

*Promoting Civic, Social, and Economic Progress for*

# Los Angeles



**THE JOHN RANDOLPH HAYNES  
AND DORA HAYNES FOUNDATION**

**2011 AND 2012 REPORT**

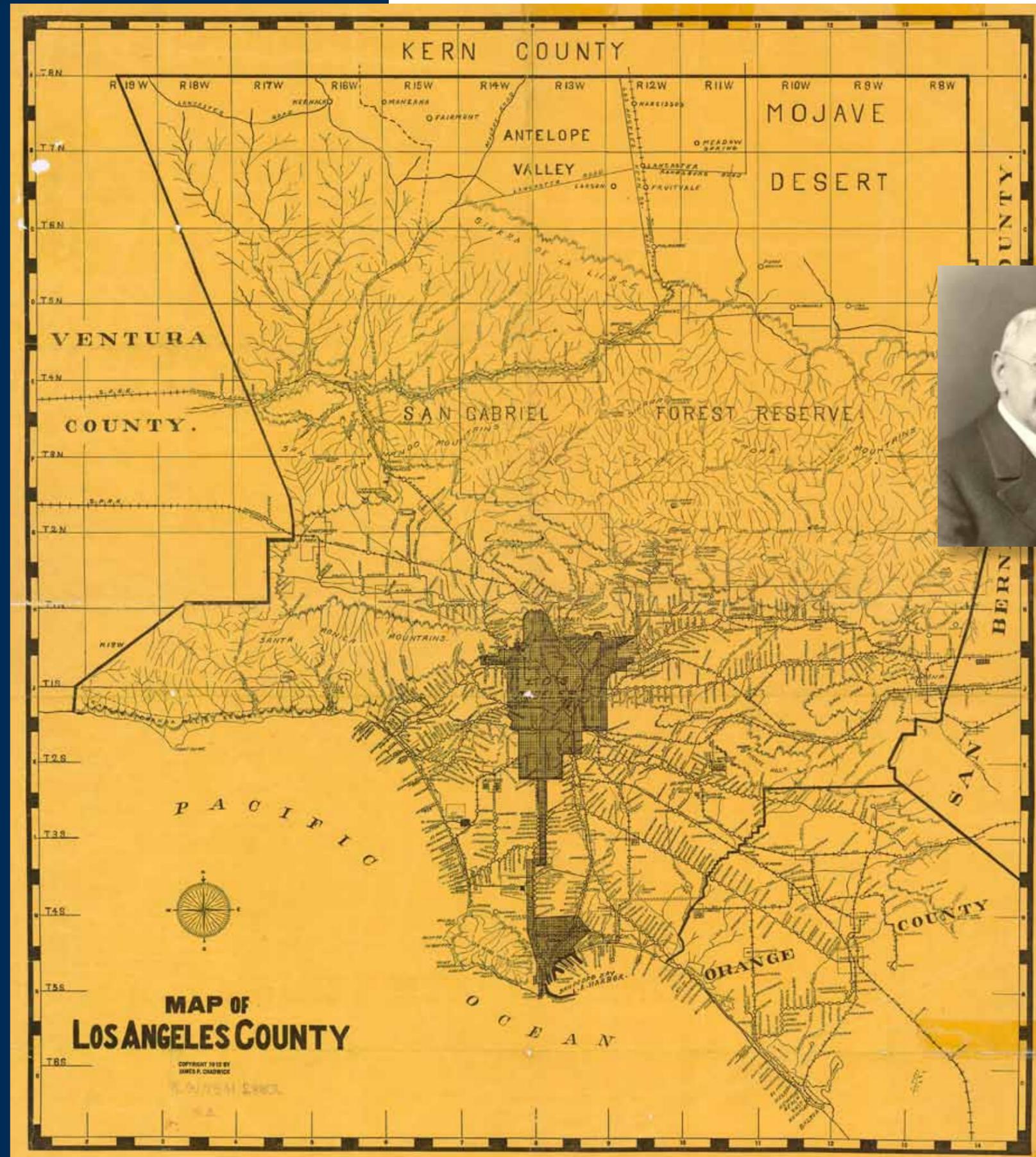
Established in 1926 by a prominent, reform-minded physician and his suffragist wife, the John Randolph Haynes and Dora Haynes Foundation is Los Angeles' leading supporter of social science research. It is also the oldest private foundation in the city.

Each year, the Foundation distributes approximately \$3 million in grants and scholarships to various institutions—most of them local. These funds are used to examine the underlying causes of social problems in Los Angeles and to recommend ways of addressing them.

Over the years, the Foundation has funded hundreds of important urban studies in the areas of education, transportation, local government, elections, public safety, demographics, public personal services and natural resources. In doing so, the Foundation has remained true to its founder's philosophy of promoting the well-being of mankind.

**Covers:** Photographs of Downtown Los Angeles as seen from City Hall.

Opposite (left to right): 1912 map of Los Angeles County (courtesy of Los Angeles Public Library), Dr. John Randolph Haynes.





**N**o life better illustrates the Power of One than the life of Dr. John Randolph Haynes. Over four decades, beginning in the early 1900s he held no elected office, yet Dr. Haynes was a key player in the debate and outcome of public policy issues that shaped an emerging City and endure to this day.

A leading progressive reformer, his interests were broad and included support for government reform, labor, the initiative, referendum and recall, and municipal ownership and regulation. He shaped Los Angeles at a pivotal time when the young City was growing, doubling its population in the decade from 1910 to 1920.

The approaching 100th anniversary of the Los Angeles Aqueduct, a major public works project of the City of Los Angeles, is a moment to reflect on the Power of One. Dr. Haynes' commitment to municipal ownership of water and power grew into advocacy in the early years of the 20th Century. His view prevailed; the Department of Water and Power was created; and he continued to advocate expansion of water and power supplies to meet the needs of a growing City. Dr. Haynes' legacy endures at the Department of Water and Power in the form of the Haynes Generating Station in Long Beach which was originally built in the 1960s and is today transitioning in order to better support renewable sources of energy.

Dr. Haynes' biographer, Tom Sitton, writes, "In Los Angeles, he was the most significant individual political force of the period from 1900 to 1937, the city's most effective and consistent activist in the quest for political reform and social justice."

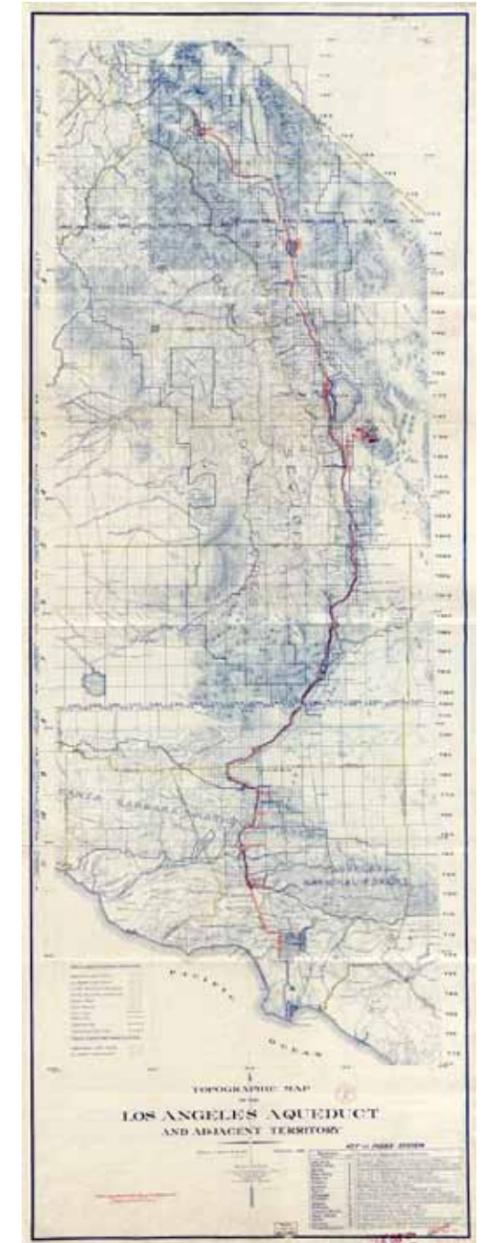
Today the John Randolph Haynes and Dora Haynes Foundation continues the work. The purpose of the Foundation is broad and clear, as articulated by Dr. Haynes: "Promoting the well-being of mankind." The Foundation funds work that we hope will encourage the Power of One, with all research focused on public policy issues in Southern California. We do this through Research Grants, Faculty Fellowships, and Dissertation Fellowships. We also fund Archival Projects and a small number of communications grants.

Following Dr. Haynes' example, the Foundation's recent research grants have included studies on elections, the origins of local government, the social and civic transformation of Los Angeles after World War II, and a comparison of the effectiveness of trade transportation governance systems in Los Angeles and New York. We have also funded a comparison of economic development in Los Angeles and San Francisco, a study of fiscal sustainability in local government, and a study of water supply scarcity.

Archival grants are intended to preserve our history and our intellectual capital, making information available to a broad audience. Dissertation and Faculty Fellowship awards are intended to provide a boost to individuals whose work is promising in terms of quality and impact.

Today, our global city region is larger and more populous than the Los Angeles inhabited by Dr. Haynes and it seems more difficult to change because so much of who we are and what we do is impacted by global forces rather than local issues. Yet Dr. Haynes would remind us — and the Haynes Foundation concurs — that the Power of One unleashes the Power of Many and that we all have the ability and responsibility to make Los Angeles a better place.

Jane G. Pisano  
President, Board of Trustees



*Topographic Map of the Los Angeles Aqueduct and Adjacent Territory, 1908 (Library of Congress).*

“For many years we have quietly devoted a substantial part of our time and income to causes which we have deemed to be for the improvement of government and the betterment of our fellow citizens.

