

Keep

INFORMATION FOR THE FUTURE

THE WEST SIDE SAN JOAQUIN VALLEY PROJECT



WEST SIDE SAN JOAQUIN VALLEY COORDINATING COUNCIL



of the
UNIVERSITY OF CALIFORNIA
WATER RESOURCES CENTER

021.8

WEST SIDE SAN JOAQUIN VALLEY PROJECT

PHASE I SPONSORING GOVERNMENTS

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Kings
Merced

CITIES:

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Corcoran
Dos Palos
Firebaugh
Gustine
Huron
Los Banos
Maricopa
Mendota
San Joaquin
Taft

THE STATE OF CALIFORNIA

THE FEDERAL GOVERNMENT

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INFORMATION FOR THE FUTURE:
THE WEST SIDE SAN JOAQUIN VALLEY PROJECT

Edited by the
PUBLIC POLICY RESEARCH ORGANIZATION
UNIVERSITY OF CALIFORNIA, IRVINE

Report No. 20

West Side San Joaquin Valley Coordinating Council
University of California
Water Resources Center (University-wide)
Los Angeles, California 90024

September 1970

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of the
UNIVERSITY OF CALIFORNIA WATER RESOURCES CENTER

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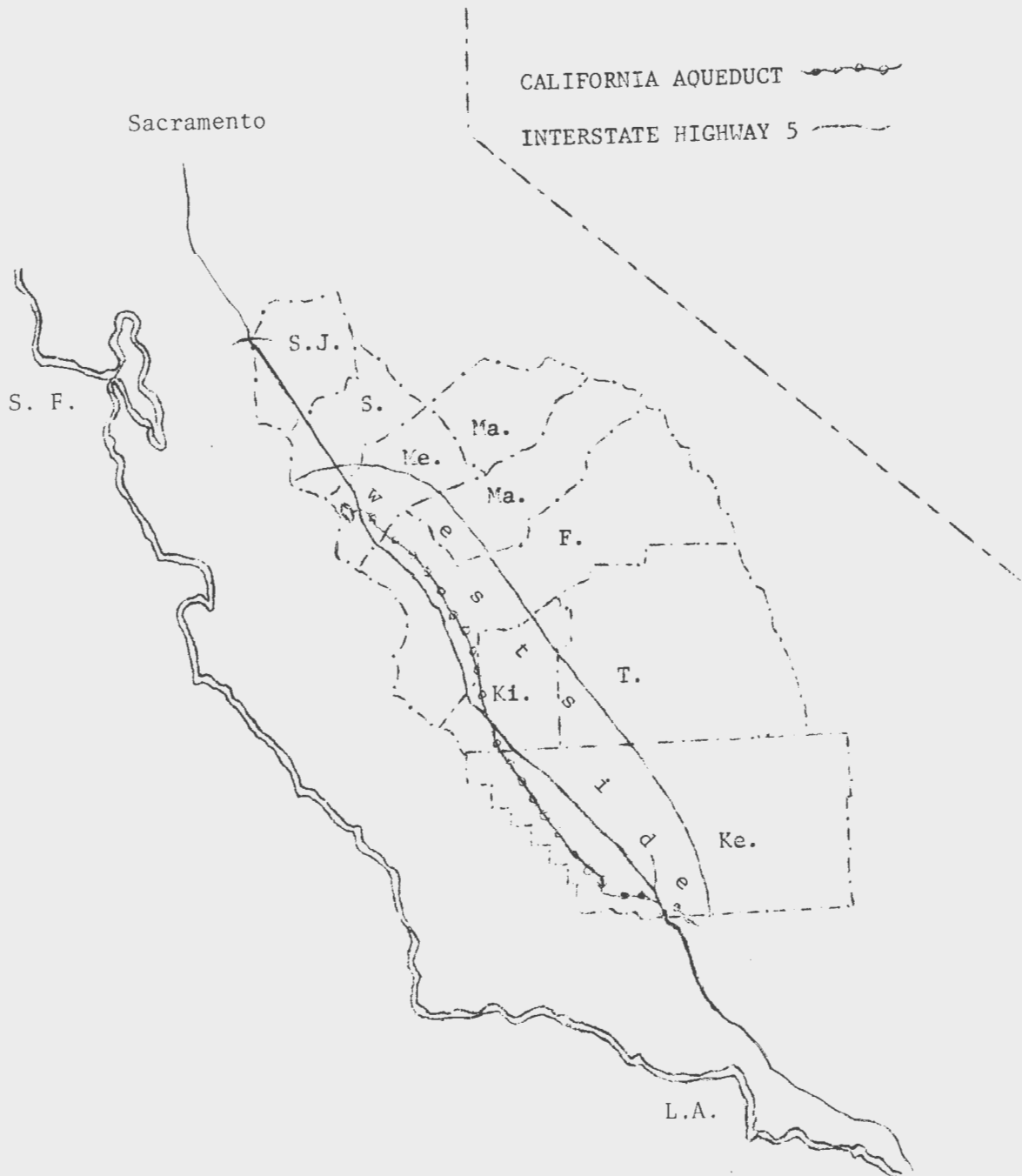
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SAN JOAQUIN VALLEY SHOWING RELATION OF
CALIFORNIA AQUEDUCT AND INTERSTATE HIGHWAY 5



BACKGROUND OF THE REPORT

This booklet is about information that will be needed by a great many people in the coming years--people who will be living or making a living in California's immense San Joaquin Valley. Though usually we can go on from day to day gradually improving today's activities in the light of what we learned by experience yesterday, there are times when this normal way of doing things no longer is practical. Such a time seems to have arrived now for the San Joaquin Valley. This is so because entirely new opportunities have arrived, by good fortune, and these opportunities are about to make things possible that have little or no connection with even the very recent past. The Valley is soon to experience the local benefits from the completion of two state-wide public works--a new fresh water facility and a new trunk highway.

