

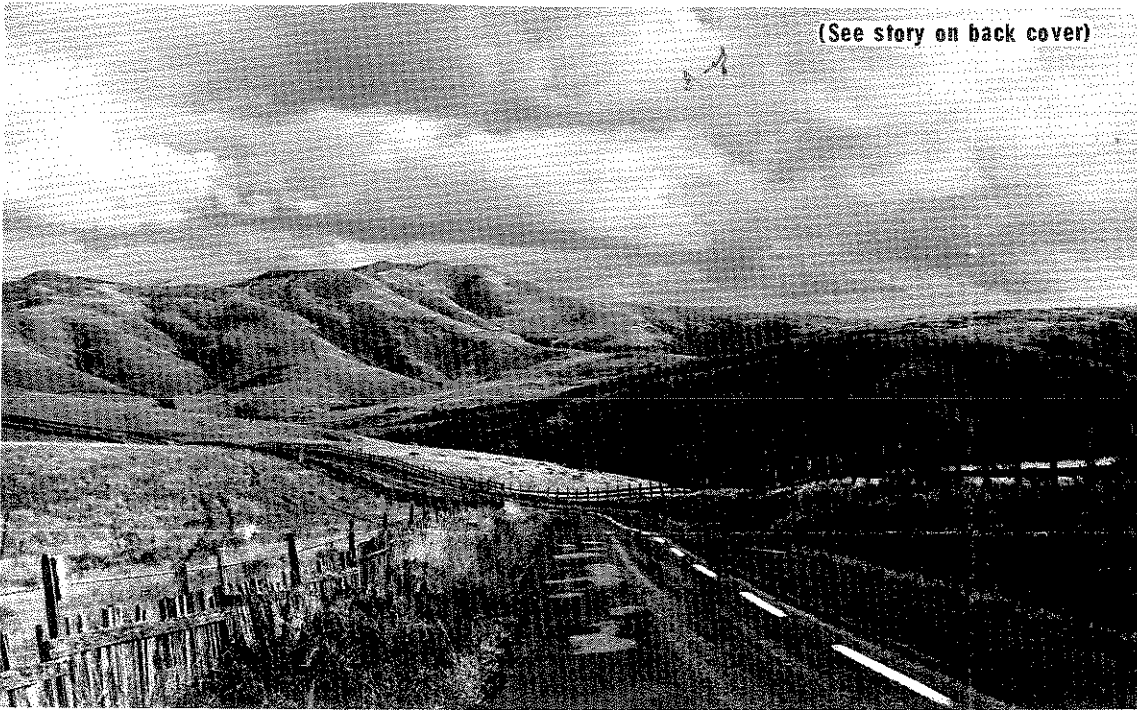
California HOMESOWNER

September 1970

Twenty-five cents

Bold Plan to Prevent Ugly City Sprawl in Bay Area

(See story on back cover)



BEAUTIFUL FARMLANDS like these near San Francisco can be preserved after the Bay Area reaches a projected 1990 population of 7.3 million providing such open lands are put under public ownership or control now, says T. J. Kent, Jr., UC-Berkeley city planning expert.

—photo by Peter Whitney

REAGAN'S TAX REFORM FAILED — THANK GOD

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CALIFORNIA HOMEOWNER MAGAZINE

Vol. 9

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Statewide Homeowners Association is a non-profit educational research organization. All contributions to it are deductible from income taxes.

Funds are needed so more assessment surveys can be made.

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Reagan's Tax Reform Failed

THANK GOD!!!

See page 6 for a table of figures showing State Expenpitures, the State General Fund and Local Property Taxes for the years 1958 through 1970.



Governor Ronald Reagan
"Taxes should hurt"

by JOHN NAGY, Editor

The 1970 session of the California Legislature is over and the Governor's Tax Reform is dead. One political observer hit the nail on the head when he said the governor's tax reform had something for everybody, "peanuts for a few, elephants for the favored group who are in on the action, and a load-stone on the backs of the masses in-between."

SENATE BATTLE IS A PARADOX

The struggle in the Senate for passage of the governor's tax reform bill was truly a paradox.

The measure would have increased state taxes more than \$1 billion and reduced local taxes about 800 million and, of course, increased state control over local governments. These features are usually attractive to Demo-

crats, and opposed by Republicans. Yet, the measure was the program of the Republican governor and supported in the senate by Republicans who ordinarily are for local control and against increasing taxes. The main opposition came from Democrats who usually want to increase the role of the state government in controlling local entities.

WHAT CAUSED THE SWITCH?

Governor Reagan campaigned four years ago on a platform which stressed less state spending and more local control. His tax reform measure, and his budgets have not held to those campaign promises.

Reagan, while trying to explain his first hugh budget, said the following to the

annual meeting of the California Taxpayers' Assn. on March 6, 1968:

When I took office, we found the fiscal affairs of California in such a state that it was impossible to have both fiscal responsibility and a balanced budget without new taxes.

So we had to raise your state taxes. Those of you who have already paid your tax bill know this all too well.

The tax increase amounted to \$855 million.

I want you to know just why that tax increase was necessary—how it came about and where the taxes are going.

Of the \$855 million in tax increases, \$690 million went to pay for left-over programs and debts. These were debts incurred but never paid during past years:

—First, a \$194 million debt which was a carry-over from the last year before our administration took over. We took the position that this debt had to be paid off. The attorney general agreed, saying that a continuing deficit was unconstitutional in California.

—Second, we had to raise \$496 million to pay for programs and spending projects which had been started by the previous administration. Some of these programs may have been worthwhile, but the hard fact is that the money should also have been raised on a continuing basis at the time the bills were passed. This was not done and we had to do it—we had no other choice.

So, these two items—\$194 and \$496 million, which total \$690 million—came due and payable last year. The taxpayer charge accounts which had been piling up over the past several years caught up with us and you had to pay.

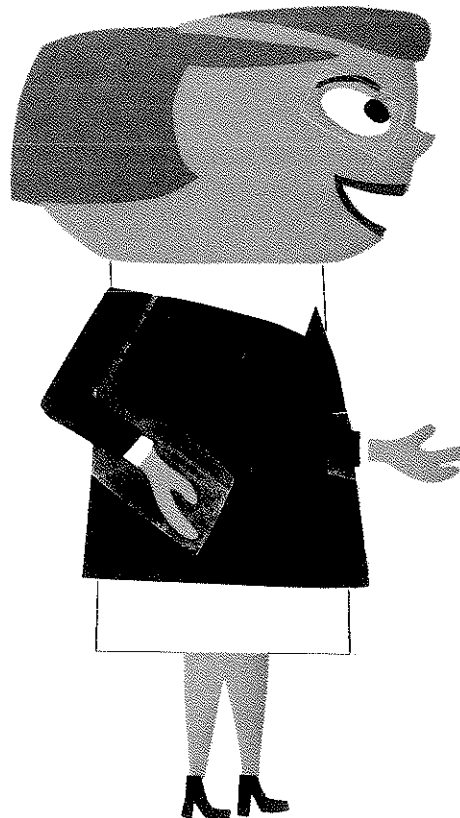
In addition, your state government decided to help offset the spiraling costs of the local schools and the increasing pressures on the property tax. This amounted to \$145 million. To have failed to do this would have been to jeopardize the educational system and would have increased the pressures on the local property taxes even more.

My administration asked for \$20 million out of the total tax increase to meet the needs of a growing state. That \$20 million was less than 0.6 percent of the total tax increase. We asked for that amount because the programs were started and we believe in a pay-as-we-go policy. We will not duck hard decisions and we will not try to hide the costs of government from you.

