



RICHARD SNELL
1930

Honored as a Historymaker 2008
Philanthropist and Civic Leader



The following is an oral history interview with Richard "Dick" Snell (**RS**) conducted by Pam Stevenson (**PS**) for Historical League, Inc. and video-graphed by Manny Garcia on June 5, 2007 in Phoenix.

*Transcripts for website edited by members of Historical League, Inc.
Original tapes are in the collection of the Arizona Heritage Center Archives, an Historical Society Museum, Tempe, Arizona.*

PS: I like to have you give your name so everything is pronounced correctly.

RS: It's Dick Snell.

PS: You prefer Dick over Richard?

RS: It is written Richard. It is pronounced Dick.

PS: Okay. We like to start at the beginning. Can you tell me when and where you were born?

RS: I was born November 26th, 1930, at the old St. Joseph's Hospital which in those days was on either 3rd or 5th. I forget which street.

PS: So you were a Phoenix native?

RS: I am.

PS: Where did you fall in the, in the family? Were there other children?

RS: Yes. I had an older brother who died in childhood. Very early childhood. Right after birth. And I have a sister.



PS: And tell me a little bit about your parents. What brought them to Phoenix? Or Arizona.

RS: My father, Frank Snell, he came to Arizona somewhere in the 20s. I'm a little unclear. Settled...um...to come to Miami with his uncle. And his uncle was in the lumber business in Miami. Or I say...Miami and Globe. I can never separate the two.

PS: Miami, Arizona.

RS: Well, Globe-Miami is the way I say it. And my father was a lawyer. And, so that's where he started business.

My mother, Elizabeth Snell, Betty, came from, I guess in those days, Turlock, California. She had attended what is now College of the Pacific. Came down to teach school. And had a brother living...a doctor...living in Globe-Miami.

PS: So she taught school up there?

RS: Uh, huh.

PS: What made him decide to go to Arizona first. And then to Globe?

RS: He tells that story...or told that story...quite often. When he got out of law school he had a job with Hartford, I think. One of the bigger insurance companies in Connecticut. Came out here sort of as a last lark on the, between law school and, and going to work. And, uh...out to see his, his uncle in Globe-Miami. And loved it so much, he just stayed. Adios, Connecticut!

PS: Yeah, Arizona was pretty small...I mean, it had barely become a state by then. That must have been quite an adventure.

RS: That's right. It was...probably, what? Ten years out as a state. Yeah. And Globe-Miami was ah, riding high in those days. It was a mining town. So...there was a lot of activity there, but at some point or another, not enough to hold the two of them. They got married, I guess, up there. Not true. They got married on the coast, but lived up there for a couple of years and then came on down here.

PS: So they met up there?

RS: Hm, hmm.

PS: She was teaching and he was a lawyer. And that's where they met?

RS: Right.



PS: They must have known Polly Rosenbaum. She was a teacher...

RS: You know, I don't know that. There were a lot of people up there that ultimately drifted on down here. Polly...? Yeah, I can't... She would have...oh, they would have been roughly of an age. So, I assume the answer is "yes."

PS: I've heard her talk about moving here to teach in the 20s. She came from somewhere in Colorado, I think. So do you know why, why did you move to Phoenix?

RS: There was more opportunity down here. At least for a lawyer. Well, and Phoenix was just getting old at that time. So... There was more to attract them down here.

PS: So you were born down here?

RS: Yeah.

PS: What was it like growing up in Phoenix? In the 30s?

RS: Well, I suspect very much like growing up anywhere in the United States during the Depression years. So that was probably an over-riding factor. But I went to Kenilworth. In elementary school. And then to North Phoenix High School.

PS: What do you remember about the Depression? Did that, did that have an impact on your family?

RS: I think so. I wouldn't have known it at the time, but sort of looking back on it, I can see the marks. And other people grow up in that same, same era, commented likewise.

PS: Kenilworth was a school where a lot of notable people went to school.

RS: Well, I like to think so, yes.

PS: I think, even before you. Didn't Barry Goldwater go there?

RS: I don't know.

PS: We heard that, that...

RS: Well, there weren't very many options in those days. It was like Kenilworth and Emerson. And the Catholic schools. Indian School. And so forth.



PS: Grace Court.

RS: Mesa.

PS: But by the time you were in high school, Phoenix Union had been the only high school for a long time. But North High was then built.

RS: Well, I think back on our football schedule, it would have been Phoenix Union, Mesa, Glendale. Tucson. Uh, Indian School in some sports. Carver was going in those days. Tempe, I assume. I don't remember Tempe. May not have been in the same league as those others. Yeah.

PS: So, going to school, you mentioned sports. Were you in, into sports...

RS: Yeah, I was.

PS: What sports?

RS: Track. Some football. Boxing.

PS: Were you a good student?

RS: Yes.

PS: What were your favorite subjects?

RS: In high school, English. I had a wonderful teacher named Mitchell. Superb. And...what he taught me really influenced a good deal of the rest of my life.

PS: What was that?

RS: Love for literature. Love for good written English. Yourself included.

PS: In, in school, what were you thinking you were going to do when you got out of school?

RS: In...this would have been in high school. I was certainly thinking about law. Which is what my father was doing. But I was also thinking about agriculture. Summer jobs I had worked in farming and ranching. And I had a fellow that wanted to put me into agricultural school.

PS: What kind of jobs did you do?

RS: Oh...I...cowboy. But in the Valley and up North. Up North meaning Northern Arizona. Packing



sheds like all the rest of the kids in my time. Big packing sheds in Phoenix which are no more. Like cantaloupe and the rest of...those kind of projects. Uh, products. Surveyed. Of all things, I worked for the predecessor of Arizona Public Service Co. Colapco. (sp??) Surveying across the state for power lines.

PS: You say you were cowboying. Where did you do that? And what, what did you do as a cowboy?

RS: Well, I just pushed cattle around. And also drive tractors in Tolleson. Out on that whole...Tolleson. But...which now, of course, is pretty close in. And, and parts of the Valley that many years later was a subsidiary of Pinnacle West. Sun Corps developed. So the West side. And then, in Northern Arizona would have been around Young, Arizona.

PS: I know that's eastern. And northern. But...it's northeastern.

RS: Oh...yeah. It's north and east.

PS: If it's remote now, I can imagine...

RS: Yeah, it is remote now.

PS: ...how remote it must have been by then. How, how did you get there?

RS: I can't remember what it used to be called. It's, it's now the...Beeline Highway. To Payson. No, come to think of it, in those days, no. You went to Globe and then you went, uh, west just to the beginning of the lake. Roosevelt Lake. And then you headed north past the Sierra Anchas. So you went past those three ranches and then you ended up down in...coming off the hills into, into Young. Yeah. Fascinating country. That's the way you got there then. No more. Well, you can do it, but it took a long ways.

PS: So you thought you might want to be, become a rancher then?

RS: Yeah, I was really torn between...well, it's agriculture slash ranching. When I went to college, I didn't really know which I wanted to do.

PS: How, how big was Phoenix in those days?

RS: Well, it varies. And this is something you ought to check out. When I was born in 1930, my understanding was that the Valley was about 30,000 people. I've also heard 50,000. But somewhere in that range.

PS: Which parts you counted. But the city limits were a lot different.

RS: Oh, I don't think...Who knows what the city limits were? You'd, you'd, you'd think of Thomas was



at some point a dirt road out to Scottsdale. Camelback...I can't even remember Camelback. Lincoln...Glendale, Lincoln was...dirt road, I guess.

PS: Way out of town!

RS: Well, Camelback Inn was there. Which I remember when I was probably early in high school. Something like that.

PS: But that would have been way outside of Phoenix...out of town. Camelback Inn. I know even the Biltmore was out of town. When it was first...

RS: I can't remember the Biltmore too well at all.

PS: I've seen the ads where it was built. It said, north of Phoenix.

RS: Well, that would have been early on. That would have been 1929.

PS: So, then, how did you make the decision about where to go to college?

RS: Well, this is an odd story.

Best memory serves, and I could be dead wrong on this, but best memory serves...I applied to Stanford and to Harvard. And Stanford had the attraction that it was called The Farm. For interesting reasons. I therefore assumed that it had some kind of agricultural offering at this...on the curriculum. So that's where I went. And I found out very quickly that was incorrect! By the time I took the sophomore...it was in the sophomore year, I'd taken every course they had in agriculture. Which turned out to be agricultural economics. Meaning FDR...I mean...Yeah! FDR economics. For agriculture. And I was taking graduate courses and all that stuff. Oh! That list...didn't want any part of that. So I then sort of turned my sights on law.