But there is a great lack of information about these new opportunities. And without better knowledge about the changes that will take place and, even more important, about the opportunities that could be created based on these changes, the best of the future opportunities may never be realized. This booklet tells about a proposal to bring together into a long-term working partnership people in the universities and colleges; in local, county, and state public agencies; and in the industries, unions, civic organizations, and neighborhoods of the San Joaquin Valley. The purpose of this cooperative venture is the pooling of what we already know so as to produce new information vitally needed to face a rapidly changing future and to make the most we can out of it.

The proposal here described is for Phase II, the second major work program, of a continuing set of University studies of the San Joaquin Valley. This series of studies was initiated late in 1965 to explore a whole range of changes that may occur under the impacts of the new California Aqueduct and Interstate Highway 5, now nearing completion

on the Valley's West Side, as well as other projects likely to be initiated elsewhere in the Valley before long--a major new drain, for example, which may be needed to remove water brought in by the new aqueduct after it has been fully used.

The proposal, referred to below as the Phase I Report (Report Number 4), was issued in May, 1970, by the West Side San Joaquin Valley Coordinating Council of the University of California Water Resources Center. This Coordinating Council has representatives of the nine campuses of the University, and of State and Community Colleges in the San Joaquin Valley. The University's Public Policy Research Organization at Irvine has responsibility for administering the overall Project under policy guidelines set by the Coordinating Council.

The eleven unified project proposals described below were designed by the University and State College group under a grant contract between the Federal Department of Housing and Urban Development and the California State Office of Planning. Demonstrating the keen interest of the Valley community itself, the initial grant request was sponsored by the governments of the four counties and eleven cities chiefly involved in the West Side where the current construction projects are located. Subsequent work proposed, however, would involve the entire nine-county territory of the San Joaquin Valley and all its governmental entities.

WHERE COPIES OF THE FULL PHASE I REPORT ARE
AVAILABLE FOR REFERENCE

The 600-page Phase I Report summarized in this Booklet is available for reference at a great many libraries: public and college libraries in the San Joaquin Valley, those on all University of California campuses, and at the State Capital in Sacramento, as well as in university regional-studies centers elsewhere in the United States.

WHAT THIS BOOKLET IS ABOUT

Growing out of a unique four-year partnership among California's institutions of higher education, the state and local governments, and the public, private, and voluntary organizations serving the San Joaquin Valley, a new long-term and comprehensive program of exploration recently has been detailed for the purpose of generating needed new information about the Valley's future development. Issues such as the following are among those to be examined in the first two years of proposed study:

- Potential impacts of new water and transportation links that are being built now through the West Side of the Valley and their possible effects on the Valley's ecology, public service systems, industries, and social environment.
- Location, magnitude, characteristics, and effects of possible new population growth in the Valley.
- Public and private policy alternatives that might assure Valley residents that their future will not be overcrowded, polluted, or conflict ridden in the manner that already has blighted some other developing areas of the United States.

The detailed designs of the proposed studies are contained in the Phase I Report. These studies would be conducted by researchers from the University and the State Colleges of California, with the collaboration where appropriate of other scholars in the private institutions, governmental agencies, and private consulting groups. Especially, the researchers will be working closely with the broad range of people living or making a living in the Valley, who will be making decisions about their own future.

This summary of the Phase I Report briefly tells what will be done in the proposed Phase II studies, scheduled for the calendar years 1971 and 1972 (though not yet financed). The three Sections below contain: (1) a statement of the nature and purpose of the studies, (2) an explanation of some specially significant features of the Project,

and (3) a description of the what the various studies will produce that will be of practical use, especially to people living and making a living in Valley.

The Phase I Report proposes work believed so crucial to the future of the San Joaquin Valley that the initial publication has been labeled, "for discussion and modification only: not for immediate funding action." Many copies now are being read by Valley residents and officials who are being encouraged to offer their advice on how the studies might be modified so as to be most useful to them. It is expected that the resulting improvements will be incorporated in the final funding documents. The present reader is invited to write and offer his suggestions too

Finally, as to funding prospects, the Coordinating Council is convinced, after discussions in Sacramento and in Washington, that grants sufficient for Phase II work can be made available provided there is a clear and early request from the people of the Valley expressed by appropriate action on the part of their local and county governments.

SECTION ONE
NATURE AND PURPOSES OF THE PROPOSED STUDIES

Many types of information related to the San Joaquin Valley, which would be invaluable for people, public and private, making decisions important to their future, are too expensive for any one person or group, even a large business concern or a local government, to gather and use. The proposed Valley studies are designed to gather such information, make it available, and keep it up to date through a long-term partnership of all who have use for improved data: government officials, businessmen, labor leaders, civic groups, and private parties. Indeed, their contributions already have gone into the Project, assisting people from the University and State Colleges with the Phase I work of designing the detailed study proposals. Continuation and extension of such collaboration is built into the future structure of the Project. (See illustration below on page 6.)

The study designs in the Report focus attention on eleven general elements of life in the Valley. For each, the work will yield a foundation of facts and an imaginative description of the most important alternative future directions the Valley might take. The eleven projects are listed below in Table 1. Regarding each topic, the following information will be generated:

1. The important conditions and forces that describe and explain the way things are and determine both limitations and opportunities for the future.
2. The chief practical alternatives open to people in the Valley as they participate in helping shape their future.
3. The main practical costs, benefits, and other foreseeable consequences of the various alternatives, were they to be adopted singly or in combination.
4. The potential impacts of the alternatives on the lives of the people, the prosperity of the enterprises and institutions, and the ecological viability of the Valley's environment.

