

Interview with William Manchester  
Colorado River Water Users Association

Intro: I'm Bonnie Leverton. It's July 28, 2006, and it's Friday and we're doing interviews for the Colorado River Water User's Association and if you would introduce yourself.

A. My name is William Manchester and I'm the ex-city manager for the City of Farmington and that was where my involvement with the projects here would've occurred.

Q. And you're also with the San Juan Water Commission weren't you?

A. I was on the water commission for one year and enjoyed the stay there but I decided that it was retirement time so I stepped aside.

Q. Talk a little bit about when and where you were born?

A. I was born in 1933 in Grand Junction, Colorado. Went to school through high school there, in fact, next week we're having our 55<sup>th</sup> year reunion. And then I went to Mesa Junior College which is now Mesa College part of the Colorado system. Then I went to Colorado A&M which is now Colorado State and then I graduated from the University of Colorado in 1955.

Q. Majoring in what?

A. I had Business Administration as a major.

Q. Talk a little bit about your first job you had after you graduated?

A. My first job after graduation was with Boeing Aircraft Company in Wichita, Kansas. And even though I started out as an Engineering major and changed to Business Administration, my first job was with their Engineering Department in Wichita and we were working on a B52 program at the time. And it was an interesting facility, I enjoyed my work there but it was a case where the ups and downs of the aircraft industry sort of spooked me. There were 55,000 employees at the beginning of the year and 25,000 at the end and I decided that wasn't really for my career.

Q. The B52 that's an interesting, that is one of the long main stem aircrafts that the Air Force has used. What did you do there? What was it like being involved in that?

A. What I specifically was doing was in what they called plant layout engineering. And we were designing and setting up production facilities for both that aircraft and for future productions that Boeing was bidding on at the time. They were bidding on the TFX which became the F1-11. They didn't get that program but I did get to work on that and they were also bidding on the B-70 and they didn't get that one. But again, it was interesting to have worked on it for a short period of time while I was there.

Q. How long were you with Boeing?

A. A year and a half.

Q. And then what?

A. And then I went back to Grand Junction, Colorado, went to work for a CPA's office and then spent the next couple of years doing accounting work and just generally developing myself, getting acquainted again with the community after I had left it for a few years.

Q. What were your career goals when you were going to get your education and everything else?

A. Career goals, well . . . it must have been confusing in a sense because I took an Engineering degree changed to Business Administration with a minor in Accounting and my first job was in an engineering department and my second one was in an accounting department. So after that why I just decided that maybe I just needed to change goals. I worked for a private firm for a few years and then I applied as Finance Director for the City of Grand Junction and accepted that position in 1964 and spent the next 24 years in municipal government.

Q. How did you end up in New Mexico?

A. I had a gentleman by the name of Richard Gray who was City Manager in Grand Junction. He had moved to Norman, Oklahoma became City Manager there and because he was acquainted with myself and another friend who was a computer expert, decided they needed a lot of help. And they did. So we went there and spent the next three years working with the City of Norman. Then he came to Farmington and I guess you can say we followed along not only us, but others that came from Grand Junction and other places. He inherited a condition

here that needed a little bit of building up and we filled that role. I came as Assistant City Manager and after he left, I became City Manager.

Q. When you were in Grand Junction, were you involved at all in water issues or anything like that?

A. Well, not as directly as here. The water issues in Grand Junction were municipal water supplies from the Grand Mesa and so there were ongoing disputes upon acquiring water rights from the various ranchers and what have you who had facilities up on the mountain there. And to that extent, I did get involved but not in the Colorado River system per say. I was there when they built a new water treatment plant, a new sewage treatment plant which has already been torn down and moved to somewhere else. So the world progresses quite rapidly.

One odd thing is that my mother-in-law knew Mrs. Wayne Aspinal pretty well. And Wayne Aspinal, as Congressman, was one of the initiators of the Colorado River systems improvements which later became part of Central Arizona and the Animas-La Plata Project.

Q. So you were destined to be involved?

A. I guess, knew a little about it.

Q. What was your first involvement with the Colorado and San Juan River water region?

A. Well, when I came here as Assistant City Manager, I got involved with sort of an Ad Hoc Committee at the time trying to promote the Animas-La Plata. The water

commission had not yet been formed. So it was a case of making trips to Washington DC with representatives from the State of Colorado from the Durango area. I made a number of trips back there to talk to the Bureau, talked to our congressional delegation, and tried to promote the forwarding of that program. And it was sporadic but nevertheless I got involved in it, got interested in it. And of course, the City Manager became heavily involved in it.

Q. Explain what was the project, the Animas-La Plata.

A. Well, the Animas-La Plata Project was originally when envisioned contained two large reservoirs, one near Durango and one west of Durango over on the La Plata River. And that was to supply water not only to the Ute Mountain Utes and the Southern Utes, but also to the farming interests particularly on the La Plata side, and also the municipal and industrial users in the New Mexico side. And that's the way it was originally envisioned. As time went on, that second reservoir on the La Plata side was dropped from the project and whether it will ever be built is questionable.