PS: So...when did you graduate from high school?

RS: 1948.

PS: So, so you were a, a boy during the war years. You were obviously too young to serve in the military.

RS: 14 or something like that.

PS: Do you remember those years.

RS: I remember...I remember either VE or VJ Day when I was on the North Phoenix campus. I can't



remember which. I remember FDR's death. When I was on the campus. Yeah. I think. I think I do anyway.

PS: Do you remember any of the sacrifices that people had to make during...

RS: Oh, there was the rationing and all that stuff.

PS: Did that affect you?

RS: Oh, yeah. It affected everybody. My father was involved in something...part of the apparatus with the government in...connected with, I don't know, either the draft or rationing or something or other.

PS: So you got yourself up at Stanford. Did you ever consider going to the UofA? They had, you know, agriculture there.

RS: Yes, I must have considered it. Whatever the reason, I was focused in on those two. And, I can't know if I remember why.

PS: Wanted to get further away from home then?

RS: No. No, it really wasn't that. I had occasion to give somebody advice many years later when I was in the law business about which of those...that's the UofA or Stanford to go to. And I said, depends on your perspective. UofA will help you in your early years because you'll have some friends. While going to Stanford will probably help in your later years because of the friendships you struck there.

PS: So when did you make the decision then to, to study law?

RS: Well, when I finished all those FDR economics, farm economics programs. That was it! So...let's see, I would have been, at some point at that time. In those years, Stanford offered what they called a combined degree which meant that you could do your first three years undergraduate and then immediately go to law school. So you finished the total thing in, in six years. So I would have made that decision at the end of my sophomore year. At some point or other, I applied to, to law schools. School, I guess. Singular.

PS: And you, you only applied there? You didn't apply anywhere else?

RS: I think that's right. I think that was the only place I applied. And one of the reasons was I was president of the fraternity going out of my junior year and into my, what would have been my senior year. Which would have been my first year of law school. So it probably was captive to that. One of those things.

PS: Did you discuss it with your father about whether you wanted to go to law school? Or...



RS: Oh, I'm sure I did.

PS: Don't remember?

RS: No. Not specifics.

PS: You don't remember any advice that he gave you, or anything?

RS: No.

PS: Well, so, when you went to law school, was it what you expected?

RS: I don't know that I had any strong expectations. Going in. It was, it was a bit of a jolt. Because attendance was compulsive. I wasn't really used to that. And had quite a discussion with one of the professors over my absentee record.

PS: How come you had an absentee record?

RS: Well, I didn't, I didn't find law school all that interesting, to tell you the truth. And there were other things going on. Girls! That one. Included.

PS: So you, you weren't a dedicated student then?

RS: No, as I say, I was basically in my last year of undergraduate. So I had what was going on there, including what I was doing for fraternity and stuff like...At the same time was in my first year of law school. So I had competing interests. That's a good way to put it.

PS: So, when did you graduate then from law school?

RS: 1954.

PS: And did you have ideas of what you wanted to do then?

RS: In the law? Oh, I knew I wanted to be a lawyer. And then by that time, I'd pretty well decided to go with my father's firm. In terms of what I wanted to do specifically in law...no. Not really.

PS: And you say you'd already met your wife. You met her at Stanford. She was a student at Stanford?

RS: Yes. She was two years behind me.



PS: When did you two get married then?

RS: Right after I got out of school. 1954. There was three events. Graduating ...passing the Arizona bar...marrying...and then into the Army.

PS: That's a lot, that's a lot to be going on!

RS: That was a pretty good summer, yeah.

PS: So, why did you go into the Army?

RS: Well, let's see. That is a very long story.

PS: 1 We got time.

It had to do with...let's see...in those days the draft was on. Korean War was on, although beginning to wind down. So to stay in school...ha...I did a variety of things. Including the Naval Reserve Unit. Which was awful. And, uh, I hated those scratchy uniforms. And, uh...and...in any event... I ended up, of itself a long story, in the ROTC at Stanford. And, so that put me in the Army. Then the issue was what branch I would go into. (clears throat) And...uh... I elected to go into the Infantry. Be commissioned in the Infantry.

PS: Why did you do that?

RS: Because what I had been taking at the, at the, the ROTC program, which was the Quartermaster's Corps, was truly boring. And in some respects, disgusting.

PS: In what respect?

RS: I don't...it's a...well, dealing with bodies and that sort of thing. Disgusting isn't maybe the right word, but something like between preparation of meals and training, and dirty clothing, and dealing with bodies, I found quite a range actually. None of which had much appeal to me. And so...but I was always intrigued sort of with the, the...science, actually...of combat. Of infantry combat.

PS: So where did you serve then after you enlisted?

RS: Well, I went to Fort Benning for what was called a Basic Office...Basic Infantry Officer Course. And I thought I was going to stay there at the cadre of, at Fort Benning, but instead, along with the rest of my class, got shipped out en masse to Germany. So Dinky and I...she was several months behind me...one of the things, was quite pregnant. And... So she joined me in Germany. And we lived there for the better part of two years.



PS: That...an interesting way to start a marriage.

RS: Yeah.

PS: And interesting place to spend it.

RS: It was. Although...keep in mind, this was the Cold War was really at its hottest, I guess you'd want to call it, so we were on the front edge of defense of, of Europe. And it was hard work actually. Turned out they had forgotten to requisition 2nd Lieutenants which is how come our whole class got marched over there for a long time. And, therefore, I was filling in captain's positions and so forth. And doing double duty essentially. But I must tell you, it was the best learning experience in my life.

PS: In what way?

RS: I learned to follow and to lead. And it was...and I think I'm a dramatically better person as a consequence. We went over to Berlin, Dinky and I did, in probably 1955 or 6. And it was not going on then. Although things were very tight in Berlin at the time. Although that whole time over there things were not exactly cozy.

PS: That was a different time when they had the draft, so that you kind of arranged your life differently, knowing that that was something you had to...commitment you had to make?

RS: Well, yeah. And my attitude to, to that was... In my last year of undergraduate, I knew darn well that if I didn't go right into law school and finish it, I would not go back to law school. So I took some effort to try to get through that part of it. And go into the Army afterwards.

PS: And so...partly so you weren't drafted is why you joined the ROTC?

RS: No. I was looking at the Armed Services one way or the other. So the issue was at what point in my learning career. And in which branch of the service that would be. Yeah.

PS: And, and you could go in as an officer if you wanted to.

RS: And, if you went through ROTC, yeah. Which I did.

PS: So, after you were there two years in Germany, did that fulfill your commitment to the military? Or...

RS: I was a reserve status for some, some years after that.

PS: When did you go from, from Germany? Did you come back to Phoenix, or when did you...



RS: Yeah, right back to Phoenix.

PS: Did you ever consider living somewhere else?

RS: Oh, yeah. Not at that time. But later on I did.

PS: Why did you come back to Phoenix?

RS: Well, we had a, I had a job.

PS: You had a family by then?

RS: First daughter was born in Germany, yes.

PS: Well, tell me about your first job here. Back in...after...

RS: Well, I was at the law firm for 25 years starting in 1956. In terms of specialties, I started out in...stuff. But fairly quickly gravitated to real estate and did that for several years. But after that I gravitated much more strongly toward corporate finance. Which is sometimes referred to as securities. So I did corporations, and finance and securities.

PS: What was it like being, you know, in the law first that your father had founded? You know, was that, was that a good thing or did it make it more difficult?

RS: Well, I guess I knew what I was getting into in a way, because I knew Mark Wilmer before that. Who was the other, the other founder of the firm. So I knew them. And I probably, by that time, knew a couple of the other partners as well. So it was sort of a known quantity. In terms of being for...son, no. I don't know that it made a whole lot of difference one way or the other.

PS: At what...did you get involved in some of the community organizations during that time?

RS: Yes, I did. And I...

I distinctly remember being involved in the YMCA. Was president or chairman of, what do they call it? The Metropolitan YMCA during that period. I was involved with the Botanical Garden. I'm sure there were other things.

PS: What was the Botanical Garden like then?

RS: Unfortunately, I can say, have to say I didn't spend much time on it. Some other fellow was heavily



involved in the Garden, got me into it. So I did some law work for them. But I was also on their board. But this was very early in the game. This would have been in probably the late 50s. Something like that.

