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JACK PFISTER
1933 - 2009

Honored as a Historymaker 2003
Community Leader and
Advocate for Arizona's Future



Jack Pfister photograph by
[Mike Paulson](#)

Historymakers™ Oral History Interview with Jack Pfister (**PF**) conducted by Pam Stevenson (**PS**) and videotaped by Bill Stevenson on July 23, 2002 in Phoenix.

Transcripts for website edited by members of Historical League, Inc.

Original tapes are in the collection of the Arizona Historical Society Museum Library at Papago Park, Tempe, Arizona.

PS: To start off, I want to be sure and identify the date. Today is Tuesday, July 23, 2002, and I'm Pam Stevenson. We are here in Phoenix, and we are interviewing Jack Pfister. Why don't you go ahead and give me your full name, and tell me when you were born, and where you were born.

JP: My full name is Alfred John Pfister, but I've been called Jack all my life, so I go by Jack Pfister. I was born on October 3, 1933, in Prescott, Arizona. My mother was a native of Arizona. She was born in Arizona. Her mother came to Arizona from Chicago in 1898. And my father came from Mobile, Alabama. He died in 1936; I was about three years old at the time.

PS: Tell me a little bit more about how your parents happened to come here. Why did your grandmother come here?

JP: Well, my great-grandmother married a lawyer in Prescott. It was her second marriage and she brought her daughter, who was my grandmother, with her to Arizona in 1898. And then, my grandmother met a doctor who was practicing at Crown King, and they were married in 1904. My mother was born in 1905; she was the eldest of three daughters. Her father died in 1911 of appendicitis. So my grandmother raised three daughters as a widow, and then my mother met my father, who had come to Prescott for his brother's health. Prescott was known as a good spot for people that had tuberculosis. My father and his family came to Prescott for his brother's health and they got into the service station business.

PS: You say your grandmother raised her children on her own. What did she do to support them?

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JP: Her stepfather left her a little money, but it was a real struggle for her, and I'm not sure how she raised the kids. I don't know; that's not part of family information that I have.

PS: She didn't work outside the home or anything?

JP: No, she did not.

PS: And you say your father came with his brother?

JP: His brother and his mother and a couple of sisters, for his brother's health. And they got into the service station business. The brother that had tuberculosis died, probably three or four years after they came to Arizona.

PS: You never really knew your father then?

JP: I didn't. I have no memories of him at all. All I have are some treasured pictures, and a lot of stories that my mother told me.

PS: You want to share any of those with us?

JP: Well, he was a fairly handsome guy and, I guess, was a very gregarious person. He enjoyed partying and having a good time. He loved to dance. My mother would tell me and my brother about their going out dancing together and having a good time.

PS: What was Prescott like in those days?

JP: The population was less than 5,000 when I was growing up there. My mother raised my brother and me, and he's about 18 months younger than I am. She worked as an announcer for KTAR, or, I'm sorry, KYCA, which was a small radio station that was affiliated with KTAR here. And she then became program director and scheduled programs for KTAR and did that until her health broke in the late 1950s.

PS: She was pretty progressive then.

JP: Yes, well she didn't have much of a choice I think, she – and I'm not sure exactly when she started working – but I think it was probably in the late '30s, and she worked all through World War II.

PS: That was kind of an unusual job I would think, a woman being a radio announcer.

JP: It was an unusual job, and she had her own program that was called "Bobby Pfister's Briefcase with Home Hints and Hollywood Gossip." She also did some announcing.



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PS: I remember one time I interviewed Barry Goldwater. He talked to me about SRP and he mentioned that your mother had been the love of his life at one time.

JP: They dated sometime, probably in the late 1910s or early 1920s. The Goldwaters had a store in Prescott and they had a home that was near where my mother was raised and they dated for some period of time. I don't know the details of that. But I do know that they knew each other quite well.

PS: Did you know the Goldwaters growing up?

JP: I did. They would come to Prescott. They had a cabin at Goldwater Lake or near Goldwater Lake. We would go visit them and so we played on several occasions with Barry Goldwater's children.

PS: More of a small town then?

JP: Yes, it was a very small town. There were a number of men that took kind of an interest in my brother and me, and so we had a number surrogate fathers that would report to my mother whenever we were doing something inappropriate. And so, we had a lot of people watching over us.

I stayed there until 1951, when I graduated from high school. And then I went to the University of Arizona, Engineering School. I never have lived back in Prescott since 1951. I've always lived somewhere else since that time. I still have a house in Prescott that belonged to my aunt and uncle, which my brother and I purchased before my aunt's death. So we have a place in Prescott and so we still consider it, or at least I, consider it home.

I went to the University of Arizona, Engineering School and graduated in 1955 as a metallurgical engineer.

PS: Why don't we back up a little bit and talk a little more about your boyhood?

JP:: All right.

PS: You didn't say how your father died.

JP: He died of pneumonia, at a time when they didn't really have antibiotics. He had a very severe case of pneumonia, and passed away quite rapidly.

PS: That must have been difficult for your mother.

JP: It was. It was probably far more difficult than we were aware. But she struggled, all the time, for finances. Fortunately, she had a very good banker who would occasionally loan her money when she needed and would help her with the financial management. She was not very good at financial management.



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PS: And she never remarried?

JP: She did remarry for a very short period of time, around 1952, to a gentleman that was living in Long Beach, California, but that was not a successful marriage and she returned to Prescott after about two years.

PS: Tell me a little bit more about growing up. Did you have chores and things to do?

JP: Yes, we did do chores. We lived in a very small house near the ball park in Prescott. We would play regularly in the ball park, and my mother had us do chores. We were active in Cub Scouts and Boy Scouts. My mother was a Cub Scout Den Mother. And, I was involved in Boy Scouts. I played Junior High School football and also high school football. I was never very good but I tried hard and Prescott never had a very good team. We marred our record my senior with a one tie, or we would have had all losses (laughs).

PS: What about school; were you a good student?

JP: In math and sciences I was a good student. I wasn't as interested in English and literature, although I had some very good teachers. And I look back on that period of time with a great deal of respect for the teachers that taught me. I'm very thankful for having had a very, very good school experience.

PS: What was your school like? How big was it?

JP: There were probably, in high school, there were less than 500 students. My graduating class was just a little over a hundred. I went to Washington School through the sixth grade, which was very near our house and I could walk to school quite easily. Then we went to the Prescott Junior High School for three years and then to Prescott High School for three years. And Washington Elementary School, I'm sure, was probably not more than 300 or 400 students. Junior high school was about the same and high school about that size. So it was very small.

PS: Did you have any ideas in high school about what you wanted to do when you got out or got a job?

JP: I did. I wanted to be a petroleum engineer. I have no reason, or understanding, of why I wanted that. I don't recall what prompted me to have that as a goal. And I couldn't afford to go out of state. I had to go to the University of Arizona, to Engineering School. I talked to the counselors there, and they said that they didn't have a petroleum engineering program. An option, but I could take metallurgical engineering, and that would give me a good start.

My father had purchased an insurance policy on himself before he died to provide an education for both my brother and myself. And that was what made it possible for me to go to college.



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PS: What was your first paid job?

JP: My first paid job? Cleaning out chicken pens for a neighbor nearby. My brother and I worked at that for two summers. I was also a paperboy. I delivered papers for the *Prescott Courier*. I then worked as a relief janitor at the Yavapai County Courthouse for several years when I was going to high school.

My uncle was very active in the Democratic Party and so he got me a job, a summer job, working for the Arizona Highway Department on a survey crew. So, for several summers I worked on a survey crew. Beginning in junior high school, I had jobs that paid enough money for me to give my mother some money. So I was partially helpful in her financial problems.

PS: That's good. What about fun? What did you do as a boy for fun?

JP: Well, every Saturday morning we went to the movie at the Studio Theater. As I recall, my mother would give us a quarter and we could get in the movie for fifteen cents and then we would have ten cents for candy after the movie. We also played softball, and did activities in the ball park. Then we played a variety of games with the neighbors; kick the can was one we would play a lot during the summer time. The baseball park that I lived near had a variety of things – horseshoes, softball. There were also tennis courts there and I didn't play tennis until later, but we would keep very active, usually doing things in the ball park.

PS: Did you ever come to Phoenix?

JP: I did. I had an uncle that lived here and we would come to Phoenix periodically. I had braces on my teeth and my mother car pooled with some other mothers. There was not an orthodontist in Prescott so we would come down about once a month and we would car pool. This was during World War II and everybody had to pool their gas stamps.

PS: To have enough gas to get us down to Phoenix and back.

JP: And then when I was in junior high school, my mother let my best friend and me come to Phoenix on the bus to go to the Arizona Fair. That was our first adventure on our own. We stayed at the YMCA, which is the old downtown YMCA. They had kind of a dormitory there. We stayed there and then walked out to the Fair Grounds. We spent two days at the Fair.

PS: It would be quite an adventure at junior high age.

JP: It was indeed. And then I was on the Prescott High School football and golf teams, and so we would come down from Prescott to play either football or golf in Phoenix.

PS: How did you get from Prescott to Phoenix? What roads did you take back then?

JP: It was Yarnell Hill. It was very winding road, and for several years I would get car sick every time I



would come to Phoenix. So, coming to Phoenix was not my favorite thing to do.

PS: I'll bet your cars didn't have air conditioning either, did they?

JP: No, they did not.

PS: Did you come to Phoenix in the summer time?

JP: Yes, occasionally, I don't have much recollection of being bothered by the heat.

PS: What about growing up? Do you remember any special holiday celebrations or any special things?

JP: Well, Prescott's Fourth of July celebration is really kind of the highlight of the year and we would go down and sit on the courthouse lawn and watch all the doings at Whiskey Row – fights and all kinds of commotion. That was wonderful entertainment. We also would participate. They would have a parade and my mother would make us costumes so that we could march in the parade. So we marched in a number of Fourth of July parades in Prescott.

PS: There's a big rodeo up there too.

JP: Yes, there is. We would go to the rodeo as well. My brother rode bucking broncs for a while, so when I was in high school a couple of times I went to the rodeo to watch him (laughing) make a fool of himself riding bucking broncs.

PS: Did you ever try it?

JP: No. I had no interest in that at all (laughs).

PS: You were smarter than that.

JP: Yes.

PS: And what about Christmas – it is always a big deal in Prescott.

JP: It was. Christmases were really fairly modest at my house and so I remember them. It was a good time, but I don't have any unique recollections of Christmases.

PS: Did they light up the courthouse and things like they do now?

JP: No, I don't think they did at that time. I don't recall the courthouse being lit at that time.