At all times we have been deeply interested in everything tending to promote civic and economic progress; in assisting to improve the physical and educational standards of our people; and in helping in matters designed to better the conditions under which working people live and labor.

We have given close and extremely careful consideration to the foregoing civic, industrial, and general problems, and we are convinced that for many generations to come, if not for all time, they, or at least many of them, will require the aid of thoughtful, earnest persons, who are prepared to give them the financial and active assistance requisite to yield fruitful results.”

— from the Haynes Foundation Declaration of Trust

## Research Grants



*Angel's Gate Lighthouse from the SS Catalina, c. 1938  
(from the Herman J. Schultheis Collection at the Los Angeles Public Library).*

## A Contrast in Development *Los Angeles versus San Francisco*

Michael Storper, *Principal Investigator*  
UNIVERSITY OF CALIFORNIA, LOS ANGELES  
\$196,335

For much of the 20th century, Los Angeles and Southern California combined high population growth with increasing per capita income to produce remarkable economic performance. In 1970, Southern California was ranked 4th among metropolitan areas in its level of per capita income. However, over the last four decades, while Los Angeles' workforce has continued to experience high population growth, the wages and skills of the Los Angeles workforce have not kept up with those of many metropolitan areas. In contrast, San Francisco and the Bay Area have maintained the quality of its economic growth and that region is now viewed as one of the most successful examples of the "knowledge economy." Today, Southern California per capita income is ranked 25th among large metro areas, while the San Francisco Bay Area is 1st in the nation.

Recognizing that there is very little detailed literature directed at comparative economic development of city-regions, Dr. Michael Storper at UCLA proposed to develop and apply a novel analysis in order to compare two metropolitan regions in the same state and country. With a \$196,335 grant from the Haynes Foundation, Dr. Michael Storper and his team explored these divergent economic trajectories through the interactions of three major factors: Economic specialization, human capital formation and institutional practices.

In their three-year study of the two regions, the researchers analyzed changes in per capita income, along with government initiatives and expenditures targeting economic growth. They found that per capita income differences were most influenced by a sharp divergence in patterns of specialization. According to the researchers, this is why, today, per capita income in the Bay Area is a third higher than in Southern California, even with its thriving entertainment industry.

Both economies saw a marked decline in their durable goods manufacturing sectors during the 1980s, but Southern California replaced much of its durable goods manufacturing sector with a low-wage light manufacturing sector. That has led the Southern California economy to become more dualistic — split between the high-skilled, high-wage earners and a growing population of low-skilled, low-wage earners. By contrast, the Bay Area's more fragmented jurisdictional structure, interconnected business elite and dense philanthropic sector have helped the region seize specialization opportunities, leading to the development of innovative, non-routine, cutting edge industries that depend on continuous innovation for survival.

Among the study's conclusions is that neither region came close to fully understanding its problems and reshaping the region's capabilities.

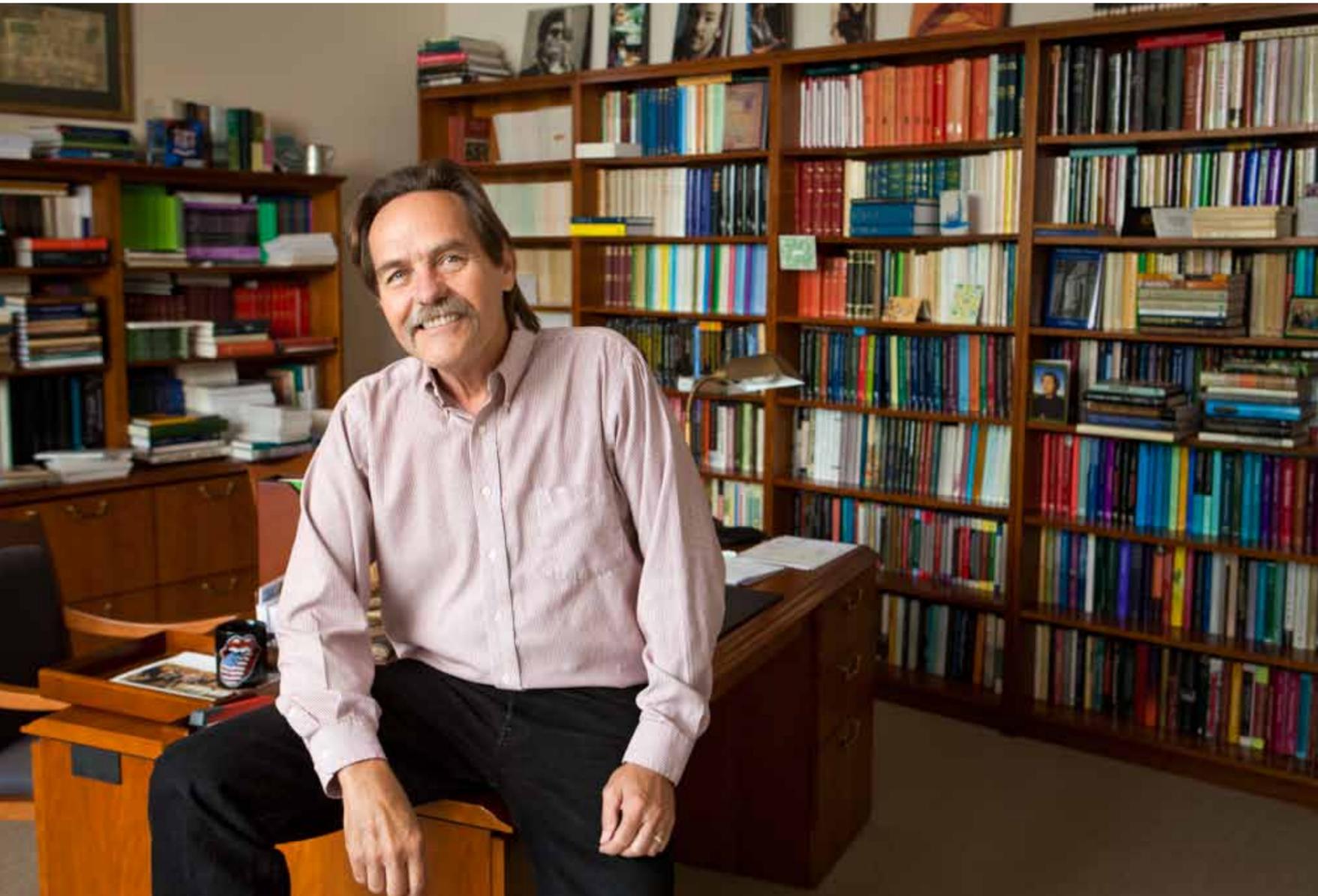
The study found that while private and public action in the Bay Area provided some assistance to an economic transformation, the Southern California region has continually experienced policy failures at critical junctures. The failures appear to stem specifically from the region's lack of a commitment to entering the knowledge economy.

The team advocates that Southern California focus on attracting, retaining and growing high-wage activities by placing a premium on activities that involve continuous innovation and non-routine work as opposed to routine manufacturing and service activities.



MICHAEL STORPER

*Photographed at the Angels Flight Railway,  
Downtown Los Angeles, CA*



**TOM SITTON**

*Photographed in the Munger Research Center  
at The Huntington, Pasadena, CA*

**LOCAL GOVERNMENT**

## The origins of Los Angeles County government as a force in urban development, 1850-1950

Tom Sitton, *Principal Investigator*  
**THE HUNTINGTON LIBRARY**  
\$53,900

Dr. Tom Sitton, a student of Southern California History, has noted that the study of urban history and metropolitan community in the United States over the last century has taken a very high-level approach that has been primarily concerned with major cities. Los Angeles is a good example, with most studies of it concentrating on the metropolis, but with only limited treatment of important influences outside of the city's boundaries.

Proposing to take a fine-grained approach in order to provide a fuller and more accurate picture, Dr. Sitton sought and received a Haynes Foundation grant of \$53,900 to complete a study of how over the 100 years from 1850 to 1950, Los Angeles County evolved into a major regional force on par with the City of Los Angeles.

The facts on the ground today validate Dr. Sitton's interest. Los Angeles County is the nation's most populous county, with more residents than 42 of the 50 states. The County is also large in territory when compared to similar metropolitan regions. It covers over 4,000 square miles, with 70% of the area covered by mountains and the Antelope Valley in the north. Eighty percent of the population is concentrated in the remaining coastal plain.

Governed since 1852 by five elected supervisors who share power, the County provides, through its 100,000 employees, many services to the City of Los Angeles (as well as 87 other cities in Los Angeles County). For those living or working outside of these 88 cities, Los Angeles County is the sole provider of municipal services to these unincorporated areas.

To better understand later developments, Dr. Sitton explores the origins of California county government in the late 19th and early 20th centuries. He credits the formative research presented in two works published by the Haynes Foundation: *Los Angeles County as an Agency of Municipal Government*, by George W. Bemis and Nancy Basché (1946), and the 16-volume *Metropolitan Los Angeles: A Study in Integration* series, edited by Edwin A. Cottrell (1952-1955).

Dr. Sitton then unpacks the extremely complex developments in governance, fiscal management and demographic trends. Forces of change continuously had been at work in Los Angeles County from 1850 to 1950. Beginning with the cattle industry (1850-1865), Dr. Sitton provides detailed analysis on succeeding phases: Farming, railroads and urbanization (1865-1900); a modern charter and the introduction of special districts (1900-1920); the regional growth machine (1920s); increased federal aid efforts to address the Great Depression (1930s), followed by World War II and renewed postwar growth (1940-1950). These characterizations of the large-scale transformations between 1850 and 1950 are just the beginning to Dr. Sitton's broad-ranging interests and detailed analysis. An expanded version of this work has been published by the Historical Society of Southern California as *The Courthouse Crowd: Los Angeles County and Its Government, 1850-1950* (2013).