Q. That's a project that's had its problems, right?

A. Right.

Q. Is it something that is absolutely totally needed or is there another way to go?

A. Well, the La Plata River system, as I understand it, doesn't really officially - the people up there don't officially have water rights. It's a case many, many years ago when the federal government built a number of reservoirs up there but they forgot to secure water rights to fill them. And so this was sort of an answer to

that question, that problem, and would guarantee water rights to people who otherwise . . . maybe they'll never lose them but one never knows, challenges from various individuals who could deprive them of their water some day.

Q. Talk a little bit about what the water issues were like when you first came here and then we'll get into how they've changed over the years.

A. Well, let's see water issues when I first came here was that was a case of the city doing a lot of work trying to prove, as they put the terminology, the water rights they presently thought they had. And so a lot of effort was devoted to just proving and acquiring legal title to the water rights the City of Farmington had. And then the Animas-La Plata was looking ahead at the future and some day we're going to need them type things. That's really where it stood. They spent most of their effort initially on proving up local water rights, buying up water rights from mostly agricultural users.

Q. Had did that go? What were the difficulties? Was there anger there? What sorts of things did you encounter?

A. Initially, there was always suspicion when the city wants to buy water rights because it could deprive somebody of being able to irrigate lands and yet, probably at that time, it was the only way you could acquire them. Water rights from developers over the years had been given to the city. Sometimes the paperwork had been properly followed sometimes it hadn't. So I don't know that it stirred up a lot of controversy doing that. It was just a matter of recognizing that it was something that very badly needed to be done.

Q. New Mexico is such a small state when you compare it to like other states, California and everything else the ones that are involved with the Colorado River Water Users Association, did that also affect it as far as like getting enough water to have what you needed?

A. Well, the Animas-La Plata contemplated allocating water to the State of New Mexico that was originally assigned by the state to the federal government and it was the only unallocated water on the whole Colorado River system. So there is a case that it's running out, there isn't anymore. So it was either acquiring those water rights back to the State of New Mexico through the various city entities or losing it entirely to downstream users, eventually if that didn't happen. It was very, very important and very critical that that happen or our area here particularly in 20 or 30 years would be in very, very sad state as far as additional water.

Q. Did that happen?

A. Has it happened? Well, they're building the project now and in theory those rights have been assigned to San Juan Water Commission for use by the cities, the county, San Juan County, and the rural water associations here. Yes, I think it has happened not without a lot of struggle, a lot of fighting, a lot of renegotiating, fighting with environmental groups, fighting with the federal officials over endangered species and a number of problems like that.

Q. Talk about fighting with environmentalists and the Endangered Species Act and those kinds of things. I understand that really can get kind of . . .

A. Well, it involved a lot of legal hassle and that wasn't part of the thing that I was really engaged in myself. I was aware of it happening and it seemed like every

time you would get an approval from Congress or you'd get a step down the road to build it, another barrier was raised again and again and again until many times you thought well this is never going to happen because there just are so many obstacles in the way. It's a credit to everybody who's worked on the San Juan Water Commission and Randy Kirkpatrick particularly that it ever got done because it was a struggle year after year after year. I was only on the water commission for one year, but I have a total file of paperwork involving the legal proceedings on that in one year's time. I don't know what all he has in his files but it must be tons.

Q. When you were the Assistant City Manager and then as you became the City Manager what were you involved in? What water issue then?

A. Well, for one thing the San Juan Water Commission didn't exist. And everybody looked at what the federal proposal was and said well something has got to be done. The original proposal, though you may not even find it in writing, assigned all the water rights to the Animas La-Plata to the City of Farmington. Well, as you can imagine that didn't fly very well and I can sympathize with that. We would've been the big dog running everything and that didn't work. So it very quickly became a case of well maybe we ought to divide that up between Farmington, Aztec, and Bloomfield. And again, I said well what about the county. So next revision, San Juan County was added to the list and that still didn't do the job because the San Juan Rural Waters Users said hey wait a minute, what about us? You're assigning all this water to the city and the cities are supposed to deal with us? We don't think so. So it went through several revisions and thought processes, if not in written actual concepts. That finally seemed to be the answer that we wanted to get to. Now there was a county attorney by the name of Bill Bagget that wrote up the initial paperwork on the San Juan Water Commission. And Dwight Arthur and myself and he sat down and reviewed that. Our thought was well with all of the entities and the passage of years and the

political ramifications that go on, we needed to tighten it up as much as possible. So if there is one thing that I hope that I can claim is that I helped fix it so the San Juan Water Commission couldn't be easily destroyed by a single entity saying we don't want it to happen anymore. As it finally turned out, they have to have the unanimous consent of the all people in order to do away with the San Juan Water Commission. That seems harsh but it's the only way it would've worked.

