As water from the Owens Valley began to flow in 1913 through the Los Angeles Aqueduct, it was clear to City planners that substantially more water would be required to meet the needs of a rapidly expanding Los Angeles.

It took nearly 30 years, but water began to flow from across the Mojave Desert to Los Angeles via the Colorado River Aqueduct. The prime mover in this technical marvel was the creation in 1928 of the six-county Metropolitan Water District—a “crown jewel” of Los Angeles.

PARKER DAM, the world’s deepest dam at 320 feet, creates the Lake Havasu Reservoir that provides the water to power four hydroelectric generating units that produce over 100 MW of electricity, 50% of which is used by Metropolitan to move water along the Colorado River Aqueduct.

Cover: AQUEDUCT INTAKE AT WHITSETT PUMP STATION, LAKE HAVASU

Whitsett Pump Station is the first of five pumping plants on the CRA. Whitsett draws water from 30 feet below the surface of Lake Havasu before its nine huge pumps lift the water 290 feet to the Gene Wash Reservoir.

From the President

Los Angeles’ strategic investments in expanding and modernizing the Port’s facilities. In addition to creating the facilities at the Port, the City of Los Angeles provided the Port of Los Angeles with critical and essential links to a sophisticated air hub (LAX) and a dedicated rail hub (Alameda Corridor).

For our current report, we are highlighting the Metropolitan Water District of Southern California as Los Angeles’ third “Crown Jewel.” Annual rainfall records as far back as the 1770s confirm that the climate of Los Angeles is similar to the climate of a semi-desert. In 1928, representatives from three Southern California counties of Los Angeles, Orange, and San Bernardino, and their local water suppliers, banded together to create the Metropolitan Water District of Southern California.

Dr. John Randolph Haynes, our founder and namesake, was deeply engaged in these efforts, serving both as a founding director of Metropolitan and as a commissioner of the City’s Department of Water and Power (DWP). Following this letter, you will find a more detailed review of the Metropolitan Water District and the development of the water supplies for Los Angeles. We think that he and his wife, Dora Fellows Haynes, would be proud of their contribution to the future of Los Angeles.

Jane G. Pisano
President of the Board of Trustees
Colorado River Aqueduct

Map and profile of Aqueduct
(p. 355, MWD, "History and First Annual Report" 1939)
The Metropolitan Water District Delivers Water to Los Angeles

The existential challenge for Los Angeles continues to be finding sufficient water to satisfy the needs of an expanding population. In an early response to this challenge, Los Angeles City officials in 1908 selected as a possible water source the Owens River Valley located 235 miles north of Los Angeles in eastern California. Although the resulting Los Angeles Aqueduct opened in 1913, Los Angeles had already outgrown it.

Following California’s 1927 passage of enabling legislation and a 1928 court decision finding the legislation constitutional, Southern California cities and counties in 1931 voted to be included in the new Metropolitan Water District. In 1931, voters approved the Metropolitan plan to secure a water supply from the Colorado River via an aqueduct with channels, tunnels, pipes and pumping plants.

The Colorado River Aqueduct project employed over 39,000 workers, who labored in the Mojave Desert and elsewhere to construct four reservoirs, five pumping plants, 92 miles of tunnels, 63 miles of open canals, 55 miles of concrete pipelines, 28 miles of siphons, a terminal reservoir with over 182,000 acre-feet of water and a state-of-the-art water treatment plant in La Verne, California. (A map of the Aqueduct can be found inside the fold of the back cover, along with photographs illustrating the mountain snowpack, the Oroville Dam complex and the winding path of the SWP through the Delta.) To better protect the complex ecosystems of the Delta, the State of California is considering an underground tunnel to safely move fresh water south through the Delta to cities and farms in Southern California.

The Colorado River Aqueduct has made lasting contributions to nearly every aspect of life in Southern California. Included in this Report are brief summaries of four significant contributions: (1) Engineering: Caltech’s scientists and engineers played a critical role in the Aqueduct’s design and construction; (2) National Defense: with a reliable source of water from the Aqueduct, General George Patton was able to convert the Mojave Desert into a multi-state combat training area during World War II; (3) Medical: Aqueduct workers and their families benefited from California’s first pre-paid medical insurance program, a forerunner of Kaiser Permanente; and (4) Tunneling: construction of the Aqueduct called for the excavation of more than 29 horseshoe-shaped tunnels, with the largest being the 13 mile tunnel under Mt. San Jacinto that took nearly six years to complete.

Completion of the Aqueduct in 1941 not only provided water critical to local industries and military installations supporting the effort in World War II but also established Metropolitan’s reputation as a world leader in the treatment and distribution of drinking water, a reputation that continues today.

As demand for water continued to grow following World War II, Metropolitan looked beyond Southern California. In 1960, California voters approved the State Water Project (SWP). The SWP now provides 30% of Southern California’s water. (A map of the SWP can be found inside the fold of the back cover, along with photographs illustrating the mountain snowpack, the Oroville Dam complex and the winding path of the SWP through the Delta.)