TABLE ONE

Title of Projects Proposed for the Phase II Studies

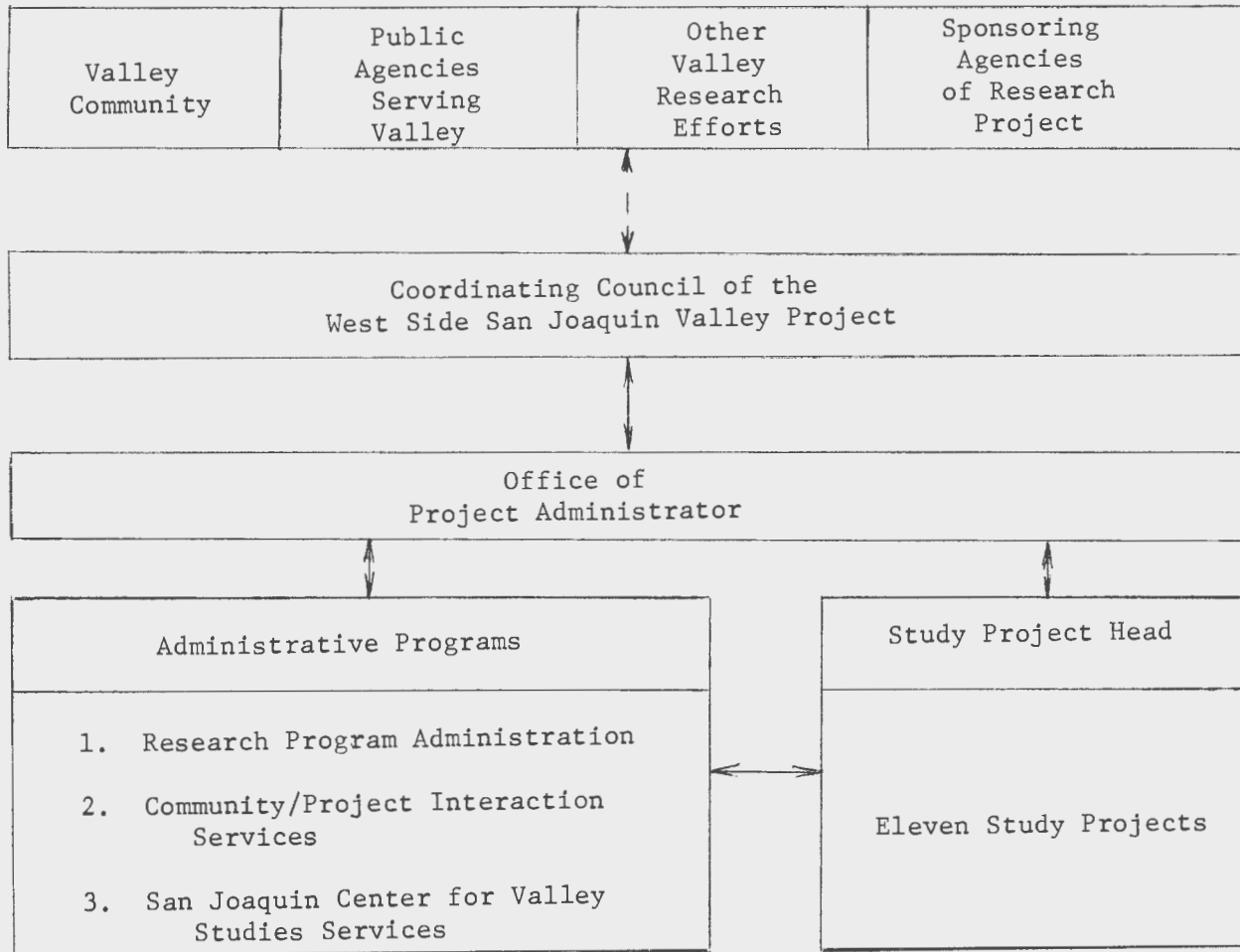
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|------|---|-------|--|
| 1. | Governance and Intergovernmental Relations | 6. | Agricultural Development |
| 2. | Economic Development | 7. | Water Allocation and Pricing |
| 3/4. | Land Development: Development of Land Uses, Transportation, Housing, Utilities, and other Physical Structures | 8/12. | Population, Cultural Development, Recreation and Leisure |
| 5. | Environmental Quality | 9. | Manpower and Job Development |
| | | 10. | Educational Systems |
| | | 11. | Health Services |
| | | 13. | Information Systems |

Although there are eleven listed study proposals, the Project is a unified, integrated series. By this is meant, for example, that the impacts of possible agricultural development on the needs for manpower or educational facilities or health facilities will be examined, even though these elements are each listed separately. Indeed, to assure a continuous exchange of research findings among participants and cooperators in the entire series of studies, a unique Information System has been incorporated as part of Project 13. Through the process designed for this purpose significant results found in any study may be given immediate consideration by people producing or using information in other subject areas that may be affected.

Three other important objectives of the studies should be mentioned. First, the Project aims to develop new knowledge about the complex processes of regional growth and development. Unlike most other studies of large territories, which have centered upon regions of nations lacking in technologic and manpower capability, the San Joaquin Valley Project offers a unique opportunity to study a large changing land area that is part of a highly industrialized society and adjoins a ring of sophisticated universities and colleges. Second, new students in substantial numbers will be attracted to the fields of regional administration and development by participation in the Project. The world-wide shortage of people trained to work at the multi-county regional scale could be reduced significantly by encouraging student participation in all the

diverse disciplines included in the Project. Such people are especially needed now to help cope with the problems that appear inescapable in the face of unchecked population growth in most of the world. Third, the Project will demonstrate the mutually strengthening relationships of community and school when California's institutions of higher education join with governments and private groups in serving the needs of its citizens.