Q. Has it done what you had hoped that it would do?

A. Yes it has. Contracts have been let, construction is a couple years underway and I hope it will be finished by about 2009.

Q. That would be good.

A. Yeah.

Q. What were water issues in New Mexico? I mean it's like you were saying about the Animas thing that everybody's fighting for the same water but there's a lot more people than there is water, right?

A. Yeah. The sad part of it is when the original divisions of the river occurred in Colorado and the Upper Basin; they did it apparently on wet years. And so in a typical year there isn't enough water to even fill the needs that were supposedly allocated. So yes, it's a continuous fight on and on and on. Part of the problem, not a problem per say, but when they built the dam up here at Navajo Dam, they had the San Juan Chama Diversion Project which theoretically could divert a great deal of that water in which would normally come through this area to the Albuquerque area. And they have the right to do that. They've not done much of

that diversion to date, but it's now becoming to the population size that Albuquerque is starting to pull that water out and I'm sure they will for now on. So it's going to be a struggle for now on to have enough water for everybody.

Q. Especially since we're still kind of in a drought, a server drought. I read someplace that as of last year, it was the worst five years in a five hundred year period.

A. Right and it's unpredictable. They said Navajo Dam two years ago; it would take ten years for it to fill up again. Then last year it rained so much, it filled it up. So they can't get an exact cause and effect from the rainfall but they know dry years are probably what we're going to expect. So conserve, use what you got. And the Animas-La Plata is not meant to be used day by day by day but it's a reserve sitting there for the dry spells and then refilling the Animas-La Plata storage when a wet year occurs. A lot of folks objected to the fact that that water is pumped off the river to a storage sight but it only occurs once every six, eight, ten years. The other years the water just sits there waiting for a need.

Q. Are you concerned that maybe all the water is going to run out eventually or do you think something will always come up and save the day?

A. There's a large reservoir of water under the State of New Mexico but its lousy water. I mean it's very, very brackish. I suppose you could touch that and with a sufficient amount of money, you can make it usable water. I don't know. At some point, you're just not going to get anymore. So you're going to have to reduce. The way of life is going to change and not for the better as far as I'm concerned.

Q. When you look back on some of the issues that you had to work through, do you recall any interesting periods of times where there were some ticklish negotiations or were things kind of balanced one way or another? Any people that you dealt with that you have remembrances of?

A. Well, there were a number of individuals in the Durango area and in the Farmington area that for whatever reasons, were very, very much opposed to the Animas-La Plata Project. Some had maybe valid reasons; some had questionable reasons that we'll never know why they were opposed to it. It made it difficult at times. There were city council members at times that were opposed to it. Luckily there was always a majority in the city council that favored the program. That also happened in Aztec. It made it a bit more difficult to contend with that kind of opposition, internal opposition, but everybody got together and it prevailed and projects gone forward.

Q. How did you deal with some of those things, some of those obstinate people? Did you just out vote them?

A. Well, it wasn't me. I wasn't on the commission, I mean on the council, but primarily that was the case in many instances. It was a case of three to two, three to two, as far as the City of Farmington was concerned. You'd always wondered about the motives of people who didn't want a project that to me on its face was the only water source available to a large group of people here. Motives, I could speculate all day long but I'm not going to.

Q. What were some of the biggest challenges that you think the State of New Mexico faces right now?

A. Well, you still got to get the funding to finish the Animas-La Plata. There are still five or six more years of maybe contention over getting the money. It's a three hundred and some odd million dollar project, originally started at five hundred million when it was much larger. And in my view, it should've been built in the larger capacity not the present one. Getting that funding from Congress is one of the biggest items. Balancing the needs of the four corners area against Albuquerque and perhaps even Las Cruces because they're going to need water from the Rio Grande through the Chama Diversion Project. Those are probably two of the biggest items that are connected with water.

Q. I know that when they were having a lot of meetings saying we've got to refigure the Colorado River basin thing and everybody's got to dump their consumption and stuff like that.

A. Well, there are still court challenges in the works that have been there for many, many, many years. The tribes, particularly the Navajo Tribe, have claimed the water in the San Juan River in total for many, many, many years. Whether they'll ever prevail on that I think is somewhat doubtful but they still have a claim. And that's why the Animas-La Plata was so important in getting the Southern Utes and the Ute Mountain Utes to sign off on a statement saying that they recognize that this fulfilled their obligation that they don't have any further claims to the river. Today, I don't think that's happened totally with the Navajo's.

The other thing is that Gallup is running out of water and the only place that they can get water is from up here. And it's a super expensive project, maybe costing as much as the Animas-La Plata to get a pipeline to Gallup. That hasn't been totally determined although I think it's probably in the works and someday it might happen.