PS: Must have been a much smaller garden than we see today.

RS: Yeah. Sure was.

PS: Can, can you describe what it was like then?

RS: The basic geography, that is, the locale, was pretty well established. And so what they've done is live within that geography ever since. So, that much hasn't changed. A lot of other things within that geography obviously have changed. The mission...uh...Mrs. Webster as I recall was sort of the founding, the founding, one of the founding persons. The Director of the Garden was named Hubie (sp??) Earle (sp??), if I recall. I didn't know Mrs., Mrs. Webster. I did know Hubie. He was a wonderful guy.

PS: Was it...the buildings that we see today weren't, of those weren't...most...Was the Webster Auditorium there?

RS: I can't even tell you. Something, something was there because they had board meetings there.

PS: More than just a little house there.

RS: I...even by then though...they'd already begun establishing a reputation internationally. Yes. That reminds me...international. I did start my involvement with Thunderbird Graduate School, during my law school...law career.

PS: How did that happen?

RS: My father had...was one of the founders actually. Uh...

PS: Why did they found the, the...

RS: That's, that's a different side. To answer your question first. I don't recall the specifics of how I got involved. But I went on the Board of Trustees, uh, during that period of time. How it got founded is a very interesting story. Let me think. They're celebrating...well, I can't year...I forget which year. The founding occurred, I think, before I joined the law firm. Although I'm not sure about that. And it had to do with the, really the moving factor of the whole thing was a fellow named Barton Yount. Who was a general in charge of training for what became the U.S. Air Force. Uh. Whatever you call the Air Force part of the Army in those days. And he had the notion of putting together a, basically a trade school, uh, that would, train people for the international world. Which is really a novel concept. International business world, I should say. Very novel concept in those days. And then he got together, uh, how he got to



Phoenix, I can't recall. But he, he got together some local folks that included my father. And the idea was to buy what is now the Thunderbird site out there in Glendale. (clears throat) Or acquire it, from the United States government for basically a...nothing. For free. To found a school there. And that did happen. My father was involved in Congress along with the general. And that's how it came into being.

PS: You know how it got the name?

RS: Yeah. As I recall, that was the name or...there was a...very interesting story. In the And so they established this thing. And whether they built the base or not, I can't recall. Any event. So that's when it So then came the war and the Army, to its Air Force equivalent. Took it over for training pilots. Primarily not Americans. I remember a, a lot of English, British flyers that got their training out there.

PS: So it was primarily a pilot training school is how it started then?

RS: Well, rich pilots to begin with. And then not rich pilots. And then, and then it (can't understand word) into the graduate school.

PS: I saw somewhere that you were a member of the Phoenix 40.

RS: Yeah.

PS: Can you tell me about that group?

RS: Yeah, I was...that...yes. By that time I had left the law business and gone to the Ramada. And, so, this would have been in the 80s. And, uh...Phoenix 40, outside the organization, was sort of regarded as an elitist group. Which is the way I sort of regarded it, it myself and, therefore, turned down the invitation to join. But later on was persuaded how to do that. Which I did. The 40 was for real. There was about 40 people involved. These were generally, uh, leaders of corporations. At that time I was leading Ra, Ramada.

PS: Why, why did they form or what did they do when you...

RS: And my father was involved along with Tom Chauncey. And...yeah...let's see. It would have been...my father, Chauncey, Pulliam. I think that's right. Bimson may have been in, but I don't think so.

PS: That comes to 40, so, maybe he joined...

RS: Yeah, that was a long time before I got into it. So....

PS: You weren't in the original...



RS: I was by no means in the original

PS: I've heard some interesting stories that they want to put them all together. So, I don't know if you have any interesting stories to tell about that group, but Bill Shover and Bruce Babbitt both told me some interesting stories.

RS: You would hear different stories from the two of them. Uh...that I believe. Bill was, I think, one of the...you know, on the onset...because of Gene Pulliam. Actually, my father had Dick Mallory, no me. At the onset. And, let's see, Chauncey...I don't know that Chauncey had anybody. People will have different impressions. Uh...depending on whether they were actively involved or not.

PS: What, what was your impression?

RS: Well, I got to be chairman. And so obviously I...by that time...had a better impression than I had when I turned it down to begin with.

PS: You turned it down when you were first asked? Because...

RS: I, I thought it was an elitist organization.

PS: Well, then you should...why wouldn't you just be flattered that you were invited?

RS: Oh, oh, that's anathema to me. Elitism is, is not a good thing.

PS: Okay.

RS: If you're doing something, that's fine, but...wasn't aware of what they did.

PS: What changed your mind that made you decide to join them?

RS: Heavy lobbying, as I recall. Yeah

PS: By who?

RS: Clark Bean, as I recall, who was at that time chairman of the Arizona Bank.

PS: And what did he tell you that persuaded you that you needed to join?

RS: I don't know. He was a very persuasive guy.

RS: He was very involved with that thing down in Tucson. The, uh...yeah. Along with John...used to



be...who used to be President of UofA.

RS: Yeah. And Tosenrude (sp?) was also involved in that. Don Tosenrude. Who followed Clark Bean. And actually who had a lunch...excuse us...they had a lunch in Phoenix fairly soon after that thing got going. John Schaeffer is the guy we're trying to think of. Uh. And had Ansel Adams there. Man, that was an impressive guy. That was not long after he died.

PS: So, this is the Center for Creative Photography. Is that what you're talking about down there?

RS: Schaeffer and...I don't know how...well, I guess his love of photography is how Clark got into it. And then he got Don involved in it because of the bank.

PS: So what did he do, tell you, to persuade of that you should...

RS: I don't know. It was just persuasive...I can't remember. I don't remember.

PS: So when did you join it? Do you remember?

RS: I...yeah. Well, I remember my life in layers. They start with everything before business, that is before college, and before. And then came the Army, then came the law firm. Then came Ramada. And then came Pinnacle West. And then came retirement. So, I think of it in those layers. I was at Ramada at the time. Which would have been in the 80s. and I was chairman...probably 88, 88 or something like that.

PS: What kind of issues was the Phoenix 40 dealing with when you joined it? Or when you were chairman?

RS: Freeways and transportation were always issues. The hot issue at the time I was chairman was...Rio Salado. That was when there was a fairly, uh, broad program for developing the river and all that stuff. And it was divisive within the organization because of people like Morris Tanner who ran Tanner Companies that were into sand and gravel out at the river. And so forth. Who had some positions. And some other guys had other positions. And so the idea was to try to get a consensus within the organization. Which we did. And then... And supported the issue in the election which went before the people which got defeated and that was the end of that.

PS: Be late 80s, I think.

RS: Yes. Yeah. That was a major issue now. There were others, I guess.

PS: So, you did support it?

RS: We did.



PS: Were you originally a supporter of it?

RS: I was. Some of the people in the organization were very vehemently against it. And the idea is to try to pull all together.

PS: What did you like about it?

RS: Oh, I thought it would have been a great thing for the city. It would have been a unifying deal. Would have been...It would not be like the River Walk in San Antonio. But on the other hand, it created some, some communication with the community. I think would have been very good.

PS: Continuity then, between the cities.

RS: Yes. Try to pull the South side and the rest of the town together. Try to pull the cities together. In those days, (can't understand word) was running high among the Mesas, the Tempes. The whole East Valley. Against Phoenix. Against the West Valley. And the idea was to try to bring some cohesion to all that.

PS: So what do you think of what's happened to it now that Tempe's developed their section, but nobody else has.

RS: Well, Phoenix is, is on its way. The Autobahn thing...that's down there off Central Avenue...is, is part of that. And it's impressive. And I think the rest of it is going to, is going to come along. In a way. Not, not in the same fashion that was contemplated. Obviously that was well before Tempe Town Lake. So the whole thing has changed in its, its direction.

PS: It seems like what they proposed was maybe not quite as built up as the Tempe Town Lake, but more like what Tempe did to have water all along...

RS: Yeah, well, nothing like the Town Lake.

PS: No, not with the high rises and all that!

RS: Yes. Which brings me to a later state of my career.

PS: Well, tell me what caused you to, to leave the law firm and go to, to Ramada?

RS: Same thing that later caused me to leave Ramada to go to, to Pinnacle West. The company was in, uh, fairly significant financial stress.



PS: Ramada was.

RS: Ramada was. And, uh, and new leadership was sort of desired. By the, it's principle bank. And in a way, I drew a short straw. So I did that on...this would have been in August, 1981.

