

S.C.R.C. Speech, 9/21/77

SOUTHERN CALIFORNIA

RESEARCH COUNCIL

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WITH THE SUPPORT OF MEMBERS OF THE SOUTHERN CALIFORNIA BUSINESS COMMUNITY
AND THE JOHN RANDOLPH HAYNES AND DORA HAYNES FOUNDATION.

Pomona College, Claremont, California 91711

August 17, 1977

Dr. Mason Gaffney
School of Administration
University of California, Riverside
Riverside, California

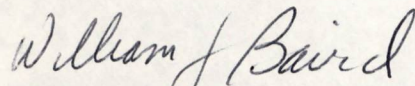
Dear Dr. Gaffney:

I am very pleased that you are willing to speak at our kick-off dinner. As you can see from the enclosed brochure, our topic is large but interesting and hopefully manageable. Because of a limited budget, we can only offer an honorarium of \$250 plus travel expenses. I hope this will be satisfactory.

I have also enclosed the brochure and final report for SCRC #23. This was the last study to be coordinated by Pomona College. Joseph Humphrey, Occidental College, is in the final stages of coordination on #24. The final pages of report #23 list the members of the two committees involved in its preparation. The audience at the kick-off dinner for #25 will be similar in composition.

If any questions arise, I can be reached at 714-626-8511, ext. 2970.

Yours sincerely,



William J. Baird
Research Coordinator
Project #25

as
enclosures

The Roman phil. Cato - of whom I am of course a deep student - said
Wise men learn more from fools than fools from wise men. This helps account, no doubt,
Intro for the continued viability of higher-education in Am.

Am living proof you can live at least 11 mos. downwind L.A. &
survive -- from neck down, anyway. As to intellectual climate, well, I
did hear one clever remark, --- Rolph & P. Sedgwick.

The good news: final descent. ... lost.

To avoid, start course beginning now.

✓ We want ~~now~~ to make plans good enough to publish.
A publication, ^{in the library} makes an enduring, lasting contribu-
to knowledge b/c. ~~you can place it~~ seldom gets worn
out from use. Scholarly ideal. SCRC #8, "Orderly & Effici-
Xptn. System" ---

But ~~we~~ our aim a little different.
To this end, need help. "We'd appreciate a small contribution."
Contribute data, trade gossip, inside info., lend
realism to academic enterprise.

Ideas are plans of action to solve problems that
arise in a social context. - J. Dewey.

Planning is having ideas, or thinking.

This explains how they select college professors.

begin. Ea. of you screened for this ability so let's
Cato said wise men can learn more from fools than
v.v. so I know this crowd will attend carefully

Planning: between theory & execution.
Depends on a frame of ref. What is yours? Understand
& accept logic of market mechanism, so begin from
there. Let's use more of it in public planning
to meet scarcities.

A. Identify the problem — & its causes, (Causes point to
~~taken as right~~ into solutions, often, & that's the
kind we're interested in.)

1. Who are the big users of water & energy.

Get facts -- & it won't be flushing Toilets; or gas for cooking.

One big waster is myself. No choice. Tried to sell.

Return flow goes where water standing at surface.

~~It~~ It never wd. be missed.

Energy - cars, & the cause is sprawl. Got started wrong w. earthquakes
zoning, never recovered. Coastal zone of Wilson zone wrong - send to R. side.

2. Is present pop. threatened, or further growth?

The latter. Do we need it, or can we settle into a stable eq.
- is this attractive & viable? Prosperity w/o growth, can
we adapt?

Anyway, the qn. is not survival, but do we want another round of capacity.

3. Is growing living standard threatened - or can we
grow in other ways? The latter.

1. Arrowhead e.g. At no cost, I can turn a small,
crowded lake into a large one; turn barbarians into civilized.

4. Is long run supply inadequate, or is problem vulnerability to disruption? The latter, probably.

So we want to ~~prepare~~ temporary emergency plans, peakload pricing, (or other rationing)

5. For whom is it a problem? Those w. run land to sell, & develop.

6. Leading & lagging p.w. sectors -- hiway system running wild, w/o ~~termin~~ brakes, endless land opened for divert., demanding wtr. & power — and rejecting garbage dumps & air polln.

Hiway Dept. makes future energy shortage inevitable — or that's the view from here, anyway. X subsidy w/o end. Same w. water.

7. Are nat. res. scarce, or K to develop them?

In past, answer was always K; & willingness to pay.

Now, tides are turning. The 2 qns. are one, bec. they substitute. But emphasis changing, re what can do w. even a huge K outlay. This leads to more emphasis on alts. to civil eng'g monster of the past

B. Identify clients & their goals

"Help the co. & the region." subst. abstractions for people. Mean anything, i.e. nothing. (save as code words)

1. Who benefits from growth,

Land sellers & developers.

