledges between ERA and Committee workers is set forth in Chart E. The latter should be considered, however, in light of the great number of ERA canvassers as compared to volunteers and those employed as members of the regular staff.

REHABILITATION OF WORKERS

One of the most significant features of the Better Housing Program in San Francisco was the rehabilitation of ERA workers as a direct result thereof.

The Emergency Relief Administration realized that this Project was different from most of the others under its jurisdiction because, in addition to keeping employed those on the relief rolls, it was also creating work which would mean permanent employment for many. This fact was pointed out to the field canvassers during their period of instruction and had a marked effect upon their enthusiasm and morale.

Once in the field, after they had become familiar with their duties, the great majority of workers discovered that they could sell the idea underlying the Better Housing movement and that selling an idea is little different from selling a commodity. Moreover, to use sales parlance, they found that there are no "red-hot door knobs". Confidence was restored, hopelessness of long duration was dissipated and many regained their rightful places in the community.

Of the first 134 men and women canvassers assigned to the Project, 34 secured permanent employment between the time they worked out their first "deficiency budget" and that when they would otherwise have resumed the work. By December 15, the records show, 115 workers, or 14 per cent of those who had been assigned to the Better Housing Program, were off relief.

It is impossible to secure from any source accurate figures showing just what the Program did in stimulating employment. However, during the months of September, October, November, and December, a total of 2,556 persons went off relief and there is no doubt but that this Campaign had much to do with it during the last three months named.

Local union labor officials are responsible for the statement that up to the first of the year there was at least a twenty (20) per cent increase in employment among building mechanics, for which the Program is directly responsible. No experienced carpenters are available in San Francisco and virtually all painters are busy, the only ones still unemployed being those not really skilled in the craft.

According to the San Francisco Relief Administration the Campaign had taken between 300 and 400 building mechanics off relief by January 1, and it has been necessary to transfer carpenters from one project to another because of the lack of suitable men.

WORKERS' EVALUATION

To stimulate enthusiasm among the nearly 900 ERA workers who took part in this Project, two prizes were offered for efficiency and accuracy in securing signed pledges. The Pacific Gas & Electric Company donated a fine gas range, and a radio was given by a donor who wished to remain anonymous.

A so-called "hits, runs and errors" system was created, each day's work being carefully evaluated and translated upon each worker's card at Main Headquarters. A "run" was a contact in the field, a "hit" was a signed pledge and an "error" was any one of a number of mistakes, such as failing to give full information on the pledge or the worker's property report, giving of wrong information on either, or failing to have the pledge properly signed. Very special errors, which promptly eliminated the maker thereof from any chance of winning a prize, included the raising of the pledged amount by the worker and any spurious pledges presented in the belief that they would not be discovered. Happily, very few of the latter were discovered in the re-check.

The gas range was won by a former news editor, who, in 35 working days secured 131 pledges or an average of 3.07 pledges per day. The radio was awarded to a housewife, who in 26 working days signed 70 pledges or an average of 2.07 pledges per day. For sake of fairness the amounts of the pledges were not taken into account.

San Francisco Chamber of Commerce
BETTER HOUSING PROGRAM

Chapter 10.

RESUME OF CAMPAIGN

PUBLIC COOPERATION

From the beginning of the Better Housing Program in San Francisco the public gave freely of its cooperation, the campaign plan being carried out without a hitch.

Public interest was built up rapidly, so rapidly in fact that it was necessary to launch the actual canvass a full ten days before the date originally set in order to avoid a lag in publicity. No sales resistance was encountered. Once the property owners realized that the pledges were to be treated confidentially, they they were not legal obligations but moral obligations solely, and that the Program was actually putting men and women back to work, they joined in with a will, eager to do a patriotic duty and at the same time to save their properties from further deterioration or obsolescence.

COOPERATION WITH OTHER CITIES

Most commendable, from every point of view, is the willingness to render assistance which has been built up among the cities and towns of the country by the Better Housing Program.

Valuable help was received by the Committee from the Philadelphia Renovizing Campaign Committee, whose campaign was conducted some two years ago, before the passage of the National Housing Act.

In turn, San Francisco has cooperated fully with a number of other communities, particularly in California, among them being Oakland, Sacramento, Eureka, San Jose, Palo Alto, Watsonville, Los Angeles, San Diego, and Long Beach. To the Santa Rosa Better Housing Program was donated a quantity of printed forms when our main drive for pledges had been closed. New Orleans, Memphis and Cincinnati were some of the Eastern cities with which a splendid liaison was developed. All these cities have freely exchanged campaign forms and all have shown a sincere desire to assist each other.

SOME OF THE BOUQUETS

No individual or group of individuals can evaluate their own work as can others. The Committee will attempt no such evaluation, therefore, in its own behalf. However, for the benefit of the Directors of the San Francisco Chamber of Commerce, by whom the duty of conducting the Campaign was imposed, the Committee, with

all due modesty, desires to call attention to the high standing of the attainments of our Program among those of other cities throughout the nation. Excerpts are submitted from certain telegrams and letters directed to the Committee, as follows:

Mr. James A. Moffett, Federal Housing Administrator, Washington, D.C., in a telegram dated November 9, 1934:

"Congratulations to you and through you to every member of your Committee for their splendid work. It is just that kind of fast moving, hard driving salesmanship that will make for success in this Program."