The Metropolitan Water District Delivers Water to Los Angeles
The Aqueduct’s Impact on Advances in Engineering

Caltech, with its world-class scientists and engineers and its strategic location in Pasadena, was a leader in the design and construction of the Colorado River Aqueduct. Caltech provided a small army of engineers and scientists to support all phases of the Aqueduct project. A key element to the Aqueduct was the design of the 45 huge pumps spread over the five pump stations (Whitsett, Eagle Mountain, Iron Mountain, Gene, and Hinds) that were needed to lift water over 1600 feet from the Colorado River to a point where the water would flow by gravity down to Lake Mathews in Riverside County, California. Metropolitan partnered with Caltech to build a pump laboratory at Caltech where thousands of tests were conducted to determine the best type of pump and its essential characteristics. The extensive testing was extremely efficient and effective: these 1930’s vintage pumps remain in operation today.
The quantity and quality of services provided by cities to their residents is a continuing topic of discussion between voters and local governments. Cities have attempted to respond to these pressures in several ways. For example, the New York Police Department in the 1990’s, led by then-Chief William Bratton, developed a data-driven management program to improve law enforcement and reduce crime. States like Maryland followed this lead and expanded the approach from police services to all types of government services.

As a first order of business upon taking office in 2013, Mayor Garcetti’s administration sought to rebuild city services after the 2008 financial crisis resulted in significant personnel reductions. In addition to staffing up, the Garcetti administration sought to improve city services by adopting data-driven management techniques that were being used in other jurisdictions. Los Angeles City’s name for this program is “CompStat.”

Drs. Christopher Weare and Juliet Musso and their team from the USC Sol Price School of Public Policy proposed to conduct an in-depth, multi-year formative evaluation of Mayor Garcetti’s CompStat and related data-driven management practices.

With a grant of $203,488, the USC team conducted a multi-year study. Based on two rounds of surveys and in-depth case studies, the team concluded that many, though not all, City of Los Angeles Departments had made significant progress toward development of a fully functioning performance management system. The USC team found that the Departments that performed particularly well received heightened scrutiny from the Mayor and demonstrated strengths in terms of leadership, data quality, and the creation of a culture of performance management. However, the team noted that much remains to be done and suggested that future attention be directed to strategic planning, IT infrastructure, the allocation of resources, and measures of efficiency.

After sharing their insights with the Mayor’s office, the team continues to follow up through presentations and academic papers in support of the City’s continuing efforts at reform.

Christopher Weare and Juliet Musso, Principal Investigators
UNIVERSITY OF SOUTHERN CALIFORNIA
$203,488
In an earlier study funded by the Haynes Foundation, Dr. Mary Poplin and a team from Claremont Graduate University sought a means to identify highly effective teachers and techniques that could be shared with other teachers.

In this follow-on effort, Dr. Poplin led a ten member research team in a year-long effort to look more closely at the practices of highly effective teachers of various groups across ethnicities, ages, and subject matter. This work employed and improved upon techniques and insights that were developed in the earlier study.

With a grant of $185,792 from the Haynes Foundation, Dr. Poplin’s researchers first spent over 500 hours documenting the performance of over 40 highly effective teachers and their students, and then employed quantitative and qualitative techniques to assess their effectiveness.

To select the teachers, Dr. Poplin’s team compared increases in student achievement scores at several low-performing schools by teacher. Teachers whose student scores over the prior three years were one or more standard deviations above the average were selected for further study. Qualitative techniques were then used to observe teacher performance and to develop a list of traits shared by effective teachers.

Among the traits shared by highly effective teachers, Dr. Poplin’s team found that these teachers: made no distinctions by race, gender or ethnicity; employed teaching methods that were flexible, dynamic and in-charge; were well-organized and prepared; always focused on the classroom and academics and not on external events; and constantly encouraged students to become better people with a good future.

Among the team’s principal recommendations was that schools and teachers spend more time on teacher education. In addition, the team also concluded that teachers themselves must be held personally accountable for student achievement, and cannot be allowed to shift that responsibility to a “village of experts” or to the children themselves.

An in-depth analysis of the details of the team’s methods and findings has just published. The title of the book is “Highly Effective Teachers of Vulnerable Students: Practice Transcending Theory,” with Mary Poplin and Claudia Bermúdez, editors (2019).

Mary Poplin, Principal Investigator
CLAREMONTE GRADUATE UNIVERSITY
$185,792
EDUCATION

Increasing School Readiness through Head Start

Head Start is a federally funded program targeting young children from low income families. There are two parts to the program: Early Head Start (up to 3 years old) and Head Start (3-5 years). The Federal Office of Head Start contracts with local grantee agencies to provide health, nutrition and education services to disadvantaged children and their families.

Orange County Head Start (OCHS) is a relatively large grantee agency, serving over 2000 children and families, including homeless and foster children. In order to satisfy federal reporting requirements and daily functioning needs, OCHS collects and stores extensive data about children and families and the services they receive.

A team from the University of California, Irvine (UCI) took an interest in these data and proposed to partner with OCHS to determine if OCHS could better use the data to evaluate, analyze and improve its own services. UCI sought funding from the Haynes Foundation, in order to: 1) create an OCHS database that was easy to research and could be annotated to add new data; 2) partner with OCHS to enable them to use OCHS’ own data to improve services to children; and 3) encourage local scholars, especially graduate students, to tackle research questions of relevance to those served by OCHS as well as disseminate findings in peer-reviewed journals.

Relaying on a grant of $107,640 from the Haynes Foundation, UCI’s initial results have been impressive. The joint efforts of UCI and OCHS have now transformed the administrative and HR files into a simple comprehensive database. The database includes four years of program data reflecting on interactions with over 10,000 children, 9,000 families, 150 classrooms, and nearly 400 teachers. These data can now be used by OCHS and UCI faculty and graduate students for research and program planning.

In addition to these results, the collaboration has resulted in a complementary relationship between UCI and OCHS. For example, while UCI is helping to provide cutting-edge analytic support to improve OCHS support to children, UCI graduate students and faculty are able to use the information to conduct research that benefits the local community and informs interested academics.