PS: What do you mean, you drew the short straw?

RS: I was selected off the board to, to do that. I'd be on the...I'd joined the board very shortly before that.

PS: The Ramada board?

RS: Right. And I'd done some law work a short while before that. And...so...it was... I think my background in corporate finance which is basically what Ramada needed at that time. I had some management experience. At that time I was sort of one of the co-managers at Snell, Wilmer. I knew a little bit about Ramada. Uh. I certainly knew its banks. And... Anyway, the idea was, with that background, I ought to go in and, and, and... My understanding was that I would do that until the end of that year which would have been 1981. And then report back to the board as to what I...where I thought I ought to go from there. By the time that came around, that is the end of 1989, I'd really be...uh...sort of forced into to making commitments to employees and banks and franchisees. And some of the major shareholders. And so basically the decision went away and I stayed. So, I staying there during the rest of the 80s.

PS: Were you able to turn it around?

RS: Yes.

PS: Tell me, how did you do that?

RS: Uh...first was to regain confidence of the banks. That would have been probably the very first step. Franchisees, at least in the United States, were important to the Ramada operation over all, simply by the way it was put together. So the franchisee, franchisees, had a majority of the hotels in the United States. And getting them together was probably the next single biggest issue. And that took place... And then obviously the employees right along were a major consideration. And they started pulling together. And finally, the investors and the stock market reflected that.

PS: So how long were you doing that? With Ramada.

RS: The turnaround actually was fairly quick. I think we...started in August of 90...81. 81. And by, I think, 83 or thereabouts, we had a stock offering by that time it had pretty well come together.

PS: How long did you stay with Ramada then?



RS: I stayed until...well...

I joined Pinnacle West in February of 1990.

PS: How did that come about?

RS: Same reason. They were in financial stress at that time due to the Meribank. Uh. They owned Meribank S & L. And along with all the other S & L's in the country, there was a, a crash. And was severe for Pinnacle West because they had commitments to the federales (?) about keeping Meribank financially solvent. And so, that created a real problem. And, let's see, in late, mid, well, mid to late...uh...1989. I was about... I had been on the Pinnacle West board. Was appointed the Pinnacle West point person to deal with the feds. On that particular problem. Which we got done at the end of 1989. And then in February I was, uh, named chairman. And president and CEO. Same jobs I'd had at Ramada.

PS: All those titles.

RS: I was commonly referred to as the Holy Trinity. Yes.

PS: And, and what did you do at Pinnacle West to make it turn around?

RS: Same thing. Um. I, I meant to say that one of the big problems at Ramada was to...in spades...at Pinnacle... At Ramada it was the regulators in the form of the Gaming Commissioners in New Jersey and Atlantic City. And in some respects, they were as big a problem as anybody else in that whole situation. So getting them turned around was a, was part of that overall turn around at Ramada. Same thing at Pinnacle...the, the Arizona Corporation Commission was not happy. The Nuclear Regulatory Commission was not happy. So, the regulators were an issue.

PS: Why don't you explain the Nuclear Regulatory Commission? How...

RS: Because Palo Verde was not working at all well. In those days. So they were on a black list as far as the NRC was concerned.

PS: Not working in what way?

RS: Working.

mg Was it already built? Was it...

RS: Yes.



PS: Not working in power or not making a profit or not working how?

RS: Just work. No, they had all kinds of operational problems, I should say this. Operational problems. The last unit came on like...or the last of the three units came on line in the mid-80s. And, so by the time, the 80s concluded, it, the plant was, was not a good operational entity by any amount of means. And the NRC was very unhappy about that. So the regulators were a problem. The corporation they were a big problem! They were unhappy, and in a way, justifiably so. The, uh, debt holders, the bond holders were not happy. The investors were definitely not happy. The Pinnacle stock had gone down to five in those days. And so...you can bet your boots the regulators were not...the employees were not happy. So... Very similar groups. Didn't have the franchisees to worry about, but everything else was there.

PS: But you had federal regulators to worry about.

RS: We had the feds in this case.

PS: So what do you do coming in as the, the Holy Trinity?

RS: Well...you...uh...decide what needs to be done. You announce it. And then you do it. And, uh...

PS: How do you figure that out?

RS: Well, I have to figure it out between the time I came in February to the time of the shareholder meeting. Which was in...probably in May. That's what it is now. Probably then. Which of itself was a very lively affair. And I can describe that if you want. But, any event, between February and May, I had, I had...well, I, I guess I would have done it anyway. But the May meeting was a good time to be able to announce. Announce it at a fairly active forum. Very active forum.

PS: Tell me about that meeting.

RS: Well, that was a beauty.

PS: This May of...

RS: This would have been May of 1990. So you had all of the problems I just described. Plus PacifiCorps had made an offer to buy Pinnacle West. Which some people in the Valley favored. Didn't make me happy, but some people in the Valley favored. The Arizona Corporation Commission was not hostile to the idea. And, in addition, just before that shareholder meeting, SRP made an offer to buy the...the, um...we'll call it, in this case, a franchise. It's not the same as I use franchise with Pinnacle...uh...with Ramada. The franchise, meaning their certification to serve downtown Phoenix. So all that was out in the open. And so, at the shareholders meeting, it was heavily...rigged is not the right word. But heavily...there's a word for it, too. I forget the word. Heavily populated by PacifiCorp



supporters. As well as very, very unhappy Pinnacle shareholders. As well as a few supporters of the SRP proposal. So it was a loaded meeting, I must say. I, I think it went on something like three hours.

PS: How did you...did you get them to be less unhappy, or... what did you do?

RS: I, I don't know. I...well, I talked for that whole three hours! By myself.

PS: About what?

RS: What we were in, intending to do. About what you just asked. That is...what steps did I see going forward. And, well, I guess by the end of the evening, end of the meeting, nobody had shot anybody. And we got out of there alive. And I had that...some of the same crazies in that shareholder group come to another meeting, maybe two. And then they went away. Meaning, meaning annual shareholder meetings. So they, one or two of those people showed up again for 1991. Maybe down to one by the end of, by the middle of 1992. And then that went away.

PS: Did that indicate they were happier, that they didn't come back to those meetings?

RS: Yeah, I think so. Oh, yes. And I might add that the, (breathe in) the press was not exactly friendly.

PS: So, what were the...

RS: Back in 1991. that is. Or 90. It was like about five billion, think it was. By the time that overrun had finally come to rest....that is, by the time it was finally understood what it was....we were still in the 80s. And some of that steam had left. But then came Meribank. Which was a much worse problem. In terms of financial impact on, on, uh, Pinnacle West. And there was the operational problems at Palo Verde. And, and then all the problems with the regulators and so forth. It was, it was a beauty.

PS: Well, the Meribank and the Savings and Loan...that was a national...

RS: Well, it was, but keep in mind Meribank was far and away the biggest S&L in Arizona. And it would have ranked big on the national scale as well. It was a big bank. And there was a lot of animosity between some of the Meribank people. Notably their management and Pinnacle West by that time. So it was, it was ugly.

PS: Animosity how?

RS: Uh, the...Without naming names, the lead managers of Meribank and the lead managers at Pinnacle West did not see eye to eye on any of that...how to handle the whole issue.

PS: Were they blaming each other for the problems, or...?



RS: Yeah...kind of. That's a very simplified way of, of saying... it was a very complicated issue. The whole set of issues were very complicated.

PS: Seems like a lot of the Savings and Loans were dealing...due to bad, bad loans on, on real estate.

RS: Well..... Philosophically it, it... The problem is simple to put. Very tough to fix. The S&L's were borrowing short, lending long. Which means they were taking deposits in the same fashion banks were. But they were lending very long term. Thirty, 50-year mortgages on commercial buildings and residential as well. And then what happened is, with interest spiking, there was a huge disconnect between that. And that's why the whole industry fell into, into problems. And Congress really screwed things up and made them even worse. With the...and then, and then came the so-called Resolution Trust Company Corporation. And they did not help. And so, you had a bad philosophical problem going in...I say, philosophical...basic economic pro, problem going in. Considerably acerbated by what was going on with interest rates. And then Congress coming in and the RTC and it was a mess. It was a true mess.

Meribank itself, I think, had, I'd have to say, pretty good management. Even though on this issue between the two companies, I think they were in error. But their management of their business I think was pretty good. But they caught...got caught in this economic trap. But, all of it kind of related to the interest rates. Because...when the interest rates peaked, real estate fell. But you're right. Real estate was a fall-off-the-cliff. And interest rates went in the other direction. So, yeah, it was, it was a mess.