Mr. Moffett, in a letter dated January 7, 1935:

"I notice in your Progress Report, No. 9, that the finishing touches are being put on the San Francisco Campaign. In only one sense am I sorry and that is that such effective work should have come to an end. It has been a great satisfaction to receive each report from San Francisco, where the campaign has been so outstanding."

Mr. Ward M. Canaday, Director of Public Relations, Federal Housing Administration, Washington, D. C., in an address at the Palace Hotel, San Francisco, December 14, 1934:

"San Francisco today leads the Nation in results, and in the percentage of progress made since the Program started."

Mr. Canaday, in a letter dated December 26, 1934:

"Please let me thank you again for your help and cooperation while I was on the Coast, and accept my compliments for the successful accomplishments in connection with the San Francisco Campaign. I was much stimulated by the progress that you have made."

Mr. W. D. Flanders, Director Field Division, Federal Housing Administration, Washington, D. C., in communicating one of the San Francisco Committee's Progress Reports to nearly 4,000 community chairmen throughout the United States, on November 20, 1934:

"This stimulating report of the progress of the San Francisco Campaign is being sent you as an indication of what one community has done on its Better Housing Program. The results speak for themselves."

Mr. Flanders, in a letter dated December 19, 1934:

"I shall look forward with a great deal of interest to

receiving the final report of your campaign, and I want to take this opportunity of congratulating you upon the splendid results that have been obtained already."

Mr. Arthur M. East, Industrial Adviser, Federal Housing Administration, Washington, D. C., in a letter dated December 3, 1934:

"Many thanks for favoring me with a copy of reports of the progress of the San Francisco Campaign. I have read these with a great deal of interest and have referred to your Campaign in all meetings as being one which other Chairmen could take as a model and have recommended that they write you."

Honorable Angelo J. Rossi, Mayor of San Francisco, in a letter dated January 5, 1935:

"Permit me to congratulate you and all of those who served with you for the splendid success which the Campaign has realizedI was proud to have played a part in this Program which has given San Francisco so high a standing in the Nation. My compliments and thanks to you and the Chamber of Commerce for the fine and worth-while work you have done in stimulating employment of our citizens and thus cutting down the burden of the relief rolls."

Mr. Cecil L. Dunn, Director Special Programs Department, State of California Emergency Relief Administration, in a letter dated January 4, 1935:

"I trust that the operation of this notable project has been at all times satisfactory to you. I wish to thank you for having created so much employment of this nature for relief workers."

Mr. Lloyd E. Graybiel, Assistant Vice-President, American Trust Company, in a letter dated January 10, 1935:

"As an active member of several of your Committees, I have observed one factor with real pleasure -- absolute adherence to facts and figures in formulating policies and reporting results. This principle governed in the preparation of forms, the training of canvassers, the collection and analysis of pledges and the publication of reports. The same principle has governed the re-canvass of pledge signers. The result of the re-check reveals actual work completed, in progress or about to commence....which exceeds our preliminary estimates by a substantial margin. This, I believe, may be interpreted as the gratifying result of a well organized Campaign accompanied by the utmost of cooperation on the part of all mediums of publicity, and the active participation of San Francisco banks in the Modernization Credit Plan."

Mr. J. G. Ennes, Secretary Cabinet Manufacturers Institute of California, Northern Division, in a letter dated November 15, 1934:

"We have completed the survey of seven blocks on Market Street, under the supervision of your organization. The results of the survey have been beyond our expectations. We are definitely committed to the opinion that the Program is putting money into circulation. The salesmen used in the survey are principally on commission basis. They will gladly undertake further work of the same nature, in spite of the fact that they receive no compensation from you for this work. The firms feel that the activities are flowing to the general good and that they are receiving their respective benefits."

Mr. Floyd F. Kay, Secretary, Memphis Chamber of Commerce Better Housing Campaign, in a letter dated November 23, 1934:

"I was very much interested in the report of progress in the Better Housing Campaign being conducted in San Francisco. You are certainly to be congratulated on the work you are doing and the results accomplished. If you will be kind enough to give me the principal points of your Re-Check Plan it will be greatly appreciated."

Mr. Burnett Reed, Director Field Survey, Cincinnati Modernization of Homes Committee, in a letter dated November 19, 1934:

"Please be assured that I appreciate having your material and I can plainly see that San Francisco is doing a real job. I think you have one of the most complete and well-rounded programs that I have seen yet, and do not have to wish you success as I know you will have it."

Mr. Clarence W. Richardson, Chairman, Better Housing Committee, Long Beach, California, in a letter dated November 21, 1934:

"It was very kind of you to send us your complete San Francisco outline and Program as you did, and our Better Housing Committee is grateful to you for this splendid cooperation."

Mr. Charles D. Rogers, Director, Bullock & Jones Co., San Francisco, in a letter dated November 16, 1934:

"San Francisco will certainly obtain high praise throughout the country for such a wonderful achievement and.....we extend to you our commendation."

APPRECIATION

Close cooperation on the part of those concerned made possible the success of the San Francisco Chamber of Commerce Better Housing Program. Many of our leading business men and

women, as active members of committees, expended time, money and effort in working out problems and putting into effect the Campaign plan.