Civil engineers, contractors, bldg. supply firms, cement indy., ... etc. But all these gains are marginal, taken from alt. uses, so land sale is big one. May be fierce fighters, for all that

Utilities engaged in inflating & maintaining rate bases. Good for them, bad for consumers.

Immigrants - but owe them nothing, & they ~~are~~ shd. stay & develop resources at home.

Next social gain goes to ^{new land owners.} ~~them~~. OK if wider distributed - & if there is a net gain.

But they also gain from X subsidy, so much & so complex, no longer sure there are any net gains.

Are we in stage of const. or decr. returns to the whole region as a total system? Here is challenge for you.

2. Who will adopt (& pay)

3. How affect character of people the region attracts & molds?

Have catered to barbarians, worst & laziest aggressive people have, people who reject social controls (like muffers)

This is contagious, in self defense. Gresham's Law applies, worst drive out best

Much L.A. indy. reflects Menckier's Law of taste

I rather like the idea of more social controls bcs. of character of people who are offended. (You see I make value judgments freely.)

✓ I have a free device for turning small lake into a large lake. Ban ~~of~~ motors. More people, nicer people.

Someone objects, but I sell motors for a living. In past, that is sacred, shoots you right down. No longer good enough. L. Arrowhead is too scarce & precious to sacrifice as make work project for unemployed salesman. There are more productive labors needed.

What's the bottom line? Hard core - ? leaves to you.

C. Survey alt. solutions. Dream, innovate. explore diff. value systems.

1. L.A. Times looked out more of same civilization; ~~monsters~~ hydro-imperialism, son of Mulholland.

~~Engel~~ One suspects chin. nets, by cost.

2. Innovations, **Tech.**

Gas from coal; hydrogen; nukes; geothermal; solar or just stop making Frisbies.

Re water, grow barley & rice now using salt water.
Grow the jojobas on dry land, \$4.50/lb.

all this is nice, but not enough

3. Sacrifice lower uses, subsidized uses

Irid western agric. We as nation are back at game of retiring humid lands & subsidizing ~~east~~ western reclamation — & Calif. buying w. the pack of hungry hounds. Reduce fed. taxes, good move Except on agric.

4. Sacrifice hi-cost extensions. End X subsidy, w/ & hiways & utilities.

5. Plan & zone for compact land settlement, renewal & intensification at center.

Hi gas cost will help, but more is required by far.

City & region as a distorted price system.
So long as xptn. & wheeling are mispriced, can justify land use controls other than the mkt.

6. Reform water law.

Review in progress.

Whether it gets anywhere depends on getting behind it. Meyers, Hansen are mkt-oriented. & Hag ~~Running~~.

7. Use price system.

Distinguish true scarcity from ^{chronic} underpricing.
Energy, water & open space have this in common — are underpriced. (So is K.)
We suffer from Engel syndrome.

8. A social controls vs. personal offensiveness, reduce need for personal space. We have used space in lieu of courtesy — & are running out.

The ~~tech~~ tech. mult. of personal offensiveness Δ s faster than our defense in larger lots.

9. Δ run off of local watersheds by
prescribed burning
Lean on F.S.

10. Many others. Get unlocked from
narrow range of choices.

D. Strip over 10 elements of plan

E. See whole system

Land use & xpt & at. Together
See that coastal zoning, & Wmson zoning
don't stop sprawl, but Δ
Mass transit can't save money until we
have preconditions.

F. Contingencies. Overdesign & reserves vs. fact on feet

G. M. Confer

Hairdresser....

New indy. for L.A.

Ea. clique, stop talking just w. ea. other.

1 dear, SCRC

mm

Proj. 25

~~\$6.75~~

Age of Limits

Water, Energy, & Space. - & K.

Pubns. are enduring contribu. ~~from~~^{to} knowledge but seldom get work out from me

Water not scarce - underpriced.

Learning to use salt water for barley, rice.

We are back at the game of retreating humid land while subsidizing arid ag. \$86m for Teton Dam.

Sprawl is the enemy.

We use open space in lieu of social controls. Need

Vulnerability of long aqueducts: pump stations.

Recent slide closing Colo. Ag. Bombing, O.V.A.

~~Cancelled~~

L.A. Times wants Brown's wtr. plan, regardless.

Hydro-imperialism rampant still.

Age of limits is dead?

Wtr. is not a new scarcity, but perennial

Nat. gas for industry? Change the mix, & the industry.

Jane Jacobs re city base.

Provo, U? Billings Co?

Hydrogen & propane vehicles, made in - ~~Salt Lake City?~~

Why not here? Why just bitch at Detroit

Raw mtl. for ~~study~~? Nothing, beats skilled labor.