By focusing specifically on County government and its contribution to governance and development, Dr. Sitton performs the historian's task of "explaining change over time" by showing how County and City governments and their associated bureaucracies have adapted to the forces of modernization.

## The Rise of the Decline-to-States

R. Michael Alvarez and J. Andrew Sinclair,  
*Principal Investigators*

**CALIFORNIA INSTITUTE OF TECHNOLOGY**  
\$131,995

Over the last half-century, the increasing number of California voters who decline to state a party affiliation when registering to vote has dramatically altered the composition of the state's electorate. In 1964, decline to state voters in California represented less than three percent of the electorate. By 2010, 3.5 million California voters (twenty percent of the electorate) declined to state their partisanship.

Funded with a \$131,995 grant from the Haynes Foundation, Dr. R. Michael Alvarez, a political science professor at Caltech, proposed to study how Decline to State (DTS) voters' political preferences, opinions and behaviors compared with their more partisan counterparts. This research was conducted in collaboration with J. Andrew Sinclair, whose work on this project was part of his work while earning his Ph.D. in Social Science at Caltech in 2013.

The researchers observed that increased DTS registration came at the expense of the two major parties and more than doubled from the mid-1990s to the early-2000s. They found that DTS voters gained greater privileges in 2010 with California's adoption of Proposition 14, which declared that all registered voters can cast a ballot for any candidate in the primary election, regardless of party affiliation.

Using survey data gathered before the November 2010 election, Drs. Alvarez and Sinclair found that only about one-quarter of DTS respondents are "pure" independents; the rest identify with a party. DTS voters tend to be male and less religious, tend to be more active in non-voting political activities, hold moderate policy positions, and are relatively scarce between the ages of 30 and 50 compared to their partisan counterparts. However, the researchers found that DTS voters' overall trust in government and concern about jobs and the economy mirror the attitudes of other voters.

This research by Drs. Alvarez and Sinclair revealed DTS voters to be a well-informed political force. Representing one of the largest and most under-studied transformations in post-war California behavior, these researchers believe that members of this voting group will figure prominently in future elections. Understanding their motivations and voting patterns is fertile ground for subsequent research.



**R. MICHAEL ALVAREZ**

*Photographed at the California Institute of Technology (Caltech), Pasadena, CA*

## From Jail to Jobs

### *Understanding the impact of Homeboy Industries on the lives of Los Angeles' gang associated youth*

Todd Franke and Jorja Leap,  
*Principal Investigators*

UNIVERSITY OF CALIFORNIA, LOS ANGELES  
\$219,981

With an estimated 40,000 gang members, Los Angeles struggles with one of the nation's largest and most entrenched street gang populations. However, few prevention, intervention and re-entry programs have been able to reach at-risk youth or gang members who desire to leave the lifestyle and reintegrate into the community. One of the few successes has been Homeboy Industries, led by its founder, Father Greg Boyle.

With a \$219,981 Haynes Foundation grant, Dr. Todd Franke and his UCLA team led by Dr. Jorja Leap began a 30-month evaluation of Homeboy Industries. During the planning process and in the first two months of observation, the team established that the target population for Homeboy was formerly gang-affiliated young people and parolees, as well as youth at high risk for gang involvement. The ratio of males to females was 3 to 2, with females having more indirect involvement. The team characterized the target population as ranging in age from 18 to 35 and as having faced great adversity and experienced violence, incarceration, drug abuse, addiction and depression. These young adults learn of Homeboy Industries through the outreach program or through Father Boyle himself, who regularly visits detention facilities and areas of gang activity.

Given the limits of budgets and facilities, the Homeboy team improved and defined

its intake processes, so that "new hires" were chosen by a Selection Committee that considered the urgency of each case. Also improved were Homeboy's case management processes that created an action plan for each new hire. An action plan could call for one or more of Homeboy's services, such as mental health assistance, anger management, tattoo removal, legal and employment service, and job training (including the Homeboy Bakery and the Homegirl Café), and legal and employment services.

As it completed its evaluation, and based on repeated interviews with 50 men and women participating at Homeboy, the team was able to chart five stages in the process of exiting gang actively and building a new life and identity. Those stages were: 1) A turning point event, 2) Crossing the threshold to a different life, 3) Attachment to the Homeboy program and self-acceptance, 4) Immersion, and 5) Emersion and integration.

The researchers believe that, while more work needs to be done, their findings point the way to a new direction. This includes a renewed emphasis on the importance of intervention into the lives of gang members, and the need to offer an educational and therapeutic environment to complete a successful transition.



TODD FRANKE + JORJA LEAP

*Photographed in the office of Father Greg Boyle,  
Homeboy Industries, Los Angeles, CA*



## RICHARD FLORY + DONALD E. MILLER

*Photographed in Our Savior Catholic Church  
at the USC Caruso Catholic Center, Los Angeles, CA*

## The Civic Role of Religion in Los Angeles *Faith-based organizing since the 1992 riots*

Donald E. Miller and Richard Flory,  
*Principal Investigators*  
UNIVERSITY OF SOUTHERN CALIFORNIA  
\$197,942

The riots that followed the Rodney King verdict in 1992 did significant damage to the social fabric of Los Angeles. Not long after the violence had subsided, the principal investigator for this project and several colleagues applied to the Haynes Foundation for a grant to document the response of the religious community to the riots that resulted from the verdicts in the Rodney King case. The final report—*Politics of the Spirit: Religion and Multiethnicity in Los Angeles*—described the various coalitions, projects, and congregational partnerships that attempted to heal the breach of the social contract.

Nearly 20 years since the 1992 civil unrest, Drs. Donald E. Miller and Richard Flory, along with their USC team, followed up on that earlier Haynes-funded research, and proposed to explore the present engagement of these organizations in civic discourse. Supported by a \$197,942 grant from the Haynes Foundation, the researchers found that the Los Angeles faith community has significantly expanded its role in the public sphere, even as significant demographic and political events have altered the landscape of Los Angeles and of the faith community. While faith groups have always participated to varying degrees in the public sphere, over the past two decades, the research team found that faith groups have become expected partners in dealing with social issues. This partnering has resulted in a substantial increase in the number of faith-based non-profit organizations and a diversity of approaches to the problems they seek to address.

Along with the increase in numbers, efforts of these organizations have become more varied and complex. For example, in the immediate aftermath of the civil unrest, faith groups established programs to address the symptoms and the underlying social issues of

a fractured city. Many of these efforts lasted less than three years, but they accomplished the goal of quelling tensions and expanding interfaith and interethnic understanding. Other efforts had the organizational capacity to sustain many different coalitions and bolster community development activity.

In an effort to characterize and organize the vast array of faith groups in Los Angeles, the researchers found that these faith groups exhibited five primary approaches to addressing the public sphere: 1) Charity in the form of volunteerism and service provision to the needy; 2) Organizing efforts intended to nurture community leadership; 3) Advocacy that involves speaking out on behalf of marginalized populations or addressing issues of discrimination or injustice; 4) Community development to improve economic opportunities and well-being of communities; and 5) Interfaith dialogue to foster understanding between different religious traditions. The researchers observe that while most of the work by faith groups is directed toward charitable activity, the development of interfaith groups has seen the most growth since 1992.

They conclude that the challenges that face the Los Angeles region, including the ongoing economic crisis, immigration, and natural or human-made disasters, will require responses from all sectors of society, including religious communities. Looking to the future, the researchers suggest that the faith community can continue to make perhaps its most powerful contribution by reframing the region's challenges as issues that demand moral rather than purely political and partisan responses.

## L.A.'s Global Gateways

### 21st century governance and policymaking challenges

Steven Erie, *Principal Investigator*  
UNIVERSITY OF CALIFORNIA, SAN DIEGO  
\$57,226

Since the early 20th century, most investments in trade transportation infrastructure, in particular seaports and airports, have been planned, financed and constructed by local governments or private firms under government supervision. Despite the importance of trade transportation infrastructure to urban development and the dominant role of local governments, little work has focused on how local governments structure their infrastructure investments. Dr. Steven Erie took up this question in his proposal to conduct a comparative analysis that focused on the evolution and effectiveness of trade transportation governance systems in New York and Los Angeles.

The stakes are high. The global gateways in Los Angeles and New York are each responsible for about 500,000 jobs and nearly \$500 billion in merchandise trade that flows into their respective metro areas and to the nation as a whole.

With a grant of \$57,226, Dr. Erie researched the creation and operation of these two trade titans. He found that, in addition to playing preeminent roles in handling the nation's international trade traffic, New York and Los Angeles differ markedly in their governance of transportation infrastructure. In New York, a single bi-state agency owns and operates all essential airport, seaport and freight-rail infrastructure. In Los Angeles, these responsibilities have been lodged in multiple, functionally-specific municipal agencies.

This Los Angeles approach of municipal ownership and management was favored over the external corporate approach championed by the dominant transportation force in the early 20th century in Southern California, the Southern Pacific Railroad. Municipal management, although common in California, is generally the exception, not the rule, in the US. Of the seaports in the eight largest US cities, seven are governed by special districts; the only exception is the municipally managed port of Los Angeles.

Dr. Erie and his team found that differences in governance reflect the unintended consequences of decisions made a century ago. In both regions, political leaders were influenced by Progressive-Era arguments that political insulation would lead to more effective policies. The configuration of local politics in the two regions, however, dictated different institutional arrangements to accomplish this goal.

New York's Port Authority used superior financial resources and greater insulation from local elected officials to expand its activities into functions that lie well outside its traditional transportation mission. As a consequence, however, it became vulnerable to pressures to divert its resources to projects favored by local and state politicians.