The City and County Government, from Mayor Rossi through all the Departments which were called upon for help, rendered valuable service. Those who contributed money, provided headquarters or loaned us furniture; the Federal Housing Administration for its advice and assistance; the Emergency Relief Administration for hundreds of office and field workers; the newspapers and magazines for generous and sustained publicity, editorial and otherwise; the dozens of others of whom space forbids individual mention --

To all of these your Committee expresses profound gratitude.

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.
-------------------	------------------------------------

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
---------------	------------------------------

Outdoor Advertising

Willoughby, Howard	Foster & Kleiser
--------------------	------------------

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

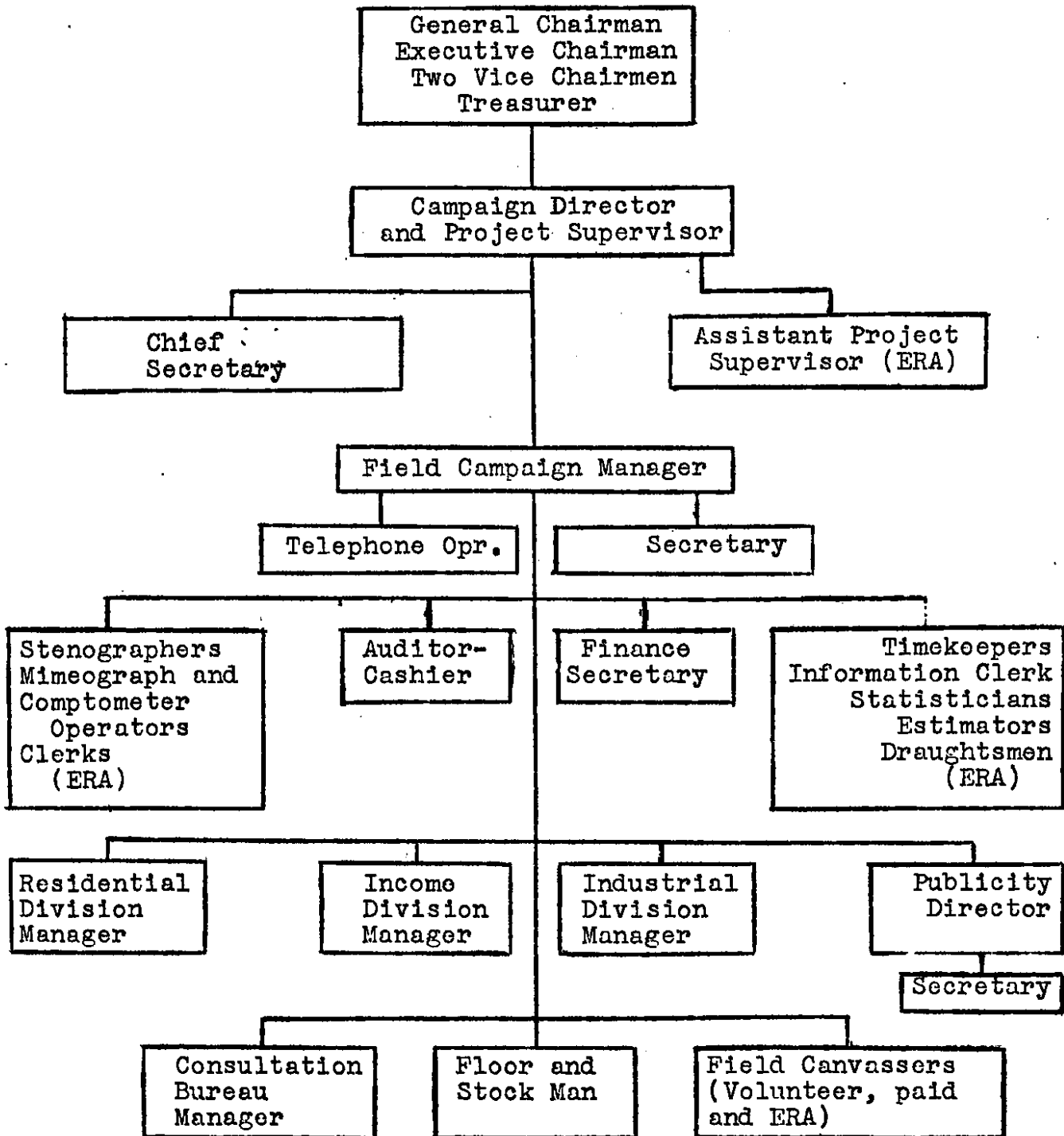
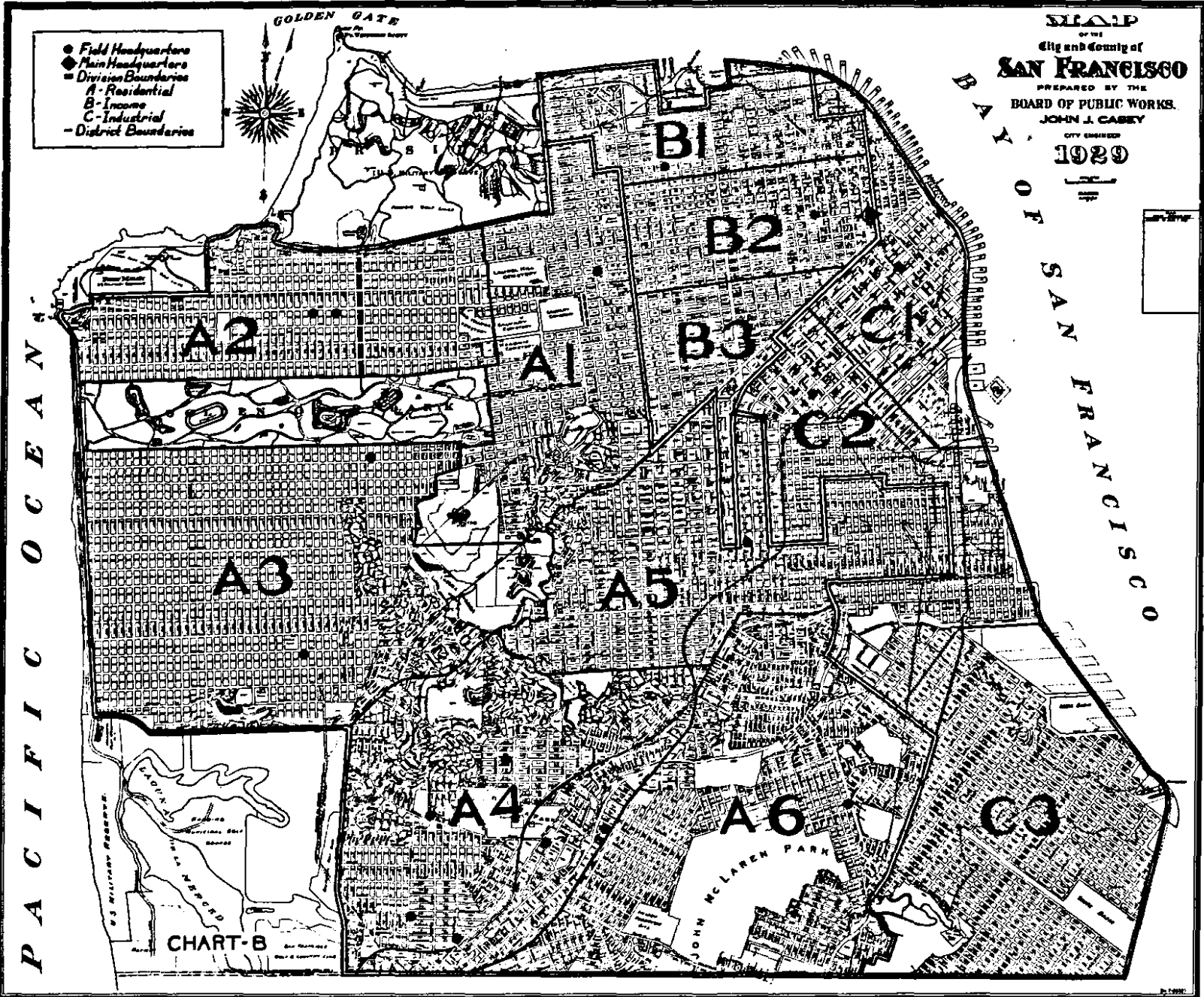