PS: So how were you able to solve all that?

RS: Well, as I say...you figure out what needs done. What steps need to be taken. You articulate those steps. As I recall, we had something like seven, seven point program. Dealing with Meribank was certainly one of them. Dealing with the Palo Verde was another. Dealing with the regulators was another. Restoring our dividend was another. Getting our debt down was another. And it all added up to seven points, I think.

PS: So...what...did that take you 10 years or so?

RS: No. That one came together fairly quickly. The Meribank situation got...at least in a box. It was confined. With a serious repercussion. But nevertheless, it did. The dimensions of it began to be understood. Changed management out at Palo Verde and that fairly quickly took hole. The debt situation came into fairly good focus. The dividend, we were able...I can't recall when, but we were able to restore that at some point or other. So, yeah.

PS: So...

RS: And the stock reflected it. And that helped. Helped with the investors obviously.



PS: So it was...would you consider that a successful part of your career?

RS: Oh, yeah. Yeah.

PS: It seems like you were getting a reputation for kind of coming in and taking care of problems. Is that...

RS: Twice is enough. There was another aspect and, and money reminds me... Real estate wasn't a problem. That was a problem for Pinnacle West because of Sun Corp. Which is their big development company. Sun Corp was losing money because they had huge commitments on, on land around the Valley. Which were being...accruing interest. At horrendous rates. So that was another major part of the, of the...uh...recovery. Was to get Sun Corp up and running again. And happened, too. That was part of the seven point program.

PS: Well, looking back over your career, is there any one thing that you can think back that you're proudest of?

RS: You know, when I went to Ramada I was commonly asked, do you miss the law business? The answer is, hell, I miss high school. So I've really sort of enjoyed the whole thing is what I'm trying...the whole ride, I've enjoyed. The other...which is a digression...is, uh...let's see...was it...I can't remember. When was Bruce Babbitt...I want to go back to Interior...

PS: 1990...92 when Clinton was elected...

RS: Maybe when he was governor... This could have been when he was governor. Yeah, I think it was, because he began, I guess...

PS: He became governor in 78 when Wesley Bolin died suddenly. And he served...

RS: Whatever. I think it was that, I think it was that first thing. I would have thought later than 78 because I joined Ramada by that time. And he was new at whatever job he was in. That...I can't remember. And we...he said...do you miss anything about the law business? And I said, I sure don't miss those time sheets! You know, that's absolutely right! That's my first attitude, too. Filling out the time sheets at the end of the day. I digress! No! Anything I remember? Yeah! Certainly the...the, uh... I'm most proud of my marriage and my daughters.

PS: That's not part of your career, but it's certainly part of your life.

RS: It's part of my career. It's a very fundamental part of my career.

PS: Tell me a little about your family.



RS: Well, you met my wife. Yeah. We talked about when we got married. Talked about when we had our oldest child.

PS: Well, tell me about when you got married. What made you decide to get married? And where did you get married?

RS: Got married in her home town of, at that time, of Hemet, California. Near Riverside. That would have been in 1954.

PS: And why did you get married there?

RS: It was her home town.

PS: So did your family come over for the wedding?

RS: Half of Phoenix came over, I'd swear. Keep in mind, Phoenix wasn't very big.

PS: So it was a big wedding!

RS: Yeah. No, it wasn't a big wedding.

PS: And that was...you said that was right after you graduated from...or, you got your law degree at that point. That same...

RS: Right. Law degree, passed the bar, got married. Off to the Army.

PS: And, and moved to...and went into the service.

RS: Yeah.

PS: Then tell me about your first child being born.

RS: She was born in Frankfort.

PS: Was that a special time for you? Or did you have to...were you able to get away and be there for the birth and all that?

RS: Sort of. It turned out I'd had a...let me think. I'd had an appendicitis operation...a couple of weeks before that. We lived about 30 kilometers north of Frankfort, in an Army base called Friedberg, Germany. And... So I remember driving her down to the hospital in Frankfort. And, I was mighty sore, but we made it. Other than that, it was uneventful.



PS: Was that kind of scary to have the baby being born in a foreign country?

RS: No. No. Not really.

PS: Did you know German by then?

RS: She...let me see...this, well... This would have been August of 1955. She had been over only a few months. Probably had picked up some. She picked up more over the time of our stay there than I did by far. Because I was...She was dealing on the economy, as they called it. And I was dealing primarily with Army types. U.S. Army types.

PS: So what were your thoughts or feelings about becoming a father?

RS: Gee, I don't know. I guess natural.

PS: Big responsibility!

RS: I don't know what I thought about it in any terms at all. Except it was a natural progression of things, isn't it?

PS: And your wife would take care of the baby and you go back to work.

RS: That's sort of the way it went. Yeah.

PS: Back in those days...

RS: As I indicated, I was working very hard back in those days. And...

PS: So...and you mentioned other children then later?

RS: Yes. And then we came back to Phoenix. And the second one, second and third ones were born here.

PS: Was that different than the first time?

RS: I don't know that it was...well, Dinky will have her own comments about my being or not being here for the births. But, uh, I don't know if the occasions were different. The kids were certainly different.

PS: In what way?

RS: She can tell you better than I can.



PS: You tell me!

RS: No, they, they were, they were very different. But, I'm proud of them all. They're very successful in what each of them do.

PS: My brother and I were the only ones. My mother always said she didn't know we were related. Even though she was the mother of both of them. From the day we came home from the hospital, we were totally different. Well, looking back then on your career, you say you're proudest of your family. Is there anything you would have done differently in your life?

RS: Oh, I'm sure...the answer is... At that point in my time, I might have gone a different direction of that. Looking back over the, uh, the length of it, no.

PS: Curious if you'd done...if you'd gone into agriculture instead of law? Or...

RS: Well, I'm glad I didn't go into agriculture. In those days it was a profitable business. It has turned not so profitable. Ranching even more so.

PS: Of course, depending on where that farm land was, some of the farm land has become valuable.

RS: Well, yeah. That's true. A lot of, a lot of people made a whole lot of money in those days. As a matter of fact, I was...I was in, I was involved as a lawyer. I represented both sides...both the buyer and the seller sides of a large farm, farm areas in Maryvale. And Glendale. And...notably in Deer Valley.

PS: Did you invest much in real estate yourself?

RS: No.

PS: Did...I've often heard people say, gee, I wish I'd bought that land, you know, 50 years ago.

RS: Most lawyers don't...there are probably reasons. Having to do with reasons having to do with the fact they work hard enough and they don't have time to think about other investments. Some do, but they're in the very small minority. So, yeah, you watch your clients get rich. Doing what you could have done.

PS: And fill our those time sheets. Well, what about after you left practicing law. Did you ever think about investing in Arizona real estate? Or becoming a developer yourself?

RS: Both at Ramada and at Pinnacle, notably through Sun Corp, real estate is a very important part of the business. Even though you're not doing it personally. In the hotel business, real estate is a major part of the business. And the Sun Corps, it is the business. So I spent a lot of time, uh, in those two areas. In those two



companies. Doing real estate essentially. But for the company. Not for myself.

PS: And no, no temptation to do it on your own?

RS: No. No. In certain respects it would have been a conflict of interest.

PS: I guess so. What about politics? Did you ever get involved in politics?

RS: I got involved. But in...not in running for anything. Politics...was not that big a deal in the law business. It became bigger in my latter years at Ramada. I was on the board of the Arizona...excuse me...of the American Hotel/Motel Association which is the big hotel lobbying group. And spent some time in Washington when it was in that industry. And then when I went to Pinnacle I became very involved. And...of necessity in both cases. In Pinnacle, it was with the regulatory agencies we talked about. But also very definitely Congress. To a minor extent for Sun Corp, to a very major extent with Arizona Public Service. We had a number of issues pending before Congress. And I probably spent a third of my time maybe, on...between Arizona and, and federal politics.

PS: So you probably got to know a lot of politicians.

RS: I did.

PS: Any of them that were most memorable to you?

RS: Uh, sure!