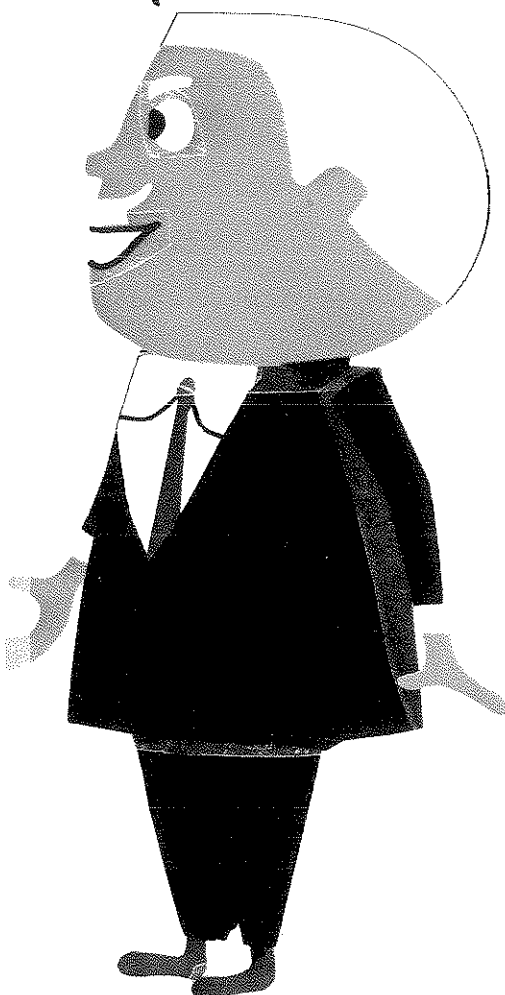
Were it not for the economies we have achieved already—not counting those that we are now also working on—if we had allowed the growth of state government spending to continue at the same rate as the Brown-Unruh administration during the last five years of the previous administration—we would have to increase your total state taxes at a rate of about four percent per year.

We cannot allow this to happen. Now that we have paid off the debts and straightened out the accounts we inherited, we are determined that this government will live within the

What's the difference where the money comes from, the important thing is that Reagan is trying to reduce property taxes, isn't it?



What he says and what he does are two different things. No benefit can come from trading \$800 million less in property taxes for \$1 billion more in state taxes. Besides, property taxes would not go down as a result of his proposal. And, it would have given more control over local governments to the state. His program would have benefited the large land owners and slum owners. The very people who are not now paying their fair share of taxes.



means of its taxpayers, and will live within the revenues which are now projected—without any tax increase.

When I took office I pledged that we would cut and squeeze and trim. We have done that. We will continue to do that.

When we did cut back on some of these programs, the cries of anguish were loud and long. But I heard no great storm from the taxpayer whose dollars were being discussed. Now we hear from them as the tax bill comes due. And I want to point to those who have made a career of buying gifts for the people with the people's money, it is their turn now to listen; it is their turn to hear the anger and the wrath of the taxpayer. If they did not hear it in their budget meetings when they refused to cut costs or when they passed more spending bills, let them hear it now. Keep it in mind the next time they ponder the spending of millions of dollars.

Where, I ask, is this money coming from? From the taxpayer? He cannot afford it. He just cannot afford it. And, we cannot continue to confiscate his earnings—raising the state's take, year after year.

Almost every day in the legislature, bills are passed which demand more of your money . . . some would take millions of your dollars. The votes are cast—and the bills passed—by those legislators who know full well that if the taxpayers were voting, the bills would be turned down. Yet, too many legislators continue to vote to take or mortgage more of your money.

The time has long since passed to put an end to this.

We must have a new set of priorities, a new agenda for state government. We must place more emphasis on cutting costs. The taxpayer must be permitted to keep more of what he earns.

It is important that you know just what state government is costing you. It is time that all of us realize the grinding load which is imposed upon each one of us, that we know the actual cost of government on our income, our lives and our futures.

The tax increase should make you angry. I hope it does make you angry. It makes me angry.

But, focus your anger on those who caused it—those who first spent your money without telling you what the bill would be—and without making clear to you that you would have to pick up the check.

Focus your anger on the politician who uses your money to buy his votes and then tries to shift the blame when the bills come due.

An angry taxpayer is the best weapon we have for keeping down the costs of government.

The lesson of April 15, 1968 will be a harsh one. It should serve as a reminder that government is not free—not even when the costs are hidden and sugar-coated and dribbled out through gimmicks and slogans, which may sound good, but which only delay the day of reckoning.

CALIFORNIA TAX FIGURES (in millions)			
Year	State Expendi- ture	State General Fund	Local Property Taxes
1958-59	2,066.2	1,223.9	1,807.9
1959-60	2,142.0	1,509.6	1,990.5
1960-61	2,523.9	1,613.0	2,195.6
1961-62	2,494.3	1,728.2	2,414.6
1962-63	2,808.4	1,866.0	2,606.1
1963-64	3,182.2	2,235.4	2,805.1
1964-65	3,651.9	2,285.7	3,057.6
1965-66	4,064.8	2,544.6	3,367.7
1966-67	4,658.9	2,894.9	3,760.6
1967-68	5,014.2	3,682.3	4,110.7
1968-69	5,672.9	4,135.9	4,570.0
1969-70	6,517.5	4,333.8	4,935.5
1970-71	6,592.7	4,636.0	5,362.2

Brown's
First Term

Brown's
2nd Term

Reagan's
First Term

◆ Year 1970-71 is estimated.

◆ Expenditure and General Fund figures are from Legislative Analyst's office.

◆ Local property tax figures are from the State Board of Equalization.

"Cut state spending"--WHERE?

"Reduce property taxes"--WHERE?

In his speech he said \$690 million was to pay for left-over programs and debts incurred but never paid during past years. Well, once the \$690 million was paid with that first high increase in taxes, where has the \$690 million been going the three succeeding years? He said his administration asked for only \$20 million, which was less than 0.6 percent of the total increase. (Actually it is 2.3 percent, 0.6 percent would be 5.1 million. In one publication by the administration they told of a case where they made a 400 percent saving, which is impossible). Reagan is still talking like the candidate Reagan did in 1966, but his actions have been like that of the previous administration, or worse, which he has criticized.

Reagan continues to harp on his program for property tax relief. His previous property tax relief program has not reduced overall taxes for the average homeowner, and

his latest tax relief program would not have reduced overall taxes for the average homeowner.

What is behind his determination for property tax relief, which is locally collected, locally spent and locally controlled? Why isn't he just as determined to relieve sales taxes, income taxes, gasoline taxes and state taxes in general, which are not locally spent or locally controlled?

It was Reagan who said to the California Taxpayers Assn., "Where I ask is this money coming from? From the taxpayer? He cannot afford it. He just cannot afford it. And, we cannot continue to confiscate his earnings - raising the state's take, year after year," and "Focus your anger on the politician who uses your money to buy his votes and then tries to shift the blame when the bills come due. An angry taxpayer is the best weapon we have for keeping down the cost of government."

It was Reagan's administration which has already increased state sales taxes 33 percent. His rejected tax reform would have increased the state sales tax another 25 percent.

One cent of sales tax takes about \$450 million out of the economy of this state. When that figure is compounded by the turnover in daily commerce, the loss to the commerce throughout the state could easily amount to \$2.2 billion annually.

Why isn't Reagan just as concerned for the economic life of the state as he is for the large property and land holding interests who would benefit from property tax relief? The average homeowner would pay more sales, gas and income taxes offsetting any property tax relief. Only large property owners would not.