Info - from bus. & published data. Plan info. needs
"We'd appreciate a small contribution."

C. Rec. Space. True pleasures require little. "Barbaric"
pleasures are the problem. Wickham subsidies.

Chen Engel approach.

C. CA. is an energy producer, old oil, being had by
~~pro~~ dismin. vs. old oil. As a big producer, CA shd. support higher price.
But also share in gains, at wellhead.

A. Coastal Zoning -- more sprawl. Earthquake zoning got us
started wrong.

C. Local wr. xfrs & allocn. Chino Basin. We are
ahead, but not far enough, in flcr. of allocn.

X. X - subsidy to periph. wr. users. MWD great expense to
serve 300 Riv. City. farms, an eg.

~~Slow~~ Irvin sched., ^{coastal zoning, & Sta. Anna decline} plus Riv. Fwy pushing demand out
to us. - sprawl.

Existg instrs. that constrain solutions:

Wr. law.

Cult of barbarism.

Energy regn.

Pattern of local gov.

Hiway plng

Greatest resource is tradition of innovation, enterprise.
So apply it to changing input mix.

Greatest liability is sprawl; public chaos.

SCRC Rept. 8, "An Orderly & Efficient Transp.

System for SC Metropolis" (?!). 1960. Whatever they said, obviously

no one listened. I hope the present work may ^{succeed} do more.

& it may, if we regard land use & transp. & ut. as a
total system

C

Watershed. Prescribed burning, & run off.
Learn on F.S.

Eschew clichés & illusions - e.g. that people
flushing toilets are major wtr. wasters

"Woodcote wasn't exactly hostile to facts, but he
was apathetic."

"She had a lot of fat that did not fit." So do
we.

Is no longer a matter of preserving our way of life,
but finding a better one.

Cato said wise men learn ~~more~~ from fools ~~than v.v.~~
- the principle so I know you will listen carefully & weigh my words.

C Fun is like life ins. - the older you get, the more it costs. This is our rec. problem.

Planning is thinking ahead. We are going to plan - & being persons of clout, plan w. more than the normal expectation of acceptance.

Planning lies at level betw. thy. & exec. We need thy. or frame of ref. What is yours? Understand price & mkt. mechanism. How about planning to use more of it, in lieu of mkt. prof. standards - engineer imperialism; new imperialism of open space

Businesslike mgmt of p.w. projects, may a btm. line.

What is the btm. line here? If we cd. identify it, all else falls together using techniques of which you are past masters.

Planning is taking charge of priorities — beware, here,
of just reacting to external pressures
What do we want the region to become?

Look ahead at region as a system, complex interactions of
the several consequences of several actions.

Not just a few spasms, meddling to "do something"
is not planning. Think thru

Ideas, J. Lacey, plans of action ...

Pitfalls:

Imperialism, often disadvantage

X subsidy, sprawl

Overdesign & reserves in lieu of flex.

Side-effects

New measuring sticks, e.g. energy standard of value.

Overplanning

Proful. standards, regardless of cost

C. F. A.

Dreams of Reason — Du Bos

Coddling farmers

Fixed costs.

Subs. rec. & tax work

Alt. to growth is stagnation. There is also
renewal

Empty phrases
Productivity regardless of cost.

Planning in S.C. has in past meant reaching out for more.
Novel approach needed now, plan to make do.

Edifice, mechanism, organism, systems of organisms.

Tech. change - can't predict, but control by setting prices.

"Help the economy" is not a person.
" " region " " " " " Who?

Great way for students to get to know employers.

The problem is not lack of mass transit, but scattered
settlement that precludes mass transit.

Crowded lakes? Prohibitive moorings, make them large. ~~the~~ A capacity of
shoreline to accom. people. We are locked into one solution, sweeping us
to ground fallacy.

Outline

Planning is fr. betw. thy & execn, & presupposes, often dominated by, framed ref. of planner. What is yours? Understand ~~for~~ what, mechanisms.

~~Need for planning~~
~~What is plan?~~

How about using more of it? I will presuppose this, businesslike input.

A Identify problem. & its causes -- causes may point to solutions.

~~Is present pop. threatened? Or further growth? Age of limits, or another round of capacity & capt. outlay.~~

~~Is life threatened, or ways of life we might want to change anyway for other reasons.~~

~~Who are big users of wtr & energy. Rise above clichés (over)~~

C Is stable eqm. an attractive alt? Pyrrhus, the unmanly gen.
e Pyrrhus went away sorrowful, for in truth he loved to order men in battle.
~~For whom is it a problem~~

~~Problem may be we have an indy. of peddling raw land.~~

~~One choice is to stop.~~

~~Hiway force, endless expansion, make energy crisis inevitable~~

~~Hammer & each other. We need to widen the circle, talk to listen to others.~~

Permanent deprivation not problem, but vulnerability to disruption.
~~interruption.~~ So crisis rationing devices are a choice, including peakload pricing.