At Pinnacle West, Bennett Johnston who was, uh, from the...the Senate from the South. Ran, let's see...what did he run? I forget what... This would have been the... The reason for my hesitation is, the House and the Senate are organized differently be, for commerce and natural resources. And Bennett, I think, ran the equivalent of natural resources. He was the point man in all of Congress for the energy industry. Probably knew more about it than anybody outside the industry. And knew more about it than a lot of people inside the industry. Bennett was a very, a very good legislator and leader. He, he got caught in the Gingrich Revolution. I can distinctly remember sitting in Bennett's office...oh, we'll call it September, before that election. I, with a fellow named Bill Lee who was the chairman of Duke Energy. Talking to Bennett about what the election might bring. In the House. We never talked about the Senate. Nobody expected that to change and it did. And Bennett was on the outside looking in. And I think he served out the rest of his term and then left the Senate. So he, he was a very important guy. Pete Domenici from New Mexico has been very influential in the, in the energy field Oof! I don't know how long. I would say now is probably the most knowledgeable guy in the Senate on energy issues. Jeff Bingaman, also of New Mexico, is getting there. I dealt with the entire Arizona delegation on various matters. I dealt with leadership in the House. To a lesser extent then the Senate on those kinds of issues.



RS: Bill was in, uh, Secretary of Energy during...I want to tell you the first Clinton term. And then Hazel O'Leary was Secretary during the second Clinton term. Bill's a good guy. I know him. He's a good guy. I obviously we're in different parties, but I, I respect him. I like him.

PS: Well, Bruce Babbitt being Secretary of Interior...was that helpful for you? Or...

RS: Well, see, that would have been before...we, we didn't have that much...trying to think...

PS: 93 till 2000.

RS: That whole, basically the whole Clinton administration.

PS: Yeah. Yeah. All that...

RS: I...don't remember. Yes. I would have. But in fields outside of my business world.

I was involved with the Gran, Grand Canyon stuff in those days. So I would have been a little bit involved then. But would not have been in connection with my business work.

PS: Tell me about the Grand Canyon. How were you involved in that?

RS: I was. And that would have been, I think, after...after Bruce left. In fact, I know it was. This would have been during the Bush years, I guess, when, uh... It was Gale Norton, I... Gale was in there somewhere earlier. No, not in the Grand Canyon Trust. It's the Grand, Grand.... It's not the Trust. There's another organization. Grand Canyon Park Foundation, I think it's called. Yeah. Yeah. I was involved over there for several years.

PS: How were you involved?

RS: Oh, I was on their board.

PS: How did...why did you get involved with that?

RS: I believed in the Grand Canyon. I believe passionately that it needs a whole lot more money. And if the feds aren't going to do it, the private sector needs to. And that's why I got involved with the Foundation. I got disenchanted with the way that it was going, so I left.

PS: What would you like to see happen with the Grand Canyon?

RS: Well, what I was arguing for when I was with the Foundation was that, we need to really get serious about significant money raising. And, I was thinking... in a big number per year.



PS: And how would you want that money used?

RS: I, I would give you two different answers.

In those days the sup, superintendent of the park was a guy, Joe Alston, that I know, like and respect a lot. And I would have left pretty much to his discretion. As to... There are complications with this. There are politics within the agencies and so forth. But, but, but, but Joe I truly did respect. He has very recently left and I don't know what my recommendations would be now.

PS: So what sort of things do you think that there should be more money spent up there? What does it need that it's not getting now?

RS: The main thing would be, it's overrun. And ways to handle the crowds and so forth...over on the South rim. Which I don't really like anymore. North Rim, I love. But the South Rim is just... (mg – So many cars.) Just so many....so much. Too much!

PS: But on the other hand, you have to...people don't like having to take those little buses and trams. They want to be able to drive their cars.

RS: I know. I know. I...well...it's a long story. You don't want to have that for this. But there was a proposal, what? Eight years ago? Fellow that used to work with me at Ramada. Tom DePaolo by name. Had, uh, some very significant money behind him to do a major thing at...what's the name of that town just south... Tusayan. To sort of re-do that whole thing in a very major way. Which went through its... own political machinations. And ultimately got down, voted down by the people in Coconino County. Which is a major loss. But that would have done a whole lot. Because the idea was that you'd do this center way off the rim. Train people up to it. And then go out from there. But life moves on.

PS: I do remember that.

RS: That was a major loss, I think, for the state. Yeah. It's... The Grand Canyon is now owned by Las Vegas. True.

PS: Why do you say that?

RS: That's where all the plane rides come from. Las Vegas promotes the Grand Canyon very heavily. Arizona does not. I think most people will tell you it's a suburb of Las Vegas. Most people outside of Arizona.

PS: Have you, have you been up to see that yet?



RS: No, and I don't know that I intend to.

PS: Tell me about your relationship with the Grand Canyon. When did you first go up there?

RS: Oh, when I was a kid. I...I don't know.

PS: Do you remember?

RS: Whatever I told you, I'd be wrong. Seven then. I was seven. Or I was two! I don't know.

PS: What were your first impressions, the first time you were old enough to remember the canyon?

RS: I, I can't...I don't remember.

PS: Have you gone down the river?

RS: You know, the closest I can come to that is... When I first went up to Stanford and took a train up there. With a guy from Phoenix, Terry Thomas. We grew up from little guys. Same age and all that stuff. And so we got off the train in Palo Alto, and then hopped some fences, for whatever reason, decided to walk onto the campus. And we came under the football stadium. And, so these two kids from Arizona didn't know anything. Got in ...looked down at this thing. Biggest thing I'd ever seen in my life. Just awestruck. I would suspect that's how it was at the Grand Canyon. Yeah. And would still be that way. Would no longer be that way about Stanford Stadium, but it would be that way about Grand Canyon.

PS: So do you spend time up there hiking or rafting or...

RS: Yeah, we've been...Dinky and I went down on one raft trip. I've been down on another. We wandered around.

PS: You walked down to Phantom Ranch or something?

RS: Yeah, this...this was right after football season in, in college. And he was a lineman and I was a running back. And we thought we were in great condition, so we leisurely took our breakfast. And didn't start walking until around 10 o'clock in the morning. Typical. I thought I was going to have to carry him back out. He was a lot bigger than I was.

PS: Then you, then you began to realize the scope of the canyon.

RS: Yeah. Yeah, taxes muscles you don't use playing football.

PS: There's nothing like walking through it though to really see how big it is.



RS: Oh, that's true. And then you think you've seen everything and then you come to the Inner Gorge. And it's totally different.

PS: So, do you think that, that Arizona is doing everything it can... to preserve it? What would you like to see done?

RS: Oh, whatever I'd like to see done I'm past that, I guess, in my life.

PS: You're still alive! So you're...

RS: No. As I told you, the...raising significant private money. Although that's probably not for the state of Arizona to do. It's for...private...foundation. But a, but a lot more could be done by the state. I don't think there's any question about that.

PS: You mentioned that Nevada and Las Vegas advertise it more. And, and I know a lot of people think it's in Colorado, because of the Colorado River.

RS: Right.

PS: How do you think...what could Arizona do...to persuade people it's in Arizona?

RS: Well, let me think.

The most recent...I can't even think of the most recent. Yes, I do, too. It was...yeah! Actually, quite current. I'm on the board of the new city hotel downtown, The Sheraton. And issue is about marketing that hotel and Phoenix. And so forth. And so, I inquired to the people that are in charge of marketing the hotel. How about tying in with the Grand Canyon? For instance. Or other places around the state, to extend visits. People that come for conventions, can you keep them longer at higher rates, if you can draw in attractions like Grand Canyon. I think a lot that could be done.

PS: What is it about the canyon that you think is so special?

RS: Oh, I don't know that I think differently than anybody. And I don't mean to overly dwell on the canyon. I think there are other places in Arizona that have, maybe not equal, at least international attraction that are terrific. We have a place in the White Mountains in Greer that I think is pretty stunning. I think in a way Canyon de Chelly outdoes the Grand Canyon because you can understand it.

You can't really understand the Grand Canyon. Look at that thing. Wow! Whoa! It is beyond human dimension whereas Canyon, Canyon de Chelly is not.

PS: Of course, Canyon de Chelly is on the Indian reservation, so... . Maybe that...



RS: Well, so is a good part of the Grand Canyon.

PS: Well, that's true. Yeah. The canyon that I've always thought has been neglected is the Salt River Canyon.

RS: Yes.

PS: That's pretty spectacular

RS: It is very spectacular. That's right. But, access is not easy.

PS: It's not easy to get to the Grand Canyon either.

RS: Well, yeah, but you can get there and you can drive along and, and so forth. And you can drive along Canyon de Chelly. You cannot drive along Salt River Canyon. Well, you can, but you really got to want to.