SALES TAX IS UNPOPULAR

The sales tax is unpopular with voters. One governor in 1968 lost his seat due mainly to the sales tax. On other occasions when voters were asked to vote on the sales tax,

they have consistently rejected it.

S.D. CHAMBER OF COMMERCE SAYS NO

Among those opposing the Governor's Tax Reform was the San Diego Chamber of Commerce. Their basic reason for rejection was "because it represents a major shift away from local control."

The recommendation of the Tax Subcommittee of the Governmental Affairs Committee was presented by the chairman, Thomas Sagar.

"The tax reform proposals, billed as the 'Governor's Tax Reform Program' are really only a shift in the tax burden, and should not be considered to be tax relief," Sagar said. "As a matter of fact, the net result is expected to result in slightly increased tax revenues. We should understand that tax relief can only be accomplished by a reduction in services."

The tax relief portion of the



Thomas Sagar, Chamber of Commerce

"The more remote the taxing agency is from the source of revenue, the more remote is the likelihood of tax savings or tax reductions."

legislation provides an increase in certain exemptions resulting in tax savings to individuals in some cases, with a concurrent loss of revenue to counties. Compensation for the resulting loss in revenue would be provided by an increased state sales tax, bank and corporation tax, mineral depletion tax and a restructured capital gains tax.

The proposed legislation requires withholding of personal income tax and adds to the personal income tax in specified brackets as well as imposing a 1.5% tax on some income now exempt from tax.

Sagar said the committee subscribes to the philosophy that local responsibility for imposing a system of taxation, as well as local responsibility for budgeting and spending the revenues is the best method of insuring fiscal responsibility.

"We believe that the more remote the taxing agency is from the source of revenue, the more remote is the likelihood of tax savings or tax reduction," Sagar said.

The Board voted in favor of the recommendations and against the tax bills.

That puts the San Diego Chamber of Commerce on the side of many other organizations, including the County Supervisor's Assn., League of California Cities, League of Women Voters, Calif. Teachers Assn., the 6 statewide School Administrators Assn., School Boards and PTAs.

REAGAN IS SO WRONG

How could Reagan be so right on so many of his stands and be so wrong on tax reform? Is it possible that his administration is infiltrated by land speculators as was the case with those on his staff who boasted of a 500% profit on their short term investment in Nevada County land? At the time, Reagan told reporters that he was invited to join in the venture but declined, and added that he saw nothing wrong with such ventures by his

staff.

The question remains, who is giving Reagan such bad advice on tax reform? Why was he willing to go so far as to threaten those who voted against his measure with defeat at the polls. This must be a new low for the governor of a state. Is he so right that all other representatives of the people must do as he says?

MAYORS ANGRY WITH LEGISLATORS

San Diego County Mayors at a meeting with the eight man delegation to Sacramento told their legislators in no uncertain terms how they feel about state mandated programs. Mayor Frank Curran of San Diego (the second largest city in the state) said, "God save us from any more property tax relief, you're killing us with kindness." Curran also said, "Even if you don't believe in home rule, for God's sake don't put us out of business trying to prove it."

Maybe Reagan should meet with a delegation of Mayors instead of those members



Mayor Frank Curran
"God save us from any more
property tax relief."

of his staff advising him to reduce property taxes and increase state taxes. Or maybe he should meet with the people who wrote some of his speeches in 1966, they had the right idea, MORE LOCAL CONTROL; REDUCE STATE SPENDING; TAXES SHOULD HURT, NOT BE HIDDEN; THE TAXPAYER CAN'T AFFORD MORE TAXES and WE CANNOT CONTINUE TO CONFISCATE HIS EARNINGS —RAISING THE STATE'S TAKE, YEAR AFTER YEAR.

None of those "sayings" apply to the Governor's Tax Reform. In fact, those "sayings" describe the opposite of his tax reform. Who got to Reagan after the speech writers left the scene?

UNLUCKY THIRTEEN

According to Reagan the thirteen will be defeated at the polls. He said, "I'm going to do everything I can if this bill is defeated to let their constituents know those who defeated this bill and prevented them from getting the property tax relief they should be getting."

The thirteen "bad guys" are: Alfred Alquist, Anthony Beilenson, Clark Bradley, Randolph Collier, Mervyn Dymally, James Mills, George Moscone, Nicholas Petris, Albert Rodda, Alan Short, Walter Stiern, Stephen Teale and James Wedworth.

Here are some of the items these senators voted down, and God bless them for it:

1. increased income taxes
2. a gift to renters who pay income taxes to the state
3. withholding income taxes (Reagan fought this for years)
4. more welfare
5. more school aid
6. a ceiling on property taxes
7. money for green belts and agricultural land

8. increase in bank and corporation taxes

All eight items are a benefit to land speculators directly or indirectly. In one interview with the press Reagan said, "I have not bargained and I don't make deals," yet he embraced the withholding tax, which he fought for years, and during his campaign four years ago he probably would have called such a program inflationary and a continuing trend toward socialism's policy to soak the rich and provide welfare from the cradle to the grave. He may also have added that if he is elected, free enterprise will be given a better opportunity, and profit will not be considered a dirty word. He may have even shown compassion for the poor with; they deserve something better than welfare from the cradle to the grave.

WHAT HAPPENED TO REAGAN'S THINKING?

There are already many books on how to make millions in California land. With a built-in system of underassessing, and a built-in system of overpaying for land by public agencies, and a built-in system of high welfare payments to attract more people, land speculation has already been a good investment for years. All that was needed to make land speculation even better was a Governor crusading to reduce property taxes and increase taxes on sales, profits, corporations, earnings and services.

Helpful too is increasing welfare, a hand out to renters, keep the ceiling on property taxes for schools, increasing state aid to schools and institute income tax withholdings. What caused a turnabout in Reagan's thinking? Who are advising now?

NO FREE MONEY

It is very important to remember that there is no "free money". Money we get from the state must first be gotten from us, the wage earner, homeowner, farmer, executive and student. The same applies to federal aid to state and local communities.

Our government is not getting foreign aid for these handouts to local communities. The time has come when local budgets should

be based on local needs, and on programs local officials are willing to tax their constituents for.

HOMEOWNERS WOULD PAY LESS

For example, if the state did away with the sales tax of \$2.1 billion per year, of which \$1.7 billion goes to the state and \$.4 billion goes to cities and counties, the average homeowner would pay less if \$2.1 billion were collected locally through property taxes. Of course, large real estate holdings and land speculators would pay more, but homeowners would pay less. It could mean that schools would no longer get state support, but schools should be allowed to raise all they need for their school programs without any limits on rates. That way state supported programs may be dropped if some school boards decided they are not needed and other programs which are needed can be adopted.

Limiting school tax rates forces school districts to cry for state aid. Many school programs are adopted because there are state funds for them. Those funds may be put to better use if school districts could raise needed funds through property taxes with no strings attached. Most school districts hire personnel for the sole purpose of coordinating district programs with state support. Those jobs could be eliminated or those people could be put to doing something more in line with educating.

THE TRAGEDY

The tragedy of the whole situation is that most of those who blocked the governor's bill would have been for it if politics would not have been playing its major role.

Maybe that's the beauty of the two-party system. Too bad that legislation can't be voted in or out based on its merit instead of who is sponsoring it.

In the present case Senator Clark Bradley deserves a lot of credit for setting politics aside and let principles prevail.