Stephanie Reich, Principal Investigator
UNIVERSITY OF CALIFORNIA, IRVINE
$107,690

ELECTIONS

Women, Politics, and Activism Project

Concerned about how historians and others will view the political activities of Southern California women in the late 20th Century and early 21st Century, Dr. Natalie Fousekis and her team at the California State University, Fullerton recorded more than 100 oral histories for the Women, Politics, and Activism Project.

Women had been involved in state and local politics for almost a century. By the 1990’s, the participation of women in politics rose to about 29 percent of elected officials being female. That was up from just four percent in the late 1970s and, until recently, it had been on a steady decline. Dr. Fousekis found that there was scant research highlighting women’s roles and contributions to public life in Southern California. The absence of research fueled her desire to collect these stories and create this archive, which includes the transcripts, audio, and video histories as well as supporting photographs of local women actively engaged in civic life from the 1960s to today.

These recordings have preserved the perspective of a diverse group of women who have participated in politics, including those who have held formal, public office and those who have been involved with community-based organizations. The interviews also examine the gender gap in American public life and why women decide to take political action.

The project was completed just ahead of the 100th anniversary of women’s suffrage. Through this project, these stories and many more are now easily accessible to researchers and the public in a searchable online database.

Natalie Fousekis, Principal Investigator
CALIFORNIA STATE UNIVERSITY, FULLERTON
$211,550
Governing the Port of Los Angeles:
60 Years of Conflict, Negotiations and Success

As described earlier in this report, the Port of Los Angeles is indeed a “crown jewel” of the City of Los Angeles. It has risen to become the busiest container port in the United States, ahead of Long Beach, New York, New Jersey, and Seattle-Tacoma. But like a vulnerable jewel, many complex steps are involved to produce the finished product. In her just published book, which includes a scholarly foreword by Bill Deverell, Director, Huntington-USC Institute on California and the West, Professor Knatz reviews the complex and still-evolving history of the Port of Los Angeles.

Compared to other world and US ports that have operated for centuries, the Port of Los Angeles is a newborn. Professor Knatz’ history begins with a young attorney Thomas A. Gibbon whose research indicated that the early sales of rights to the local tidelands were invalid. What followed were a series of conflicts involving the rights of the City of Los Angeles, versus the City of Long Beach, the Los Angeles Chamber of Commerce, the State of California, the U.S. Navy, and the U.S. Army Corps of Engineers.

However, the most important negotiations took place within the City government, principally the City Council and the Harbor Commission. The Port of Los Angeles languished until the 1920’s when the Port expanded to ship Los Angeles’ newly discovered oil. It expanded again during World War II to accommodate general cargo, adapting quickly to containerized shipping.

Among Professor Knatz’ important insights is that the City of Los Angeles successfully obtained ownership of the Harbor, but its attempt to control the operation of the Harbor facilities failed. She notes that port operations were international in nature and much more complex than municipal operations of water and power. However, she credits the Los Angeles City Council’s thorough review of leases and long term agreements as protection against long term commitments that would be detrimental to the Port and to the City of Los Angeles.

Geraldine Knatz, Principal Investigator
UNIVERSITY OF SOUTHERN CALIFORNIA
$44,652

Bill Deverell, Project Director
HUNTINGTON-USC INSTITUTE ON CALIFORNIA AND THE WEST
$19,000
Residents of Los Angeles have become familiar with the daunting challenges presented by the growing population of homeless. So far, there is no solution to the tent cities that have sprung up in Los Angeles. Even significant taxpayer support for housing and related services has provided only temporary relief to a modest portion of the homeless population.

Dr. Daniel Flaming and his team from the Economic Roundtable, a nonprofit urban research organization, have been looking closely at all aspects of this issue. The team was in touch with several organizations that were hard at work on the housing shortage. However, the team from the Economic Roundtable sought support from the Haynes Foundation to investigate a parallel issue: whether homelessness represents an income problem as well as a housing problem.

With a grant of $144,000, Dr. Flaming and his team sorted through a wealth of information about those that experienced homelessness. Based on their extensive in-depth research, the team developed screening tools that can target individuals most at risk from long-term homelessness. One important insight was that many homeless recently had jobs. Although often low-paying and part-time, the loss of this type of job often resulted in persistent homelessness.

Concluding that local government needs to invest in jobs as well as housing, the team found that early intervention and rapid re-employment, accompanied by support services like temporary housing, job training and childcare, offered a real alternative.

A measure of success of this effort of the Economic Roundtable is the agreement reached with the Los Angeles County Federation of Labor and the California Secretary of Labor to join with the Economic Roundtable and other nonprofit, labor and government organizations to launch a demonstration project to test these rapid re-employment concepts.

Daniel Flaming, Principal Investigator
ECONOMIC ROUNDTABLE
$144,000
Million-Dollar Blocks, Los Angeles

Los Angeles County operates the nation’s largest jail system. In 2017, the Los Angeles Sheriff’s Department spent about $800 million to operate the system, daily housing an average of 17,000 inmates in seven Los Angeles County jail facilities.

A team from UCLA, led by Professor Kelly Lytle Hernandez, proposed to map the costs of incarceration in Los Angeles County per census block and to map the race, gender, and occupational profile of the county’s incarcerated population.

With a grant of $97,716 funding from the Haynes Foundation, the Million Dollar Hoods (MDH) maps were created from arrest and booking data. These data allowed local authorities to estimate how much was spent on locking up residents. The research team found that every neighborhood was not equally impacted by L.A.’s massive jail system. In some communities, more than one-million dollars are spent annually on incarceration. The researchers termed these communities “L.A.’s Million Dollar Hoods.”