PS: First you have to build a new road or something.

RS: I love the North Rim.

RS: Now speaking of driving, however. Yeah, I found a way to do it. Which is fly up to Page and get a car. The, the drive is just killing from here. (mg – Oh, yeah.) But if you do that, it's...makes it much more manageable.

PS: Are there any other things that you are currently involved in that you want to talk a little about?

RS: No. I...when I got out of Pinnacle, when I retired there, I cut off all the other corporate stuff I was in. I'd been a director of the, the newspaper and they sold about that time to Gannett. Also Valley Bank, obviously. It sold...some other stuff I can't even remember. And started also to wind down on not-for-profits. I left Thunderbird a year ago. Left Thunderbird board. And so forth. The Symphony I left at about the same time I left.

PS: A lot of people, when they retire, they can focus on the things they want to do. Not what they have to do.

RS: Oh, I have...well...ha! Basic premise is... I didn't get out of Pinnacle until I was 70 or 71. One or the other. And...which is high time to make way for the young people. So I did that as far as the for-profit stuff is concerned. And for the majority of the not-for-profit, I was, when I did that I was chairman of the Phoenix Symphony, the, the, uh, Phoenix, Phoenix Community Alliance, and the Arizona Community Foundation. And in all cases, I passed those off right about the same time.



PS: So, how do you spend your time now?

RS: Fooling around. I don't know how, how I spend it. But...as the old saying goes, I don't know how I found time to work.

PS: I hear that a lot. I wanted to ask you about your favorite places. I mean, if you just decided to go to your favorite place when you think you want to go somewhere, where do you go?

RS: You'll hear from her [Dinky] strongly, and from me a little less strongly...but pretty strong. The White Mountains. Of Arizona. Greer. Yeah, we have a place there.

PS: We should have gone up there to do your interview!

PS: Maybe we need to talk some more.

RS: In Greer itself, it's not as much [building] as people think because a lot of it is tied up., With forest land. With restrictions in the meadows area. We're surrounded by the forest.

PS: How long have you been going up there?

RS: Well, we've had the place up there since Ramada days. I'm back to layers. Uh. Sometime in the 80s. And had rented up there before that.

PS: Well, talk a little bit about how you...how Arizona and the Phoenix area in particular has changed in your lifetime.

RS: A lot. Earlier on we talked about the bargainization (?) that was true, uh, when I was with the Phoenix 40 which would have been in the late 80s. Something like that. My impression is to a certain extent, that has subsided a little. That we now are more focused on, we meaning the place in general...on the Valley as contrasted to particular cities. That's a good thing. The population is obviously a significant change. When I was at the doctor's yesterday to get clearance to talk to you folks, uh, a friend of ours, a mutual friend of ours, had recently, that morning, died. And he says, you know, this is truly a small town. Well, it's also a four million people town. So, in a way, I guess he's right. And in a way, he's not. And that of itself is a change. And, and... (can't understand) in tandem with all that is, is what's going on at Thunderbird which is pretty impressive. In terms of international consequence. I'm sure if...probably I could come up with other big changes. Those are the ones that occur.

PS: You were talking about Tempe being connected. The light rail will do more to connect those two, I think.



RS: I'll believe it when I see it.

PS: Well, you probably remember the trolleys.

RS: I do. Sure. I truly will believe that when I see it. I, I think it will mean big things as far as ASU is concerned. Beyond that I'm not sure. And time will tell.

PS: Well, what about the ASU downtown campuses?

RS: Well, that's...that's part of what I meant. That the trolley will...or, not trolley, but the, the rail will connect the, the branches sooner or later. There needs to be something done to the West side and East side. In that respect. I think the downtown campus will help. I'm not sure as much as some people think.

PS: You probably remember a very different downtown when you were growing up.

RS: Well, sure. It was truly a downtown. And, all the big stores were down there. No malls. So you had Goldwater's and Porter's and...Korricks and Hanney's and all that. Sears.

PS: And the movie theaters.

RS: Yeah, everything. There was truly a downtown. It's demise is such, I, I don't, I don't know that I suffer as much over that as, as other people might. I do believe in downtown. And, I spent a lot of years, say, at the Arizona Community Foundation which had our focus on downtown. So, I believe in a downtown. Uh. To shed crocodile tears over what's happened, I have a little trouble doing that. Yeah.

PS: How did you feel when the, when the trolleys quit running? Was that a big deal here?

RS: Oh, I was probably out in Colorado...I can't remember when it happened.

PS: 1949.

RS: I can't...49? Well, then...yeah! I would have just hauled off into college by then.

PS: There's a film of the last trolley ride that we have a copy of.

RS: I can't remember. I do remember the trolleys. [Downtown Phoenix] condos are going up like all over the place [now.] One would have to think that, that retail will follow. That's been the great hope all this time. I have yet to see it.

PS: But they're talking about small retail, I think. You know, people that want the big grocery stores...



RS: But, you know, the same thing in Tempe. All those people down there on Mill Avenue have been screaming for a grocery store.

PS: And the one that they did have, ASU took over and made it into offices. Stabler's Market.

RS: Oh, and more to come. The ones you see now are the just the beginning

PS: Well, downtown Tempe is the same way. They're building 30-story condos and offices.

RS: Tempe is interesting however. I know that because of what Sun Corp has down there on the lake. And, uh... Tempe probably will come together somehow or the other. Number one, it's not that big.

I mean, Tempe is small. It is absolutely land-locked. Except for the lake. And...well, there's a lot of opportunity. No question about it. Fairly go-easy. Fairly. So a little easier to deal with than Phoenix.

PS: I actually live in Tempe. Are there any things about how Arizona has changed over the years that surprised you?

RS: Probably not. I, I have always had, uh, considerable optimism as to its growth characteristic.

And, I mean optimism...meaning that I favor growth. A lot of people don't. I do. But growth has got more dimensions than population and so forth. The rapidity of the growth...mild surprise. Nothing more. The absolute numbers are beginning to be pretty phenomenal however. And I think ASU is still projecting the same kind of numbers. But I remember having a discussion with Lattie Coor that...by roughly 2020, 2025, somewhere in there, the Valley population will be six million. I was working with Skip Rimsza in those days on the bond campaign before the last one. I was chairman of it. And Skip told me, he had his guys take a look at what that meant for Phoenix. The answer is, six million Valley-wide. Phoenix will be the number three city in the United States. Ahead of Chicago. And that's pretty dramatic. So, on the one hand, in the abstract, I'm not all that surprised. But on the other hand, when you put it in that kind of dimension, yeah, I am.

PS: When can you see the growth outside of Phoenix...in Casa Grande and places like, that they used to be all agriculture. Is that surprising to you?

RS: No. That's...I, I forget the, the absolute numbers, but as I recall, the whole Valley at the six-million level will pass a whole lot of places that you would think. Boston, etc.

PS: Well, what about the issue of water? Do you think...

RS: Yeah, I think it's a consideration. I've always thought it was a consideration and I've always thought that...I'll finish that thought and then give you another one. I've always thought that at some point or other, the, the solution will be that we will take the entire Colorado River here and pay for desalinization in



California. Which seems like a logical thing to happen. The second consideration was that Mark Wilmer is the one who tried the Arizona versus California case and won it. And I was a little bit involved in that with him. That was a very major victory which I think a lot of people have tended to overlook. Had that not happened, we would have been in serious yoghurt by now.

PS: We've been doing a lot of interviews for the Central Arizona Project. Those people don't overlook it. Almost everyone, when I ask them what's the most important development, they all say, the case of California versus Arizona.

RS: There's no question. That, that lawsuit was critically important. And at one point was in danger of being lost. A disaster.

PS: How was that?

RS: I think I'd rather not go into that.

PS: Why not?

RS: It was...he took it over after that point.

PS: Tell me how you were involved with it.

RS: I was involved...I was a very young lawyer at that time. Actually, even before I finished law school. I...had spent some time looking at the issue. Matter of fact, that issue, Arizona's share of the Colorado River got me through a high school course and I forget what. Anyway, that's why I started the whole thing. It got me through a college course...same paper incidentally...with some updating. And I forget what subject. And it got me through law school in some subject. Same paper. Wonderful.

PS: What was the paper called?

RS: It was the Arizona...The Legal Aspect of Arizona's Share of the Colorado River.

PS: Going back to the 1922 Colorado River Water Compact?

RS: Yes, going back to the Compact. Yeah. Everything goes back to the Compact.