CHART A.



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

MAP
 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

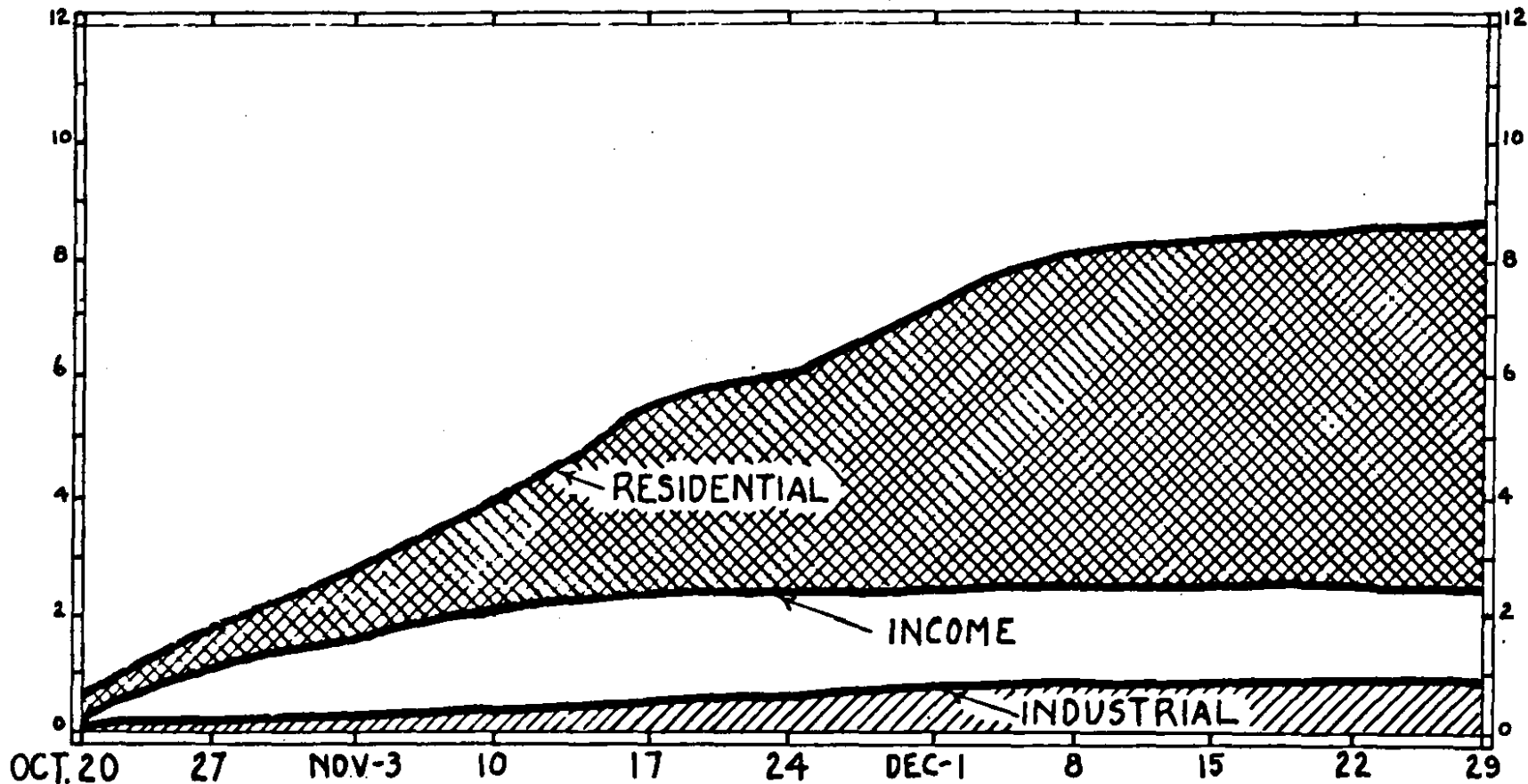


CHART-C1

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

BETTER HOUSING PROGRAM PLEDGED EXPENDITURES

OCT — DEC — 1934

MILLIONS