Finally, it bears repetition to note again that the study proposals in the Phase I Report are intended to form the basis for a period of wide ranging discussion and useful modification. Many people in public, private, and voluntary agencies already have provided assistance in developing the Report materials. By the continued assistance of these groups and individuals in carefully comparing their needs with the proposed study designs and suggesting needed changes, the Project studies will be made useful, practical, forward-looking, and inspiring to all who will participate in creating the Valley's future.



RELATIONSHIP OF ADMINISTRATIVE PROGRAMS TO OTHER GROUPS
AND PROGRAMS OF THE WEST SIDE SAN JOAQUIN VALLEY PROJECT

The many groups and programs, illustrated at the top of the above diagram, which are partners in the Project have established a close working relationship with the Project's researchers. Through the Project's Coordinating Council the parties concerned with the future of the San Joaquin Valley are ensured a continuing voice in the direction of Project activities. The role of several administrative programs designed to assist in the achievement of the objectives of the Project may be seen in the lower sections of the diagram.

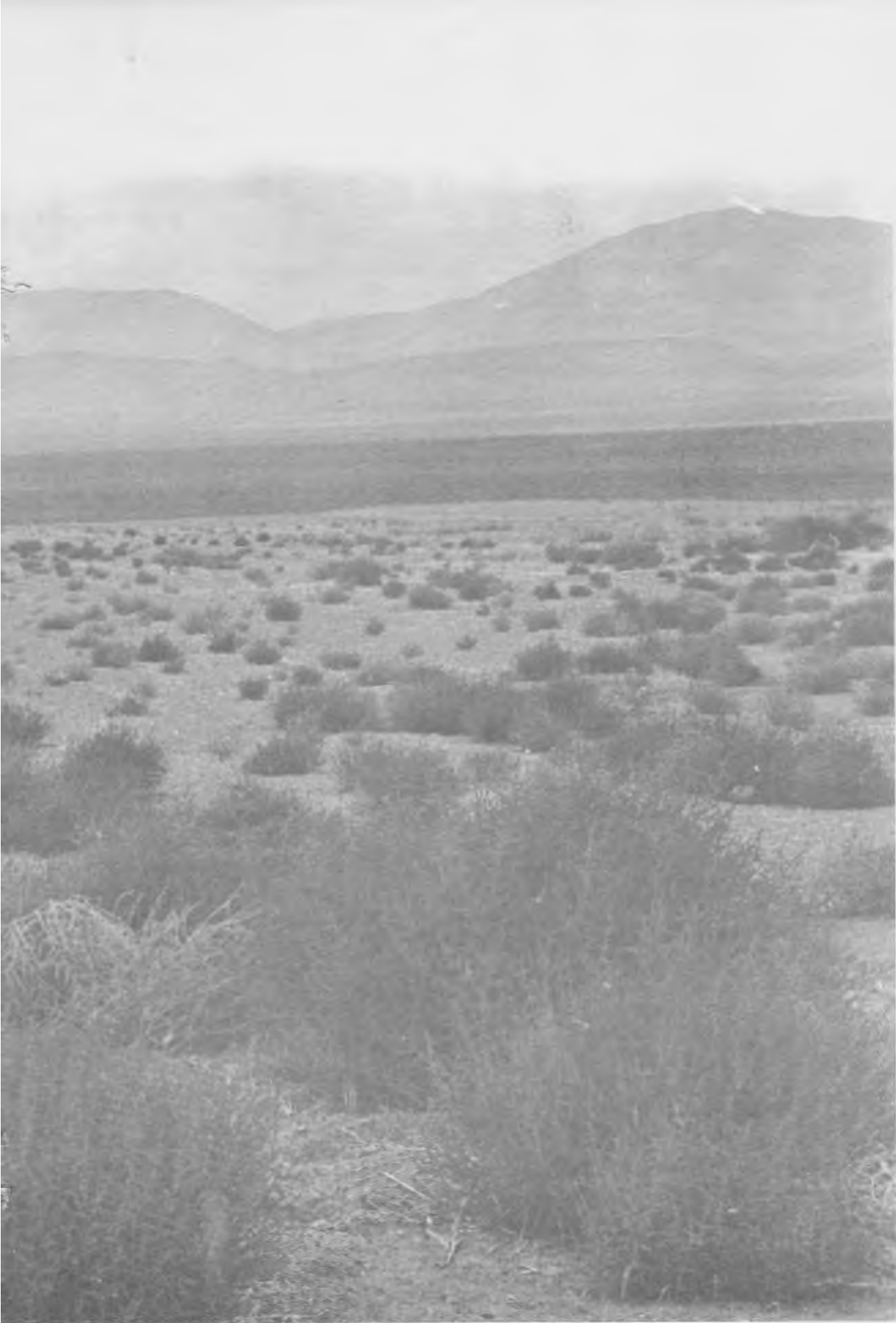
SECTION TWO
SIGNIFICANT FEATURES OF THE PROJECT

Several features of the Project appear to be unique. Some of these, already noted, will not be repeated here. Three added aspects are unique, however, and because of special significance are worthy of fuller description.

San Joaquin Center for Valley Studies

It is proposed that the educational, research, and public service work of the various educational institutions involved be focused and physically centered through a new facility in the Valley--a San Joaquin Center for Valley Studies. This facility would be established immediately upon financial support becoming available to launch the Phase II work. It would be located so as to be conveniently accessible (a) to the West Side, (b) to the agencies and institutions of the Valley, especially the county and city governments concerned with development throughout--now largely headquartered in the major East Side centers, (c) to the Sacramento and regional agencies of the state government, (d) to the university campuses beyond the Valley that will be involved extensively in the studies, and (e) to reasonably priced residential and daily living services for persons working in the Center. The Center would house (1) the Project's resident administrative group; (2) the central facilities of the Information Project including its facilities for widely distributing the information produced; (3) the educational and research activities of students during periods of full-time and resident work; as well as (4) seminars and conferences with governmental, public, and private groups interacting with the university and college researchers. Primary among the latter would be the cooperating local and county government groups that would continue to advise the project and to tie its informational product to the practical work they design and carry out in directly providing services for the Valley's people.