PS: You already talked a little bit about why you chose the U of A and went away to college there. Why



don't we talk a little bit more about your college career?

JP: All right.

PS: What was U of A like? When did you go there and what was it like?

JP: Well, I thought I was a very sophisticated senior high school student. I went to Tucson, which was the first time I'd ever been to Tucson, and my mother drove me down and I had a dormitory there. And I remember the orientation and afterwards I knew very few people. I was totally bewildered by the whole experience (laughs) and I was certain I wasn't going to make it. My grades my first semesters were not all that good. But I gradually got the knack of it and did okay. I graduated in four years as a metallurgical engineer. And I did particularly well in the engineering courses.

PS: How big was the U of A back then?

JP: I think it was probably around three to five thousand students. I don't remember exactly the number but it was pretty small at that time.

PS: You didn't go there ahead of time to check it out and decide if you wanted, you know, a lot of times the students go to see if they want to go there?

JP: No.

PS: Your first experience was actually –

JP: Yeah, going there. I knew that that it was the only option that I had. I either went to the University of Arizona or I didn't go to school.

PS: You didn't want to go to Arizona State Teachers' College?

JP: They didn't have an engineering program at that time, so it really wasn't an option for me.

PS: So you say that the first year was tough. What sort of courses did you take?

JP: Math courses and a lot of chemistry; there was a lot of chemistry involved in metallurgical engineering. And I took geometry, algebra, calculus; I took quantitative and qualitative chemistry. I took a lot of courses in the College of Mining about mining itself, and I was taking Extractive Metallurgical Engineering courses, how to remove metals from their ores. We learned a lot about extractive metallurgy. We visited a number of the mines and mills around the state. Phelps Dodge was a very strong supporter of the College of Mines. We visited several Phelps Dodge properties.

PS: And you say you didn't do that well the first year?



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JP: No. I really had difficulty finding the discipline to study. And I flunked one course and it was a matter of great embarrassment to me, and I decided I wouldn't let that happen again.

PS: So what did you do to change?

JP: I studied (laughs) more and spent less time carousing around with my friends.

PS: Did you get involved in college activities?

JP: I did; I belonged to a fraternity, Theta Kai. But other than the fraternity, I wasn't very much involved. I really found the engineering curriculum challenging and so I spent quite a bit of time studying.

PS: You say you knew early on you wanted to be a petroleum engineer. What did you think you were going to do after you graduated?

JP: Work in a refinery, or work in the oil fields. And when I graduated, I went to work for Shell Oil Company in a refinery over in a Southern California in the Los Angeles area. Which is where I met Pat, my wife. I was headed on a course that was – I had pretty well determined – was what I wanted to do. On the other hand, by the time I was a senior in engineering school, I began to have misgivings about whether I really wanted to be an engineer. It was during the Korean War, and I knew that I couldn't change majors and maintain my deferment, so I knew I had to finish as an engineer. After I worked for a year as an engineer, I knew that that was not what I wanted to do, and I wanted to go to law school.

PS: Why did you decide you didn't want to be an engineer?

JP: Pam, I'm not sure now about – exactly why (laughing) – I just felt I wanted something more people oriented than engineering. Engineering tended to be pretty much devoted to math, science and related things, and didn't involve people all that much.

PS: Sounds like you were good at it though.

JP: Well, I did okay, yeah. I worked for a year as an engineer for Shell Oil Company. And then I left. I turned out to be 4-F because of my eyes, so I was drafted but classified as 4-F. And then decided I wanted to go to law school.

PS: Tell me about that. You mentioned it was the Korean War period?

JP: Yes.

PS: How did you get drafted or how did that work?



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JP: Well, I had a, I think it was called a 4-S deferment, which is a student deferment while I was going to college. The minute I graduated then I became eligible for the draft, and within probably three or four months of the time I graduated, I got my induction notice, and then went to the induction center in Los Angeles and flunked the physical.

PS: Were you happy about that?

JP: I was happy about that. I was not enthusiastic about going into the Korean War. It was towards the tail end of the war anyway, and they had changed the entrance requirements and I was the beneficiary of that.

PS: You mentioned that you met your wife in Los Angeles. Why don't you talk about that a little bit?

JP: Well, Pat is from Cedar Rapids, Iowa. She's a nurse and she and a friend of hers came to Southern California to work, and she was working in a doctor's office when I met her. We lived in a place called Belmont Shore in Long Beach in apartments that faced one another. And I noticed this attractive young lady in the apartment across the way and finagled a way of meeting her. And we started dating and then we got married in 1956 just before I started law school.

PS: Run through those years again: So you graduated from high school in '51?

JP: In '51.

PS: And you went to college for four years.

JP: Graduated in '55 from the University of Arizona Engineering College, or College of Mines. Went to work for Shell Oil Company for a year, and then got married in August of 1956, and started law school in September of 1956.

PS: And where did you go to law school?

JP: At the University of Arizona. Again, because I could get instate tuition.

PS: So you were still considered a resident?

JP: Yes, I was.

PS: What did Pat think? She came over to Tucson with you?

JP: Yes, she did. We came off of our honeymoon and found an apartment in Tucson. She got a job in a doctor's office, and I went to work as research metallurgist for the US Bureau of Mines, for half-time. And all the time I went to law school I worked half-time to help support our family.



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Within a year, we had our first child, Suzanne. And, shortly after Suzanne was born, Pat went back to work and we found someone to babysit for her.

PS: And you were going to law school all that time. It sounds like a busy period.

JP: It was, but I enjoyed law school very much; I did very well. And I graduated from law school in 1959.

PS: Why did you choose to go back to law school?

JP: When I was a janitor in the courthouse up in Prescott, when I would finish my chores ahead of time, I would go into the law library and read cases. I got interested in the law that way. And I had an uncle that was a lawyer and I admired him. So I thought that would be a good profession to get into.

PS: What did you think of it when you did get into law school?

JP: I really enjoyed law school. I don't really know what I fully expected for law school. Law school was very hard. My first semester in law school was probably the most difficult educational experience I've ever had. You only take a test at the very end, and you don't know how you're doing until the very end. I think that the apprehension for that period was really quite stressful.

PS: How big was the law school then?

JP: Probably about three to four hundred students. It was very small. My graduating class in law school was I think about seventy students, seventy to eighty students.

PS: Any very notable people that you went to law school with?

JP: Well, the top student was a guy by the name of Steve Duke, who went on to be a clerk for US Supreme Court Justice William O. Douglas. There are a number of lawyers practicing in Phoenix here that were classmates of mine. Guy by the name of John Christian at Jennings-Strauss, Jerry Angle (?) and Warner. They have all done quite well.

PS: So once you went to law school, what did you plan after law school?

JP: I wanted to practice law, and I wanted to stay in Tucson. We loved Tucson, but I couldn't find a job there. I got out in 1959, which was kind of an economic downturn. I talked to my uncle in Prescott and he encouraged me not to go to Prescott because there were too many lawyers in Prescott. I had a friend that worked for the law firm of Jennings, Strauss and Salmon, and he got me an interview there. I was fortunate to be hired at Jennings Strauss. So in 1959 I took the Bar, passed the Bar, and went to work at Jennings Strauss.



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PS: And where was that?

JP: That's downtown Phoenix. At that time there were 17 lawyers; it was still one of the larger law firms in the Phoenix area. And I was the 17th lawyer to go to work for them.

PS: What kind of law were you practicing?

JP: Generally, corporate law and real estate law. Interestingly, just as I went to work there, the economy began to pick up, and as a result of that, there was more work than the firm knew how to handle, so we got more responsibility earlier than young associates might otherwise get.

One of the clients of the firm was Salt River Project. I began doing work for Salt River Project and by the mid-1960s I was probably spending a half to three-quarters of my time on Salt River Project matters. And that generally had to do with natural resource law – water issues, and issues dealing with resources for power plants. I did some condemnation work for transmission line right of ways.

PS: Were you able to use any of your engineering background?

JP: Yes, I was, and that proved to be very helpful and a good background for the work I did for Salt River Project.

PS: What was Salt River Project like back then when you first started working for them?

JP: It was just really emerging as a full-fledged utility. It had been considered kind of a spit-and-baling-wire operation during the war years, and even to the fifties, and they hired Rod McMullen to be the general manager. Rod really was responsible for transforming Salt River Project from a kind of a sleepy little easy-going company to a modern utility. I had a chance to observe that transition; first, from the standpoint of working as a lawyer for them, and then I went to work for them in 1970 in a managerial capacity.

PS: How did that come about?

JP: One of the senior executives of Salt River Project died of a heart attack quite unexpectedly. And, the management of the Project realized that they needed to make some fundamental changes in order to continue this transition into a modern utility. They hired a management consulting firm to take a comprehensive look at Salt River Project. They recommended a radical reorganization, and one of the people that I had been working with was a fellow by the name of Les Alexander. He was given a significant increase in responsibility; he was placed over all of the power side, and he asked me to join him as his assistant.

It was really a very difficult decision for me to make. I enjoyed the practice of law; I had reached a point where I had partner status and was making a comfortable living. I would have to take a decrease in



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salary to go to work at Salt River Project, so that was a very difficult decision for me to make. But I enjoyed working for this Les Alexander. I thought that there might be some possibilities for advancement over time at Salt River Project and so I, after really too much anguish, I decided to join Salt River Project in January of 1970.

PS: What was your first job at SRP?

JP: I was the Special Assistant to the Associate General Manager for Power. I went to work just at the time that they were beginning to build the Navajo Generating Station. So there were a lot of jobs related to the Navajo Generating Station that needed to be done, and I became very deeply involved in that. I was involved in environmental issues. Salt River did not have an environmental department and we became the focus of a lot of environmental criticism for building a power plant on the banks of the Colorado River. There were Congressional hearings that were conducted throughout the West, and I was responsible for managing the Salt River Project's response to all these environmental issues.

PS: For people that might not know listening to this tape someday, why don't you just explain what the Navajo Generation Station is?

JP: Okay, let's do that. The Navajo Generating Station has three 750 Megawatt Coal-fired Units, located near Page, Arizona. It is the largest coal-fired power plant in the State of Arizona. It uses water from Lake Powell, and it uses coal that's mined by Peabody Coal Company on the Black Mesa and is transported to the power station by train.

PS: You said something about being on the banks of the Colorado River; it's not really quite that close is it?

JP: It's probably not more than ... it's less than a mile. Maybe a little more than that, but not much more.

PS: The canyon's pretty deep there –

JP: Well, it is. But it's just above Lake Powell, and so it's really on the banks of the Colorado River (laughs).