The team began to assemble oral histories from the residents of L.A.’s Million Dollar Hoods. The team reports that the team’s maps and research are aiding efforts to reduce youth incarceration and to reform the money bail system.

Kelly Lytle Hernandez, Principal Investigator
UNIVERSITY OF CALIFORNIA, LOS ANGELES $97,716

Los Angeles County and Its Government: 1950-2010

In his initial book entitled “The Courthouse Crowd: Los Angeles County and its Government, 1850-1950,” Dr. Thomas Sitton explored the growth of the County from a simple, agricultural county to a national leader in providing services to a large population over a vast area. Armed with a new grant of $32,300, Dr. Sitton has now extended his research from 1950 through 2016, relying on extensive source materials such as hundreds of boxes of documents in the collections of Los Angeles Supervisors, other County officials and County departments.

Looking behind the wild growth of highways and buildings in the 1950s, the Watts Riots in the 1960s, and the tax-limiting Proposition 13 of the 1970s, Dr. Sitton suggests that LA County history after World War II is less about individual events and more about how the county’s five elected supervisors exercised substantial control over development in the county.

Dr. Sitton’s story weaves in several threads, including the county government’s structure, the personal relationships of the supervisors, and the impact of external forces, such as other government agencies and media stories. Consistent with his earlier study, the working title for this new book is The Titans of Temple Street: Los Angeles County Government Since 1950, and is intended for publication by a university press.

Tom Sitton, Principal Investigator
THE HUNTINGTON LIBRARY $32,300

In a Feminist State? Women’s Policy Activism in California, 1966-1980

In looking back at the recent history of feminist policy making at the state level, Dr. Doreen Mattingly, chair of the women’s studies department at San Diego State University, concluded that feminist activism in California and Los Angeles was significantly different than in the activism found in East Coast cities. With a grant of $11,144 from the Haynes Foundation, Dr. Mattingly set about piecing together the relationships between feminist lobbyist and elected officials from Los Angeles County in the late 1960’s and 1970’s in order to better understand these developments.

Dr. Mattingly organized her research around three eras. In the first (1966-1970), she found that, while few women were involved in State government, these women nevertheless had significant success in persuading male lawmakers to support key legislation for women. In the second era (1970-1974), court-ordered redistricting resulted in legislators from Southern California becoming the majority in both California State houses. These new legislators were able to pass legislation supporting women’s rights in areas such as community property and civil service. In the third era (1975-1980), new legislation directed at further eliminating discrimination directed at women continued to be successful, as was legislation providing additional State resources to support women’s issues.

According to Dr. Mattingly, these successes set the stage for more diversity in the women’s movement and opened the door to new legislation specifically crafted to respond to the racial and economic challenges facing women.

Doreen Mattingly, Principal Investigator
SAN DIEGO STATE UNIVERSITY $11,144
It was not that long ago in 1978 that California experienced a “tax revolt,” resulting in passage of tax-limiting Proposition 13. However, just two years later, Los Angeles County voters approved its first Local Option Sales Tax (LOST) ballot measure, which was designed specifically to fund local rail and bus transportation projects.

In the following decades, nine such measures appeared on the ballot. And by 2018, Los Angeles County voters had approved, by a super-majority (i.e., more than two-thirds of all ballots cast), LOST transportation initiative measures that added two percent to all purchases.

Dr. Martin Wachs and his research team from UCLA sought funding to permit an in-depth research assessment of how Los Angeles County used the ballot box to address the development of transportation infrastructure. With a grant of $69,756, Dr. Wachs’ team made a detailed assessment of each of the nine different transportation ballot measures over the last 40 years.

The authors began by noting that Los Angeles has a long history of funding transportation, beginning in 1868 with funding for a railroad linking downtown Los Angeles with the port of San Pedro Bay. Later, between 1908 and 1937, Los Angeles voted on 23 different transportation-related ballot measures. Not all passed muster, with suburban interests objecting to those proposals that they considered to be overly centered on downtown Los Angeles.

The authors then looked closely at the post-Proposition 13 ballot measures to explain the success of these measures with voters. The authors offer several observations: (1) transportation investments now seem to be more highly valued; (2) new measures are now being placed on ballots during national elections, which have higher turnout from politically liberal voters; and (3) new projects are better designed to appeal to a broader cross-section of an increasing diverse, dense, and liberal voting population.

The authors also note that changes in the national landscape are an important factor. In the period between 1970 and 2000, the Los Angeles County’s primary focus was on obtaining funding from federal and state sources. Now, the focus is local, with priority given to transportation projects that will appeal to at least 2/3 of the local County electorate.

The team’s study concluded with several compelling questions: (i) whether the emphasis on ballot measures structured for super-majority support have produced a system that is politically acceptable, but not necessarily cost-effective; (2) whether projects that are designed to get votes from car-drivers come at the expense of under-served low-income residents who rely on public transit; and (3) whether regressive sales taxes represent a flawed and opaque way to finance public transit.

The UCLA team’s thorough study should provide Los Angeles voters and public policy officials with a comprehensive study that will help inform decisions on these current and future transportation questions.
**Revealing Los Angeles History: The John Randolph Haynes Papers**

In the first third of the 20th Century, Dr. John Randolph Haynes and his wife, Dora Fellows Haynes, played a leading role in the progressive politics in Los Angeles, which had ramifications at the State and National levels.

Dr. Haynes’ papers are now housed at the UCLA Library. The papers range from 1873 through the 1960s and touch on many topics, including women’s suffrage, prison reform, education, Native American rights, regional economics, municipal utilities and administration, and Progressive Party politics.