D $\pm$

Put ec. limits on alleged needs & req. standards & "requirements". Data on elast. of demand. (Me & my water)

Data on distrib. system Are not resources or capt. to develop them; in part, I wd. do re.

Now, limits of earth? (& higher K, opp. ^{to military} wtr to overcome)

re flushing Turkey. "Woodcock wasn't exactly hostile to
facts, but he was apathetic."

~~Less~~ Speaker lost notes & rambled on listlessly.

Business is bad, said the body shop mgr. recklessly

B. Identify clientele & their goals

Help the ec. & the region can mean anything, hence mean nothing.

1. Who benefits from growth?

Land sellers

Utilities, rate base increase & expansion. This is

too much, a benefit for them to dominate policy for all.

Blas. & suppliers.

Immigrants. Half from another country.

W/o subsidies to lifeboat thy., can ask if this is good

2. Who will adopt. Re p.w. who will pay? Earlier recommendations. "Orderly & eff. xptn. system" not adopted.

3. How affect character of people the region attracts & molds? Wasteful or consensus. S.C. wasn't always a playground for children who never grew up. Chaffee, most brilliant planner, was a builder.

comm.

Some then consid. pd. of ^{tolerating} attract & catering to barbarians

4. Goal; what are we trying to max? What is the bottom line?

L.A. Times looked into Engel approach, hydro-imperialism.

- C. Survey alt. solutions. ^{back at game of} ^{86m Teton} ^{gas from coal: hydrogen & propane: nuclear}
 # Geothermal; solar; hydro. Or just stop making Friskies.
 Gas from coal, ^{hydro}: grow rice & barley using salt water.
 Plan for compact settlement; blue lines, compact As,
 & removal & replant.

Sacrifice lower med/agric.; we are ^{back at game of} retreating humid land, & subid; reclaim. ^{86m Teton} ^{derm.}
 " hi cost extensions. L. Arrowhead highway? Corona-Rancho Cal.

Remove distortions from price system. Scarcity is the universal
enemy & problem: wastes wtr, energy, space & K.

Dist. scarcity from chronic underpricing. Water, energy, &
 open space have this in common. So, probly. does K. Claim Engel approach.

Reform water law. New review in process.

More social controls - reduce personal off-ness & need for personal space.

~~C¹. Info & data needs.~~ We have been using space in L.A. - & running out. E.g. L. Arrowhead

D. Model it.

✓ D². Info. & data needs. Not set the facts, but guide us, what facts needed?

E. Conf. & summary.

Hairdressers do it ..

F. Invite criticism. Recommend several cycles of alternation betw. the closet & ~~the~~ the conf.

G. Predicting & forecasting.

E.g. predict if we raise price, demand falls.

forecast future rainfall

Decide which kind of gamblers we want to be

H. Inventory res.

Water -- be amazed how much there is, in lower uses.

Energy -- be amazed how far apart ests. are. Here, ~~the~~ trick is recognizing bias of observer -- step one. Tricky part is knowing how far bias has distorted est. No answer so must build in great adaptability to plans, for new data. This means avoid heavy K commitments -- long ones, i.e. Prepare to embody new appr. techs. frequently.

~~Inv.~~ Inv. resources. ^{tradition of innovation} #1 is ~~enterprise & creativity of~~ ^{some} people; indy. & character of others -- squareness (we're low on this.) Apply it to changing input coeffs. Jane Jacobs. Beware his emphasis on raw intels. They make a dull town w. absentee owners. Foster innovations -- a nursery medium. New hydrog. bus. Billings Co.? Provo? Why not here?

Liability is spatial drain. Pretty well-planned in U.S. (also stiff comp.)

I. Tinning & Sizing.

Related to gr. of reserve capex. Reserve for future growth doubles as reserve for current contingencies.

If we decide growth of region has reached dim. rets., need new ideas based on contingencies alone.

Funding. Deprec. reserves vs. new K. Utilities understate deprec. & max. new K, to maintain rate base, is this good for region? I doubt it. Cash drain to outside investors

To grow or no?

Grow by duplication; agglom.; or scale.

J. ~~the~~ Adapt to resource constraints, use A.T.

✓ K. See whole system. Land use & ut. & exptn. (relevant to energy needs). Coastal zoning & Town zoning send crowds to R-side, add sprawl.

~~Lack of~~ Mass Transit can't help us alone, we lack preconditions, & must slowly recreate them & Transit together.

X 14 to needs & sources.

Contingencies

L. a Overdesign vs. faster change

We need cities fast on ft.

K-intensive L.A. is slow.

M. Review.

N. Evolution.

 Summary of pitfalls & illusions — p. 5