PS: That was quite a departure for Salt River Project at the time. They didn't have any power plant anywhere near there.

JP: They didn't. They had participated in coal-fired power plants up in Colorado and in Four Corners. But they had not built or operated one. They had been partners with others that had built and operated the power plants – so this was the first major power plant that Salt River Project itself built and operated. And it was a major undertaking.



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PS: Much larger than any they had ever operated.

JP: Yes, very much so.

PS: When you mention the environmental issues, more recently there's been the issue about the pollution from the plant. Was that an issue at the time?

JP: It was, from the very inception Salt River was struggling to demonstrate that it would not have an adverse impact on the environment.

PS: So you were involved in all of that?

JP: I was. We, Salt River, had hired Bechtel Construction Company to design and build the power plant, so we worked with them in selecting the environmental protection devices that were going to be used at the power plant.

PS: How long did it take to build that thing?

JP: Construction started in 1971 and it was completed – the first unit was completed in 1974. The second unit in '75 and the third unit in '76. Turned out that in '73 the Arab oil embargo hit and the price of oil went sky-high and Salt River had a number of oil-fired power plants, so we accelerated the construction of the Navajo Generating Station in order to stabilize our electric rates. And we got it done earlier than had originally been scheduled.

PS: Well, that was a good portion of your early career then at Salt River.

JP: It was. I also worked on power plants up in Colorado, and at that time we were beginning to study nuclear power; whether to build a nuclear power plant. I worked with the associate general manager for power on a number of projects, including the Palo Verde Nuclear Generating Station, which Salt River is a participant in and which APS built and operates in Western Maricopa County.

PS: Tell me how that came about? How did that get set up like that?

JP: Well, the power industry benefits from what's called the economies of scale. So if four utilities go together and each build, or take their requirements out, of a single generating station, that's a much more efficient way of doing it than if each of the four was to build its own separate power plant. So what you do is you combine your requirements, you designate a construction manager to build it, and an operating agent to operate it. And by doing that you end up with a much more efficient, cost-effective operation.

So, the Four Corners' Project is what's called a joint-participation project. Salt River participates in one in Nevada, called the Mohave Project; one at Page, the Navajo Generating Station; and then we also participate in the Palo Verde Nuclear Generating Station.



PS: Talk a little bit more about Palo Verde – that was pretty controversial – nuclear power.

JP: It was. At the time the utilities made the commitment to build Palo Verde, nuclear was considered to be the most efficient, cost-effective source of power possible. While Palo Verde was being constructed, the Three-Mile Island accident occurred in Pennsylvania, and the result of that was it really set the nuclear industry into a state of turmoil. The cost of nuclear power plants went up dramatically; the regulatory requirements were increased significantly. It was a very difficult period of time, particularly for APS who was the constructor, the construction manager, to get Palo Verde completed and in operation. But it's turned out to be a very successful power plant. It's probably one of the most reliable nuclear power plants in the country. APS has done a very good job in operating it.

PS: It seems like it kind of goes unnoticed that Salt River Project was part of that, too.

JP: Salt River, I suspect, doesn't talk about it all that much, but they are a participant. The power demands began to subside, and so Salt River sold part of its interest in Palo Verde to some utilities in California. Several other utilities got out. Tucson Electric was in it and they sold their interest to Southern California Edison Company. But it is a joint participation project with utilities from Texas, New Mexico, Arizona, and California all participating in it.

PS: Did you ever have any concerns about nuclear power? How did you personally feel about that?

JP: I did have some concerns about nuclear power and I, although I'm not a nuclear engineer, I studied quite a bit about nuclear power and I became satisfied that it could be generated safely; that there were techniques for disposing of the waste safely. And that there was more of a public perception problem than it was a real safety problem.

In 1979, when Three-Mile Island accident occurred, I was involved in a national organization called American Public Power Association. I was designated to be the public power representative on a task force that looked at the Three-Mile Island accident and developed responses for the utility industry. So I got very deeply involved in all the issues related to Three-Mile Island. One of the things the utilities did was to create an organization called the Institute of Nuclear Power, and I was on the first board of directors of the Institute of Nuclear Power operation. I became comfortable that if nuclear power plants were properly built and properly operated, that they did not pose a serious danger to society.

PS: Do you think that that does happen? The Russian accident, I guess, created a lot of worries, too.

JP: It does. The Chernobyl accident demonstrated that if the power plants are not properly designed and properly operated, they can be of great danger to people. Fortunately, American-made power plants, nuclear power plants, are very different in their design; much more conservative in the way that they're designed and are much safer than the Russian power plants.

PS: What about nuclear power plants around the world? Do you have concerns about that?



JP: Most of them are operated, built and operated, by very responsible countries. United Kingdom; France is probably one of the best; Japan, Spain, Italy; they are countries that are have very sophisticated engineering capacity, and I think most of the nuclear power plants are really quite well designed and well operated.

And this Institute of Nuclear Power Operation really looks at all of the events that occur in nuclear power plants and develops either technical or operating fixes so that you have a constant improvement of nuclear safety over time.

PS: SRP never built its own nuclear power plant?

JP: No, we were scheduled. The concept was that after Palo Verde, the next nuclear power plant would have been built by Salt River Project, but that never occurred.

PS: You were involved in building the Coronado Generating Station?

JP: I was. Coronado was a continuation of our need for power, and so we were involved in a very extensive study to locate a power plant. We looked through the entire State of Arizona and finally settled on the site near St. Johns for the Coronado Generating Station. That was originally scheduled to be three units, but the power demand didn't materialize and so only two units were built.

PS: Tell me about how you were involved with that; it's a coal-fired plant?

JP: It is a coal-fired plant. At that time I'd become the general manager. My progression at Salt River Project was, I started as the Special Assistant to the Associate General Manager. I then became the Director of Operations in 1972, and that included all of the non-water and power operations like purchasing, building maintenance, transportation, running the cafeteria, those kinds of things. It was a very good learning experience. I was in that position for a while and then became the Deputy Associate General Manager, in preparation for the retirement of Les Alexander in 1973. When he retired in '73, I became the Associate General Manager for Power, and that's when we began on the Coronado Generating Station. Then when Rod McMullan retired in July of 1976, I became the General Manager and served in that capacity until May of 1991. And during that period of time, we designed and built Coronado Generating Station.

PS: Did you ever think when you went to work at Salt River Project – you said you had to really think about that – did you think that you would get to be the general manager, or that it would happen that quickly?

JP: I thought about the general manager. I didn't think it would happen that quickly. And things just progressed in ways that I had not anticipated.

PS: So the Navajo Generating Station was still under construction then when you started making –



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JP: It was just being finished when I became the Associate General Manager in '73, so I saw the completion of all three units at the Navajo and then the construction of the two units at Coronado.

PS: And they were kind of simultaneous it sounds like – I mean the construction was still going on –

JP: They were concurrently going on, yes. During that period of time the demand for electricity was growing at a very rapid rate.

PS: When you say the demand decreased, it seems like in recent years there's certainly been an issue of at least the cost of power – it seems like if there was more it would cost less.

JP: There was a point in time when utility executives thought that there was no elasticity in energy demand. In other words, no matter what the price, people would continue to use more electricity. What they found as a result of the Arab oil embargo, when prices were going up at a rate of 15 to 20 percent per year, was that people would begin to conserve; that there was a price elastic effect on power demand. And that the higher the price, the less power use; so what was a very aggressive growth rate slowed down quite dramatically and it necessitated that utilities alter their plans.

PS: Tell us about building Coronado; was that easier since you had already built Navajo?

JP: It was much easier. We had almost completed Navajo. We had a team in place of very capable people who could oversee the construction. We had demonstrated that we could operate a large, coal-fired plant, and we had people that were working at Navajo that we could bring down from Page to St. Johns, to operate the Coronado Generating Station.

PS: Tell me about becoming the SRP general manager, how did that come about? What does a general manager at Salt River Project do?

JP: Well, general manager of Salt River Project is very much like the city manager of a city. SRP has an elected board of directors and an elected president that functions very much like the mayor of a city. The way I describe it, is that the president of SRP is the chief political officer of SRP, and the general manager is the chief administrative or operations officer. They don't use those titles, but the general manager is in charge of all the operations on a day-to-day basis, reporting to the president of SRP and to the board of directors.

I began to work in 1973 with Rod McMullan, reporting directly to him, and he developed confidence in my ability. He recommended to the board of directors of SRP that I replace him in 1976 when he retired at age 65. They were concerned that I was too young and not experienced enough. Rod assured them that I was. And so I became the general manager in July of 1976.

PS: How old were you then?



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JP: Let's see, '76 from 33 – 43 I guess I was – yeah, 43 years old.

PS: And you'd been there about six years. I guess in the culture of SRP that isn't a long time.

JP: You're correct. They have a culture of long-tenured employees moving up the ladder, on a gradual basis. So it was a relatively unusual thing for me to be promoted that quickly.

PS: And you mentioned you were working primarily in the power area.

JP: Yes. As a lawyer, I had been a lot on the water side. In the 1960s I had represented Salt River Project as a lobbyist, and I had represented Salt River Project in court on a number of water issues. I had some familiarity with the water side of the business as well.

PS: You mentioned about the board of directors, but there is also a council. How is that set up at SRP?

JP: The board of directors is the principal policy-making body for SRP. On the water side there are 10 council members; on the power side there are 14 board members. And they meet monthly and establish the policy for the Salt River Project.

There's a separate body called the council, which is a 30-member body. They are also elected. There are 10 board districts and there are three councilmen elected from each of 10 districts so there are 30 councilmen. And they provide kind of an advisory board for the board of directors. They are thought to be more of a grassroots entity, and it really provides a way of keeping in touch, particularly with the farmers. And very often board members, when there's a vacancy, they look to the council to fill that vacancy; so it is a training ground so to speak for board members. And the council only meets quarterly.

PS: And it started out as mostly farmers didn't it?

JP: It did start off as entirely farmers, and even to this day it is; I would say the overwhelming majority of both board members and council members have agricultural roots.

PS: It's unusual, when you think about how urban the Valley is.

JP: It is. The voting system, which is an acreage system of voting, tends to produce people who have strong connections with the land.

PS: Now, as the general manager then, they actually hired you.

JP: Yes.

PS: It must be challenging as a general manager to deal with all of those personalities.



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JP: Well, it's challenging for any top administrator to deal with all of the various personalities in any organization and certainly Salt River Project is no exception to that. But I got along well with the majority of the board members. Occasionally we would disagree on topics but their vote---they're were the ones that made the final decisions---and so you had to learn to live with that. They had some very high-quality members on the board of directors; people that were highly regarded in the community, were successful in their own businesses, and were very competent people.