Quoting from Dr. Tom Sitton’s 1992 biography: “For four decades, John Randolph Haynes (1853-1937) was in the forefront of social-reform crusades and political action in Los Angeles and California, with his most important legacies in the fields of direct legislation and public ownership of utilities. He was the individual most responsible for the adoption of the initiative, referendum, and recall in Los Angeles in 1902 and in California in 1911.”

He became especially expert in issues relating to the water supply for Los Angeles. He supported the public ownership of water and power resources and helped to create the Los Angeles City’s Department of Water and Power and its acquisition of water from the Owens Valley. He was also a founding director of the Metropolitan Water District, the builder and operator of the Colorado River Aqueduct.

The Haynes archives, consisting of 514 boxes, have been preserved by the UCLA Library. However, of the 514 boxes, only 145 had been indexed online. With a $40,483 grant from the Haynes Foundation and under the direction of Virginia Steel, the Norman and Armena Powell University Librarian, the Haynes collection has been rehoused, thousands of descriptive records have been created, and an updated finding aid and catalogue record are now available on-line.

The Haynes archives have special meaning for UCLA. Dr. Haynes was appointed to the University of California Board of Regents in December 1922. At that time, the University of California, Southern Branch on Vermont Avenue was a two-year teacher’s college. Dr. Haynes led the effort to add a third and then a fourth year to the Southern Branch by the end of 1923. His attention then turned to securing a new campus for the Southern Branch; his first choice was Westwood.

By 1930, less than a decade after becoming a UC Regent, Dr. Haynes was an honored guest at the formal dedication of the new University of California, Los Angeles (UCLA) Westwood Campus. A photograph commemorating that event featuring Dr. Haynes, along with California Governor Stephens and UCLA Director Ernest Carroll Moore can be found in the excellent reference “UCLA the First Century” (2011) by Marina Dundjerski (p. 54).

**The Aqueduct’s Contribution to National Defense**

Early in 1942, soon after the beginning of WWII, General George Patton was tasked to establish a Desert Training Center (DTC) in order to prepare Army units for combat in the deserts of North Africa. General Patton, who grew up in San Gabriel near Los Angeles, selected 18,000 square miles centered on the Mojave Desert for the DTC. In Patton’s plan, the DTC would have temporary, mobile base camps. And instead of permanent housing, there would be tents.

The most critical necessity, water, would be supplied by the new Colorado River Aqueduct.

The photo on the left is a statue of General George Patton while the photo on the right illustrates the vast scale of the DTC. Both items are on permanent display at the General George Patton Memorial Museum in Chiriaco Summit, California.
The UC Santa Barbara Library owns a significant collection of prints and negatives produced by Watson Photo Studios in Long Beach and the California office of Fairchild Aerial Surveys, which was located in downtown Los Angeles. The Watson images were created between 1932 and 1941, and Fairchild images were produced between 1948 and 1962.

The vast majority of the images in these two collections depict landscapes in the five Los Angeles area counties (Los Angeles, Riverside, San Bernardino, Orange, and Ventura) over a period of 30 years of explosive growth. These rich historical photographs provide a visual context to understand the development of these counties through the Great Depression, World War II, and the Post-war years.

With a Haynes Foundation grant of $35,981, the University of California Santa Barbara Library was able to complete a comprehensive preservation and metadata effort, and begin to scan the collection. The first third of the images have been uploaded into the Library’s Alexandria Digital Research Library, and the finding aids will be published to the California Digital Library/Online Archives of California, where the other Special Research Collections’ aids are located.

These two important photograph collections are part of the largest archive of historical aerial photography in any U.S. academic institution. The UCSB Library is a research destination for national and international scholars. In addition to its preeminent collections of digital spatial data, it continues to grow the historical photography collection, recently acquiring additional vertical images created by Fairchild from 1927 to 1964, and a rich collection of both vertical and oblique images created by Eagle Aerial Imaging at the turn of the 21st century.

Jon Jablonski, Project Director
UNIVERSITY OF CALIFORNIA, SANTA BARBARA
$35,981
The thousands of photos saved through the project give a glimpse of what life was like in Little Tokyo from the 1940’s through the 1960s. They capture the full range of neighborhood, family and individual portraiture: passport pictures, local architecture, parades, community groups and meetings, beauty contests, sporting events, weddings, Buddhist temple groups, businesses, traditional Japanese clothing, school groups, family funerals, and even some pre-war scenes.

One of the families that returned from incarceration was the family of Kinso Ninomiya. The Ninomiya family restarted the Ninomiya Photograph Studio on East 1st Street in Little Tokyo and remained in business through the 1980’s. Even after it closed, the Ninomiya Studio was destined to play an important role in documenting Little Tokyo’s post-World War II rebuilding experience.

Decades later, in 2010, the building that had housed the Ninomiya Studio was about to be renovated. The renovation contractor discovered a collection of historic photos gathered up in bags in the basement at the old studio building. Hoping to preserve them, he offered the photos and negatives for free on Craigslist; a local cameraman, Michael Risner, salvaged them. Recognizing their historical significance, Mr. Risner donated 10,000 packets of photos and negatives to California State University, Dominguez Hills (CSUDH).

