

1,388.85 pound of coal were burned for each kilowatt hour of electricity generated. The total cost of coal used was \$136,313.32

The total amount of electric energy sold during the year was 49,551,004 kilowatt hours. There were 3,474,568 kilowatt hours used in the electric department while 5,479,528 kilowatt hours were lost in transmission and distribution.

The total average cost per kilowatt hour of the electricity that sold during 1937 was \$0.01233. The average operating income per kilowatt hour sold was \$0.00799. It is estimated that the light plant is serving electricity to a community with a total population of 56,050. This estimate includes the City of Jamestown, the villages of Falconer and Celoron and three lighting districts in the Town of Elizabethtown.

Water Division.

Total assets of the water division are listed at \$2,929,556.38 at the end of 1937 as compared with \$2,841,727.00 at the end of 1936.

The water division surplus at the end of 1937 was \$1,584,408.78 as compared with \$1,515,129.18 at the end of 1936, according to the report. Total operating revenues of the water department during 1937 were \$256,549.79 as compared with \$207,155.62 during 1936. The net operating revenue of this division was \$106,935.58 in 1937, compared with \$65,112.21 in 1936. The department reported total cash on hand as of December 31, 1937 of \$339,048.43.

Sketch of Systems.

The sketch of the two municipal utility systems from their birth late in the last century down to date is presented as a series of highlights in the public career of Samuel A. Carlson. That sketch follows:

1893 to 1895—City Councilman and chairman of the City Council's Lighting committee.

Principal Events.

1—Taxpayers voted to issue \$250,000 water bonds to build a municipal water plant, August 3, 1893.

2—Sponsored resolution to issue bonds to expand municipal electric utility for sale of electricity to the citizens of the city, January 19, 1894.

3—Introduced resolutions in the City Council to purchase initial equipment to enable municipal electric utility to extend its service to the commercial field, May 21 and July 30, 1894.

4—Presented resolution in City Council to authorize preliminary steps in a movement for municipalization of the water systems, November 5, 1894.

1895—Re-elected City Councilman.

1895—Appointed member of the Board of Public works.

1895 to 1904—Member of Board of Public works.

Principal Events.

1—Participated prominently in movement to obtain a municipal water system, after it was determined that bonds voted in 1893 were unsalable due to legal complications, 1896.

2—Acquisition of additional land at the power plant site for purposes of the electric system, 1901.

3—Contract made with J. F. Wittmer to make complete plans and estimates of cost for a new municipal water works, 1901.

4—Water supply system acquired by city from Jamestown Water Supply company for \$600,000, April 1, 1905.

1908 to 1928—Mayor for eight consecutive terms of two years each and one four year term.

Principal Events.

1—Five million gallon capacity reservoir constructed on English Hill, 1912-1913.

2—One six million gallons per day pumping unit installed in the Buffalo Street pumping station, together with construction of structural addition, 1913-1914.

3—Major improvements completed to enlarge facilities of municipal electric utility, 1914.

4—Board of Water and Lighting

garage and plant office building for use by the municipal electric utility, 1933-34.

1936 to 1938—Mayor for one term of two years. Mr. Carlson was not a candidate for re-election in the 1937 Fall election.

Principal Events.

1—Installation of additional boiler plant equipment at the municipal electric plant, completed, 1936.

2—Million dollar electric utility improvement and expansion program initiated, 1936.

3—Renewal of purchase power contract for five years at greatly reduced rates, 1936.

4—New accounting system installed in the electric utility, 1936.

5—Appraisal of the electric system completed, 1937.

6—Exploration and development project started to augment the existing water supply.

7—Largest reduction in electric rates in the history of the electric utility adopted December 1, 1937.

8—Mayor Carlson appointed Mayor Emeritus by the City Council at the close of his term in recognition of his long years of public service.

Appointments.

Members of the utility board are appointed because of exceptional business ability, technical training and knowledge of the management of large industrial enterprises. One of these, Frank O. Anderson, president of Empire Case Goods Company, though actively engaged in extensive private industry, nevertheless, as a matter of public spirit, consented to act as chairman of the board and devoted unsparingly of his time in promoting the reconstruction and development of the municipal utility systems to a high degree of efficiency. Mr. Anderson's service extended from 1910 to 1923. The outstanding achievements during the period of Mr. Anderson's chairmanship were: (a) The enlargement of the electric utility to meet the increased demand for electric power; (b) The development and placing in successful operation of a new source of water supply and waterworks; and (c) Major reductions in both electric and water rates.

As Mr. Anderson's successor, the late Karl Peterson, president of the Crescent Tool Company, was appointed by Mayor Carlson. Mr. Peterson was a mechanical genius, having to his credit many inventions from which he built a thriving industry, and was a business executive of large accomplishments.

As chairman of the Board of Public Utilities from 1923 to 1933, he also gave greatly of his time in close supervision of the work of further expansion of the municipal utility systems. The outstanding achievements of Mr. Peterson's regime were: (a) The purchase of the competing privately-owned electric system, thereby giving the city control of the entire electric system which supplies the city of Jamestown, the villages of Falconer, Celoron, and three lighting districts in the township of Elizabethtown, Chautauqua County, New York; and (b) A reduction in electric rates to a point where such rates were considered among the lowest in the country.

During the municipal administration of 1936-1937, the Board of Public Utilities instituted a million dollar extension and improvement program. This program includes the installation of a 15,000 K. W. Turbo-Generator unit in the electric power plant; the construction of additional electrical transmission and distribution system facilities, including an emergency tie-in of ample capacity with the Niagara power system, and the development of a new source of water supply to augment the present water supply of the city. Still further reductions in electric rates were made effective January 1, 1938, so that Jamestown ranks with the lowest rates of any city in the United States.