PS: Talk about some of the other things that happened while you were there as general manager. When did the Orme Dam issue come up? Were you general manager then?

JP: Yes, it did come up. In 1976, I believe it was, I got a call from a high official in the Department of Interior to let me know that President Carter was going to put the Central Arizona Project on his water hit list. And he did. We had to work to mobilize the State of Arizona to support the re-establishment, or the re-authorization, of CAP, and one of the conditions that was imposed on the Project at the time it was re-authorized was that there had to be a fresh look at Orme Dam.

I was part of a task force that was appointed by Governor Babbitt to re-examine Orme Dam and I became convinced, as a result of that study, that really Orme Dam was not the right thing to do. And, that what eventually became Plan Six, which was razing Roosevelt Dam, fixing the dams on the Verde River, and building a New Waddell Dam, was a better alternative to Orme Dam. One of the reasons I came to that conclusion was because of the floods, beginning in 1978. We experienced some very significant run-off in the Salt River, and we had to get involved in flood management. We were not fully prepared to do that when it first occurred, and so we worked over time to develop flood management capacity, and today it's handled in a fairly routine way. It was not routine when we first started dealing with it.

Another issue that we had to deal with was a strike, and in 1978 the union at Salt River Project went on strike. We had about a 25-day strike in which the union put the Navajo Generating Station under siege and wouldn't let materials and supplies come in and out; they would let people come in and out. So we had to develop a helicopter support for the power plant. It's kind of like the Berlin Wall type thing there when the Russians shut down Berlin. You had to supply it by flying things, materials and supplies, in and that was a very stressful, complicated issue that we got through. We finally broke the strike and settled the contract on very favorable terms.

The question of Indian water rights was another important issue that we worked on during the time that I was there and I'm very pleased that we set the pattern for Indian water settlements. We entered into settlements with the Salt River Pima-Maricopa Indian community, and with the Fort McDowell Indian community. The pattern is being used to finish up the negotiations on Indian water rights. I got involved in the Ground Water Management Act. Salt River was a major participant in the negotiations on the Ground Water Management Act and I personally was involved, not in the day-to-day negotiations, but in the strategies that led to the very important piece of legislation. I got directly involved in water quality legislation.



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I worked with Governor Babbitt to develop a comprehensive water quality management framework for Arizona that is the basis for our current water quality laws.

PS: We could probably talk about any one of those things for an hour. But, let me go back, to talk about floods again. I remember, I was in the news media at that time, and that SRP was continually trying to explain to us that they weren't in the flood control business. You touched on that.

JP: Right.

PS: Explain, what business were you in at the time (laughs)?

JP: (Laughs) Well, the dams on both the Salt and Verde River are what are called conservation dams. They are designed to conserve water and to deliver it at fairly low quantities, for water use. Unlike a flood control dam, the conservation dams have very small outlets. They only can release so much water at one time until you reach the spillway level, and by that time the dam is about 80% full. The flood control dam has large outlets at the bottom, so the minute the flood begins to come into the system – the water system – you can begin to release large amounts of water and manage the flood or shave the peak off the top of the flood that way.

What happened in '78 and then again a couple times later, is we had these monstrous series of precipitation, so we had just significant amounts of water coming in, and we couldn't do anything until it reached the spillway level. Then you start releasing, and that's what causes the concurrent releases on both the Salt and Verde systems and causes a significant amount of water to come through the Valley. Most of the bridges were really constructed for very low flows, and a number of the bridges went out and Phoenix was just not prepared for floods. They've since done a lot. They've channeled the river, and they've expanded the size of the river crossings. Roosevelt Dam has been raised; it now has a significant amount of flood control capability. They've enlarged the outlet works so you can release large amounts of water from Roosevelt early if you deem it necessary. They've turned what were dams that were not really designed for that kind of flood control operation into dams that can be used for flood control.

PS: That was largely under your leadership that was done.

JP: I was certainly a participant in seeing that that got done, yes.

PS: I know the raising of Roosevelt Dam was a major issue.

JP: It was. There were people that were opposed to it. But it was clear that Roosevelt had been designed at a point in time when they really didn't understand the hydrology of floods, so it was not adequately designed to handle what's called the maximum probable flood or the maximum probable earthquake. It really needed to be remedied and – as a result of the Teton Dam failure up in Idaho, I think Teton is in Idaho – the Bureau of Reclamation went back and made an analysis of all of its dams, including the seven Salt River Project dams, and found that three of them needed very significant modification in



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order to make them safe.

PS: Roosevelt seemed to be the most dramatic.

JP: It was. But also Stewart Mountain Dam required a lot of modification. And Bartlett Dam required quite a bit of modification as well.

PS: Of course with Roosevelt I think there was a sentimental – and it was a beautiful masonry dam.

JP: It was sentimental. I described it as like taking the buffalo out of the seal of the Bureau of Reclamation. It was one of the principal features in the Salt River Project so that there was quite an emotional attachment to Roosevelt and quite a bit of opposition to its modification.

PS: Not on a practical level, but on historic grounds.

JP: Exactly, yes.

PS: Sad to see that masonry covered up and plus all of your stationery and everything had to change.

PS: You mentioned Indian water rights; talk a little bit about how SRP is involved with Indian water rights and the history of that.

JP: Salt River is bordered by several Indian Reservations. The Salt River Pima-Maricopa, and the Fort McDowells, are right on the eastern edge of the Salt River Project service area. The watershed that SRP gets its water from, particularly on the Salt River, goes through the White Mountain Apache Reservation and Indians have what are called reserve water rights. They are water rights that are determined by the court to have been reserved for Indian usage, based on an implied assumption that Congress wouldn't have put them there if they didn't give them adequate water to reside. I think it's a probably a sound legal doctrine.

The realities are that they put Indians on reservations and they didn't think very much (laughs) about how they were going to live. I think the court was really quite creative in coming up with what's called the Winner's Doctrine, or Reserved Water Rights Doctrine. The court also held that those water rights go back to the date of the formation of the reservation. So under the doctrine of first in time, first in right, this is the Western Water Law. Those rights are really quite old. They come ahead of many of the water rights of the White settlers, who came after the Indian reservations were established.

Salt River had to work with the tribes to try to quantify their Winner's Rights doctrine water. The tribes – particularly the Fort McDowells and the Salt River Pima-Maricopas – were already getting some water from Salt River Project. We ended up doing a survey of the amount of water that they would need to sustain their economies and worked out a way for them to get that water through a combination of factors – some Salt River Project water, some underground pump water, and some CAP water – and it worked out quite well. And Salt River was actively involved in those negotiations.



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PS: I remember too when I went to one of the ceremonies for Salt River when they were assigning the water rights, that there was also some federal money involved.

JP: Yes, the tribes wanted federal dollars so that they could put the water to beneficial use. Along with the water came some significant federal commitment for infrastructure for the water delivery system.

PS: Seems like Salt River Project has always had an interesting relationship with the neighboring tribes. They are so close and your power lines and canals go through their reservations.

JP: It's not always been amicable. There's a lot of mistrust on both sides. But over time, Salt River has worked with the tribes to try to establish a high level of trust, and I think generally it's been successful in doing that, particularly with the Salt River Pima-Maricopas and the Fort McDowells. The White Mountain Apaches is another more complex relationship, and SRP has never really established a trusting relationship with the White Mountain Apaches.

PS: They don't trust any of us, but that's another issue. The other thing that I heard about you, in connection with your many years with Salt River Project, was the emphasis you put on community service for the employees.

JP: Actually, Salt River Project had a long tradition of community involvement, and I just built upon a very solid foundation. I've always had a commitment to the community. I believe that as part of the social responsibility of corporations, particularly the Salt River Project, that you need to be actively involved in the community. You manifest that in a variety of ways. First, by making charitable donations to organizations. Salt River Project has a very well designed, and I think successful, system for making charitable donations. They also encourage people to be actively involved in the community, and I had as one of my requirements for the senior management of Salt River Project, that they be actively involved in the community in some way. They could choose what they wanted to be active in, and some were involved in professional organizations related to their engineering disciplines, or management disciplines. But a lot of them were actively involved in serving on boards of non-profits in a variety of ways. I think it's important that Salt River Project be a good citizen, the community has been good to Salt River Project, and I think there's a reciprocal responsibility that you have to engage in.

PS: Tell us what about the years that you were there that you think is important that we should include in this oral history.

JP: I was involved in some national activities. I mentioned I was on the board of directors of the American Public Power Association and served as its chair for one year. That gave Salt River Project a national presence as well. I served on this nuclear Three Mile Island task force, and as an outgrowth of that, I served on the board of the Institute of Nuclear Power Operations, on its first board. And then I was on the board of directors and was chairman of the Electric Power Research Institute, which is headquartered in Palo Alto, California, and it does the research for all the electric utilities. In most of those cases, I followed Rod McMullan, who had been active nationally. Salt River Project is one of five



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or six of the top public power entities in the country, and people frequently look to SRP for leadership in these national organizations.

I was very much involved in community issues. I was on the Phoenix Forty. Rod McMullan had been one of the founding members of Phoenix Forty and when he retired, I took his position. And I've served on the board of directors and, in some cases, as chairman of probably 40 to 60 non-profit organizations.

PS: We'll talk about all of that a little bit later, but tell me about the Phoenix Forty. That's interesting that you brought that up because I interviewed Bill Shover recently and he talked about that too.

JP: Yeah, Bill was one of the founding members and it occurred after an accountant had been killed; probably as a result of his involvement in land fraud. Phoenix was beginning to get a reputation as kind of a lawless place and so a group of businessmen that included Gene Pulliam, Bill's boss; Bill Reilly who was then with Arizona Public Service Company; and Frank Snell with Snell and Wilmer, decided that they needed the business leaders in Phoenix to get together and work on projects to better our community. So they organized Phoenix Forty and it worked on literally hundreds of projects to make Phoenix a better place to live.

PS: What was your role in that? You say you kind of stepped in when Rod McMullan left?

JP: I did and then I chaired Phoenix Forty for a one year period of time. I served on the board, or the executive committee, of Phoenix Forty for a number of years. And I just would participate in various projects that Phoenix Forty would develop in order to address a variety of problems that Phoenix and Arizona had.

PS: At some point it seems like that organization sort of got a bad reputation of being sort of a secret group or something.