The Director of Archives and Special Collections at the CSUDH Library, Gregory Williams, submitted a proposal to the Haynes Foundation describing the Library’s plan to organize and process close to 10,000 images. With a grant of $39,200 from the Haynes Foundation, the Library was able to process, organize, and preserve the collection to the point that it is now ready to be digitized.
Virginia Steel, Project Director
UNIVERSITY OF CALIFORNIA, LOS ANGELES
$5,150

William Estrada, Project Director
NATURAL HISTORY MUSEUM
$30,160

Building the Archive of Buddhism in Los Angeles: The Senzaki-McCandless Papers

Nyogen Senzaki was one of the first Japanese Zen monks to come to the United States from Japan, arriving in 1905. Through his work in the 1920’s and 1930’s in San Francisco and Los Angeles, he helped to shape the Zen Buddhist movement in America. Ruth Stout McCandless was a resident of South Pasadena who joined Senzaki and the American Buddhist movement in the 1930’s. She went on to become a major scholar of Japanese Buddhism studies in the United States. In 1953, she co-authored with Senzaki “Buddhism and Zen,” introducing Zen Buddhism to the West.

With a Haynes Foundation grant of $5,150, UCLA Library Special Collections was able to fund the archival processing of this very unique collection. Of particular interest is the shared correspondence during World War II. Although Senzaki was interned at a camp in Wyoming, Senzaki and McCandless were still able to correspond frequently. The collection includes many of Ms. McCandless’ frequent letters to Senzaki. Senzaki valued the letters, which provided him with a sense of life outside the camp. Senzaki also used them to teach young women in the camp to read and write English. Another unique item in the collection is “The Iron Flute,” a collection of ancient Zen Koans (puzzles) for American readers, as edited by McCandless in 1953.

With the archival processing complete, this interesting and historic collection is now available through the Online Archive of California.

Emerging Metropolis: Los Angeles County Incorporation Records, 1920s-1930s

The early 20th Century was a dynamic time in the history of Los Angeles. The Owens River Aqueduct was approved in 1903 and water began flowing in 1913. The resulting building boom produced the Los Angeles Memorial Coliseum (1923), Los Angeles Central Library (1926), Los Angeles City Hall (1928), Griffith Observatory (1935) and Los Angeles Union Station (1939). At the same time, Hollywood was entering its Golden Age as Los Angeles hosted the Olympics in 1932. The City of Los Angeles continued to grow, nearly tripling in population from 1929 to 1940.

This background intrigued Dr. William Estrada and his team at the Natural History Museum’s Seaver Center. The team’s goal was to create an online, keyword searchable guide to the collection of Los Angeles County’s Incorporation Records.

With a grant of $30,160, the Natural History Museum team created online access to approximately 29,000 Articles of Incorporation, exceeding its original 25,000 records goal by 4,000. The Museum has enabled scholars, students and researchers from around the world to expand their research into the critical decades of the 1920’s and 1930’s.

Reverend Cecil “Chip” Murray Archives: Documenting and Resourcing African-American Community Engagement in Southern California

Reverend Cecil L. “Chip” Murray first came to California from Florida to attend the School of Theology at Claremont College, where he earned his Ph.D. He went on to serve congregations in Pomona, Kansas City and Seattle before returning to Los Angeles in 1977 to serve as Pastor of the First American Methodist Episcopal (FAME) Church.

Rev. Murray served as FAME pastor for 27 remarkable years, and FAME was filled to capacity for Rev. Murray’s powerful sermons. In addition to his sermons, Rev. Murray also created important ministries (homelessness, employment, youth leadership, housing, HIV-AIDS resources, addiction and recovery) to serve the needs of his church and his community. He now serves as a Senior Fellow at the USC Center for Religion and Civic Culture.

The Center requested archival support from the Haynes Foundation in order to create transcripts of fifty of Rev. Murray’s most significant sermons and to archive selected videos, PDFs and digital scans of photographs and sermon notes for future reference by scholars.

Many of his sermons marked important events. For example, his sermon in May 1992 followed the jury trial and acquittal of four police officers charged with using excessive force against Rodney King. In advance of this verdict, Rev. Murray had reached out to civic, business and religious leaders to develop strategies to respond to possible verdicts. When the acquittal verdict led to riots, Rev. Murray used his pulpit to calm the situation and to draw attention to the social and economic inequities that contributed to the unrest.

And his sermon in October 1998 was delivered the day before a memorial service for deceased Los Angeles Mayor Tom Bradley. Mayor Bradley had been elected in 1973 as Los Angeles’ first black mayor. In his sermon, Rev. Murray invoked the Old Testament figure of Jephthah, who was treated as an outsider because of the circumstances of his birth. However, when called upon to rescue his people, he wins a victory. Through this sermon, Rev. Murray drew a powerful parallel to the man who presided over Los Angeles’ enormous growth in his five terms as Mayor.

Brie Loskota, Project Director
UNIVERSITY OF SOUTHERN CALIFORNIA
$30,000

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Brie Loskota, Project Director
UNIVERSITY OF SOUTHERN CALIFORNIA
$30,000
**Health Care for Aqueduct Workers**

Dr. Sidney Garfield (shown in a 1934 photograph with nurses Betty Runyen and E.C. Warmbrodt in front of his hospital) created a new business model for medical services. After several efforts to provide efficient and effective medical services to a workforce of over 30,000, Dr. Garfield proposed a new payment approach for medical services: an Aqueduct worker would pay 5 cents a day for coverage, or 10 cents a day for coverage of the worker and the worker’s family. This plan was an immediate success. Dr. Garfield went on to partner with industrialist Henry Kaiser to create one of the largest healthcare organizations in the U.S.: Kaiser Permanente. Dr. Garfield and Henry J. Kaiser (shown above right) are pictured at the 1942 dedication of Kaiser Permanente’s Oakland Hospital.