Information Exchange Matrices

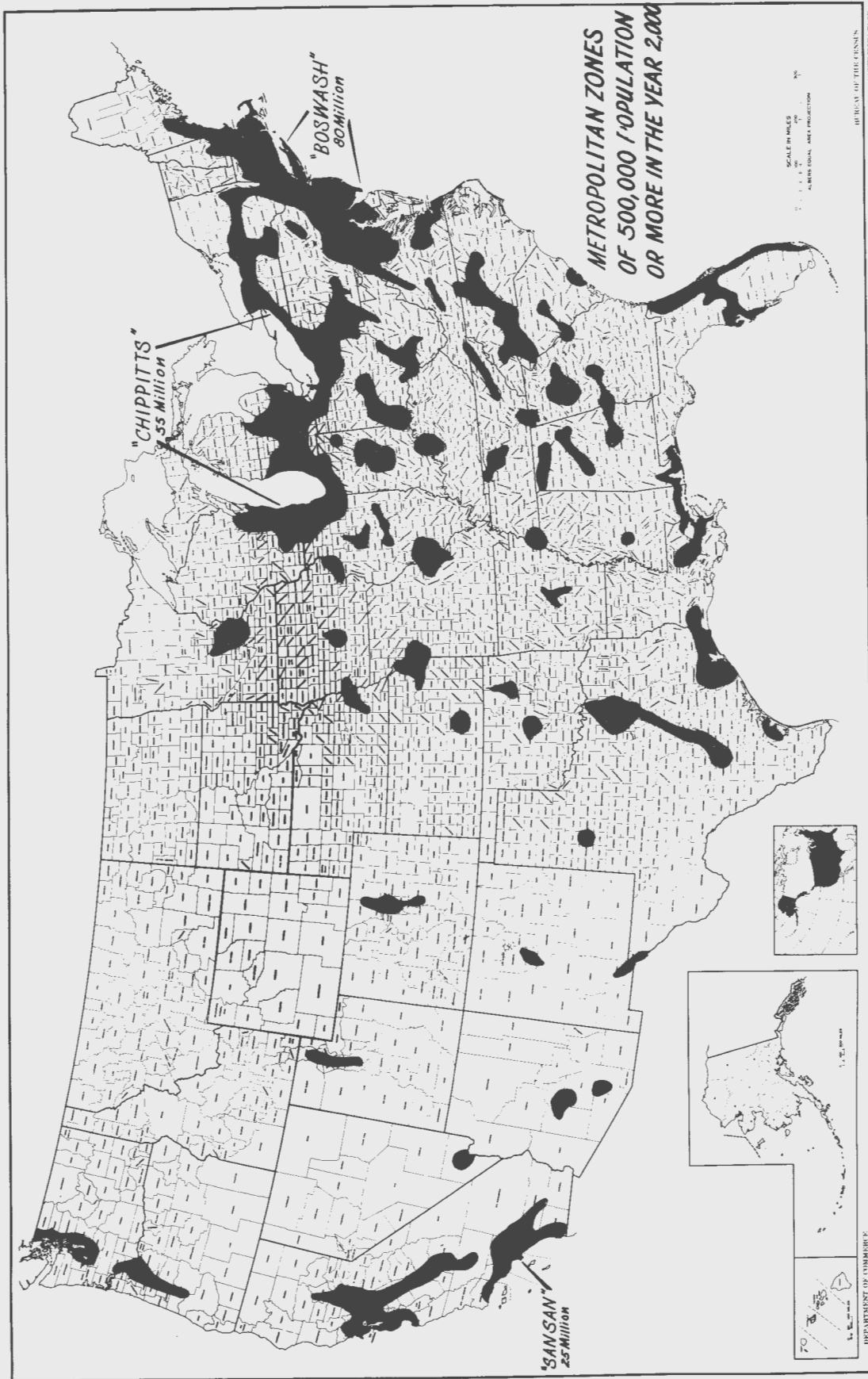
The Project researchers will generate information of great variety, complexity, and volume. Its handling will require systematic attention from the very inception of the Phase II work. To facilitate this process an important set of tools, which we have named "information exchange matrices," has been designed to cope with the problems inherent in dealing with information of this challenging nature. It is the purpose of the proposed matrix oriented operation to extend the effectiveness of the Project by ensuring a systematic and efficient development and interchange of information among the many researchers. Many needs for the scheduling, monitoring, and reporting of Project activities will be met by the development and use of the various information exchange matrices and by their inclusion in the Project Information System.

Moreover, it is clear that the Valley's knowledge base will increasingly depend also on utilizing information generated by the local and county governments as a regular aspect of local agency operations--generated both to design ongoing public service programs and to carry them out. The information exchange matrices are expected to play a key technical part in bringing this linkage about between government data and research information.

The Valley as a Unique Development Opportunity

During the Phase I work just completed, an important substantive concept has crystalized concerning the future of the Valley. This is the notion that we are here dealing with an extraordinary opportunity in community and regional development, perhaps unique in the world. This conviction derives from three key features having to do with space, time, and technology.

First as to space, the Valley is a very large territory, comparable to the largest potentially urban regions heretofore studied. We have moved in recent years in the United States and elsewhere from the development of single lots and blocks to tract and multi-block development



and redevelopment areas; to whole business, industrial, port, and residential districts; and very recently to the development of whole new towns and cities. The entire western half of the San Joaquin Valley is still in a highly formative stage. This large uncommitted multi-county area thus represents an opportunity to consider, perhaps for the first time, the deliberate, staged development of a whole system of farms, ranches, industries, recreation areas, residential districts, towns, and cities--these latter new urban areas more productively related to each other and to the adjoining set of agricultural industries than ever has been accomplished in the past. Where city has encroached on farm in the past, here is an opportunity for each to value, protect, and enhance the other.