L.A.'s major transportation agencies thrived by appealing to voters for greater authority and resources. On the flip side, the decisions of the L.A. agencies reflect greater deference to local, often non-economic, concerns. Moreover, in recent years, the autonomy and financial capacity of L.A.'s agencies have been curtailed through initiatives and state actions, with potentially severe implications for continued infrastructure investment.

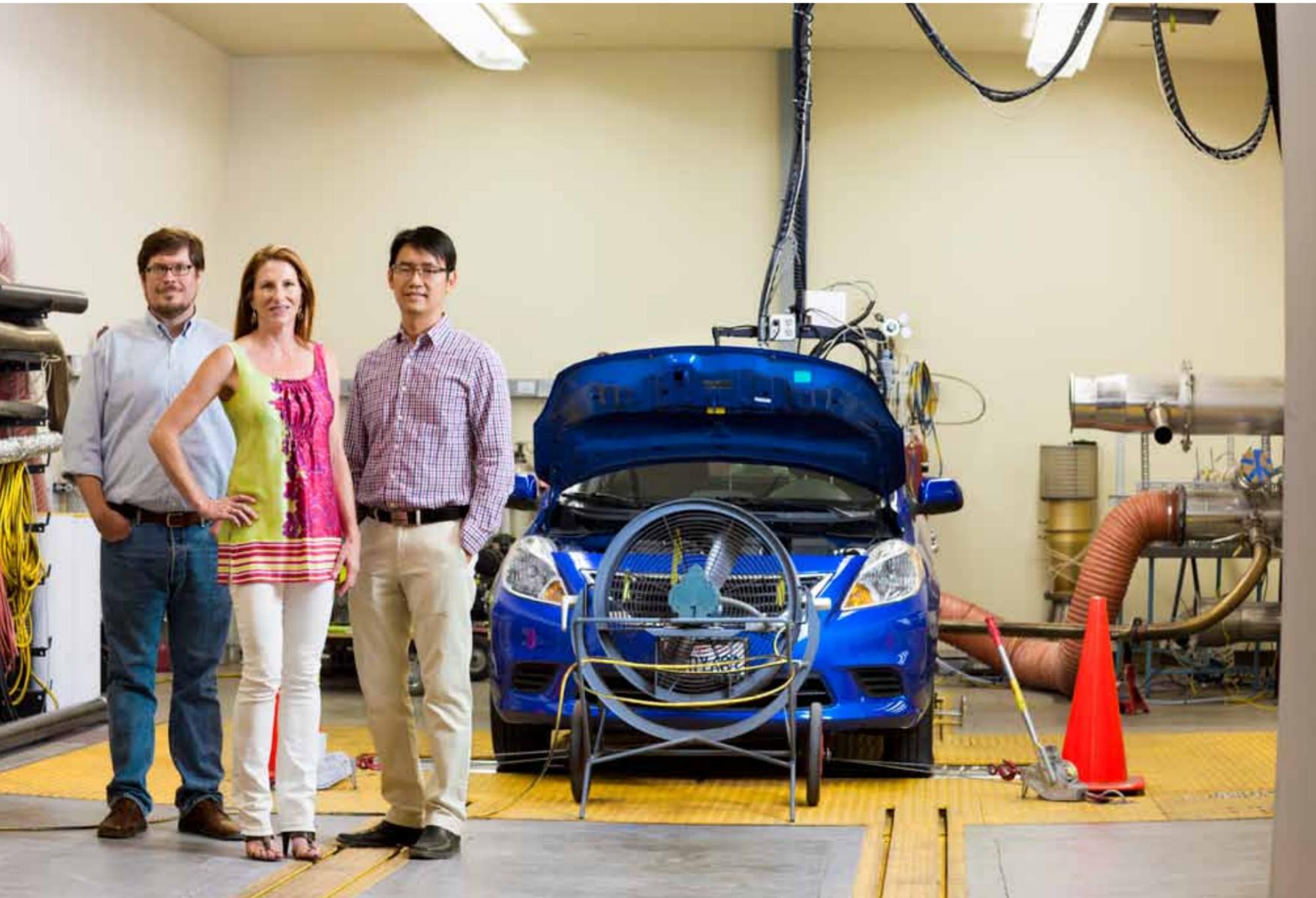
Dr. Erie concludes that finding solutions to these challenges is imperative, given the scale of the trade-based economic returns to Los Angeles and New York that extend throughout the nation, as well as the huge infrastructure investments by competitors in the South, East, and West.

Grappling with globalization and political fragmentation, L.A.'s public agencies responsible for planning and managing trade infrastructure are now being evaluated according to their ability to contribute not only to growth but to environmental, health, and quality-of-life concerns in the surrounding communities. Given the current priorities, threats to security and competition for rival trading regions, Dr. Erie's research should stimulate public discussion on what types of leadership strategies benefit trade infrastructure projects.



STEVEN ERIE

*Photographed near Pier 400 along the Main Channel at the Port of Los Angeles*



## JULIANN ALLISON

*Photographed at the Center for Environmental Research and Technology, UC Riverside, Riverside, CA*

### NATURAL RESOURCES

## The Hope of New Urbanism

*Energy, conservation and sustainability through urban design*

Juliann Allison, *Principal Investigator*  
**UNIVERSITY OF CALIFORNIA, RIVERSIDE**  
\$154,452

Significant research has been devoted to urban settings and ways to better conserve energy and thereby reduce pollution. For example, it has been estimated that the majority of the smog in Southern California is caused by over 9 million internal combustion engines travelling about 330 million miles daily. A research team from the Center for Sustainable Suburban Development at the University of California, Riverside was interested in whether new forms of residential design could lower energy consumption and reduce pollution. To answer that question, a multidisciplinary team led by Juliann Allison, Martin Johnson, Mathew Barth and Kanok Boriboonsomsin chose to examine the compact, walkable design of several large Southern California "New Urbanist" communities. The team analyzed community behaviors of residents from two pairs of communities to determine whether the residential design of a community could lead to lower energy consumption and reduced vehicle emissions.

Supported with a \$154,452 grant from the Haynes Foundation, Dr. Allison and her team at UCR focused on recent New Urbanist developments in Southern California as well as more conventional developments nearby. Relying on estimates of vehicle use provided by survey respondents and through GPS monitors, the team analyzed the commuting behaviors of two pairs of communities. In Los Angeles, the 3,000 unit Plaza Vista development was compared with the more conventionally designed neighborhood of Mar Vista. In Riverside, the 450 home Dos Lagos Community in Corona was compared to the adjacent neighborhood of Eagle Glen.

The findings revealed that, while New Urbanist residents generally make fewer automobile trips, their total travel time and total vehicle miles traveled was consistent with other populations. The researchers noted that many of the differences between populations could be attributed to the special characteristics of the New Urbanist population, which tends to be younger, with smaller families, and own fewer vehicles. For example, New Urbanist residents were more likely to work from home, and to walk, bicycle or use public transportation. There was also greater enthusiasm for hybrid vehicles among New Urbanist residents.

In sum, the results suggested that New Urbanism may contribute to more sustainable driving behavior and consumer choices to the benefit of the environment. Yet the researchers cautioned that further study is needed to evaluate the interplay among other factors, such as demographics, housing choice, automobile use, and urban design in Southern California.

DEMOGRAPHICS

## On the Ground in Suburbia

### *A chronicle of social and civic transformation in Los Angeles since 1945*

Becky Nicolaides, *Principal Investigator*  
THE HUNTINGTON LIBRARY  
\$58,700

Among both scholars and social observers, suburbia has been implicated for a variety of social and civic outcomes—from intensive engagement in the 1950s and 1960s, to an alarming trend of disconnection since the 1970s. In her submission, Dr. Becky Nicolaides of The Huntington Library proposed to move beyond untested assumptions and stereotypes in an effort to explore lived realities in suburban communities over the past half century.

With a grant of \$58,700, Dr. Nicolaides sought to determine how the suburban environment has influenced social and civic engagement, by conducting a historical analysis of Los Angeles suburbs from 1945 to the present day. In particular, she proposed to identify the historical forces that have operated to encourage or impede social and civic participation among suburbanites.

To provide context, Dr. Nicolaides begins with an overview of the historic suburban landscapes of Los Angeles County, beginning with communities formed in the pre-1940 era: the streetcar suburbs, followed by picturesque enclaves, and modest subdivisions. Together, they comprised a critical foundational layer of place, which shaped future possibilities of change in those areas. Some had strong controls in place, others were loosely regulated, with patterns often linked closely to class.

By 1945, a vast array of suburban landscapes already existed in Los Angeles. The post-war years saw perhaps the most significant growth, with mass-produced

suburbs built around dispersed job hubs. These were towns of affordable homes, fairly loosely regulated, opening the door to future change. The final phase of suburbanization was the era of the edge city and corporate suburb, dominant from 1970 to the present day. Anchored around corporate offices, industrial parks, and expansive shopping centers, corporate suburbs were frozen in place by stringent restrictions on property.

After establishing the context for the story, Dr. Nicolaides then moves into a series of case studies to explore the dynamics of community and civic life in light of several key themes: Race and class, family, gender and life cycle, and immigration and demographic diversity. Pasadena represented a particularly rich site for investigating the influence of race and class on community engagement. Through analyses of organizational life, religious institutions and schools, Dr. Nicolaides found complex patterns of shifting engagement as the town desegregated in multiple realms of public life.

Among Dr. Nicolaides' conclusions were that the suburban environment itself has been a diverse, historically evolving context for living. By reconceptualizing suburban life—both past and present—she believes that urban planners, politicians and community stakeholders can better understand suburbia's implications for social and civic engagement.