**Los Angeles**

**HISTORY HIGHLIGHT**

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**THE FOUNDATION** seeks applications and makes grants for research on major economic, social, and political problems, preferring studies that add to the knowledge and understanding of complex issues in the greater Los Angeles area. Preference is given to studies which, in addition to adding significantly to knowledge, are judged to show promise of influencing policies and practices addressing those issues. The Foundation also provides support for a limited number of archival and cataloging projects at libraries and local institutions that preserve historic materials important to Southern California.

Grants are awarded in the following fields of study:

- Archival
- Business and economics
- Education
- Demographics
- Elections
- Local government
- Natural resources
- Public personal services
- Public safety
- Transportation

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**2018 Major Research Grants Awarded**

**EDUCATION**

Cassandra Guarino, Principal Investigator
University of California, Riverside
“Examining Disparities in Mathematics Achievement to Promote Educational Equity: An In-Depth Investigation across the 2nd Largest County in the U.S.”
$200,000

**DEMOGRAPHICS**

William Deverell, Principal Investigator
The Huntington Library
“A Los Angeles County Almanac”
$95,000

**LOCAL GOVERNMENT**

Marlon Boarnet, Principal Investigator
University of Southern California
“Los Angeles’ Housing Crisis and Local Planning Responses: An Evaluation of Inclusionary Zoning, the Transit-Oriented Communities Plan, and Parking Reduction as Policy Solutions in Los Angeles”
$131,743

Gary Painter, Principal Investigator
University of Southern California
“How do Los Angeles Residents Cope with Unaffordability?”
$168,998

**NATURAL RESOURCES**

Philip Ethington, Principal Investigator
University of Southern California
“Historical Ecology of the Los Angeles River and Watershed Infrastructure for a Comprehensive Analysis”
$171,630

Shui-Yan Tang, Principal Investigator
University of Southern California
“Institutional Collective-Action Dilemmas and Collaborative Governance: State Mandates and Sustainable Groundwater Management in California”
$120,000

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**GRANTS AWARDED**
Archival Grants Awarded

Steven Hackel
University of California, Riverside
“The Pobladores Project Database: Documenting the Lives of the Spanish and Mexican Settlers in Los Angeles to 1850”
$35,344

Jan-Christopher Horak
University of California, Los Angeles
“KTLA Digital Preservation and Online Project: Tom Bradley, Mayor of Los Angeles”
$49,599

Virginia Steel
University of Southern California
“Describing LA History: The Los Angeles Times Nitrate Negative Project”
$40,000

Faculty Fellowship Awards

$12,000

Haynes Lindley Doctoral Dissertation Fellowship Awards

$20,000

Nicholas Adams-Cohen
California Institute of Technology
“From Criminal to Recreational: How California’s Legalized Marijuana Policy Impacts Public Opinion”

$30,000

Dowell Myers
University of California, Los Angeles
“Effects of the War on Poverty on Mobility and Neighborhood Stability”

$39,200

Simon Judkins
University of Southern California
“Suspicious Knowledge: Surveillance, Citizenship and Reform in Los Angeles, 1917-1947”

$35,344

So Yun Elizabeth Park
University of Southern California
“Which Academic Readiness Indicators Help Support the High School to Community College STEM Pipeline?”

$40,483

Bryan Wilcox-Archuleta
University of California, Los Angeles
“Identity Politics in Context: How Context Shapes Our Connection to Groups and Our Politics”

$50,000

Brie Loskota
California Institute of Technology
“In a Feminist State? Women’s Policy Activism in California, 1966-1980”

$11,144

2017 Major Research Grants Awarded

BUSINESS AND ECONOMICS

Bill Davis
Principal Investigator
Southern California Public Radio
“Data and Investigative Journalism Project”
$50,000

EDUCATION

Joseph Kahne
Principal Investigator
University of California, Riverside
“Preparing All Youth for Democracy: An Evidence-based Approach”
$155,000

Thomas Smith
Principal Investigator
University of California, Los Angeles
“Best Practices to Mitigate Remediation in Riverside County Schools”
$199,071

ELECTIONS

R. Michael Alvarez
Principal Investigator
California Institute of Technology
$219,000

LOCAL GOVERNMENT

Dowell Myers
Principal Investigator
University of Southern California
“Housing Interconnections in Los Angeles: Shortages, Affordability, and Displacement”
$148,137

PUBLIC PERSONAL SERVICES

Dowel Madsen
Principal Investigator
San Diego State University
“In a Feminist State? Women’s Policy Activism in California, 1966-1980”
$11,144

Archival Grants Awarded

Brie Loskota
California Institute of Technology
“Economic Roundtable
Population Dynamics and Service Needs of Homeless Individuals”
$144,000

Virginia Steel
University of Southern California
$144,000

Gregory Williams
California State University, Dominguez Hills
“Ninomiya Photo Studio Collection Access Project”
$39,200
San Jacinto Tunnel

The 45 large pumps in the five pumping stations were designed to move water up and over obstacles less than 500 feet high. As an alternative to dozens of new pumping stations that would have been required to lift the CRA water up and over the mountains, Metropolitan built over 92 miles of tunnels.

The largest and most challenging tunnel was the San Jacinto Tunnel, 13 miles long and 16 feet in diameter, constructed at the base of the Mount San Jacinto. Contractors began work in May 1933 at both ends, one team began at the East Portal (near the Cabazon Shaft) and the other team at the West Portal (near the Potrero Shaft). There was also a separate tunnel, or access shaft (the Lawrence Adit), near the middle.