Senator Bradley, my hat's off to you sir.
END

Taxation For Economic Growth

(Excerpts from a talk by Dr. Madden before the Municipal Finance Officers Association of the United States and Canada, Miami Beach, May 26, 1970)

By Carl Madden
Chief Economist, Chamber of Commerce
of the United States

One of the great unanswered questions about our future urban structure is whether we will scatter the people further out in the countryside or whether tomorrow we can make high-density living pleasanter and more convenient. The answer to this question, as Perry Prentice of Time-Life-Fortune has clearly and vividly pointed out, depends in important part on tax policy.

Just as high Federal taxes can interfere with economic progress, so can excessively high state and local taxes. The greatest need and the greatest opportunity, in the tax structure at local levels is in reform of the property tax. Reforms in the property tax can aid growth, at the same time increasing tax collections.

Third of All Property Tax Exempt

Taxes on real property can affect very importantly the use to which land is put, and therefore the distribution of land uses within urban areas and adjoining suburbs.

It is estimated that 30 to 40 per cent of the real properties in some jurisdictions are tax exempt. It poses problems of equity that complicate the resolution of other issues. Action to place back on local tax rolls most of the properties now exempt would help to restore both revenues and confidence in local government.

State Action Called For

These are reform issues that in many instances require the action of state legislatures. But the move for reform can be generated by local action all across the state.

Undervaluation or underassessment is a property tax evil. Undervaluation in practice does not value all property at some uniform percentage of

true value, market value, or whatever. Undervaluation is not likely to be uniform, and therefore contributes to inequities as between individual assessments. Underassessment generally makes it difficult for taxpayers to make comparisons. Failure to provide full public disclosure in an easily understandable form precludes the self-enforcement feature that would contribute to equity. It seems likely that underassessment has the net effect of reducing the total revenues of local government.

Fair Assessments Weak Link

The weakest feature of the property tax is in its administration, particularly assessment. The Advisory Commission on Intergovernmental Relations has made over 30 recommendations to improve the administration of the property tax.

The states to a large extent withdrew from the property tax field in the 1930's and 1940's. While the purpose may have been to strengthen local government, some critics believe a major effect was to weaken the administration of the property tax. And various state legislatures, in their zeal to provide advantages for certain classes of property owners, legislated away the revenues of localities by providing property tax exemptions.

States Should Act Speedily

State action to reform property taxation should be undertaken — and speedily. It seems improbable that needed reforms can or will be adopted unless the states act. There certainly is no need to go to the extreme of Hawaii, where the state assesses all real property and collects the taxes and remits the proceeds to local governments. Still, state action could help to professionalize the role of assessors and contribute to

better standards in all respects.

One of the most important changes that could be made in the administration of the real property tax would be to revise real property assessments to achieve a better balance between the taxation of land and the taxation of improvements.

Pennsylvania and Hawaii Ahead

All states except Pennsylvania and Hawaii prohibit taxing land more heavily than improvements. But this generally would not prevent quick reform because the weight of taxation is so much the other way around.

Land now carries only about a third of the realty tax, about half of what it carried in 1900.

Even under existing state regulations, municipalities could go far towards reforming their realty taxes — taxes that now too frequently penalize and reward decay by taxing most heavily those properties that are most modern and best maintained.

Land Tax Powerful Engine

Assessing land at its best use can be a tremendous force — for increased tax revenues and for economic growth of the community. Two examples where this has been done in recent years are Rosslyn, Virginia, and Southfield, Michigan, next to Detroit.

In both cases, tax pressures induced land owners to shift from lower uses to higher uses. Both Southfield and Rosslyn were rejuvenated with the investment of millions of dollars in new structures. When land bears a larger share of the tax load, taxes are more in line with location value and the municipal facilities that are provided.

By placing more of the tax on land rather than structures, penalties on improving quality are removed, while incentives are provided to upgrade or to demolish deteriorated properties.

Much Talk But Little Action

Realty taxes that place a larger share of the burden on the site instead of on improvements constitute in effect a high-return urban renewal program, an effective program that a municipality can place in operation if it has the desire and will for growth and progress. Higher revenues accompany these advances.

In short, putting more of the realty tax on land leads to physical improvements in properties, better use of land, and higher tax revenues to municipalities. But everybody talks about it, and nobody, or hardly anybody, does anything about it.

From the

City of Concord NEWSETTE

JUNE 1970

Park Land Dedication Ordinance

The approval by voters of the 1965 Park Bond financing measure assured most Concord residents of open space or recreation areas within a reasonable distance of their homes. However, in a community with a steadily rising population curve, there is an obligation to assure adequate park lands for future citizens. Acting under powers granted by the State Legislature in 1965, the Concord City Council adopted an ordinance which requires subdividers who develop two or more lots to dedicate land for parks at the rate of 500 square feet per lot or pay an "in lieu" fee of \$130 per lot. These funds would be used for purchase of nearby open space property for parks to serve the residents of the subdivision.

Undergrounding Utilities Ordinance

After months of study and discussion, in June 1966 the City Council adopted an ordinance requiring underground installation of telephone and electric power lines, applicable to all new subdivisions, new apartments, and commercial development, a giant forward step in city beautification. Part of the ordinance also provides the processes for converting existing single family residential areas, where overhead wiring already has been installed, to underground utilities service.

CENTURY CITY—Long-Range Planning

Why is Alcoa in the real estate business? Frankly, this is a serious question that we ask ourselves. We got there by accident. We were looking for a place to highlight the uses of aluminum, primarily in high-rise construction. We bought the 20th Century Fox lot, for which we paid \$43,000,000 cash. We planned to build a "city," and we were going to use aluminum wherever economically feasible and esthetically acceptable. We would use aluminum only where you would use aluminum or where other people would use aluminum.

Social Obligations

There are certain social obligations that we feel we have. Social scientists tell us that there will be another 100,000,000 people in the next 3 decades. We are going to have to house these people somewhere, somehow, some way. When you have a community such as ours, there are not many houses under \$20,000 and very few under \$30,000. There is a large segment of the population that cannot afford a \$30,000 or \$40,000 house, so something has to be done. We, at Alcoa, are of the opinion that private enterprise must find methods to construct lower-cost homes.

There is enough expertise to do this today. We should build houses like they build automobiles. If we can make 8 or 9 million automobiles a year, we can make houses efficiently. We can do it better, faster, smarter, and cheaper than the Federal Government will ever be able to do it. To do this, we are going to have to have a little help. Labor is going to have to be willing to "erect" these houses and not take them all apart and put them back together and charge us twice. There's no sense in that.

We are going to have to have just 3 building codes in the country. One for hurricane areas, one for earthquake areas, and one for the rest of the country. I don't know how many building codes there are but there are many.

Century City

We bought 260 acres from Fox, then leased 80 acres back to them so they could continue with their movie



ROBERT C. HATFIELD

President, Century City, Inc.; Western Regional Vice President, Alcoa Building Industries

A graduate of the University of Tennessee, Mr. Hatfield joined Alcoa in 1949 and has served in various assignments involving management, purchasing and construction. With Century City since the early phases of its development, he was elected President of the corporation in 1969. In February, 1970, he took on new, additional duties in Alcoa real estate developments west of the Mississippi.