OF DOLLARS

MILLIONS
OF DOLLARS

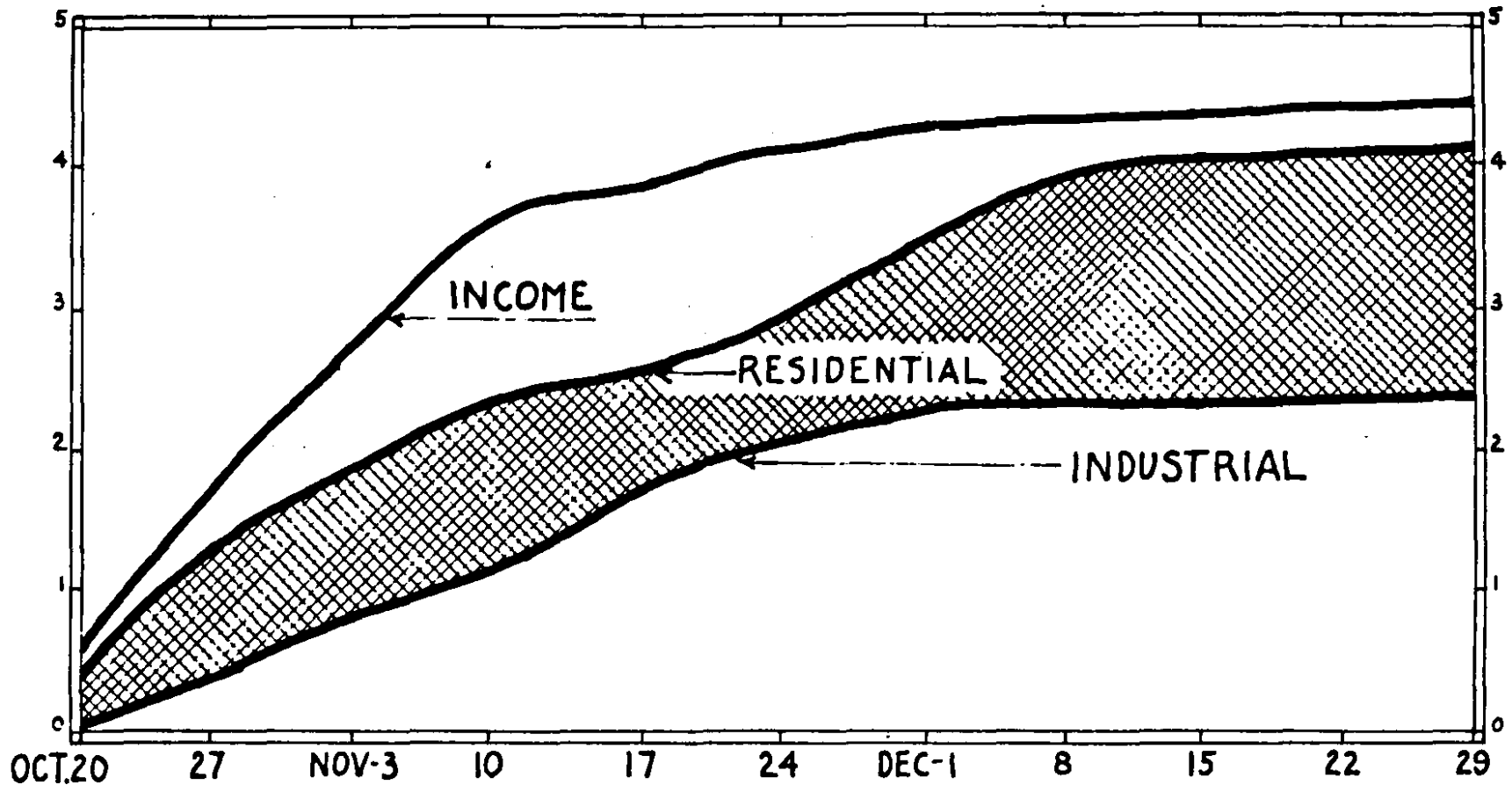


CHART-C2

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

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

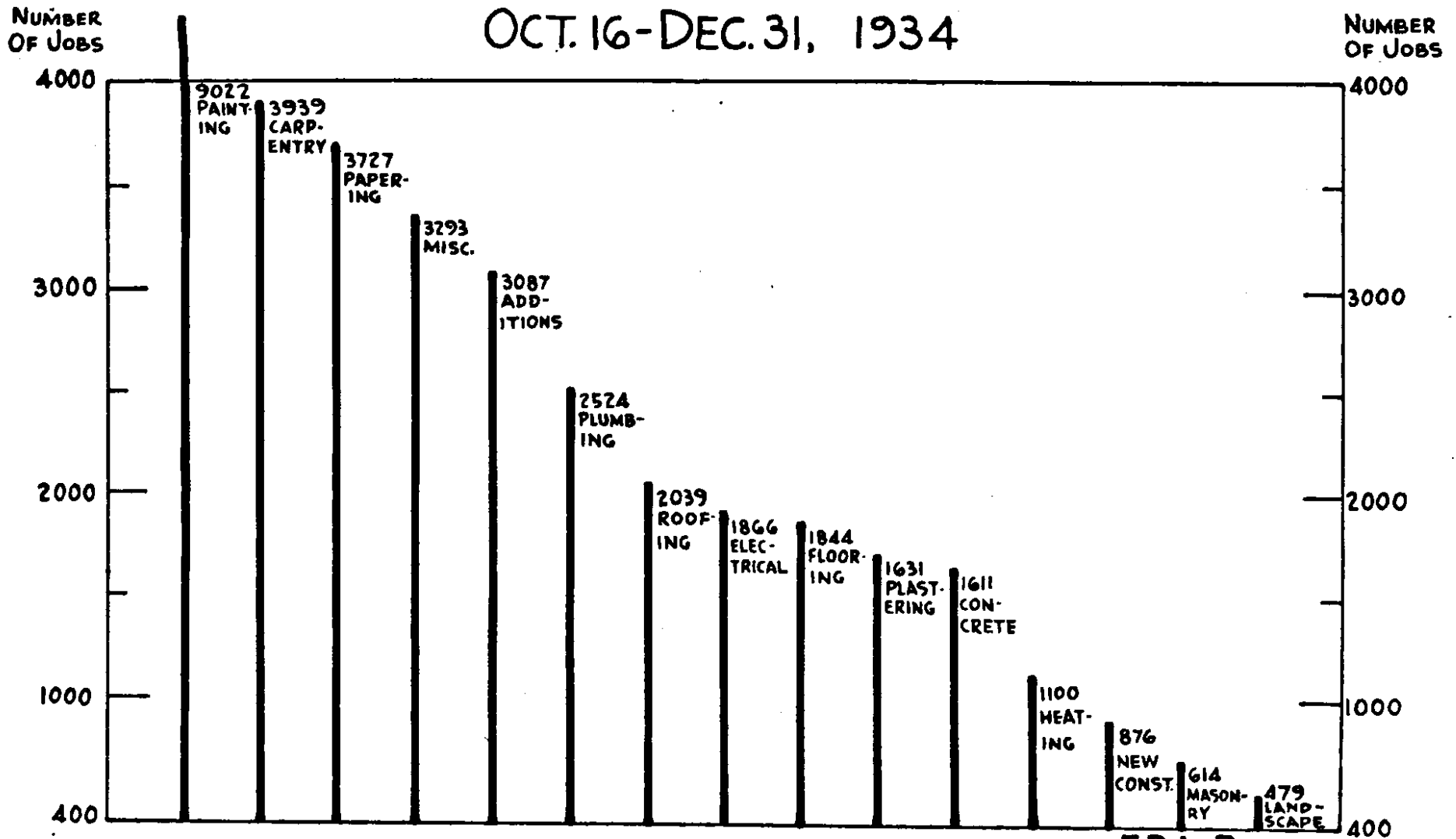


CHART D

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.