BECKY NICOLAIDES

*Photographed along Glen Avenue, Pasadena, CA*



## CHARLES KERCHNER

*Photographed at Claremont High School, Claremont, CA*

### EDUCATION

## Beyond Permanent Crisis

*An alternative to political gridlock in LA public education*

Charles Kerchner, *Principal Investigator*  
**CLAREMONT GRADUATE SCHOOL**  
\$124,520

Education reform across the nation, and in Los Angeles, in particular, is in a state of “permanent crisis,” according to Dr. Charles Kerchner, a research professor in Claremont Graduate University’s School of Educational Studies. After completing a five-year study of efforts to reform the Los Angeles Unified School District over the last half-century, Dr. Kerchner concluded that the system of public education was politically gridlocked. Teachers unions, parents, and school districts see every new governance initiative as violating one or more of their core interests that must be defended. But these battles can be viewed as essentially defensive fights over outdated, underperforming classroom instructional models that call for students to store information and later regurgitate it on tests.

With the support of a \$124,520 grant from the Haynes Foundation, Dr. Kerchner tested the idea that changing learning rather than fighting over governance might hold the key. He studied six unconventional educational sites: Four schools in Southern California, plus the Avalon School in St. Paul, MN and “Glow,” Scotland’s experiment with the world’s first national education intranet linking students, classrooms, teachers, and families.

Based on the results of his research, Dr. Kerchner suggests a full-scale update of how learning in school takes place. If education were to be viewed as software, the emerging model, which he calls Learning 2.0, would emphasize building up the capacity of public education’s human and technological infrastructure in order to foster flexibility and self-direction, and to create incentives for both students and teachers. Although Learning 2.0 would rely on computer and Internet technology, its design relies as much on rearranging human activity as it does on introducing smart technologies.

According to Dr. Kerchner, five elements characterize Learning 2.0: Updating the use of immersive techniques like project-based learning; developing an individual education plan for every student; creating a foundation that establishes that students, not adults, are the end-users of the education system; freeing teaching from the bundled tasks of assessing learning and competence; and redefining basic skills to include learning how to collaborate and solve difficult, ambiguous problems.

By investing in a modern learning infrastructure, Dr. Kerchner suggests that existing schools can become this century’s education laboratories. Students could take tests and receive certification when they were ready, not just at the end of the year. And students and their families would be able to access information about learning and track progress (“an educational GPS”). With Learning 2.0, class size and student-teacher ratio regulations would adapt over time, while students and their home schools and districts would quickly begin to reap the benefits of the new learning system.

## Water supply scarcity in Southern California

Hilda Blanco, *Principal Investigator*  
UNIVERSITY OF SOUTHERN CALIFORNIA  
\$188,798

Water shortages are an unfortunate reality in Southern California, a desert region characterized by an arid climate, flash floods, and cyclical droughts. Beginning with the 1913 arrival of aqueduct water, the Los Angeles area has relied on water imports for a significant portion of its supply.

Among the key sources of imported water are the State Water Project and the Colorado River Aqueduct. Yet a key transportation vehicle, the Sacramento-San Joaquin River Delta, suffers from aging levees and environmental degradation. Climate change may further compromise the Delta's reliability, according to Dr. Hilda Blanco, a research professor and director of the Center for Sustainable Cities at the University of Southern California.

With a \$188,798 grant from the Haynes Foundation, Dr. Blanco and her research team sought to assess the effectiveness of recent conservation strategies developed by urban water districts in Southern California. They selected for study three cases from the Los Angeles metro area: The Los Angeles Department of Water and Power (Los Angeles County); the Cucamonga Valley Water District and its wholesaler, the Inland Empire Utilities Agency (San Bernardino County); and Huntington Beach and the regional Municipal Water District of Orange County and the Orange County Water District (Orange County).

In conducting this analysis, the team identified and assessed the institutional, economic and land use factors at play in water management plans. The team then evaluated the plans' cost-effectiveness and recommended a number of best practices for consideration by municipal, federal and state authorities.

At the state and federal levels, the researchers suggested: Developing a regional strategy for groundwater remediation; adding public-private partnerships as an option for new water supply projects; investing in technological innovation to accelerate outdoor water conservation; and considering negotiating complementary strategies to encourage water savings in both low density and high density developments.

The team also offered several specific recommendations for municipal water agencies, to include: Better integrating urban water management plans with overall urban planning; actively promoting conservation through the use of meters for indoor and outdoor water use; setting different rates to incentivize reductions in water use; offering rebates for conservation-friendly equipment; relying on less energy-intensive water sources; and considering the addition of climate change models into future conservation scenarios.



HILDA BLANCO

*Photographed outside the Ferraro Building  
(HQ DWP), Downtown Los Angeles, CA*



**MICHAEL HOLLAND**

*Photographed at the Los Angeles City Hall, Los Angeles, CA*

**LOCAL GOVERNMENT**

## 1850-1965, into the 21st Century

*The completion and consolidation of the chronological record of Los Angeles City officials*

Hynda Rudd and Michael Holland,  
*Principal Investigators*

**LOS ANGELES CITY HISTORICAL SOCIETY**  
\$46,450

Dating back to the first City Charter in 1876, the office of the Los Angeles City Clerk has been responsible for maintaining official City records. Beginning in 1938, the Works Project Administration provided financial support to enable the Clerk's office to record the names and terms of office of all elected individuals who held the offices of Mayor, City Attorney, City Controller, City Council members, and all appointed municipal commissioners and board members, who had served since the City was incorporated in 1850. The final product was published in three volumes.

The result of that effort was updated in the late 1960s, when a fourth volume was added. The complete set covered the years from 1850 to 1965 and traced the growth of the City from a tiny pueblo to a major city of the U.S. and the world. However, in 1966, the project was abruptly terminated.

Almost 50 years later, in 2010, Hynda Rudd, retired Los Angeles Records Management Officer and first City archivist, proposed to update the work and convert the entire file to an online database format. This was a daunting task, in view of the explosive growth of the City since 1965.

With a \$46,450 grant from the Haynes Foundation, Rudd's team has now assembled a database that offers a chronological record, term by term, of 40,000 elected and appointed city officials, along with seven indexes that will allow researchers to target their areas of interest. The frequently updated database is now available on the website of the Los Angeles City Clerk. (<http://cityclerk.lacity.org/chronola/>).

## Saving Our Sons

*An examination of black male academies in Los Angeles Schools*

Tyrone C. Howard, *Principal Investigator*  
**UNIVERSITY OF CALIFORNIA, LOS ANGELES**  
 \$150,000

Academic underachievement among black males has been blamed for the ripple effect of unemployment, welfare dependency and criminal activity. Education advocates note the concentration of minority students in low-performing urban schools and they point out that black males in California are five times more likely to go to prison than enter the state's university system.

In response to this crisis, some school districts have developed single-sex schools for black males in order to foster academic, social and emotional growth. With a \$150,000 grant from the Haynes Foundation, Dr. Tyrone Howard, professor in UCLA's Graduate School of Education and Information Studies, investigated how students perform in these alternative environments. Using questionnaires, interviews, focus groups, direct observation, and document review, he sought to identify best practices in the classroom, to evaluate the ability of teachers in addressing special needs of this population, and to assess college matriculation rates among students.

Over 18 months, Dr. Howard studied high school freshmen and sophomores at three single-sex classrooms across Los Angeles County: The Long Beach Polytechnic High School Male Academy, the Black Male Youth Academy at Morningside High School in Inglewood, and the Leadership Class at Fernando Pullum Performing Arts Charter High School in south Los Angeles.

Overall, the findings from this study were mixed as it relates to how black males responded to the classroom environments. However, among his findings, Dr. Howard cites the benefits in providing black males with an alternative educational space.

For single-sex classrooms to succeed, Dr. Howard recommends that school personnel establish guiding theories for instruction that respond directly to the student populations they are teaching. The guiding theories should emphasize consistency and seek to engage students in a rigorous curriculum. Another important element is the selection and training of highly skilled teachers who can deliver content to the students.

Dr. Howard recognizes that the approach he recommends is controversial. He acknowledges that there are valid, competing demands for such specialized treatment from other stakeholders, including black women, Latinos, and parents who believe that their children would benefit from the same approaches championed by Dr. Howard.

## Southern California fiscal sustainability and governance research project

Richard F. Callahan and Yan Tang, *Principal Investigators*  
**UNIVERSITY OF SOUTHERN CALIFORNIA**  
 \$84,820

Confronting an era of prolonged fiscal crisis, governments at all levels are struggling to provide essential services and to make investments in education, transportation and energy for the long-term, while at the same time addressing a buildup of structural liabilities, such as pensions and interest on debt.

Awarded an \$84,820 grant from the Haynes Foundation, Dr. Richard F. Callahan and his team at USC and the National Civic League designed a process for selecting representative case studies to deepen understanding of leadership practices, government structure and civic engagement. During the first phase, four in-depth case studies have been completed: Los Angeles County (the country's largest county); Brea (a small city in Orange County); Long Beach (a large city in Los Angeles County); and Whittier Union High School District (a small school district in Los Angeles County).

Members of the research team interviewed a wide range of current and past officials and drew on strategic plans, budgets and related documents. They began by identifying long-term structural changes that are affecting most jurisdictions in California. Among the most critical challenges included a slowing economy, increased demands for public services, dramatic increases in the price of those same services (e.g., salaries and pensions), increased restrictions on local governments' ability to raise fees and taxes, and pressure on the State to retain its funds at the State level, further disadvantaging local governments.

Results so far indicate that in order to achieve fiscal sustainability and greater government transparency, innovative and effective leadership strategies are needed. Among the most critical strategies were to: Increase the fiscal literacy of the leadership, price in the full life cycle costs of budgetary decisions, change the focus of the organizational culture to a commitment to fiscal integrity, and develop innovative ways to minimize government by finding ways to reduce the cost of critical government services.