Second as to time, a substantial amount of lead time is essential for exploring thoroughly the various ways the Valley might take advantage of its development opportunities. It now appears that slower development trends in the nation, attributable in part perhaps to the Southeast Asia war, will furnish such lead time. There is no present indication of an imminent flow of urban investment money to the west Valley of the kind that has transformed outlying districts of Los Angeles and the San Francisco Bay Area virtually overnight from rural farms to urban communities. Such development vigor, though clearly destined for the Valley at some future time, appears dependent on forces still possibly some years off in the future. Thus, given a reasonably early start on the Phase II substantive research projects, perhaps January 1971, there should be adequate chance for a full investigation of the potentialities and practical alternatives, bringing into this work not only the university and state college researchers and the responsible governmental officials, but also representatives of the industrial, community-building, and other local groups with a direct stake in how the Valley grows.

Third as to technology, the combination of very large-scale size and still available lead time provides a rare chance for the systematic

exploitation of new technology. Elsewhere, almost invariably, by the time pressures have built up to do something about a particular area development need (for example, to institute a region-serving facility like mass transit), the problem giving rise to the demand has become so acute that the solution must rely exclusively on immediately available technology. This is true not only of mass transportation but of pollution control in all its forms, as well as of education, the land patterns of urban development, and many other matters covered in these reports. By utilizing technically advanced methods of modeling and of simulation, it should be possible to design and realistically to test an array of new technological concepts that are potentially applicable in a practical way to many aspects of future life in the Valley. There actually is time to develop and apply technological innovations as well as to conceive of them. We stress here that the range of new technological thought is by no means limited to the hardware of such public facilities as transportation, but includes also systems for providing employment, cultural, recreational, and community services.

The foregoing judgment that the Valley possesses a rare opportunity to demonstrate the application of advanced technology may have particular significance for the practical problem of achieving inter-community cooperation in the exploratory process itself. If the judgment turns out to be valid and convincing, it may become a catalyst toward producing a unified development effort drawing in energies and resources throughout the Valley, and indeed beyond.

The great challenge is to rise above merely a narrow competition in the Valley that could be focused on capturing immediate maximum shares of the irrigation benefits from the water project's canal system or the short-run locational benefits of greater vehicular access to interchange areas afforded by new Interstate Highway 5. Rather, some imaginative people in the Valley have begun to envision the launching of a bold and far-sighted civic effort capable of lifting the Valley's

resources, including the energies of its people, to an entirely different plane--thereby also attracting to the Valley a rich flow of outside resources as well. Indeed, the testing of this very notion is one of the notable objectives of the proposed research. A possible consequence of such an outcome might be for people to come to view Valley development as a middle link in a future California-wide regional system, stretching from the Sacramento Valley and the Bay Area on the north to the Los Angeles and San Diego regions on the south, and beyond the Sierras and San Gabriels to the new desert cities east of the mountains.

SECTION THREE
INFORMATION TO BE GENERATED BY THE SPECIFIC PROJECTS
OF THE PHASE II WORK PROGRAM

A clearer understanding of the proposed studies may be gained by examining the types of outputs expected respectively from the various Projects. The descriptions of each contained in this section are not at all an exhaustive listing of the total information to be produced through any of the various proposed studies. Such detailed information, however, is contained in the full Phase I Report.