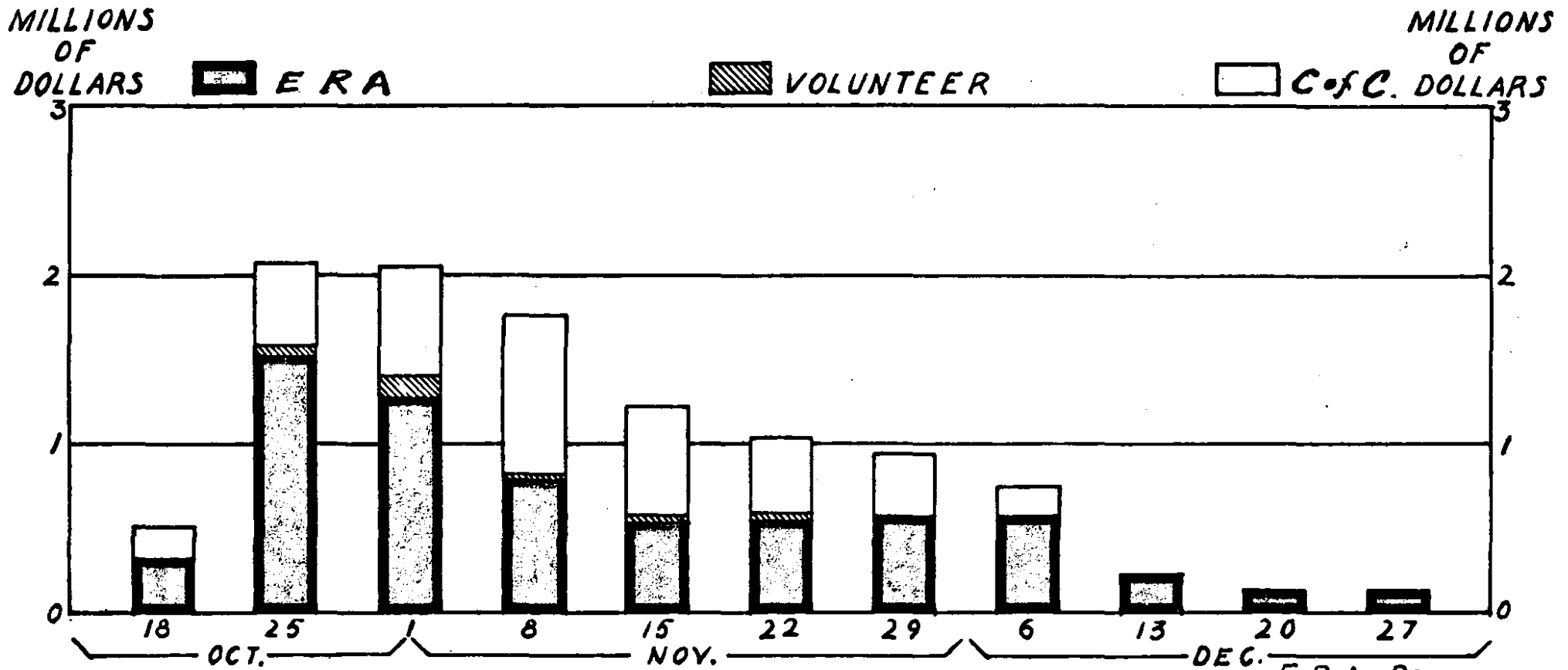


CHART E.