Reprinted from Town Hall REPORTER, August, 1970

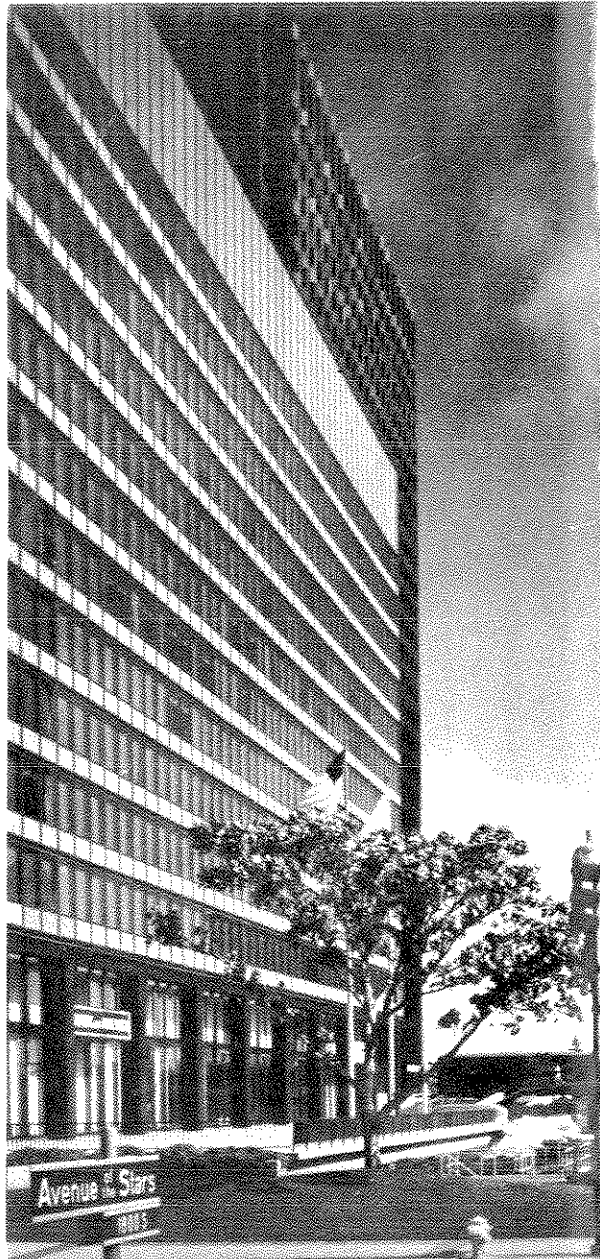
60% to 70% leased. Not surprisingly we had trouble leasing. Our shopping center took a couple of years to reach the level where it was a going concern. At present, the shopping center is doing very well.

The hotel: We had a lot of expert advice when we built the hotel and, summed up, it was "You are out of your bloody minds. That hotel just won't go." The hotel has been a marvelous success. The problem is that it is not big enough. We are going to double it. In my opinion, and I am somewhat prejudiced, this is the finest hotel in the United States and I would say it's one of the 6 finest hotels in the world. We are quite proud of it. We want to acknowledge the wonderful work that the Western Hotel people have done.

There have been different kinds of problems. For instance, the difference between real estate accounting and heavy industry accounting. In Alcoa if we want to build a rolling mill some place that will cost \$1 million, we pull in the facility planning group and tell them what is wanted. They ask how soon the investment will be returned and if we tell them more than 4 years they won't even consider the project. Now, we go in and tell them we want \$100 million to build a building and they ask when do we get this back. All we can say is, "You don't understand the situation." Accordingly, one of the biggest problems has been to educate the management in Pittsburgh about the difference between real estate accounting and regular industrial accounting. What I keep trying to tell them is that the most successful real estate in the world is the one that never quite makes any money! The point is, we'll keep it for "x" years and then sell it and take the capital gains. If you build a sheet rolling plant which costs you \$200 million and you try to sell it, there simply is no place to sell it. With our buildings in Century City, we have an improving market and are building a salable product.

Learn to Walk

One other problem area we have had is that we completely underestimated the fact that *people in Los Angeles will not walk*. In the East you have an office building and you have 6 parking spaces downstairs for the vice presidents and the president. It is not quite the same here. Here everybody drives to work, and I would say the average on the freeway is 1.1 to 1.2 persons per car. Everybody wants to pull up to work and park, get into the elevator, and go upstairs. There is just no way! We thought if we put a certain amount of parking in a building and we placed a parking lot down the street that the secretarial, clerical, and administrative people would park there. We thought that a girl making \$500 a month wouldn't pay \$50



"CENTURY CITY-

operations. This left 180 acres where we planned to build commercial buildings north of Olympic Boulevard and residential buildings south of Olympic Boulevard. We were going to have a city within a city. You would be able to work there, live there, shop there, and have your recreation there. Theoretically, though not practically, you could be born there and never leave there and die there. We have come a long way toward that. We had the idea that we wanted wide streets, clean boulevards, a campus-type atmosphere, buildings set back with sidewalks and with space to plant trees. We had pedestrian traffic and vehicular traffic separated. Some 8% of the area will end up in open space, grass, and flowers.

Other Developments

We have some other things underway. We have the property next to Pepperdine College in Malibu where we will build single-family houses. We have some property south of Pacific Coast Highway toward the ocean, where we are going to develop a commercial area. Out close to Zuma Beach we will have a golf course-condominium complex. We have other holdings in Malibu where we plan to build single-family, luxury homes.

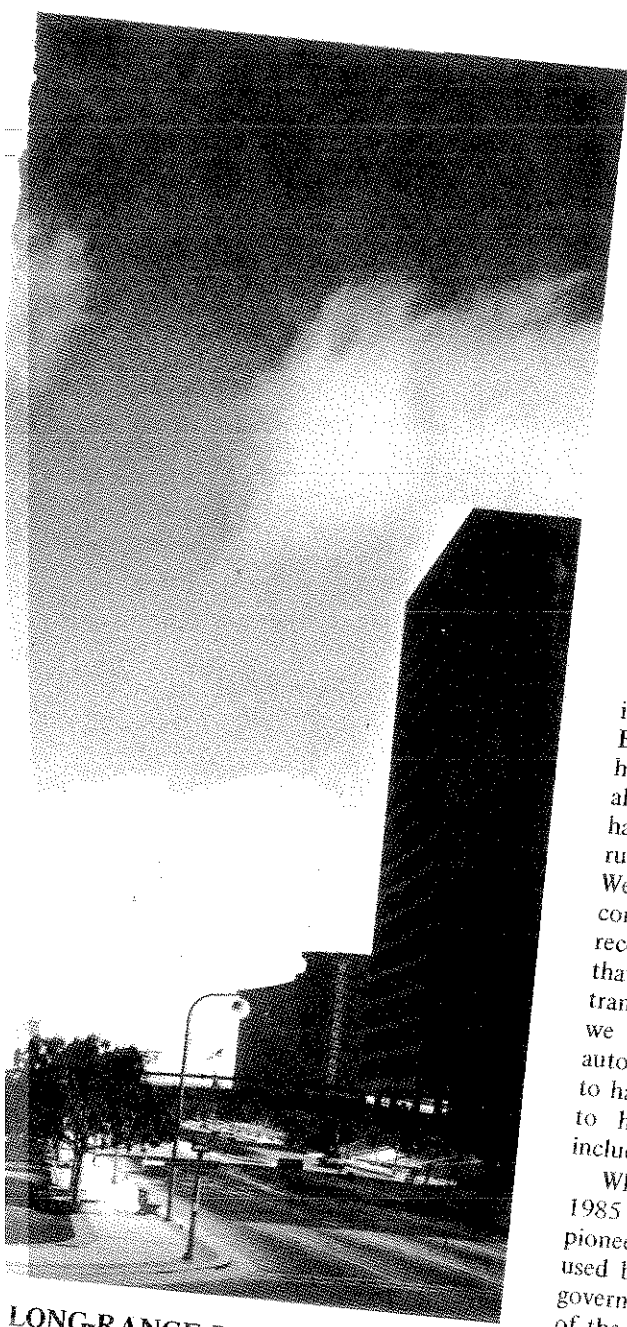
We are very much aware of the "save Malibu" group. Our development there will complement what already exists. We are aware of the international standing of Malibu, the importance of the natural aspect. We are going to work very slowly and very carefully and with the people, and we have no intention of destroying the atmosphere. We are firmly convinced that, when we get through, it will be a much more valuable and much more livable and a much nicer place than it is today.