JP: Pam, it did get a bad reputation. It was viewed as an elitist organization that functioned in secret. People were very suspicious about it and they used to, the press used to, criticize it rather sharply. But the realities are that it really was a group of men to begin with – it was also not very diverse in its earlier forms – and it had no women, had no minorities, and therefore it was not very representative of our community. It finally increased its size, added women and minorities, and I think now is a more balanced group. It took on good projects and did good things; these were things that were not done in the self-interest of the men or the organizations that they represented.

PS: I find it interesting that now people look back and say, what we need is more leadership.

JP: Things are always better than it used to be, but you need organizations like that, with people who care about the community and are willing to invest their time and energy, to try to address the many problems that communities have.



I think Phoenix Forty has been reasonably successful, and in its current form, Greater Phoenix Leadership is successful. And Bill Shover was one of the major individuals that kind of provided the glue that made Phoenix Forty work effectively.

PS: How do you see leadership today in Phoenix? Do you think there are leaders like that still?

JP: I do. There are; the nature of leadership has changed. First of all, leadership is much more complex. When I first came to Phoenix I became a member of the Arizona Club, and I would go up there for lunch, and I'd see Frank Snell and Gene Pulliam and Bill Reilly had a table and (laughs) I knew they divided up the spoils for Phoenix — but they could sit and decide on things to be done and, and most likely they would get done. Fortunately for Phoenix they were honorable men and that the things they did, I think, were generally out of a shared concern for the best interests of the Phoenix area or for the state.

But power is much more dispersed now; there are no small groups of people that can get together and make anything happen anymore. So you have to involve more groups, more people. You don't have the large corporations here that we had – Valley Bank, First Interstate Bank, Mountain Bell – all of those have changed their complexion so that you don't have prominent, highly visible CEOs that can step into those kinds of roles. But there are still a lot of people that are capable, who can provide leadership and are very important in getting things done in the Phoenix area or the State of Arizona. It's not as easy. It's not as visible, but the leadership is still there.

PS: It just seems like there's such a turnover with the corporate entities.

JP: Yeah, there is a very high turnover, and the ones that are here don't really have the roots that the Walter Bimson types did.

PS: Or Gene Pulliam.

JP: Or Gene Pulliams.

PS: All those things are owned by big corporations. Getting back to SRP, you saw it grow and change a lot in your years there. You want to just talk a little bit about that?

JP: It did grow. I don't know how many employees it had when I went to work there in '70, but I suspect it was about 2,500 employees; in that general range. It grew to almost 7,000 employees. We then had to go through some downsizing in response to economic conditions, but it's currently probably around 5,000 or 6,000 employees. They hire on a part-time basis a lot of contract employees. It's become a very professional, highly sophisticated organization. It's very successful; employees are extremely loyal. It has – even though it grew in size – it still had the feel of a family. Although I'm not in close touch with it today, I'm told that it still is very similar to that. Maybe not quite the same, but similar.



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It's highly regarded in the community. Its employees are respected and people come to hire them from time to time. But, most of them choose to stay because of the work environment and the quality of work and challenge that Salt River Project provides.

PS: Tell me about how you came to leave there.

JP: In the '80s we went through a very intensive strategic planning process. We concluded that the utility industry was going to become deregulated, and that we would have to become a different kind of an entity. So we created a task force internally to really re-evaluate ourselves and to try to get prepared for a deregulated environment. We went through a very intensive process and concluded that we needed to downsize to become more efficient. I felt that I needed to do that before I left, rather than to turn that very unpleasant task over to somebody that would replace me. I spent the last three years of my career at Salt River Project working on repositioning the Salt River Project, including downsizing.

We downsized by about twenty percent. Not all of those were people, but probably 12 to 13 percent were people. It was without a doubt the most painful thing I've ever done in my career. Many of the people I had personally hired, and so, having to downsize and ask them to leave was a very difficult task.

I literally wore myself out doing that. I've always wanted to teach, also to write, and after completing this downsizing, I just felt it was the right time. I had incurred the antagonism of some of the board members during this process. They felt that if I could find a twenty percent reduction, I must have been a poor manager because I would never let this happen in the first instance. I had some very sharp disagreements with some of the board members, and that was a problem for me as well.

I think I could have stayed if I had made an issue out of it, but it was good for me and it was good for Salt River Project for me to leave in May of 1991. I left and went to ASU, studying with some special projects for Lattie Coor, but then went on the faculty of the School of Public Affairs and taught for about eight or nine years.

PS: What did you teach?

JP: I taught courses in the School of Public Affairs. These are students that are getting their Masters of Public Administration or their Doctorate of Public Administration. And I taught courses on quality management, on municipal and state fiscal management. I taught courses on managing non-profits, and leadership and ethics.

PS: That wasn't the only thing you were doing at that time. I believe you were doing a lot of other community services.

JP: I was. Lattie Coor asked me to be the head of ASU Research Park, which is a separate 501-(c)3 non-profit, and so I have been President of the ASU Research Park. But I also continued my community activities and I've been on the boards of a number of non-profits, probably the most significant of which



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are the Flynn Foundation and the Maricopa Community College Foundation, which raises money for scholarships for community college students. I've been on the board of the Arizona Humanities Council, the let's see, what else?

PS: Well one of the things I know you did, it's not non-profit, but you were the chair for the Governor's Growing Smarter Commission. Tell me about that.

JP: I had known Jane Hull when she was a legislator; her district included our home here and I had worked on her campaigns. When it became apparent that she would likely become the Governor, she asked me to serve on her transition team. So, in September of '97, I went to work in the Governor's Office and I worked probably three-quarter time for the Governor and a quarter of the time for ASU. I served on her staff for nine months. During that period of time, she asked me to chair the Growing Smarter Commission and I chaired that. She also asked me to co-chair a water commission and I did that and a variety of other kinds of odd jobs for Governor Hull.

PS: Tell me about the Growing Smarter Commission.

JP: The Growing Smarter Commission was created in response to the concerns in Arizona about growth and the consequences of growth. It was a statutorily created body that included legislators – four from the House, four from the Senate – two members of the Governor's Cabinet, and then five individuals appointed by the Governor. The Governor appointed me as one of the members, and the Commission members elected me as the chairman of the Commission. We took about a year and a half to take a look at all the growth management laws in the State of Arizona and to make a series of recommendations to the Legislature to upgrade the management and growth in Arizona.

PS: Were there any particular ones that you think are significant?

JP: Requiring that all general plans be voted on by the people was a significant one. Requiring that general plans include a series of elements, which they had not required before, on open space, on water and on environmental issues as well, so that the general plans that the public now sees include a variety of environmental elements that they did not have before the Commission did its work.

PS: And you mention water, but the ground water management commission is mentioned for the ground water issues. How did you see the issue of ground water in Arizona?

JP: Fortunately, within the areas that are called active management areas, and these are the areas that include the metropolitan Phoenix and Tucson areas, we generally have a reliable supply of water for the near term. We have, in Phoenix, Salt River Project water supplemented by underground water, and then Central Arizona Project, which is a major new water supply for Arizona. For the reasonable future, we have a reliable supply of water.

The Groundwater Management Act also required a much higher level of conservation. The cities are



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engaged in a lot of conservation efforts, which is good, and which will extend our water supply for a period of time. So I think Arizona has been prudent in the way it's managed its water supply in the major metropolitan areas. The rural areas, such as Sedona, Prescott, Flagstaff, Payson, do not have an adequate supply of water, and we're going to be facing very serious questions about growth in those areas.

PS: I've seen that recently with the drought conditions.

JP: Yes, indeed.

PS: Also there was some concern at some point about cities going out and buying the water rights in rural areas.

JP: That was a concern that the legislature put a stop to that. And they have put limits on the ability of cities, metropolitan Phoenix and Tucson cities, to buy water rights in rural areas and to transfer those rights into the Phoenix area.

PS: So was that already settled by the time you got involved with ground water management?

JP: Yes. But that happened while I was with Salt River Project, and SRP was involved in that legislation.

PS: A couple of other things that I saw on your resume; that you've been involved with the Arizona Town Hall?

JP: Yes. I was on the board of directors and the chair of Arizona Town Hall, which is an institution that I think very highly of. It takes two topics a year and gathers somewhere between 125 and 150 people and goes to a remote spots and talks about those issues and develops a detailed report that I think is helpful to opinion leaders in the state. And it's an institution that I think serves Arizona quite well.

PS: I've heard some people say that they think it's kind of antiquated now. I mean, it, what is it 20, 30 years old?

JP: Forty years old I think. It still serves a useful purpose, in my opinion. One of the most important things it does is it brings Arizonans from all over the state together to visit with one another, and there's no other institution that does that, in that fashion.

PS: So you think that's almost more important than the report they generate?

JP: It certainly is as important as the report itself.

PS: Do remember any particular topics that you've dealt with?



JP: Oh, water (laughs). Growth management, health care, higher education; those are all topics that I've been involved with one way or the other. Also, while I was at ASU, I participated on drafting the background reports on three different topics.

PS: That's a big job. One of the other parts of ASU; you've been on the Board of Regents also.

JP: Yes. Governor Babbitt appointed me in 1982 to serve an eight-year term on the Arizona Board of Regents and I did that. That was one of the most enjoyable connections I have had in my career. I made a lot of very close, dear friends during that period of time, and I enjoyed working on the issues. I found it to be a very challenging, very stimulating community involvement.

PS: You said you had various connections to ASU. Your most recent was with the Vice President for Institutional Advancement?

JP: Yes. I had retired from the faculty of the School of Public Affairs in December of 2000. I was fully intending to devote my life to my final career, which I hope is writing about Arizona history. In May of 2001 Lattie Coor announced his retirement, and a guy by the name of Alan Price, who had been the Vice President for Institutional Advancement, had left to go to the University of Oregon at Eugene in a similar capacity. Lattie wanted to leave the position vacant and asked me to come for his last year – he had announced that he was going to retire and he wanted to make certain the position would be vacant for the new president, so he asked me to come and serve for a year. I just completed that in June of this year and I enjoyed that very much.

PS: How do you see the future of ASU?

JP: Well, I'm very optimistic about ASU. Michael Crowe is very bright, very energetic, and very ambitious for ASU, and ASU – I think you'll see it move very rapidly. Lattie Coor did an excellent job of building on a foundation that Russ Nelson had established to begin with. Each president has built on the accomplishments of his predecessors, and ASU's a much better institution today than it was ten years ago. It'll be a much better institution ten years from now than it is today.

PS: Interesting, hearing that coming from a U of A alumni.

JP: Well, I'm a big believer that competition, healthy competition, doesn't mean that you put down the other institution, and that institutions prosper in a competitive environment. And, they're better because of the competition. The relationship between SRP and APS is a very good example of that. SRP and APS do not compete directly for electric customers. They each have designated service areas that are well defined and cannot be changed; although as electric competition begins to take place that may change.