The research has been presented to a wide range of professional audiences and published in the *National Civic Review*, *The Public Manager*, and the *Government Finance Officers Review*.

The team plans to build on its insights by researching four new case studies to extend the research geographically across Southern California counties and demographic groups.

## Property Rights and Civil Rights

### *Loren Miller's quest for open housing*

Greg Hise, *Principal Investigator*

THE HUNTINGTON LIBRARY

\$39,000

Like many historians of California and the West, Dr. Greg Hise, of the University of Nevada, Las Vegas and The Huntington Library, was already familiar with the life and career of Loren Miller, including his reputation as a consummate legal strategist.

Loren Miller (1903-1967), an African American journalist, writer, attorney and judge, devoted his legal career to ending residential segregation. Miller specialized in racial restrictive covenant cases representing litigants who sought to purchase housing in covenanted tracts, to retain title to property, or to secure occupancy when restrained by court action or by neighbors threatening or resorting to violence. For three decades, from his admission to the California bar in 1934 to his death, Miller was at the forefront of efforts to abolish covenants and to provide “non-Caucasians” with equal access to housing.

However, Dr. Hise, a scholar and historian, believed that there was more to learn about Miller, and with a Haynes Foundation Grant of \$39,000, he was able to pursue this research. The project began with the Loren Miller papers at The Huntington Library, but quickly expanded to include contemporaneous records of L.A. County, the NAACP, court briefs, demographic data, census documents, and property records. Dr. Hise's research — sometimes surprising, oftentimes illustrative, but always thorough — led him to reinterpret earlier hypotheses and to better define the accepted narrative of Miller's life and work.

For example, Miller was the child of a mixed-race couple and by confirming that his father had been born a slave, Dr. Hise gained a better perspective on Miller's

formative experiences and the issues that became his life's work. In other research, a micro-geographic analysis revealed that far more covenant cases than had been previously suspected had been litigated across Los Angeles area jurisdictions, with judgments often favoring the occupancy and ownership rights of the plaintiffs. Dr. Hise also conducted detailed reviews of where Miller himself resided, Miller's assessment of the adverse effects of the Depression, and Miller's representation of minorities in non-covenant cases, all of which allowed Dr. Hise to establish a solid basis for Miller's sustained advocacy on behalf of open housing and “total integration.” The concept recognizes that where there was discrimination in housing, there was likely to be discrimination in education, employment, voting, and services.

Based on this research, Dr. Hise's forthcoming book, *Property Rights and Civil Rights: Loren Miller's Quest for Open Housing*, promises to more fully and fairly explore efforts to integrate Southern California. His analysis of Loren Miller and the struggle for equitable housing also will provide critical new insights into current patterns of integration and segregation in Los Angeles and other American cities.

## Tracks of Change

### *Guiding development around Southern California high-speed rail stations*

Dana Cuff, *Principal Investigator*

UNIVERSITY OF CALIFORNIA, LOS ANGELES

\$183,621

California's plan to build a high-speed rail (HSR) network is well underway. With the passage of Proposition 1A in November 2008 and with subsequent financial commitments from the federal government, development of an 800-mile HSR line linking over 20 population centers (station-cities) in Northern and Southern California has begun in earnest.

Finding little research to inform the HSR cities about how to guide development around the new HSR stations, Dr. Dana Cuff and her team at UCLA received a \$183,621 grant from the Haynes Foundation to develop strategies for these station-cities. Looking first at existing HSR systems in Europe and Asia, the team concluded that, while these HSR systems were different from those in the U.S., several factors were common to all HSR stations and would be relevant to pre-planning in California.

A first lesson was that station-cities should look at the big picture by considering the relationships among four spatial zones: The station itself, the district adjacent to the station, the overall municipality, and the larger region to include adjacent station-cities. Another important lesson was that, although many of the benefits of an HSR station would accrue more readily to the larger, more developed “first-tier” cities (Los Angeles, San Francisco,

San Diego, Sacramento and San Jose), pre-planning may even be more important to the remaining “second-tier cities.” In the case of these second-tier cities, pre-planning will help these cities better leverage their unique, pre-existing assets. To illustrate this point, the team constructed multiple planning scenarios for three representative second-tier cities: Anaheim (a suburban employment center); Burbank (a regional transportation node); and Norwalk (a suburban dormitory). Each scenario sought to develop and exploit unique features of each city. These scenarios serve as models for how different types of cities can undertake planning for high-speed rail in order to optimize the multiple beneficial effects of new transit.

As California cities move ahead with their pre-planning for HSR, the team recommends that station-cities create their own planning scenarios by encouraging public and private engagement. And in their planning, the team emphasizes the need for station-cities to take a broad view and consider how HSR will interact with the local economy, the local environment, current and planned land uses, and the existing urban fabric.

## Archival Grants



View of the cherub fountain located in a tropical Pershing Square, then the center of Los Angeles, c. 1937 (from the Herman J. Schultheis Collection at the Los Angeles Public Library).

### ARCHIVAL

## Herman J. Schultheis Collection at the Los Angeles Public Library

Giovanna Mannino, Christina Rice, Kimberly Creighton, and Charlene Nichols, *Project Directors*

**LOS ANGELES PUBLIC LIBRARY**  
\$25,000

The Los Angeles Public Library currently archives over three million photographs, most of which are devoted to the history of Los Angeles and Southern California. Many collections are included in the archives, but the Herman J. Schultheis collection of photographs of Los Angeles in the 1930s first needed to be digitized and cataloged before it could be accessed by researchers.

With a grant of \$25,000 from the Haynes Foundation, the Central Library Director, Giovanna Mannino, and her team of specialists led by Christina Rice, Kimberly Creighton and Charlene Nichols, digitized more than 4,000 Schultheis photographs and uploaded them to the Library's website, along with 3,000 updated catalog descriptions. In large part because of this funding, all 6,000+ images of Southern California from the Schultheis collection are now readily accessible through the Library's website.

According to the Library, the Schultheis collection fills a gap in the Library's archive by providing a comprehensive look at the greater Los Angeles area in the late 1930s. Schultheis captured real people in neighborhoods like Silver Lake communities in the San Fernando and San Gabriel Valleys, as well as those farther afield in San Diego, Santa Barbara, and Catalina. He also documented what are now-vanished landscapes and long-lost attractions, and the transition of Old Chinatown and La Grand Station into Union Station.

The appeal of the Herman Schultheis collection is not necessarily limited to students of Los Angeles history. For example, Schultheis' work may interest and inspire other amateur photographers, while Disney fans can marvel at the now-digitized notebook (held at the Disney Family Museum) that Schultheis, a member of Disney's technical staff in the 1930s, kept to describe the engineering behind many of the special effects in animated classics like *Fantasia*.

### ARCHIVAL

## Shades of L.A.

Ken Brecher and Christina Rice, *Project Directors*

**LIBRARY FOUNDATION**  
\$20,000

Adhering to tradition while embracing assimilation is a recurring theme in The Los Angeles Public Library's "Shades of L.A." Photography Collection. The collection celebrates the city's ethnic communities and provides a historical record of daily life, immigration and civic organizations in the city over the last century. Through personal photos of life cycle events, such as weddings, funerals and births, the photographs document the changing landscape of Los Angeles through the gatherings of family and friends.

With a \$20,000 grant from the Haynes Foundation, Ken Brecher and a team of specialists, led by Christina Rice, Kimberly Creighton, and Rosemarie Knopka, were able to organize nearly 10,000 photographs and other sensitive archival material, and catalog more than 1,700 records in the collection, all of which were made accessible to the public through an online database. Also, oral history transcripts and tapes were digitized for the library website. Widely used by scholars, novelists, exhibit curators, and filmmakers, the collection celebrates the candid scenes of the everyday in Los Angeles.

## To Enable a Video/Oral History of the Garden

Lucinda McDade and Patrick Larkin,  
*Project Directors*

**RANCHO SANTA ANA BOTANIC GARDEN**  
\$10,726

In the 1920s, before policymakers began viewing biodiversity and environmental protection as major issues, Susanna Bixby Bryant earmarked 165 acres of her family ranch in what is now Yorba Linda to conserve California's native plants. Inspired by Theodore Payne's Exposition Park, the first large tract landscaped entirely with California natives, Bryant hoped not only to replenish some of the state's rarest plants, but also to create a botanic garden of scientific and educational value to scholars and students.

In 1951, the Rancho Santa Ana Botanic Garden (RSABG) relocated to the foothills of the San Gabriel Mountains in Claremont. Comprising 86 acres, RSABG is the state's most extensive garden dedicated exclusively to California's native plants. It boasts more than 2,800 species, 10 percent of which are rare or endangered.

With a \$10,726 grant from the Haynes Foundation, RSABG Executive Director Lucinda McDade, her predecessor Patrick Larkin and their research team collected oral histories of six individuals who made significant

contributions to the preservation, conservation and utilization of California native plants or contributed to advancing knowledge about them. All played a considerable role in fostering the mission of RSABG. Ranging in age from their sixties to nineties, the interview subjects included Bryant's grandson, Ernest Bryant, and Kathleen Chester, whose father, Percy Everett, supervised relocating the garden in 1951 to Claremont.

Attracting an estimated 84,000 visitors annually, RSABG sponsors an endangered species program, offers a graduate botany program in association with Claremont Graduate University, and supports an internationally renowned research program. By digitizing audio recordings of the interviews, the researchers achieved their goals of offering public access to special archive collections, along with furthering institutional research and exhibit development.