After the contractors failed to make the necessary progress, Metropolitan took over the work in February 1935. The two Metropolitan crews met in the middle on July 28, 1938, five years from the start of the work.
GRANTS

Major Research Grants
The Foundation seeks applications and awards grants and fellowships for original research on solutions to major economic, social and political problems of the Los Angeles Region. Preference is given to applied studies which, in addition to adding significantly to knowledge and understanding of issues, are judged to show promise of influencing policies and practices addressing these issues. The research project’s potential for publication and its use by the community are also taken into account.

Deadlines:
- August 6, 2020
- November 5, 2020

Archival Grants
A modest portion of the Foundation’s annual research budget is reserved to support archival and cataloging projects important to Los Angeles. The relevance and significance of the materials to Southern California and for public policy, along with their fragility, rarity and completeness are taken into account in selecting these projects for award.

Deadlines:
- January 8, 2021

HIGHLIGHTS OF THE APPLICATION PROCESS

Research and Archival Grants

-Cover Letter from the institution, signed by an administrative officer.
-Proposal with a maximum of twenty (20) pages, double-spaced in 12 point type face, double sided with three-hole punch.
-Brief summary of the work (200 characters), a brief resume of the principal investigators, a statement of purpose for which the funds will be used, and a detailed budget and time-line.
-Also include as a separate PDF copies of the institution’s exemption letters from the IRS and the California Franchise Tax Board.
-Optional: Include as a separate PDF full academic resumes with the names and qualifications of the principal investigators involved.

Faculty Fellowships

-Cover letter from the institution, signed by an academic dean or other administrative officer.
-Two page proposal stating the research project, project goals and methods to be used.
-One page bibliography listing key sources of direct relevance to the dissertation topic.
-A two page condensed personal resume.

Archival Grants

-Duplicate of the application.
-Confirmation of institutional support.
-Brief summary of the work (500 characters), a brief resume of the principal investigators involved.
-Also include as a separate PDF copies of the institution’s exemption letters from the IRS and the California Franchise Tax Board.
-Optional: Include as a separate PDF full academic resumes with the names and qualifications of the principal investigators involved.

Faculty Fellowships

-Proposal with a maximum of twenty (20) pages, double-spaced in 12 point type face, double sided with three-hole punch.
-Optional: Include as a separate PDF full academic resumes with the names and qualifications of the principal investigators involved.

FELLOWSHIPS

Faculty Fellowships

(FIVE AWARDS AVAILABLE @ $22,000 EACH)
Faculty Fellowships are awarded by the Foundation on an annual basis to social science faculty members teaching at any university or four-year college based in the Los Angeles Region. The fellowships are competitive and favor is given to proposals which are well-conceived, innovative, imaginative, and break new ground on economic, social and political problems in the Los Angeles region.

Deadlines:
- December 10, 2020

Haynes Lindley Doctoral Dissertation Fellowships

(EIGHT AWARDS AVAILABLE @ $20,000 EACH)
The Haynes Lindley Doctoral Dissertation Fellowships are competitively awarded on an annual basis to Ph. D. candidates enrolled at institutions awarding the Ph.D. degree in the social sciences in the Los Angeles Region (i.e., the California Institute of Technology, the Claremont Graduate University, Pardee-RAND Graduate School, the University of California, Los Angeles, the University of California, Irvine, the University of California, Riverside, and the University of Southern California). Applicants must have had their dissertation proposals accepted and be working with their faculty advisors.

Deadlines:
- February 12, 2020

Haynes Lindley Doctoral Dissertations Fellowships

(EIGHT AWARDS AVAILABLE @ $20,000 EACH)

A one-page letter of recommendation signed and sent separately by the applicant’s faculty advisor with an estimation of the completion date. The letter will be considered confirmation of institutional support.

A one page cover sheet

Six page proposal stating the research project, project goals and methods to be used.

Double spaced in 12 point type face.

One page bibliography listing key sources of direct relevance to the dissertation topic.

A two page condensed personal resume.

This program is named in memory of Haynes Lindley, a Foundation Trustee from 1978–2011 and President from 1987–1997.

www.haynesfoundation.org
info@haynesfoundation.org
2017–2018
Funding Priorities of the Haynes Foundation

I. Origin
As directed by its Founders, Dr. John Randolph Haynes and Dora Fellows Haynes, the Trustees are to apply the assets of the Trust “for the purpose of promoting the well-being of mankind.”

II. Concept
The Haynes Foundation concentrates on supporting, through its grants and fellowship programs, outstanding, solutions-oriented research and related programming that is likely to be used by public policy makers to address pressing social issues in the five county Los Angeles Region.

III. Desirable Proposal Characteristics
- Objective
- Comprehensive
- Balanced
- Policy Related
- Solutions Oriented
- Publicly Available

IV. Exclusions
Due to funding limitations, the Haynes Foundation does not provide funding research in the following areas:
- health care
- natural and physical sciences
- the arts and the media
- political advocacy
- for-profit organizations
- conferences, travel, and other dissemination

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Principal photography

Courtesy Metropolitan Water District of Southern California
inside front cover, front foldout map, back cover

Courtesy California Department of Water Resources
back foldout map and photos

Metropolitan First Annual Report
diagrams on pages 5 and 33

General George S. Patton Memorial Museum
page 20

Kaiser Permanente Communications
page 28

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Lake Mathews is both the terminus of the Colorado River Aqueduct and the start of MWD’s water distribution system to its customers. Lake Mathews is surrounded by protected land. An initial grant of 4,000 acres was designated in 1982 as a California State ecological reserve. A later grant provided an additional 9,000 acres.
California State Water Project map: courtesy of the California Department of Water Resources.

Top:
Snowpack, Donner Summit

Middle:
Dam and Lake Oroville

Bottom:
Delta, SWP Aqueduct

Courtesy of California Department of Water Resources Photography