We also have considerable property in San Francisco. We own Challenge Development up there, an organization that builds 2,000 homes a year. We own the Alcoa Building in San Francisco. We own a hotel in conjunction with Western Hotels in Seattle.

We are interested in condominiums up and down the coast. We think condominiums are coming, but they are not yet quite ready. We'd like to have some condominiums in Santa Barbara, San Diego, or some place with a million-dollar exposure before we risk \$50 million in Century City on condominiums.

Problems at Century City

Century City had problems. We had some problems filling the first office buildings. We were in the boondocks and people weren't going to rush out here. Our timing was bad; at the time we built those two buildings, Wilshire Boulevard had buildings that were 6 or 8 years old and only



LONG-RANGE PLANNING"

per month to park in the building. We were wrong!

When I was in Pittsburgh, I would no more pay \$50 a month to park my car than I would fly. I'd walk 8 blocks and pay \$10 a month. The situation here is going to have to change. This whole economy and the whole city have grown up around the automobile. You have gone about as far as you can on your freeway systems, and your freeway systems are tremendous. But, you have to accept the fact that you are going to have rapid transit and a few other things. Also, you are going to have to learn to walk.

Concerns

The real estate industry is really based on the recent tax law. We are in a business where the government can put us out of business overnight if they choose to do so. As an example, I am very upset about this sewer use tax. It was announced out of the clear blue sky by the City Council. It is going to cost us \$1 million for our entertainment center, theme buildings, and our fifth office building. We had no opportunity to discuss this in council committee. The City Council needed the money and they didn't care where it came from. However, it is the only evidence of irresponsibility in local government that I have seen.

We are concerned with adequate streets. We have investigated a program that would make little Santa Monica Boulevard and big Santa Monica Boulevard each one way; however, the City of Beverly Hills probably will not go along with us until 1980 or 1982. At our own expense, we have laid out a plan whereby we can obtain property and run one-way streets that later will be utilized for freeways. We can do it for about \$5 million. We have presented the concept to the State, to the city, and to the county and the reception has been great. I'm mentioning this only to show that we are aware of the need for long-range planning for transportation, and we are doing something about it. Also, we are very interested in rapid transit. It looks like the automobile is going to be with us until 1985, when we hope to have a rapid transit system. Until such time, we are going to have to design and build around the automobile, including parking.

When will we complete Century City? We believe by 1985 or 1990. We think that we have done a little pioneering and that some of the things we have done can be used by others. Certainly using our own money instead of government money is worthwhile. We are going to have one of the most famous urban landmarks in the country and we intend to make money. We are making money now, Century City is successful; we are in the black. We could sell out lock, stock, and barrel for a tremendous profit, but we are not going to.

Tele Mart

Another "First" for SAN DIEGO



Mrs. Jack Anderson receives her Shopper's Guide

by WINNIE BURKE

California has a reputation for being a land of the new, the different, the innovations. TeleMart, the shop-by phone, home delivery supermarket is certain to be considered in this category. Opening its doors for business on September 13th, TeleMart combines the old fashioned home delivery of groceries (Some of us can remember when a simple phone call brought the order to the door!), with the modern mechanization of computers and advanced conveyance systems. The San Diego based pilot project is expected to be followed by 60 others across the nation.

Over two years ago, A. G. Bill Bailey, television personality and ad agency head,

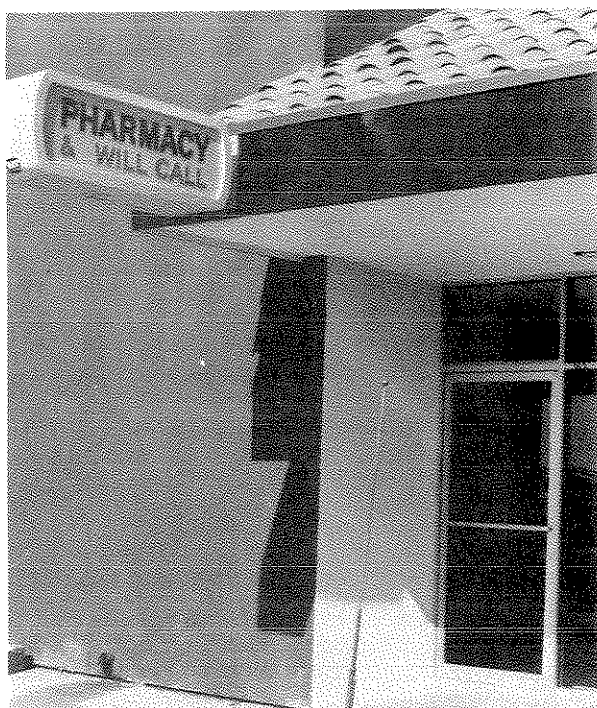
conceived the idea of a service that member-customers could call and have groceries delivered the same day. That idea became TeleMart. With an inventory of over 3,500 supermarket items, the services do not stop there. Bailey stresses convenience as being the secret of TeleMart's success, so among the additional services are a pharmacy, insurance agency, travel-tour department, Metro Ticket Agency, a floral department, gift boutique and one of the largest stocks of record and tape selections in San Diego County.

The central distribution plant is located on a five acre site in San Diego's

Kearney Mesa Industrial Park. Bailey notes that from this facility, TeleMart can do the volume of ten supermarkets without the overhead of additional store facilities and parking lots.

All supermarket items and services will be home delivered in distinctive bright yellow trucks which, stressing the convenience of phone ordering, come equipped with a bell sounding like a telephone ring. Each truck is capable of taking the place of 32 cars on the freeway, a move to help eliminate congestion and smog.

Members call TeleMart and are connected with one of ninety TeleShoppers who will assist them with their order. The TeleShopper plugs in a line to "Clara", the 360 IBM computer whose services are being supplied by Rohr Corporation. "Clara", referred to as "the most calculating woman in town", has an audio response system that allows the customer to hear the price of an item and what it would cost for six to a case. She is able to sub-total, total the order, make a print-out for



PHARMACY --- Another 'Plus' for TeleMart.

plant use and route the order for the most efficient delivery. The computer is also used to keep the prices competitive on a daily basis.

The marriage of computerization and home-delivery is certainly an innovation, but TeleMart doesn't stop there. The distribution center has specialized conveyance systems to facilitate rapid order filling. The system was designed by Rapistan of Grand Rapids, Mich. Both the public and the professionals have shown belief in the TeleMart concept. Over 126,000 TeleMart shares, at \$10.00 a share, were purchased by 3,820 subscribers earlier this year. A major stockholder is Pueblo International, Inc. a New York based supermarket company.

Surveys were made in the early planning stages which suggested the idea had wide appeal. It is not to take the place of supermarkets, but to augment them because of the convenience of home delivery and the savings to the customer by bulk buying items



A partial view of the 90 TeleShoppers. TeleMart has the second largest telephone installation in San Diego County.

one would not normally look forward to carrying home from the market. TeleMart has been hailed by the elderly who are dependent on their children or neighbors to do their shopping or who have to take a bus or taxi to buy their groceries.