LUCINDA MCDADE

*Photographed at the Rancho Santa Ana  
Botanic Garden, Claremont, CA*

## Planning and Assessment for the Tom Bradley Special Collection

Susan D. Anderson and Tom Hyry,  
Project Directors; Megan Fraser,  
Processing Projects Librarian  
UNIVERSITY OF CALIFORNIA, LOS ANGELES  
\$20,000

Tom Bradley served five terms as Los Angeles Mayor beginning in 1973. As the country's first African American mayor of a major city and elected with an overwhelming white majority, Bradley presided over pivotal events, such as the 1984 Olympic Games and the 1992 L.A. riots. His supporters credit him with positioning L.A. as a major international trade center, reforming City Hall, supporting fair and open housing, balancing the budget, and encouraging energy conservation and mass transportation while attracting huge sums for economic development.

A valuable resource for understanding modern Los Angeles, the Mayor Tom Bradley Administrative Papers is one of the largest single collections in UCLA Library Special Collections, with over 450 boxes. According to Susan D. Anderson, Curator of Collecting Los Angeles, the Bradley collection offers researchers and community members access to records across all of Bradley's mayoral offices and departments, along with materials related to Bradley's tenure as a member of the Los Angeles City Council and his two gubernatorial campaigns.

With a \$20,000 grant from the Haynes Foundation, Curator Anderson and her team executed a multi-phase project to assess the condition of the collection and develop solutions to make it more accessible to researchers and the public. The team began by evaluating overall issues in the collection, including arrangement, description, types of materials, and physical condition. The survey revealed a small number of mold-damaged documents, which were later isolated for separate treatment. It also uncovered exciting content, including photographs and audio and video tapes, along with several boxes of Bradley's speeches with handwritten notes and materials from Bradley's earliest campaign for Mayor.

Researchers can now use a new finding aid at [www.oac.cdlib.org](http://www.oac.cdlib.org) to request a wide range of Tom Bradley materials. However, the Bradley papers are just one example of the extensive source materials related to the history, culture and development of Los Angeles that are accessible through the UCLA Library.



SUSAN D. ANDERSON + MEGAN FRASER

*Photographed in the Booth Room, Special Collections Department,  
Young Research Library at UCLA, Westwood, CA*

ARCHIVAL

## Relocation and Enhanced Access: Greene and Greene Archives

Ann Scheid, *Project Director*

UNIVERSITY OF SOUTHERN CALIFORNIA  
\$20,000

Pioneers of California Craftsman design, brothers Charles and Henry Greene flourished as architects in 20th-century Pasadena. After a brief period of obscurity, their distinctive work experienced a resurgence among modernist architects and led to a national revival and a sustained interest in the Arts and Crafts Movement. Among the brothers' major works was The Gamble House, a national, state and city landmark jointly owned by the University of Southern California and the City of Pasadena. As an adjunct to the House and its contents, the Gamble House has accumulated a significant archival collection documenting the firm's work, which is housed in the Greene and Greene Archives at the Huntington Library.

With \$20,000 in support from the Haynes Foundation, archivist Ann Scheid was able to complete a major processing project of the Greene and Greene Collection. The Greene and Greene Collection holds many treasures: Scrapbooks that served as inspiration for the brothers' work; drawings and photographs of their projects, including The Gamble House; family correspondence; and books, ledgers, contracts and documents from clients and craftsmen employed by the firm.

Ms. Scheid completed several major processing tasks and accessions, resulting in the addition of 72 boxes to the Greene and Greene Collection. Also completed is a new and expanded version of the Finding Aid to the collection, which now includes over 1,000 item-level descriptions. The Finding Aid has grown from 15 pages to 49 pages, making available to

researchers extensive new information about the contents of the collection. Importantly, Ms. Scheid has also prepared an encoded version of the Finding Aid, which is now available on the Online Archive of California.

The Greene and Greene Collection is unusual in that it is not a closed collection. Donations of relevant materials, especially photographs and drawings, are regularly being added to the collection, making it a growing resource for scholars, researchers, writers, and enthusiasts. The most recent donations include about 35 drawings of Emmet Wemple's landscape plans for the Gamble House and a collection of about 80 carpentry tools that belonged to Charles and Henry Greene. The ever-changing size and nature of the collection pose significant challenges for the archivist, but also promise great rewards for future historians and scholars.

ARCHIVAL

## Window on the West

William D. Estrada, *Project Director*

NATURAL HISTORY MUSEUM FOUNDATION  
Phase I – Adding Images – \$20,000  
Phase II – Expanding the Online Database – \$19,996

The Natural History Museum of Los Angeles County has many world-class collections, but the collections contained in the Seaver Center for Western History Research are among the most heavily referenced. The Center's collections trace Southern California's progression from a frontier pueblo to an emerging world economic and cultural center.

"Window on the West" is an initiative by Dr. William Estrada and his team at the Seaver Center to catalog its major photographic resources, some of which were negative-only and required a visit to the Seaver Center Reading Room.

As part of Phase I, the Center's initial focus was the Al Greene collection. Al Greene was a commercial photographer who assembled a large working collection illustrating the history of Los Angeles. Supported by the Haynes grant, the Center organized the information contained in 120 binders, then digitized the data so that researchers can now search the collection records on the Online Archive of California (OAC).

Funded by a \$19,996 Haynes Foundation grant, Phase II of "Window on the West" focused on cataloging images in the Center's General Photo File. The 10,000-image file contains rare, iconic images related to the history of Los Angeles and California in the late 19th and early 20th centuries. These include images of early Los Angeles settlers and landmarks, historic Chinatown, the Japanese fishing village in San Pedro, and the first-ever Dominguez Air Meet in 1910. There are also photographs of many of the Seaver Center's historic maps and manuscripts, all of which are now available online on OAC as itemized records with thumbnail images.

Projects like "Window on the West" are part of the Seaver Center's multi-year effort to engage a wider audience by offering newly digitized content, which contributes to the growing interest in scholarship relating to the history of Los Angeles and the American West.

ARCHIVAL

## Disseminating Haynes-Supported Visual and Aural Documentation of Los Angeles

Martin Krieger, *Project Director*

UNIVERSITY OF SOUTHERN CALIFORNIA  
\$20,000

For more than a dozen years, Dr. Martin Krieger, Professor of Planning at the University of Southern California, has documented the sights and sounds of everyday life in Los Angeles. His photographs have captured the familiar bustle at flea markets, auto repair shops, storefront churches, the Port of Los Angeles, the religious enclave of Pico-Robertson and LAC-USC General Hospital.

Funded with a \$20,000 grant from the Haynes Foundation, Dr. Krieger was able to digitize a portion of his collection focusing on people at work in industry at more than 200 firms, to be made widely available on the USC Digital Library website (<http://digitallibrary.usc.edu>). It includes images and recordings of clothing and furniture manufacturing plants, foundries and recycling firms. In all, USC's Regional History Archive of the Libraries houses tens of thousands of his images and hundreds of his aural recordings of Los Angeles over the last decade.

These materials can be particularly valuable when used in conjunction with other historical materials, such as Works Progress Administration maps, census cards, and photographic archives from the "Los Angeles Examiner" and the Automobile Club of Southern California. The work may also aid the City of Los Angeles as it conducts its first-ever citywide survey of historic resources.

ARCHIVAL

## The Bunche Center for African American Studies Archival and Digitization Project at UCLA

Darnell Hunt and Ana-Christina Ramon,  
*Project Directors*

Ralph J. Bunche Center for African American  
Studies at UCLA

UNIVERSITY OF CALIFORNIA, LOS ANGELES  
\$25,000

When the Bunche Center for African American Studies was established in the late 1960s, there were few primary source materials available about black history, apart from those covering slavery and incarceration. Those that were accessible were found in family, church and community records, and in personal papers and photographs that had deteriorated over time. Today, the Center, led by Director Darnell Hunt and Assistant Director Ana-Christina Ramon, is the state's premier research and teaching organization about the African American experience.

With a grant of \$25,000 from the Haynes Foundation, Dr. Hunt, Dr. Ramon and the Bunche Center began a year-long project to assess, preserve and create an archive of the Bunche Library and Media Center. The Center collection contains significant historic, rare and fragile documents that provide a written

and pictorial overview of the African American community in Los Angeles and Southern California. For many years, storage and filing issues endangered and limited accessibility to the collection.

The Haynes Foundation support enabled the Center to correct much of this damage, implement a detailed preservation plan and create a physical archive. In addition, many of the items are scheduled to be available online through the UCLA Digital Library Program.

These efforts preserved many historically significant documents and audio and video items that offer scholars and the general public the opportunity to expand their understanding of the contributions and struggles of African Americans on a regional, national and global level.



ANA-CHRISTINA RAMON + DARNELL HUNT

*Photographed outside Bunche Hall, UCLA, Westwood, CA*

ARCHIVAL

## The Mulholland Family Papers

### *Part II of the Catherine Mulholland Collection*

Mark Stover, Project Director

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE  
\$20,000

In 1914, William Mulholland purchased property in what is now the Northridge section of the San Fernando Valley, establishing a citrus and walnut ranch that would eventually encompass 640 acres. Today, the corporate, legal and financial records of the Mulholland Orchard Company document life at a working ranch in the early agricultural days of the San Fernando Valley. The documents also illuminate the larger water conservation and environmental issues surrounding the 20th-century development of Los Angeles.

A \$20,000 grant from the Haynes Foundation enabled CSUN to create a permanent archive of original documents, including the personal records of Mulholland family members, to be housed in the library's Special Collections. Electronic scans of materials promote access to researchers and the public. The collection represents the largest Mulholland family archive at any university.

Through an initial grant from the Haynes Foundation, CSUN processed the first part of the collection, including manuscript drafts, research notes and speeches by historian Catherine Mulholland. The second part of the collection consists of the Orchard Company's records from 1916 to 1980. These records highlight the Company's fluctuating financial solvency as it was affected by post-World War II industrialization and suburban sprawl.