They provide what is called "yardstick competition" to each other. Yardstick competition means that



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you hold up a yardstick to one institution and see how they measure up compared to another institution. APS and SRP provide yardstick competition for each other and they are both better institutions as a result of that.

If APS had a monopoly without SRP being in the community, they would not be as good as they are. If SRP had a monopoly without APS being in the community, SRP would not be as good. That kind of yardstick competition provides a healthy way for institutions to improve and prosper. And, I believe the same is true between U of A and ASU.

PS: So you don't feel torn between them.

JP: Not at all. The only competition where you get torn is in athletic competition. And I tell people that even though I'm a U of A graduate, Lattie Coor signed my paycheck so I knew who I better root for (laughs).

PS: Let's see, of all your different involvement in all of these things, politically and, otherwise, particularly working with the Governor's Office; did you ever consider running for political office yourself?

JP: Pam, I did. First of all, Pat would never have given permission to run. She does not want me to go from being kind of quasi-public person to being a full-fledged public person. I thought about it, but I really would not be suited for that kind of environment. First of all, I'm very willing to speak my views on various topics, and I don't want to shave those or modify them just to please other people. I would find that to be a very difficult position to be in, to have to moderate my views on gun control just to please the NRA.

I've watched people in public life, and they lose control over their lives and their schedules and I didn't want to do that. I enjoy being on the sidelines and participating in that level, but I didn't want to be a direct participant.

PS: Sounds like you've been a pretty direct participant. But you weren't elected, and, on both sides – you talked about Governor Babbitt appointing you to the Regents and Governor Hull ...

JP: Well, I consider myself to be kind of a moderate Republican, but I supported a number of Democrats over the years. And I've supported a number of Republicans over the years, so I really am more interested in the quality of the person rather than in the party affiliation.

PS: I've also heard you referred to as a great mediator, which seems like something that we need in politics.

JP: Well, I have worked on a number of projects where I've been able to work with differing sides of



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issues and to try to bring them together towards a common objective. I've done that on a number of water issues over the years. I've done it on a number of environmental issues; talking about Indian water issues. I've done it on several community issues, and it's a skill that I've developed over time that I enjoy – helping people find common ground – and I think people can find common ground if they work hard to do it. A friend of mine has a saying that I've found to be quite true. He said 'reasonable people equally well-informed often find areas of agreement and so the secret is to make certain that everybody is equally well-informed.' And then look for those possible areas of agreement.

PS: Wise advice. Let's talk – you mention some of the areas that some of the other community service groups that you, mostly you, have been the chair of it sounds like. Talk a little about some of those – Arizona Humanities Council.

JP: This is a group that supports and promotes the humanities throughout the State of Arizona and they provide grants of funds for humanities projects. I found it intellectually stimulating, and again, it's consistent with my views that people need to know more about the humanities; it makes you a better human being. I tell people that my engineering and law backgrounds got me in a position to be in a senior management position, but I found I needed the skills of a humanist to be successful. So, just as a hobby, I have read quite a bit of the humanities. And I'm interested in them. I've found the Arizona Humanities Council to be a good outlet for one of my interests.

PS: One of them that people might not have expected to see there is the Arizona Nature Conservancy.

JP: When I became employed at Salt River Project and I had to begin to get involved with these environmental issues, I went around the country debating environmentalists. And I got to know a number of them quite well and began to listen to what they had to say, and began to read, and I concluded that they had some valid points. I became kind of a moderate environmentalist. One of my hobbies is bird watching, and I used to do a lot of hiking. I haven't done much recently.

I'm really supportive of the concept of the Nature Conservancy, which is defined private sector solutions to environmental issues, particularly to acquire lands that are sensitive from the environmental standpoint so that they will not be developed. So I'm a strong supporter of the mission of the Nature Conservancy.

PS: I've seen you've been on the board of the Arizona Historical Society?

JP: Yes, for a short period of time. I was disappointed in the conflicts between Tucson and Phoenix. I recommended that they try to resolve some of those conflicts and they didn't seem interested in doing that, so I left the board of the Historical Society.

PS: The United Way, you were involved with that?

JP: Yes. I was involved in the United Way principally as the general manager of the Salt River Project.



United Way likes to have significant representation from the major employers, and so I served on the United Way board for several years. I also participated in the campaigns.

PS: What is your feeling about the United Way as a way for money to be raised for groups?

JP: I'm a very strong supporter of the United Way. I think it raises money particularly for non-profits that would not be able to be funded any other way. I think they have a very good system for raising money. They have a good system for distributing the money, and their overhead is really quite small. I think they do a very good job, and although there have been problems at the national level of United Way, there's never really been any problems in the Arizona United Way. I think they've been fortunate to have very good executive leadership.

PS: One that sort of surprised me – maybe it shouldn't have – was the Girls Scout Council.

JP: Well, I got involved with the Girls Scouts because of my wife Pat. Pat was a Girl Scout leader for a number of years. She went through a whole series of responsibilities in the Girl Scouts, and it was one way that I could support Pat and support my daughter. I was involved first in a major capital campaign for the Girl Scouts and then later served on the board for a while.

PS: And the YMCA, was that also because of your family?

JP: It was. That was one of my first community involvements. My son and I were involved with some of our neighbors in the Indian Guide program, and then we got involved in a program of beyond Indian Guides called Gray Y. I started serving on the board of the Christown Chapter of the YMCA, and then ultimately went on the Metropolitan YMCA board, and served as its chairman for a couple of years.

PS: You mentioned the Flynn Foundation. Tell me, what is the Flynn Foundation?

JP: The Flynn Foundation is a foundation that was established by Bob Flynn and his wife. She, particularly, had considerable wealth as a result of her first marriage, and they established a foundation with a principal beneficiary of the foundation being healthcare issues. But they also support the arts and they support education. So they're a large foundation. They distribute about five million dollars a year, and the board of directors provides the policy direction for the Flynn Foundation. I've been on the board since about 1989, I think.

PS: Another thing you mentioned you had been involved with was the Maricopa Community Colleges.

JP: Yes. I'm a big believer in scholarship – well, first of all, a big believer in education. I think education has a profound impact on the lives of people. And there are a lot of people that can't afford an education, so I got involved the Maricopa Community College Foundation. They raise money for scholarships for community college students. I chaired two different campaigns and also served as the chair of the Foundation. It's just something I believe very strongly in.



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My father left me an insurance policy that made it possible for me to go to college, and my brother, as well. If it hadn't have been for that, I probably would not have gone to college, so I know how important a relatively small amount of money can be at a critical time. I was delighted to work with the Foundation to raise money for scholarships.

PS: Are there any areas of community service that I haven't asked you about that you want to talk about?

JP: Oh, there are a lot of them. I was involved in a group called the Harmony Alliance, which was promoting harmony in the community, and we struggled for about three years and then we were not able to raise funds to keep us going.

One of the more significant involvements I had was in a group that came together under the leadership of Dr. Warren Stewart, of the First Institutional Baptist Church, to promote a ballot measure for the Martin Luther King, Jr. holiday. I worked with a large group of people – I was on a steering committee and we spent two years raising money and conducting a campaign – a successful campaign – to get the MILK holiday on the ballot. That was an interesting responsibility.

As I mentioned earlier, I'm on the board of the ASU Research Park and the president of the board, and have been for about ten years. The Park really augments the research agenda of ASU, and when I first got on the board it was losing money because of a real estate situation in Arizona. As a result of hiring some professional managers and also an improved economic situation, the Park is now solvent, making money and repaying the debt that it had incurred. And I've served on a number of advisory groups, particularly for some of the ASU colleges.

I also co-chaired a very intensive study for an organization called the CEC, which was an outgrowth of NAFTA. There's a three-nation environmental group headquartered in Canada that looks at the environmental impacts of NAFTA, and they were specifically looking at the issues related to the San Pedro River.

We are talking about a study that I participated in as co-chair, of a three-country group, to look at the environmental issues related to the San Pedro River. We issued a report dealing with what ought to be done to protect the San Pedro River. So I have been involved in just a large number of issues.

I participated in a study as part of a group appointed by Governor Symington, having to do with environmental issues on the Central Arizona Project. I have participated in legislative issues related to environmental issues, as well, even after leaving Salt River Project.

PS: If you had to say what your main interests are today; how would you sum that up?

JP: Well, I'm interested in finding collaborative solutions to complex public policy issues, including



environmental issues. I also am very interested in Arizona history and my hobby is collecting books on Arizona history. And I hope in my next career to do some writing related to Arizona history.

PS: You've lived it, too (laughs).

JP: (Laughs).

PS: Why don't we talk a little bit about your personal life? You told us about meeting your wife; why don't you go over that again?

JP: Pat was from Cedar Rapids, Iowa, and she's a nurse. She and a friend of hers came to Southern California in 1955 to work as a nurse. We lived in apartments that faced each other in an area in Long Beach called Belmont Shore. We dated for about five or six months and then got married back in Cedar Rapids, Iowa, where her parents still lived. We came off our honeymoon and ended up in Tucson, and I started law school. Pat worked as a nurse while I was in law school and we had our first daughter, Suzanne, about a year after we were married, and Pat continued to work.

We then came to Phoenix in 1959 so that I could practice law with Jennings, Strauss and Salmon. And when we came to Phoenix, Pat was pregnant with our second child, our son Scott. Pat did not work after Scott's birth and has been a community volunteer for a long period of time, since probably 1960.

She was very active in Girl Scouts for over 20 years and is now very involved, very much involved, with the Heard Museum, where she's a guide and is part of a group called Las Guías at the Heard. She guides several days a month at the Heard and enjoys that very much.

Suzanne got an undergraduate degree at Occidental College in Los Angeles. She went on to get the Masters of Public Administration degree, with an emphasis in environmental management, at the University of Indiana, Bloomington. She has held several jobs, including working in the Babbitt administration, working for the Arizona Board of Regents, and she now is a vice president with BJ Communications. She specializes in public involvement and resolving conflicts or bringing people together to resolve conflicts.

PS: She takes after her dad.

JP: Well, she's successful in her own right. Scott went to Northern Arizona University – they both went to Sunnyslope High School and graduated from Sunnyslope.

Scott went to NAU, in the communications area, and developed expertise in video productions. He has worked for a number of companies as a video producer. He's currently working for the Arizona Heart Institute as a senior video producer. He worked for a while for with the Phoenix Suns, for the City of Tempe, and for U-Haul.



Unfortunately, when times get tough, the video department is one that usually gets downsized fairly quickly, so he's gone through several positions. But he's very happy now at the Arizona Heart Institute and doing quite well.