Project 1, Governance and Intergovernmental Relations

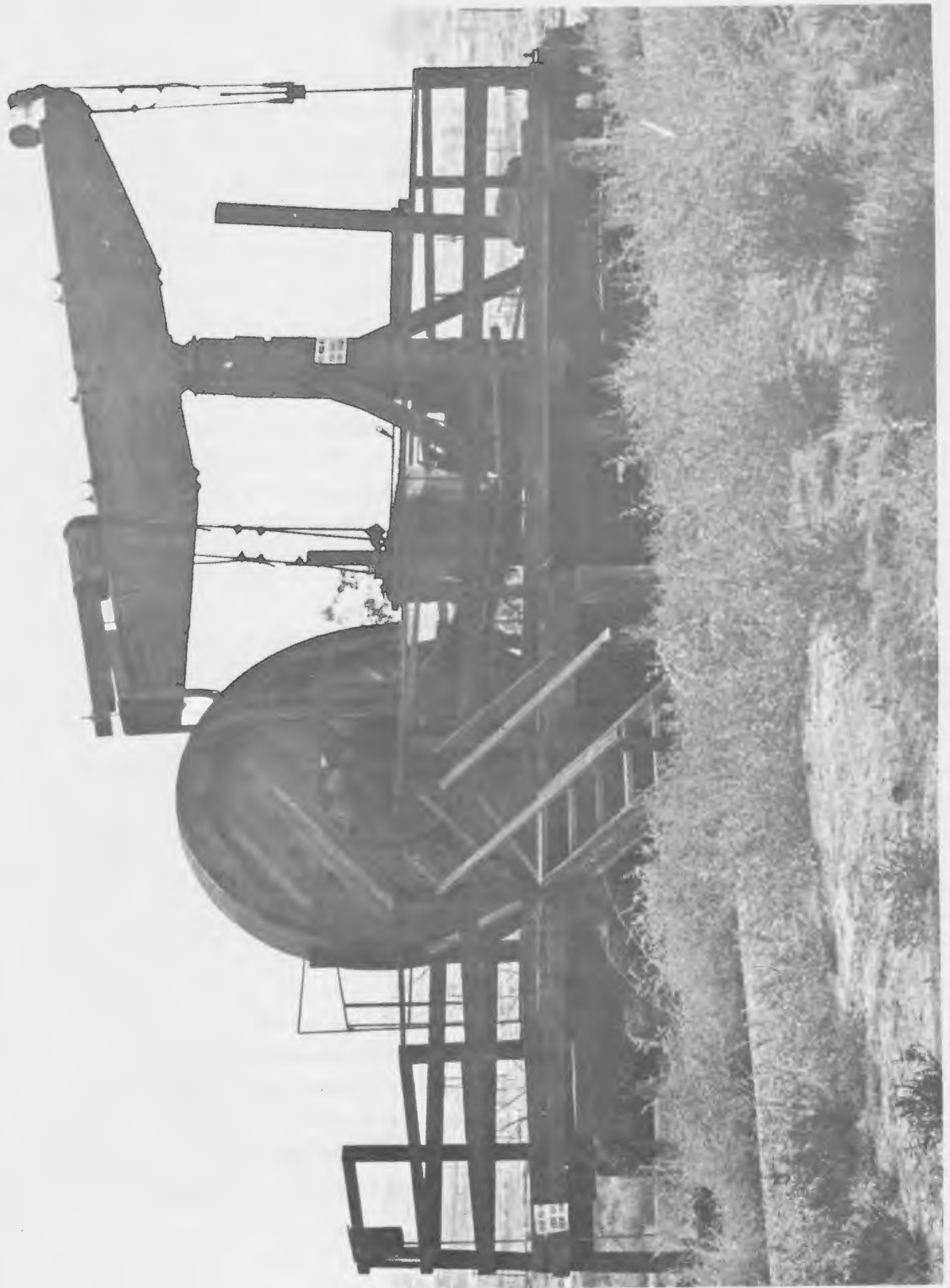
This study will consider the whole range of governance mechanisms in the Valley, important informal, private, and voluntary institutions as well as official districts and governments. Twin approaches to the study of governance and intergovernmental relations are proposed. Together, these are designed to provide an understanding of possible new requirements and of changes likely to arise as Valley governance arrangements evolve to serve future population and economic change. In the first approach, the types of research data produced will emphasize inventories of present Valley intergovernmental agreements, grants-in-aids, and other subventions; maps and tables showing analyses of public service areas and voting patterns of Valley populations; and reports containing analyses of various present and potential Valley governmental and intergovernmental agencies and processes. In the second approach, a probability model of Valley alternative governance systems will be prepared and applied to illuminate the impacts of various possible distributions of Valley population and economic growth upon the Valley's governmental structures, and vice versa. The information developed by the entire Project will provide those who direct or otherwise influence the Valley's affairs with data on the effectiveness of various possible governmental forms, including the existing ones, in delivering public services to various potential sets of Valley people and environments.

Project 2. Economic Development

Three elements of economic analysis will be undertaken in the Phase II studies. First, a series of economic projections will be prepared showing past and current levels of employment and output by industry (using U.S. Standard Industrial Classification sectors). As a baseline against which to measure future economic development alternatives, projections will be provided for both the east and west sides of the Valley as if no new policies were adopted to modify present trends. Second, a detailed analysis will be produced showing the factors that will tend to affect the location decisions of firms in the Valley. Changes in the comparative economic advantage of various industries, given differing conditions such as location, will be studied in search for the most effective development alternatives. Third, the results of the baseline and comparative advantage studies will be used to prepare projections of economic activity levels in Valley sub-areas under various possible development policies. An array of analyzed economic policies together with their potential impacts upon the people and institutions in the Valley will then become available to everyone concerned with the economic future.

Project 3/4, Land Development: Development of Land Uses, Transportation, Housing, Utilities, and Other Physical Structures

Information baselines on past and current Valley land use will be established through data collection in this and several related studies. These data will be prepared and presented in the form of analytic frameworks known as land use and transportation models. A series of related studies is proposed to examine aspects of the development process likely to affect the Valley. These include studies of experimental community designs, the problems of dispersed settlement systems, and technical change in the West Side. Several possible community design arrangements--such as hillside cities, recreational-retirement centers, and water-oriented urban communities--will be examined to determine their practical feasibility in areas of the Valley. The effects of continued dispersal of small communities also



will be studied, as well as the effectiveness of various ways in which public and private services might be provided in dispersed community systems. Finally, the impacts of new technology in agriculture, transportation, and information systems will be studied to provide Valley officials and citizens with the means of evaluating future development policies.

Project 5, Environmental Quality

Comprehensive investigations of Valley environmental quality are included in Project 5. The work will be divided into nine inter-related sub-areas: (a) air quality, (b) climate and climatic change, (c) fire and flood control, (d) noise suppression, (e) scenic quality, (f) soil and topography, (g) waste disposal, (h) water and irrigation, and (i) remote sensing of the environment and photosynthetic analysis.

The research effort in many cases will include participation with Valley officials in the establishment of continuing data collection programs where none presently exist. Such is the case, for instance, with certain of the meteorological observation studies proposed for the West Side. Reports from the environmental quality studies will include extensive discussion of methods for maintaining the quality of the Valley environment as population and activity grow, and improving that quality where the need now exists.

Project 6, Agricultural Development

Alternative agricultural products for consideration in the West Side are analyzed in Project 6, together with the costs and benefits of the practical alternatives for organizing and operating the future agricultural economy. After preparation of a model of the Valley agricultural economy, projections will be made of the income, returns to scale, optimal composition, and utilization of outputs from various arrangements and types of crops and farming units. This investigation will be closely coupled with studies of income and its effects upon regional agricultural development, the composition and needs of the agricultural population, and the availability of agricultural manpower.

The results of the other Projects studying land use, water resources, manpower and job development, and environmental quality will be given strong consideration in analyzing future agricultural development. Finally, the studies will provide projections of optimum levels and mix of agricultural output over several decades, including the effects of probable U.S. and world demand for agricultural production relevant to the Valley.