Among the legal documents are materials related to the case, *The City of Los Angeles v. The City of Burbank et. al*, which named the Mulholland Group among 200 defendants in a dispute over rights to waters in the upper Los Angeles River area. Personal records illuminate a family that lived in Los Angeles and the San Fernando Valley for five generations. Included in the collection is the last will and testament of William Mulholland, noted and controversial builder of the Owens River Aqueduct and the first head of the Los Angeles Department of Water and Power.

## Awarded Grants



*The Figueroa Street tunnels connecting downtown and the Arroyo Seco Parkway, c. 1937  
(from the Herman J. Schultheis Collection at the Los Angeles Public Library).*

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 problems. 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/public information
- business and economics
- education
- demographics
- elections
- local government
- natural resources
- public personal services
- public safety
- transportation

## 2012

### Major Research Grants Awarded

#### LOCAL GOVERNMENT

**Ajay Garde**, *Principal Investigator*  
*University of California, Irvine*

“Evaluation of the Effectiveness of Form-Based Codes in Promoting Sustainability: Insights from Southern California”  
\$50,000

**Tom Sitton**, *Principal Investigator*  
*Historical Society of Southern California*

“The Courthouse Crowd: Los Angeles County and its Government, 1850-1950”  
\$18,780

#### NATURAL RESOURCES

**Stephanie Pincetl**, *Principal Investigator*  
*University of California, Los Angeles*

“Governance for Sustainable Water Use in the Los Angeles Region in the 21st Century”  
\$225,110

#### TRANSPORTATION

**Marlon Boarnet**, *Principal Investigator*  
*University of Southern California*

“Evaluating the Exposition Corridor (Expo) Light Rail Line: Leveraging Rail Transit for Community Development and Regional Sustainability”  
\$106,208

**Michael Smart**, *Principal Investigator*  
*University of California, Los Angeles*

“Shared Wheels in the Auto City: Evaluating Los Angeles’ Bicycle Sharing Program”  
\$49,960

### Archival Grants Awarded

**Jacqueline Cogdell DjeDje**

*University of California, Los Angeles*

“Preserving the Bette Yarbrough Cox Collection: Central Avenue and the Cultural Development of Los Angeles’ African-American Community”  
\$17,406

**William Estrada**

*Natural History Museum of Los Angeles County*

“Window on the West: Phase Two”  
\$19,996

**Giovanna Mannino**

*Los Angeles Public Library*

“Herman J. Schultheis Collection at the Los Angeles Public Library”  
\$25,000

**Chon Noriega**

*University of California, Los Angeles*

“The Photographic Legacy of Post World War II Mexican American Generation in Los Angeles”  
\$25,000

**Gary Strong**

*University of California, Los Angeles*

“Golden State Mutual Life Insurance Archives Processing Project”  
\$40,000

### Contributions awarded in support of public information endeavors

**Community Advocates**

\$30,000 in support of “The Critical Issues Seminars”

**KCET Community Television**

\$25,000 in support of the weekly news magazine, “SoCal Connected”

**KCRW National Public Radio**

\$25,000 toward the public affairs program, “Which Way, LA?” and the “Independent Producer Project”

**KPCC Southern California Public Radio**

\$35,000 in support of the “Governance and Civic Engagement Desk”

**The Huntington Library**

\$2,500 for Haynes Lecture Series

**The League of Women Voters**

\$5,000 towards the organization’s education fund

### Faculty Fellowship Awards

\$12,000

**Judith Baca**

*University of California, Los Angeles*

“The Great Wall of Los Angeles: Educational Tool Kit”

**Alison Bailey**

*University of California, Los Angeles*

“Development of the Dual-Language Immersion Programs of the Greater LA Area through Research with a Professional Learning Community”

**Bridget Freisthler**

*University of California, Los Angeles*

“How Social Relationships Respond to Changing Infrastructure: Effects on Neighborhood Life Pretest”

**Viviane Seyranian**

*University of Southern California*

“Promoting Water Conservation Through Social Identity Framing”

**Gary Smith**

*Pomona College*

“Why Are Some Home Values Resistant and Others Resilient?”

### Haynes Lindley Doctoral Dissertation Fellowship Awards

\$20,000

**Jean-Paul deGuzman**

*University of California, Los Angeles*

“Contesting the Post-War San Fernando Valley: Community and City Politics from Civil Rights to Secession”

**Gretchen Heidemann**

*University of Southern California*

“Successful Reentry Among Formerly Incarcerated Women”

**Elena Maggioni**

*University of Southern California*

“A Research on Water Governance Networks Facing Water Conservation Targets in Southern California”

**Aaron Roussell**

*University of California, Irvine*

“Community Policing in Los Angeles: Exploring Power, Race and Economics”

### Elizabeth Sowers

*University of California, Irvine*

“Positional Power and Port Centrality: An Investigation into Logistics Work in U.S. Port Complexes”

### Sylvia Zamora

*University of California, Los Angeles*

“Transnational Racialization: How Migration Shapes Mexicans’ Conceptions of Race in Sending and Receiving Societies”

## 2011

### Major Research Grants Awarded

#### DEMOGRAPHICS

#### Mark Warschauer, *Principal Investigator*

*University of California, Irvine*

“Improving Reading with Digital Scaffolding”

\$120,055

#### EDUCATION

#### Michael Gottfried, *Principal Investigator*

*Loyola Marymount University*

“Should I Stay or Should I Go? Exploring the Assignment and Retention of Teach for America Teachers by School and by Neighborhood in the Los Angeles Region”

\$52,648

#### Anne Pebley, *Principal Investigator*

*University of California, Los Angeles*

“Does School Readiness Improve Academic Achievement for Low Income and Immigrant Children in Los Angeles?”

\$136,421

#### ELECTIONS

#### Richard Callahan and Yan Tang, *Principal Investigators*

*University of Southern California*

“Southern California Fiscal Sustainability and Governance Research”

\$177,779

#### LOCAL GOVERNMENT

#### Hynda L. Rudd, *Principal Investigator*

*Los Angeles City Historical Society*

“A Second Supplement to -- The Completion of the Chronological Record of Los Angeles City Officials, 1850-1965, into the 21st Century”

\$6,000

#### Vinit Mukhija, *Principal Investigator*

*University of California, Los Angeles*

“Backyard Homes and Local Concerns: How can the concerns be better addressed?”

\$181,320

### Archival Grants Awarded

\$20,000

#### Ken Brecher

*Library Foundation of Los Angeles*

“Shades of LA”

#### William Estrada

*Natural History Museum Foundation*

“Window on the West”

#### Martin Krieger

*University of Southern California*

“Disseminating Haynes-Supported Visual and Aural Documentation of Los Angeles”

#### Colin Westerbeck

*University of California, Riverside*

“Cataloging the Will Connell Collection”

### Contributions awarded in support of public information endeavors

#### KCRW National Public Radio

\$15,000 in support of “Which Way, LA?”

#### KCET Community Television of Southern California

\$25,000 in support of the news magazine, “SoCal Connected”

#### KPCC Southern California Public Radio

\$35,000 in support of the “Coverage of Local, Regional and State Governance and Governance Reform Issues”

#### The Huntington Library

\$2,500 in support of the Haynes Foundation Lecture

#### League of Women Voters

\$5,000 in support of its Education Fund

### Faculty Fellowship Awards

\$12,000

#### Manfred Keil

*Claremont McKenna College*

“An Index of Leading Economic Indicators for the Los Angeles Region”

#### Adrianna Kezar

*University of Southern California*

“Study of Non-Tenure Track Faculty and Positive Policies and Practices”

#### Debra Mashek

*Harvey Mudd College*

“An Experimental Intervention to Increase Participation in Neighborhood Watch”

#### Martha Matsuoka

*Occidental College*

“Gateways to Harm or Health? Opportunities, Challenges and Policy Approaches for Los Angeles’ Ports”

#### Gilda Ochoa

*Pomona College*

“Structuring Education Experiences: Asian Americans and Latinas/os in a Los Angeles County High School”

#### Rebecca Sager

*Loyola Marymount University*

“The South Los Angeles Faith Community Database Initiative”

#### Shannon Stanton

*Whittier College*

“‘Maybe I’m Just Lazy’ — or Not: Making Education Policy More Effective Via a Research-Based Intervention Model”

#### Greg Thorson

*University of Redlands*

“Should We Wait for Superman? Evaluating the Performance of Charter Schools in the Greater Los Angeles Area”

### Doctoral Dissertation Fellowship Awards

\$20,000

#### Stephanie Frank

*University of Southern California*

“Building Hollywood: The Film Industry, Metropolitan Los Angeles, and Identity of Place, 1920-1975”

#### Nazgol Ghandnoosh

*University of California, Los Angeles*

“Weighing the Effects of Light Criminal Sentences”

#### Zevi Gutfreund

*University of California, Los Angeles*

“Before Bilingual Education: The Racial Politics of Language in Los Angeles, 1900-68”

#### Jean Ryoo

*University of California, Los Angeles*

“Mobilizing Generation Z: An Examination of Teaching and Learning in a Mobile Phone-based Research Curriculum”

#### Linda Samuels

*University of California, Los Angeles*

“Identifying the Barriers to Urban Interstate Redevelopment A Case Study of Failed Projects in Los Angeles”

#### Ellen Shiau

*University of Southern California*

“The Role of Organizational Social Capital in Regenerating Los Angeles Neighborhoods”

#### Forrest Stuart

*University of California, Los Angeles*

“Policing Rock Bottom: How ‘Community Policing’ Shapes Everyday Life in Skid Row”



Seated, left to right: Jane Pisano, Philip M. Hawley. Standing, left to right: Willis B. Wood, Jr., Enrique Hernandez, Jr., William J. Burke, Daniel A. Mazmanian, Gilbert T. Ray, Roberto Suro, Gil Garcetti.

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