Suzanne is not married. Scott is married, but they have no children.

PS: So you're not a grandfather yet.

JP: No, we're not grandparents. But we understand that that's our children's choice, and we have a very good relationship with both of our children.

PS: And you've been married to the same woman for forty years? That's an accomplishment right there.

JP: It is indeed. We will be celebrating, let's see, we're married in '56, so we're about to celebrate our 46th wedding anniversary.

PS: Very good. How involved were you in raising your children?

JP: Fairly involved, but probably not as involved as I would like to have been. I tell my students in my classes that I've talked to a lot of people that have retired, and I've never had anyone say that they regretted not having worked harder. They always say they regret not having spent more time with their children. And I'm included in that category.

But they've done all right (laughs), notwithstanding that. I was very much involved – both Pat and I were involved – with a number of their organizations that they were involved in. But, in looking back, I could have spent more time with them. Pat has always been very supportive of my career, as have my children.

PS: It seems like, though, in your generation the fathers didn't get as involved.

JP: Yes. I would say I was better than many, but not as good as I should have been.

PS: I understand you were involved with the Indian Guides.

JP: Yes.

PS: And also Little League?

JP: Little League; I was a Little League coach. I was a Boy Scout Master in my son's troop. I also coached in a Grey Y program, and my next-door neighbor and I coached in a hockey league, although I had never been ice skating. All we did was to make certain that the right number of kids got out on the rink (laughs). They didn't need much coaching; they were just kind of skating and hitting. But, yes, I've



done all those kind of things.

PS: Little League coach I know takes a lot time – and for all those things, too.

JP: It does. And it's a very unrewarding experience because the parents get very angry at the coach when their children don't play.

PS: Why did you do that?

JP: Because I wanted to support Scott. I had participated in athletics growing up myself, and I knew that it's a good character-building experience. I wanted my son to have that kind of experience.

Suzanne played softball and volleyball, so she was active. Scott also was on the wrestling team and the football team in high school, although he was not the best member of the team. He was just very average.

PS: Scott was telling me also that you did some woodworking and things like that?

JP: Yes. One of my hobbies was woodworking. I've given that up because it just took so much time, but I made a number of pieces of furniture at a point in time when we couldn't afford to buy our own furniture. I made a, oh, a kind of a media center with a record turntable. And I made some furniture for around the house. And I enjoyed that very much. I had a little shop. We've lived here since 1965, and so our house has gone through a number of evolutionary phases.

PS: Scott mentioned to me a story about a wood guitar that you made. Want to tell us about that?

JP: Well, Scott and our neighbors really were into the kind of Elvis Presley kind of music, so they wanted to have a little band. So I made some wood guitars that would not — they were not real in any sense, but the kids would play records and kind of like have a karaoke situation. They would play these wood guitars and they had a great time.

PS: Was that a fond memory for you?

JP: Yes (laughs). Well, it was really responding to an area of interest for the kids. And there were about three or four kids that would play in the garage and just have a great time.

PS: It was probably quieter that way.

JP: Yes (laughs), it was.

PS: Let's see, something else that, Scott had mentioned and you sort of mentioned — your interest in history, but you are interested in family history and genealogy — genealogy?



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JP: Yes. I have on my mother's side, her family goes all the way back to Territorial Arizona, and I had a step great-grandfather who came to Arizona in 1882, particularly in Apache County. His father had been appointed by President Chester Arthur as the Marshall for the Territory of New Mexico. In doing some research on this individual, I discovered some fascinating stories in Apache County, and that's what got me interested in Arizona history. I have, and continue to do, family research on a limited basis. One of the things I hope to do more of. I have documented history, particularly, on my mother's side. My father came from Mobile, Alabama, and I don't know a lot about his family. After he passed away the family members moved away and we've only recently made contact with them, so I don't know a lot about that side of the family.

PS: One thing you said is that he came out for his brother's health?

JP: Yes.

PS: You weren't like long-time residents.

JP: No, no.

PS: Your mother's family does sound very interesting.

JP: Yes.

PS: You want to tell us a little bit more about what you've found out about her family?

JP: Okay. Well, my mother's mother was one of two children of a woman who lived in Chicago. Her husband deserted or left her, and it's not clear exactly what happened, but in any event, she was either widowed or divorced. A gentleman by the name of Robert E. Morrison, who had known her in school, had also been married and his wife died, leaving him a widower with three children. He went back to Chicago and got reacquainted with my great-grandmother and brought my great-grandmother and my grandmother to Arizona in 1898. And they settled in Prescott and built a home which is still there. It's one of the old Victorian-style homes, not on Mt. Vernon but on Marina (?) Street. He was a lawyer, very active in Territorial politics. He actually ran for Congress in 1902, unsuccessfully. And he died in 1927.

And my mother's father was a physician who worked at Crown King and then later at Jerome. He died in 1910, and at that time my grandmother had three children. My mother was the oldest of three daughters; they went to live with this Robert E. Morrison in Prescott. And then he passed away in 1927.

The three daughters went on to get married and my aunt, Betty Lockler, lived in Prescott. Her husband was a lawyer in Prescott, and my other aunt, Kay, lived in Southern California. She was married twice and divorced twice. So I have cousins in Phoenix and California.



PS: Did you get to know them as a boy?

JP: Yes, to some extent. I knew my Aunt Betty, or Aunt Betts as we called her, very well. Her husband was an outstanding cook and we would go over two or three nights a week to have dinner with them. And he was kind of a surrogate father for my brother and me. I knew his three children quite well. I grew up with them. And then Aunt Kay Roe was the other daughter. We would see her periodically and then see her children occasionally.

PS: What part of California did they live in?

JP: They lived in the Los Angeles, area generally; El Segundo, in that area – her first husband was in the oil business.

PS: So you traveled over there as a boy?

JP: No, no. We couldn't afford to travel very much, and so I did very little traveling. When I went to college, the only other community I had been in was Phoenix, and I guess we'd gone to the Grand Canyon one time, but we didn't do much traveling.

PS: That's too bad. I thought maybe if you were around El Segundo you got interested in your petroleum engineering from those oil wells (laughs). How did you — do you have any idea how got interested?

JP: I don't. I had a professor in high school who was both a math and science teacher, by the name of Waldo Bast, who was very instrumental in supporting my interest in math and science. And I think he and I talked about it, but I'm not sure how I got interested in petroleum engineering.

PS: Didn't seem like there was a lot of that going on in Prescott (laughs).

JP: No, there certainly isn't (laughs).

PS: Maybe you can just tell me again a little bit about what Prescott was like as you were growing up as a boy.

JP: It was about 5,000 people; it was really a very small town. Whenever we would misbehave, there were people that knew us and they would call my mother to let her know, so I could never figure out how she knew lots of things that she knew. Although we were not — we were mischievous, but we were not really all that bad.

But Prescott was typical small town, very small; merchants my mother knew and she had charge accounts at a number of the stores. We shopped at a Piggly Wiggly Market in Prescott, and as I



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mentioned, my mother worked at KYCA in Prescott as a producer and also as an announcer.

The school was really quite good. I look back and recognize that I had some very good teachers in grade school, junior high school and high school – one teacher in particular was an algebra teacher in junior high school. His name was Greene, and he literally reached in my brain and kind of ignited a fire of an interest for mathematics that continues to burn today. In high school I had very good science and math teachers, and there were a few that were not all that good, but for the most part I really had some wonderful teachers. I got a very good K through 12 education.

My mother was very interested in our getting an education, and she promoted our involvement in school and made certain we did our homework and those kinds of things.

PS: Was it kind of unusual for you to have a working mother in those days when most mothers stayed home?

JP: Pam, I'm sure that they did, but I don't have any recollection of that being an issue. It was just something that was, and we accepted it, and we didn't pay much attention to it.

PS: It seems unusual that, you know, she was in an unusual job for a woman in those days. Did she ever talk about how she got into that?

JP: No. I don't know how that started. She had gone to college at the University of Arizona but had not graduated. She taught kindergarten for a while in Prescott. She was also a librarian, and I think when she married my dad in 1930 that she intended not to work from that point on. And then after my dad died in 1936, she had very little choice but to find a job. So I don't have any knowledge as to how she got connected with KYCA.

PS: She was actually an announcer and you mentioned she had a show that she.

JP: Yes, she had a program called "Bobbie Pfister's Briefcase, with Home Hints and Hollywood Gossip," that was quite popular.

PS: And then it was also, the station was affiliated, you said, with KTAR?

JP: Yes. They were affiliated with KTAR, so she knew a number of people that had been affiliated with KTAR, and that was a group with Jack Williams, Howard Pyle, Bill Lester, all had been through KTAR and so she knew them. There was a guy by the name of Willard Shucraft, who ultimately went down to Globe and owned a radio station, but he worked at KYCA as well, so it was a very small family.

PS: Did you go there much?



JP: No, not really. Occasionally we would go out to visit my mother, but I have recollections of only a half dozen times or so.

PS: You never got the bug to go into broadcasting?

JP: No, I did not.

PS: Did you see it as not being a fun job because you saw how hard she worked or?

JP: (Laughs) Pam, I don't really know. It just was something that did not interest me, and so, I didn't have much aptitude for it, I don't think.

PS: Did you ever listen to her on the radio?

JP: Oh, yes, yeah, although her program was during the mornings, during school hours, so I didn't hear it very often. But occasionally I'd listen to it.

PS: Was she somewhat of a little minor celebrity in Prescott?

JP: Possibly, but I don't have any understanding of that. I've had a lot of people tell me later that they used to listen to that show, or their parents listened to that show. I think she probably was a minor celebrity of sorts in Prescott.

PS: Children just don't notice those things (laughs).

JP: That's right, yeah. She was just our mom. (laughs).

PS: Growing up you didn't have a dad, then, was that difficult as a boy?

JP: I didn't perceive it was difficult. As I said, there were several men who kind of acted as surrogate fathers to my brother and me, particularly our uncle. His name was Ed Lockler, and he was a lawyer in Prescott and quite prominent. He functioned kind of as a father and was very helpful. There were probably four or five other men, coaches and teachers, and a couple of people that were friends of my mother that would occasionally be helpful. So it never seemed to bother me. It was just the way it was, and I didn't make a lot out of it.

PS: I guess if that's the way you grow up, you don't know that it's any different. Scott mentioned too that you suffer from Diabetes.

JP: Yes.

PS: Is that something you'd want to talk about at all?



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JP: Well I had –

PS: A challenge a lot of people have these days.