Noting that 43% of the nation's work force is now made up of women, TeleMart offers the working women of San Diego the choice of calling an order any time from 7 in the morning until 11 at night seven days a week and selecting from a delivery time of 8 a.m. to 10 p.m., Sunday excepted. California has spearheaded the innovations of shopping evening hours and Sundays. TeleMart has combined them both!

Membership has been limited to 40,000 so that TeleMart can offer the services and convenience to each member.

One of the questions most frequently asked officials of the company is about the meat and produce. It is suggested that most people want to make the visual and tactile selection of these items. To offset this idea, one has only to think of the poking and prod-



TELETRAVEL -- 'The only way to go.'

ding that has "traumatized" the produce by previous shoppers, compared to TeleMart's "fresh from the fields" to the customer policy.

Meat is cut at the distribution center by TeleMart staff. The beef has been selected from TeleMart feed lots in Arizona where it has been fed by computer selection. It is generally felt that after the customer has once tried TeleMart their questions will be answered.

TeleMart will use print media, radio and television to advertise specials and inform members of new services. This is the first time that Television has played such an important part in the advertising of a retail store, another first for TeleMart and California.

San Diegans will have an opportunity in early September to select their groceries from a catalog, call "Clara" and the Tele-Shoppers, then sit back and wait for the groceries to be delivered. Shades of tomorrow and yesterday!

END



A. B. Bill Bailey

He conceived the idea.

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ORGANIZATIONS

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BOOKS

TIME TO SPEAK UP, a book on public speaking for women. Published by Harper Bros., New York. Author, Jessie Haver Butler, 660 W. Bonita Ave., Claremont, Calif. 91711. Price at book stores, \$3.95 plus tax, autographed copy from author, including postage, \$4.25.

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The Assessor's Iron Curtain

by JOHN NAGY

In the June issue of California Homeowner a report was promised on the assessment survey of San Diego County. It was reported that due to the attempts by the San Diego County assessor to keep Homeowners from getting the tapes of his master property records it was necessary to go to Court to force the assessor to release the tape records.

HOLD TILL JUNE INSTRUCTIONS

Early in April, 1970 the Court ordered the assessor to produce the tapes. Attached to his release of the tapes to the computer division of the county was a note instructing them to hold delivery until June, a direct violation of the court order. When it was discovered that such instructions were given, it was decided that contempt of court charges be filed. On May 25th, at the time scheduled for that hearing, the 12 tapes were produced.

When the survey was to be run by the computer, it was discovered that one of the twelve tapes was a "dog". It was a tape from some other department of the county and had nothing to do with the master property records, which again delayed the survey.

After more than a year we finally did get the master property records. That information has always been public records in the past. All one had to do was ask for the M.P.R. book for any and all property on the secured roll and it was brought to the counter and left with you to get any information you wanted from them. That is no longer the case, last year the assessor switched over to computer print-outs at his service counters, and much of the information which was available to the public is no longer available, when actually, with the use of the computer, even more information should be available than was available previously.

GRANT DEED FILE NOW SECRET

More than two and a half years ago Homeowners hired housewives and college students to assist the then Mayor of Chula

Vista to gather information from the assessor's records.

They first took information from the assessor's grant deed file of a certain period of time. They copied the names of the buyer and the seller of the property, the date of the recording and the document number. They also copied from the grant deeds the assessor's parcel numbers which are given to each parcel of land in the county by the assessor. No other county department does this, so there is no place else to get this information. All other public agencies and the public must get this information from the county assessor. In most cases the parcel numbers remain the same from year to year. In many cases the numbers are changed because of the sale. For example, if a property is split into two or more parcels, the assessor must assign a new parcel number to each parcel. No other department of the government does this. The assessor's office is the only place to find out these assigned parcel numbers, there is nothing of a confidential nature.

When the mayor's survey was nearly completed, the assessor ordered the mayor and his survey crew out from behind the service counter, charging they were taking up too much space and they would have to be served at the counter like the rest of the public, and that only two people would be served at a time. But at no time was it indicated that those grant deeds were of a secret nature.

ETHICS HEARINGS

In fact, one of the city councilmen who was misled to believe they were secret charged the Mayor with unethical conduct, and using his office to gain access to confidential information.

At the ethics committee hearing, John Bruhn, assistant assessor, testified that the Mayor and his crew did not gain access to confidential information, and that the information they were gathering was available to any-

one.

GRANT DEED FILE NOW SECRET

It is that same grant deed file that was available to anyone two years ago that the assessor is now considering secret.

We need to see those grant deeds to complete our survey. It is necessary to check each property transfer to verify that we have all the parcels connected with the transfer included in the survey. Otherwise the survey could have some errors which would afford the assessor the opportunity to say the figures are incorrect.

At the present time the survey shows 140 land parcels with assessments below 5 percent of the market value, some are below 1 percent. Some of those could be incorrect because of multiple parcel sales. Fifty three of them are already identified as such by the computer, but there may be more. Homeowners want to make whatever corrections need to be made.

ASSESSOR'S IRON CURTAIN

The present San Diego County assessor was not in office during the 1965 assessment scandals. In fact, his appointment was a direct result of the scandals, since the assessor he replaced committed suicide. The hearings and investigations at that time resulted in jail sentences for two assessors, one assistant assessor and one suicide, plus jail sentences for tax consultants.

In San Diego, the assistant assessor who was sentenced to jail, died while serving his sentence. The chief of the personal property division turned state's witness and is no longer in the assessor's office. But, most of crew are still running things in the assessor's office, in fact, some are now heads of departments. That is mainly due to the lack of experience by both the assessor and his assistant.

SUPERVISORS APPOINT ASSESSOR

To begin with, the supervisors appointed a man for assessor who probably was never

in an assessor's office in his whole life until his appointment. But, he had served more than 22 years with the FBI, and the Supervisors were looking for someone to clean up the mess. (That opinion was shattered when their appointee was arrested for hit and run drunk driving in a county car a year or so later.)

Secondly, the newly appointed assessor picked as his assistant a young man who also had probably never been in an assessor's office during his lifetime.

Thirdly, the present chief of the Bureau of Valuations is known to have speculated in land. (This was revealed during the scandal investigations and hearings.)

And fourthly, Amos Bailey, who is the present Chief of Records, is the same person who in 1965, just before the scandal broke, called and threatened 39 clients of this writer which resulted in 5 of them dropping him as their agent before the county assessment appeals board.

BACK TO COURT

The next step, of course, is to go to court again. This time for a court order to gain access to the Grant Deed file in San Diego County. Those same files have not been refused in the past, nor have they been refused in any other county.

What is the San Diego assessor hiding? Or, are the various department heads the ones who are hiding something from the public and from the assessor and his assistant?

SURVEY RESULTS IN DECEMBER

It is hoped that the court will make our decision early so that the results of the survey will be available for the December issue of the magazine.

If the survey is going to remain in its present form, or substantially so, after we gain access to the Grant Deed File, there will be cause for requesting a Grand Jury investigation of the assessor's office. **END**

Assessments should be made almost self-policing by making them easy for taxpayers to cross-check

This article is part of a 31 page report titled Better Assessments for Better Cities in the May, 1970 issue of Nations Cities, the magazine of the National League of Cities. The Nations Cities article is a consensus report of a 2 day roundtable cosponsored by Time, Life, and Fortune and the Robert Schalkenbach Foundation. A panel of 40 experts called for sweeping changes in assessment practices and laws governing assessments.