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

BETTER HOUSING PROGRAM WEEKLY RECORD

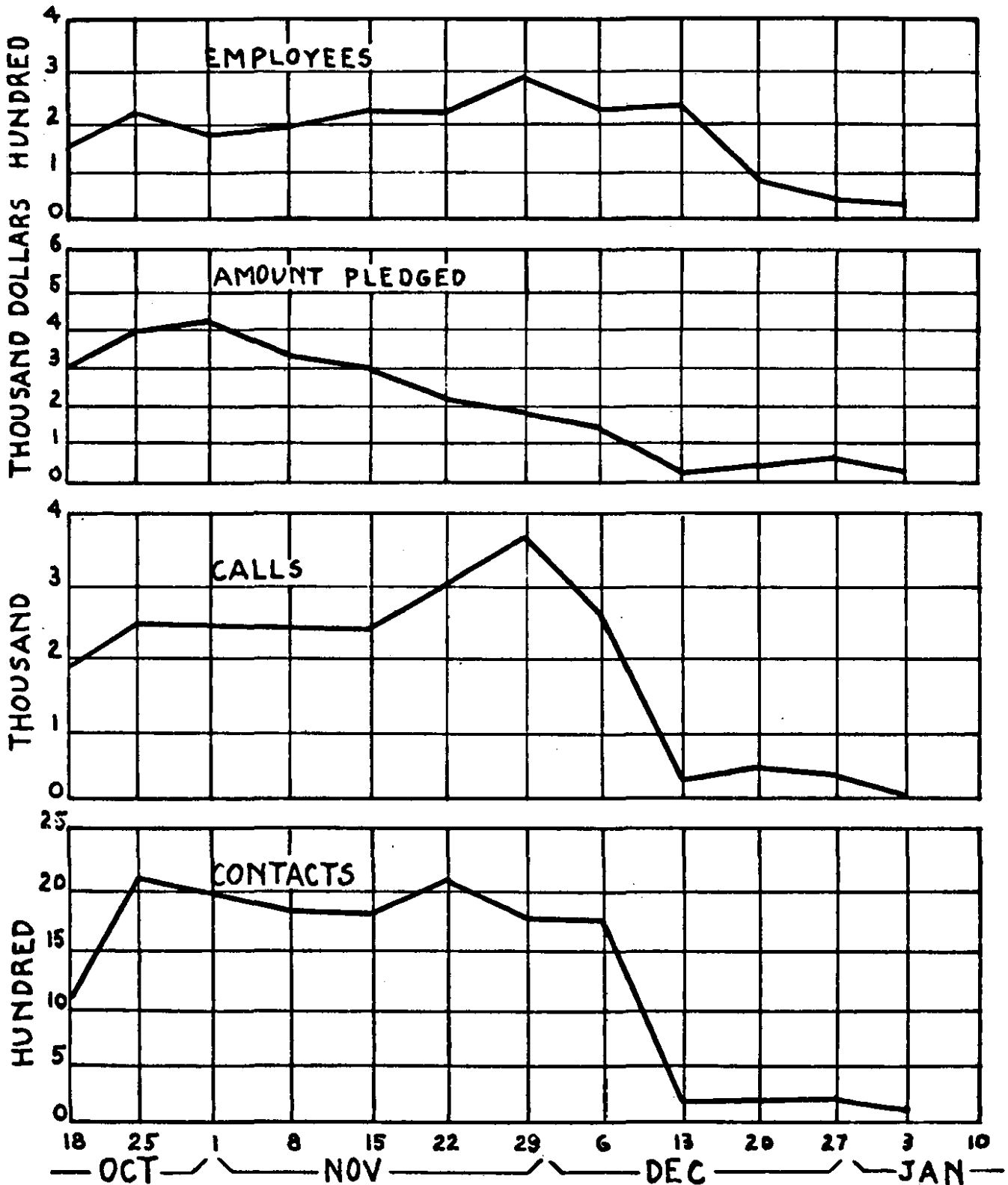


CHART-F

BETTER HOUSING PROGRAM COSTS

OCT-1934 — JAN-1935

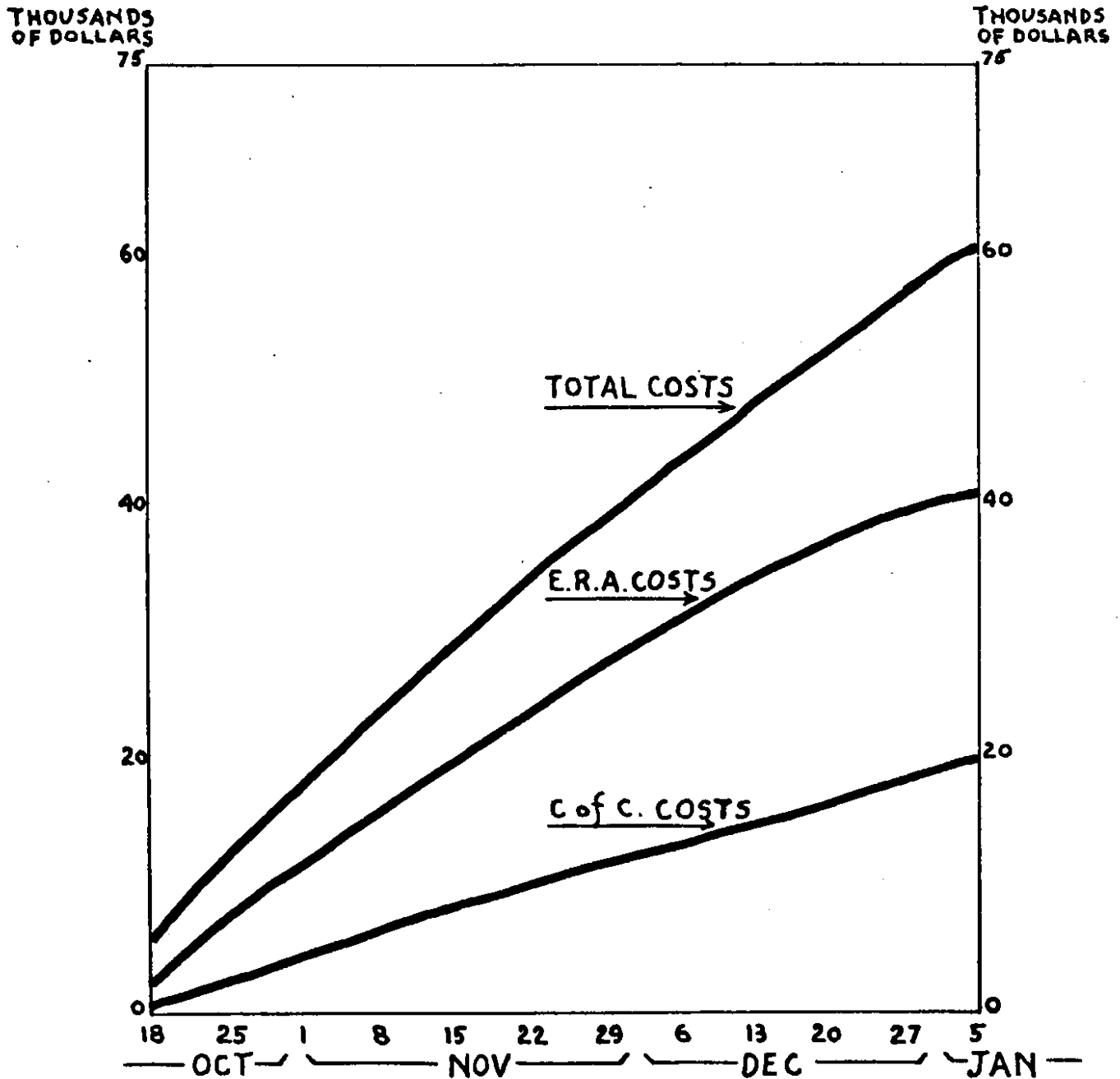


CHART-G

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