Project 7, Water Allocation and Pricing

There are great economies of scale which accrue from the construction of large water systems as compared to the costs of comparable capacity in numerous but isolated small systems. Water and waste systems also may have a significant effect on the costs of developing a geographic area. Given the resulting need for optimum long-range water system designs, the Project 7 studies will collect data and prepare models to predict water costs, quality, and demand variables for several alternative types of Valley development patterns. Water uses to be considered will include agricultural, industrial, housing development, and recreational projects. The important factors of waste treatment, reclamation, recycling, and the social impact of water resources are also to be considered. Finally, several pricing policies will each be tested to yield information useful in the determination of optimum water prices and allocation schemes.

Project 8/12, Population, Cultural Development, Recreation and Leisure

The Project 8/12 studies may be characterized as seeking to understand the interlocking social processes that influence how Valley residents determine and respond to change. The sub-areas to be considered include (1) a social history of the area; (2) a study of belief systems, i.e. an analysis of the beliefs and processes by which Valley people and organizations prepare for the future; (3) an inventory and analysis of land use preferences of major Valley decision-makers; and (4) continuous population monitoring and projection. The studies will provide the basis for evaluating the acceptability and desirability of various recreational and cultural programs, and indeed, of alternative

broad development programs as well. The population studies will also offer an evaluation of the accuracy of recent decennial census data as applied to the Valley and will develop the mechanisms for modeling future Valley population growth and change.

Project 9, Manpower and Job Development

Creation of a periodic regional manpower report, patterned generally after the Manpower Report of the President, is central to the Project 9 studies. This information system would provide Valley people with a continuing and otherwise unavailable source of advisories on the status of Valley human resources and the systems that formulate and administer manpower policy. Five special manpower studies are proposed for the project: (1) an analysis of Valley training programs; (2) a consideration of alternatives for improving manpower mobility; (3) construction of a model to forecast employment by industry and by occupation in a developing area; (4) alternative programs for decreasing seasonality of employment and for the creation of a rural industries manpower service; and (5) investigation of new economic development projects for marginal families.

Project 10, Educational Systems

Project 10 considering a specific public-serving system is somewhat different in approach from the preceding studies. The educational systems studies will investigate the potential effectiveness and desirability of a highly differentiated educational system, as one practical alternative to present costly and sometimes unsatisfactory approaches. Under such a system a relatively small number of schools with specialized resources and programs would be established to meet the variety of educational needs in the Valley. This alternative will then be contrasted with the present educational approach, which utilizes a large number of relatively small schools, each of which is very similar to the others. At the local level, the studies will include a comprehensive survey of existing Valley educational systems and the public outlook on education. At the Valley-wide level, the

studies will include evaluations of such possible innovative resources as a regional educational communications system and a set of regional centers for the development of curriculum, teacher-learning research, inservice teacher education, and the treatment of learning disabilities. The studies will also explore the present and future legal structures of State law affecting education, and Valley needs for life-long education.

Project 11, Health Services

To provide meaningful information on the current state of Valley health and health services programs and the respective values of alternative future directions, a comprehensive health services investigation is proposed for Project 11. The studies and alternatives will be concentrated in the following seven areas: (1) health status of the population; (2) health manpower; (3) health service facilities; (4) economic support for health services; (5) organized preventive programs; (6) control and care of special diseases; and (7) promotion of high quality service. In the evaluation of potential health services innovations, special attention will be paid to the several unique experiments in health services delivery systems which are presently being tested in the Valley.

Project 13, Information Systems

A dual purpose will be served by the Information Systems Project. First, the project will design and operate an information system to facilitate the exchange of information among the Phase II studies and between the studies, the cooperating governmental groups, and the outside public. This system will also play a significant role in sequencing the study activities to ensure that information to be produced by one study and needed by another study is prepared within the agreed time period. The second area of investigation will be an extensive study of the information systems now serving the Valley in the formulation and implementation of public and private policies. It is expected, for instance, that some significant level of unnecessary duplication of

information handling effort will be discovered which could be reduced by changes in the present systems. The philosophy of the project will be to provide direction and assistance wherever possible to implement changes that will improve the quality of Valley information systems. In this work a number of alternative information system arrangements will be examined and tested as to their effectiveness, cost, and acceptability for adoption in the Valley.

In Conclusion

In the interest of clear administrative responsibility, the eleven projects will be conducted as identifiable work programs. But an overall administrative structure, described in detail in the full Phase I Report, will also be operating to assure continuous interactions and interflows among and between the projects. It is clear that the data, the information developed from the data, and the alternatives to be explored cannot be contained neatly within the categories by which the effort is managed.

Above all, we must achieve in Phase II a close collaboration between the University-based effort and the parallel activities of the Valley's citizens, working through their governments and multifaceted enterprises. The general outline of how this collaboration might be achieved was shown in the chart on page 6. The scholars' function remains the search for new knowledge and its transmission. The determination of what their Valley is to become rests squarely with its people.

PREVIOUS PUBLICATIONS OF THE WEST SIDE SAN JOAQUIN VALLEY PROJECT

- Report No. 1--Impact of Water on Land. Proceedings of the San Joaquin Study Group Conference. Solvang, California, March 9-11, 1966. David K. Todd, editor. Los Angeles: University of California Water Resources Center, 1966. (Water Resources Center Report No. 9) 140 p.
- Report No. 2--Impact of Human and Physical Resources Development in the Western San Joaquin Valley. Report of the San Joaquin Study Group Planning Committee. Davis, California: University of California, Davis, Department of Agricultural Economics, 1967. 12 p.
- Report No. 3--The West Side San Joaquin Valley Story--A History in the Making. Irvine, California: University of California Public Policy Research Organization, 1969. 18 p.
- Report No. 4--Report on Phase I; West Side San Joaquin Valley Project. Irvine, California: University of California Public Policy Research Organization, 1970. viii, 565p.