PS: I didn't know you were such an expert in that. We should have been talking about...

RS: Oh, I've long since forgotten everything I knew about that. Other than the fact that it was critically important. And, of course, after that, then having Carl Hayden, MacFarland, Johnny Rhodes in the, in the House, in the, in the delegation.



PS: And having Stewart Udall as Secretary of Interior.

RS: And Mo Udall was very much in Congress at that time. Yeah, I knew all those guys.

PS: Were you back at any of those hearings back in Congress? Or...that you...

RS: No. By that time I was doing hotels. I think. No...maybe I was still a lawyer. Maybe I was still a lawyer. No, I don't think...

PS: Sam Goddard was governor when they had...

RS: Yeah, you're right. No, that's the one...

I don't remember, I could be wrong, probably am, anybody in our firm being that involved in lobbying Congress. There was some stuff going on in the state I remember. But I don't remember Congress.

PS: But you were certainly involved with the lawsuit then.

RS: The firm was, certainly was.

PS: And how did you help out with that? Or...

RS: Oh, as I say, the paper got me all the way through. Yeah. I, I may have done some grunt work when I was a young lawyer. It was still going on then as I recall.

PS: Did you get to go to any of the hearings?

RS: No, the only thing I remember... The firm represented Goodyear Farms. Which was another anomaly because Goodyear Farms is where Sun Corp later came along and bought that whole thing. But, that's another subject.

PS: The Ocotillo area? Out that part?

RS: No...no, no. No, no. Goodyear Farms meaning out at Litchfield. Litchfield, Litchfield Park is sort of the headquarters of it. And we're headed out to the Wigwam, as I recall. Right? Wigwam? For some affair out there for the Goodyear folks. And Mark Wilmer and his wife, my father and mother, and Dinky and me in the car heading out there. And Mark had just won. The announcement had just come down from the master's office that Arizona had won the thing. And Genevieve Wilmer was...she was a very...Lebanese... smallish... high voice. And so...Mark is going on about how big a deal this is for the state and all that. And Genevieve piped up and said, "Markie, don't you know land values all over Arizona



have shot up because of this?" Just put him down. Wham! That I remember very distinctly.

PS: So, you knew at the time that it was a major victory?

RS: Oh, everybody knew that. Everybody in the state. And everybody in California knew it, too. Yeah.

PS: Although, some people say that, because...when that suit... Arizona became the junior, got junior rights to the water. That may some day, with the drought, be a problem?

RS: No. That, that came along later in negotiations. The main issue in that suit, as I recall, is the extent of which the Gila...believe it or not...it doesn't make any sense, as I say this. But the extent to which drainage into the Gila River would count against Arizona. Which is a tributary of the, of the Colorado. Would, would count against Arizona's allocation under the Compact. And the conclusion basically was, no, it would not.

PS: So that negotiation later

RS: Yes, and I, I...from what little I know about it...I think, I think that was a reasonable position to take in those negotiations. Yes. I do.

PS: With the drought, people are beginning to think it might be a problem.

RS: Well, without success in those negotiations, no CAP. Yeah. Bigger problem.

PS: Yeah. And, of course, the other compromise they made was to not build more, more dams in the Grand Canyon. To build the Navajo Generating Station.

RS: That is very complicated. Not necessarily related to the Colorado River as such. As we think of it. Related, I think, more to environmental, economics...

PS: The compromise I understood, part of it was the CAP because they needed what they call a "cash register" to pump the water.

RS: Oh, to do the Glen Canyon...uh...Dam. Yes. That most certainly was the case. And, gosh, everybody in the state was involved in that one. SRP, for sure. But APS also had an interest. In the generation from that. Yes, as far as Glen Canyon is concerned. I thought you were talking about Bridge Canyon in the Grand Canyon itself. There was another upstream dam proposed. And then, there was a big one over here on the Verde River with the Indians that defeated that. Those I think had to do with other than the Colorado River flow and allocation.

PS: They had to do with the Central Arizona Project getting built.



RS: The...Glen Canyon did.

PS: No, not Glen Canyon. It was already built in the 50s..

RS: Oh, no...but the...

PS: The Navajo Generating Station was built...

RS: No, but I think Glen Canyon...the economics of Glen Canyon or the power generators at the Glen Canyon was a significant part of dealing with the CAP. If, if memory serves. And it was not necessarily the economics, it was the power. And there was an exchange of power. And that's why...CAP takes a lot of energy. A lot of power.

PS: Okay. Let's see, anything else that we should be talking about that we haven't talked about? Anything you think we should have asked him that we didn't ask him?

RS: Let's see, organizations I've been involved with. Well, you've got my resume I take it. I forget what I say in there...

PS: We want to get it in your words. You know, what you...

RS: No...but I was trying to think of the organizations that I've been involved with, yeah.

PS: One thing I always like to ask is...what sort of advice you have for young people who are growing up and trying to decide what they want to do with their lives.

RS: Well, education is important. And...just a narrow aspect of that, um, is law school versus anything else. Obviously I've now spent a majority of my life in the business world versus the law field. Although for a long time those things overlapped. And...a lot of things in the business world I picked up as a lawyer, because of what I did. The corporate finance and stuff like that. So I've thought back on what I missed from not going to business school. And the one answer that comes very clearly is organization behavior. Organization behavior. Which is commonly referred to as the soft side of business. I think it's very important to the heart of business. So I think I missed that. And...But I, I think I also recognized that early on and tried to surround myself with people that knew that much better than I did. Which I'll come back to in a minute. Law school is a pretty good education. For things other than lawyers.

I've had that conversation with lawyers. I've had it with non-lawyers. And most importantly, I've had it with the Dean of the Stanford Law School. Past. Two times past. Who's now head of the, uh, Gila Foundation. As to what they could do in law school to better equip people to go directly into business that a lot of people are doing. Or at some point, to fly out of law into business which is what I did. Or to go into government. Or to go into not-for-profit and so forth. And...So we spent a lot of time talking about what



you could do with the, the curriculum. But I think the, the short of it, is that, law school is not a bad place to start. If, if you really want a rigorous education. In, in terms of where you take it, where you take...uh...college education in general, I dealt with that earlier. Say, probably just whatever you can. Wherever it makes sense. Whatever you can economically afford. But get it and take the tough stuff. I believe in public education. So I went through public schools. As did my wife. And, and so did our daughters. On the other hand, I also believe in vouchers. So, that's another subject. But I do believe in public education. But, as the old story goes, life is a, I mean...it's...a lifelong process. You should be learning along the way. Which I try to do. I don't know that I try to do it. You end up doing it.

PS: You mentioned you're, you're proud of your daughters and your family. What is it that...are they doing...what makes you proud of them?

RS: Well, they're all very successful in what they do. My oldest daughter is a lawyer. Who is semi-retired before I did. But still is doing cases that she picks and chooses. Just finished an argument before the California Supreme Court. And is, I think, well recognized in the law profession generally. Internationally actually. In her case. My middle daughter is a journalist. Now with *Sierra Magazine* of the Sierra Club. She also free lances for things like the *New York Times*, *LA Times* and so forth. And I think she is recognized for what she does. The youngest is an MD. OB-GYN. She is becoming chairman of her department at Scottsdale North, so apparently she's recognized for what she does. And they're also good people.

PS: Sounds like very accomplished. And you...you have grandchildren, you mentioned.

RS: Yeah. Yeah. The MD is the, uh...

PS: The only one that had...

RS: The only one. Yeah. And she lives here. The other two live in San Francisco. So she lives here. They're a magnet to bring the San Franciscans down. And so we can see the grandchildren all the time.

PS: Anything else we should be talking about? Or should we go ahead and get...

RS: No, I think, you know, give her [Dinky] a chance.

PS: We're just listening! So...

RS: No...uh...back to the education question. I should, I guess, add to that. I've been still involved in higher education, uh, right now with continuing involvement of sorts at ASU. Dinky and I co-chaired their last capital campaign. So, we've been involved up there right along. As I indicated, I just stepped down from a, a long term on the board and as chairman at Thunderbird. I'm on the Advisory Committee at Scripps Institute of Oceanography which is part of UCSD. And I'm forgetting...one, two, three. There's a



fourth. Oh, Stanford! I'm still heavily involved with the law school up there.

PS: You're still keeping pretty busy.

RS: Yeah. But, I...it, it...somebody tossed that out, but not from the busy standpoint that I do believe in higher education in a lot of forms.

PS: Okay.