Mr. Perry Prentice was moderator and rapporteur

"If people had any idea how badly they are being trimmed on assessments they would soon change the way property is assessed."

So said one of the most knowing members of our panel, and we all agree. The two best ways to stop assessment discrimination are: (1) make it easy for taxpayers to see and understand how their own assessments compare with the assessments on other peoples' homes, other peoples' businesses, and other peoples' land, and (2) make it easy and cheap for taxpayers to press an assessment appeal. Then every property owner could police his own assessment and make sure it was not out of line.

Today's confusion starts with today's almost universal practice of fractional assessment, i.e., assessing properties at a fraction of their worth even though state law may call for assessment at 100 per cent of market value. Too few people seem to understand this practice (which the Advisory Commission on Intergovernmental Relations calls "a convenient graveyard for assessors' mistakes"), so a homeowner who is told the assessment on his \$30,000 house is \$15,000 is all too likely to think the assessor has given him a break instead of realizing that his 50-per-cent-of-market assessment is twice the district-wide average of 25 per cent and four or five times the vacant-land assessment average.

Dr. Irene Hickman, the militant Sacramento

assessor, gave the fractional assessment problem nationwide publicity by loudly announcing that she was about to reassess every property in her district at 100 per cent, insisting that 100 per cent assessment is required by the state constitution (which does indeed so specify). This started a grand toodoo, with the big local landowners demanding her recall only to find her returned to office with a bigger vote than ever. Eventually the courts decided that fractional assessment was so long-established and so deeply enmeshed in the distribution of state monies that it should not be changed; but the battle at least served to get many more voters interested in knowing more about assessments, including their own.

Meanwhile the California legislature had already voted two important assessment law improvements that should make it much easier for property owners to understand and police their tax appraisals:

(1) Before 1971 all California property must be uniformly assessed at 25-per-cent-of-true-value.

(2) Effective at once, all California property tax bills must show not only the fractional assessment, but the full appraisal on which the fractional assessment is based.

Since then Los Angeles County has begun publishing the assessment of every property

by street address instead of by a parceling system that one member of our panel compared to publishing the figures in Latvian. Twenty other counties are starting to follow Los Angeles' lead. This will make it much easier for any taxpayer to compare his assessment with the assessment on any other property in the district, both like and unlike. In Sacramento anyone interested can see the complete roll not only in all the city and county office buildings, but also in all the public libraries.

Land assessments are easier to check and compare than improvement assessments, so it is important that each tax bill should show the two separately and that these should appear separately on the published rolls. In Lawson Purdy's time New York City published land assessment maps anybody could buy for 25 cents showing front foot assessments on every block in the city. So did Milwaukee in the early 1930s.

The most practical way of all to let taxpayers make their assessment comparisons is to publish them in a well-read local newspaper for all to see. In a few cities this is already being done with excellent results. In some of these places the newspapers charge advertising rates for the needed space; in others the newspapers publish all the assessments as news, recognizing that very few local items would command greater readership than a chance to see how all their neighbors' homes are being taxed. In cities too big to publish all the assessments in one newspaper it is almost always possible to work out a combination of neighborhood and suburban papers.

Some of us feel so strongly about the need for giving assessments maximum publicity that they would favor making the assessor's office give prompt replies to any and all telephone requests for assessment figures.

Where an outside assessment firm is called in its appraisals should be made a matter of public record, and so should any changes in those appraisals that may be made by the local

assessor. Likewise, any and all assessment reductions negotiated out-of-court should be published. In each such case it is important that the name of the law firm that got the settlement should be published, for this will all too often reveal that a few favored firms have a very profitable inside track to the assessor's office.

Here, presented without names, is a fair sampling of what was said at our roundtable about the political climate in which assessors have to work—words the speakers could hardly have spoken had they not been assured of anonymity.

"You ask whether assessments are political, and the answer is in most places they couldn't be more so."

"The politicians are not going to let assessment practice be changed if they can help it, because the assessor is the fundamental entity in local politics; he is the man who brings in the political contributions that enable the group in power to get re-elected year after year."

"Local political pressures are irresistible to assessors who have no state agency to back them up."

"In one California county the assessor was able to raise a campaign fund of well over \$100,000 to get himself re-elected."

"You can't get good assessment practice until you overcome the political obstacle, and that's the fundamental problem."

"In this Ohio township a housewife was nominated for assessor in preference to a qualified appraiser because 'She's a Catholic and she's a widow, so she can't lose!'"

"Most lawmakers are lawyers, and too many lawyers have a vested interest in preserving the market for their services created by bad assessments."

"If big companies would stop paying off for low assessments we wouldn't have any crooked assessors."

"Politicians don't want the people to understand how the property tax is administered."

END

A Plan To Prevent Ugly Sprawl

BERKELEY-A bold metropolitan open space program, the first of its kind in the United States, is proposed for the San Francisco Bay Area in a report issued by the UC Institute of Governmental Studies at Berkeley.

The program would set aside one-third of the Bay Area's land, largely for farms and parks. The author, UC professor and city planning expert T. J. Kent, Jr., recommends a new open space agency be created as one of the first departments of a limited Bay Area regional government.

With authority granted by the State Legislature, a temporary commission to be chosen by direct election would first enact a two-year moratorium on expansion of cities and suburbs in some areas considered vital to the future open space system.

Land Use Plan

Then a permanent commission, when elected, would acquire 1,460,000 acres for recreation, agriculture, and other non-urban uses (compared with the existing 340,000 acres of public open space land); reserve 1,633,000 acres for planned urban expansion; spend a gross minimum of no less than \$1.2 billion; and devise a land use plan with a law to enforce it for future development in the nine-county region.

Total purchase cost at today's prices would be around \$2 billion. Repayment of a 30-year bond issue for this would cost \$10 annually for every Bay Area resident.

But the author points out the real net cost would be "much lower" because of important compensatory factors. Farm lands could be leased to help finance their purchase. Also, the public would save large sums on water, sewerage, and other urban services because of sprawl limitation and the compact patterns of urban development produced by the open space program.

Bold as the Dutch?

"When these two additional savings are taken into account, the net annual cost for the open space purchase program may be reduced to as little as \$2-\$3 per person per year.

"Looking back from the year 2000, a 1970 purchase at this price should represent a bargain comparable to the Dutch purchase of Manhattan Island for \$24 in 1626. Are we as bold in our day

as the early-day settlers from the Netherlands were when they bought Manhattan?"

With predictions of the Bay Area population doubling to 7.5 million by 1990, Kent suggests policies limiting the population to forestall unacceptable disorganization, pollution and congestion.

"The Bay Area does not need to remain a captive of trends that have produced 'overgrown' metropolises, of which New York, Los Angeles, Tokyo, and London are outstanding examples. In fact, some of these 'examples' are already trying to turn back and undo what they have done."

Failure of County Bodies

The author has special comment on the planning record of the nine Bay Area county governing boards, on which "forces representing vested interests in the one-time profits from development of raw land" have had major influence.

"Despite the gradual improvement of county plans for open space systems, county legislative bodies can be expected to continue to ignore, in their most important policies and actions, the pro-open space, anti-sprawl policies of their own general plans.

"In other words, they will continue to give lip service to admirable plans, while adopting specific zoning ordinances and capital improvement projects that promote sprawl and destroy open space."

Time Running Out

In recommending his proposal, Kent says it can lead to controlling Bay Area growth "in a way that may make future Bay Area generations proud of us—including our own contemporary, critical youth—not only for having done the right thing, but for having done it at the right time, before it was too late."

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