JP: (Laughs) It is. I have several minor health problems. I have rheumatoid arthritis which is managed with drugs. I have diabetes, Type 2 Diabetes, which I manage with diet and exercise. So it's not a serious problem. That's just one of the (laughs) ailments that you get as you grow older, that you learn to make modifications in your living habits and adjust to.

PS: I've just been doing some things with Mary Thomas and the Pima people—it's a real issue over there.

JP: Indeed it is.

PS: But like you say, it can be helped or managed, with diet.

PS: Talk a little bit about your retirement plans. Are you really going to retire this time?

JP: I am really going (laughing) to retire; this is my third retirement. I really want to spend time writing, doing research and writing about Arizona history, with a particular emphasis on political history. I've got several projects that I'm involved with. One is History of Territorial Apache County, based out of the information I got while doing genealogical research. And Brent Brown, who's an ASU professor, and I are working on a monograph of Burton Barr. We're probably a third of the way done with that. I hope to finish that fairly soon. Then I'd like to write a comprehensive political history of Arizona from statehood on. I've done lots of research. I've done a little writing and I've concluded that writing is a full-time job, so I'm going to make it my next full-time job.

I'm slowly reducing the community involvements that I have. I'm still serving as a gubernatorial appointment on the Growing Smarter Oversight Council, to see the implementation of the Growing Smarter legislative package. I'll continue in that capacity. I also will continue with the Flynn Foundation until I'm 70, which is another year-and-a-half or so. Then I will continue at the ASU Research Park for a short period of time, until the new president gets established.

PS: Well, sort of to wrap things up here – unless you had anything more about your retirement plans?

JP: We enjoy traveling and so we'll do some traveling. I want to really spend most of my time on research and writing.

PS: What accomplishments, as you look back over the many, many things that you've done; what accomplishments are you proudest of in your life?



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JP: First of all, a very successful marriage and raising two successful children are probably the most important accomplishments, plus the fact that we have a very positive and solid relationship with our two children. In addition to being their parents, they're also our good friends. And so that's wonderful.

I would say that some of my accomplishments at Salt River Project were among the things that I look back on with a lot of pride. Getting through the Arab oil embargo. Getting through managing the frustration and anger of customers over double-digit rate increases. Getting two power plants completed. Establishing a more positive relationship with the union at Salt River after a very acrimonious strike. Significantly enhancing the flood management capability at Salt River Project. When we had our first major flood in '78, we were really totally unprepared for it. And we embarked on a plan to become very much prepared, and today flood management is really routine at Salt River Project.

Building a very strong management team at Salt River Project, many of whom are still there. The team that we put together is still almost intact at Salt River, and they're very good, capable individuals.

Working on a number of public policy issues. Dealing principally with environmental concerns, but finding collaborative solutions to complex public policy problems. Being a participant in that has been really quite rewarding.

I enjoyed being a teacher. Of all the things I've done, probably teaching was the one that gave me the most satisfaction. I really enjoyed working with students; I learned a lot. I hope they learned a little and that was a lot of fun.

Plus, helping to make the ASU Research Park successful, and working to get new tenants in place at the Park. Plus working with Lattie Coor on a number of his agendas and supporting him. He's a wonderful guy to work for; he's just one of the most honorable, ethical, pleasant people I've ever interacted with. I just thoroughly enjoyed working with and for him.

And then all, all my community involvements. I'm a big believer in making certain that you give back to the community. My mother was involved in community activities. She was a great lady, during World War II working at Fort Whipple. She was a precinct committeewoman, at a time when you could get all the Republicans in Yavapai County in her front room, which was very small (laughs) And she also was involved in a number of community activities, so she left with both my brother and myself a legacy of community commitment. Pat and I have carried that on in our own lives and our children are very active as well. As Suzanne says, "it's genetic; community service is genetic with us."

Plus having lots of friends and people that I enjoy being with and care about. All of those things have made for a very rewarding and successful career and life.

PS: How do you see the legacy that you will leave then?



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JP: Very hard for an individual to evaluate that. I think that I participated in a lot of very important public policy issues for the State of Arizona, particularly in the environmental areas.

I think I participated in building a very strong organization at Salt River Project, and the impact of that doesn't last forever, but it has lasted at least 10 or 11 years I think. And the very difficult steps we went through to get ready for deregulation and a more competitive environment, really made it possible for Salt River to get through the tough times fairly successfully.

I hope I've an impact on a number of students that were in my classes. I remain in touch with some of them. They tell me that they enjoyed the classes, and so I think I've had some impact on them.

And then finally, perhaps the most important legacy has been our children and their continuing contributions to Phoenix and Arizona.

PS: Any advice or what advice you would give young people today who are just starting their careers and lives?

JP: (Laughing) Well, first of all, I tell people that all the major changes in my life came about as a result of serendipitous experiences. I didn't plan them the way they turned out. So I think you have to be prepared – it's important to plan and everybody should plan – but it's also to take advantage of opportunities when they present themselves. And to be bold enough to take some risks and to follow your instincts. In the Joseph Campbell series that Bill Moyers conducted, he interviewed Campbell and Campbell described it in the following way. He said: "People should be willing to follow their bliss." And I believe people should follow bliss from time to time.

I think living an ethical, or a value-centered life, is important for people. I've not been a religious person, although I was born and raised Catholic. But I have very strong Christian beliefs and Christian values, and I think those have been important to me in my career.

I also feel people need to be constantly challenged and constantly learning new things and engaged in a continuing process of education.

And finally, I believe that people need to work hard to be happy. To not create conflict, to respond, to even the most difficult of life's challenges, in what I call an unconditionally positive way. Not be judgmental, find the good things in and about people. Try to find the best in everyone.

So that's kind of what I tell students in about a semester course (laughs).

PS: (Laughs) Condensed down to two minutes or so. I like that phrase: "Work hard to be happy." Talk a little more about that.



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JP: Well that's a question that – we all have choices – we can view things in a negative light or we can view things in a positive light. When frustrating things happen, you can get over that frustration and look for the positives, or you can let those frustrating things be nagging to you. I believe you have to work hard to avoid negative thoughts; to avoid having those frustrating moments turn into mountains. And that it's really a frame of mind and a point of reference for people to adopt. By thinking about things in their most positive way, by dealing with adversity and finding the best solution that you can — I think you end up being a more content and happy person.

PS: One other thing I like to always ask people about, is just to talk about the growth that you've seen in Arizona in your lifetime. Why don't you talk first about Prescott?

JP: Well, we still have a place in Prescott, so we get up there and it's gone from being 5,000 to being over 100,000 people of the greater metropolitan Prescott area. And the traffic is horrendous. When I grew up there, there were no traffic lights. Now the traffic is very difficult. Recently – the last time we went up to Prescott – we got in a traffic jam and it took us probably about an hour to get from Prescott Valley into Prescott proper, so it can be extraordinarily frustrating.

Whenever you have that kind of growth, it puts just a significant stress on all of the infrastructure. I actually think that Prescott's finally beginning to come to grips with that, and they're improving their transportation system and it'll be slow. They're behind the curve, but they're making progress.

Phoenix on the other hand, I think, has managed its growth pretty well. We have an excellent freeway system, particularly if you travel when it's not crowded. And it never ceases to amaze me that I can get all the way from East Mesa to our home here in less than half an hour by traveling the freeway during the non-busy times. Phoenix has a sound water infrastructure system. It has probably one of the best networks of parks and open space, and they're even improving upon that.

So I'm pretty pleased over all. We have some traffic problems, and we have some air quality problems, but on balance we've done a pretty good job here. I think Phoenix is a very good community and one that I enjoy living in.

PS: Did you ever think, you know, growing up and as a young man, that you'd ever see Phoenix the size it is today?

JP: No, not really. Although as a utility executive I was very much involved in promoting growth. Growth is good for utilities (laughs) and so I was involved in promoting growth. Communities have one of two alternatives; they can either grow and prosper or they cannot grow and decay. So I think that the best choice is some growth. On the other hand you can grow too fast, and I think during some of the '90s we probably grew too fast.

PS: Well, as the chairman of Growing Smarter, you're in an ideal position to talk about growth and



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change (laughs)

JP: (Laughs) Change. Well, the important thing – two important things about managing growth. One is that you give citizens an opportunity to participate in the decision-making process. The Growing Smarter Plus requires cities to submit their general plans to a vote of the people. Very hard for them to know the details of it, but at least they’ll have an opportunity to participate.

Secondly, it’s important that you have developers pay the cost of development and not leave a problem for the city to manage with. I think most cities, although not all, have now developed development fees in which they charge developers a significant amount of the cost of development. So those are good things that have been accomplished.

PS: I found it interesting in doing a lot of these interviews that – I talk to people in general, I hear people lamenting the growth; kind of looking back at the good old days. And yet most of the History makers™ are very positive about the growth.

JP: (Laughs) Well, the community has been very good to the Pfister family. We’re not wealthy but we’re certainly comfortable. And so I have been a beneficiary. My family has been a beneficiary of growth. I have positive feelings about it. And like so many things in life, it has some negative consequences; it has some positive consequences. It goes back to this, whether you view the glass half full or the glass half empty. I choose to view it half full, and say that the problems are manageable and the benefits are generally spread fairly well to all members of society.

PS: I’ve covered most of the questions I’ve got here. Anything that you thought I was going to ask you and I forgot to ask?

JP: (Laughs). Not really. I think we’ve covered things pretty well. I really view myself, though, as kind of a someone who has been a participant with others, rather than being kind of a larger than life individual as some of the prior Historymakers™ have been, and for whom I have great respect. I really have tried to have been a fairly low key, low visibility participant in things that are of interest to me that I think are important. And so I’ve been fortunate to work with a lot of very competent, dedicated people and just have been one of the individuals that has been involved in a lot of different things.

PS: I think it’s interesting too, your name is not one that comes to mind; you haven’t been the governor or a senator or any major public – but you, when you look at your resume, you’ve chaired so many important things. You’ve been the, you’ve been the history maker behind the scenes doing...

JP: And that’s a role that I’m most comfortable with – behind the scenes (laughs) – participating in a constructive and positive way.

PS: And I think – in fact this whole group of Historymakers™ – we struggle to describe because you’re all sort of community leaders. Is that how you describe yourself? How do you describe yourself?



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JP: Maybe as a community leader, but as a community volunteer. I have always not worried about receiving credit or getting recognition. I have a saying that I've stolen from someone else, but I use it frequently: "It's amazing what you can get done if you don't care who gets the credit."

And by sharing credit, or really making certain that other people get the credit, it really is amazing what you can get accomplished. And I'm very comfortable in that role.