Q. Do you think you folks back then were forward looking enough? Do you think you've made some mistakes? Do you there were other corners you might've turned one way then the other?

A. There was definitely something looking forward because these are water reserves that are not needed today but they certainly will be in ten years, or fifteen years, or twenty years or further down the line then that. So yeah, I think we were looking forward. We weren't trying to do something for the enrichment of the present people that are here but for the generations that are yet to come.

Q. Do you think you were forward looking enough? Do you think there's other ways you could of . . .

A. I honestly don't know of any other solution to the water. I mean as I said this was the only unallocated water in the whole Colorado River system. So we didn't have a lot of choice.

Q. New Mexico is starting to grow and everything else; if you're worried at this point maybe there won't be enough water in the future? What happens when another million people move here?

A. Well, the only thing that I can think of is that the lower states are going to have to develop water sources so they can release some of the water to the upper basins states. That isn't going to come very easily. They're not going to want to do that and I don't blame them. You can't deal with a shortage when there isn't any supply available. You know, it's Mother Nature that you're depending on. So that will be a source of contention, maybe fifty years down the line you're going to find California getting most of their water out of the ocean, maybe, or from the Pacific Northwest.

Q. Well New Mexico also gets a very small, they only get like an eleven and a quarter percent of the water allocated but that was set up so many years ago. Do you see a . . .

A. I don't think you'll ever get a reallocation of the river. That would be so contentious that it just wouldn't happen. I think you have to deal with what you have. Then based upon what happens in the future, why maybe things will change along the coast line to allow us to have more water. It's not going to be very easy.

Q. You'd be talking about World War III?

A. Pretty close.

Q. Who were some of your best allies when you were trying to deal with these things?

A. Well, of course the folks in Colorado had very much of a vested interest in it, the water users association up there, the City of Durango, the two Ute Tribes. If it hadn't been for the involvement of the two Ute Tribes, and I think a positive involvement from them, this probably wouldn't have been a project that would have come to be. But they had by an agreement with the United States Government been promised water rights which they've never been able to obtain and this was their one way of obtaining water rights and they took it. Their attorneys worked tirelessly with the delegations from Colorado, political delegations, and from New Mexico. They were a big contributor and their

attorney for the Southern Utes, particularly Sam Maynes, was very much the driving force.

Q. Who were your greatest opponents then? Who was fighting you the most?

A. You know I can't even remember their names but there was a group in Colorado, particularly in the Durango area that were affiliated with some national groups. The funding wasn't just coming from Durango, it was coming from everywhere. And I suspect that some of the funding for opposition came from down river groups who said gee it would be nice if we could get that water. But I have no proof of that so and there is no way of knowing.

Q. What year did you leave the San Juan Water Commission?

A. It was '99.

Q. And have things changed since then? I mean I'm sure you're still staying in touch with everybody. Keeping your eye on what's happening.

A. Well, the struggle still continues. Even though the project is still underway, they're lawsuits still being filed. Trying to stop it in mid-stream which seems very, very short sided but I'm sure they're still working on those things on a daily basis.

Q. What accomplishments related to New Mexico water issues are you the proudest of that you've worked on?

A. What accomplishments that I'm the most proud of?

Q. Uh-huh.

A. Well, I guess the best thing I can say is that I'm glad that I worked on the construction of the San Juan Water Commission in such a way that it's going to stick around and nobody is going to destroy it. That's what I'm proud of.

Q. Is there anything that you would've in your career in your years here or even in Colorado that you would've done differently?

A. As far as water you mean? No, I don't think so. I think we accomplished what we needed to do and we worked on it hard. There were some stumbling blocks along the way and probably one of the biggest disappointments is that the original concept of the Animas-La Plata was reduced considerably from its original concept. And I think it was a mistake that it should've been built twenty years ago when costs were a lot less and some of the other things weren't insight such as the Endangered Species that's really put a problem in front of the construction of the project.

Q. You're not going to go out there and just find like oh here is a hidden river that also hasn't been allocated, right?

A. No, afraid not.

Q. What's your biggest surprise you think regarding water issues that you just didn't expect?

A. Well, I guess the amount of opposition that occurred. To me it just seems like it's the . . . it's an off stream reservoir. Every time it comes up, people object to it. But there is no sight on this Animas River for a project to be built. The Corp of Engineers looked at it, many other people looked at it and they said it can't be done. So you take the best alternative you can get. And when the lake is actually filled next to Durango, it can be a very good recreation spot as well as just being a storage of water. I think it would be a positive for the whole corner of the state to have that available. It's sort of like the Delores Project with the large lake that's up there and I hope that comes about.

Q. I think one of the things that we've heard over the years is people saying because of the Colorado River and all the tributaries and everything else that's why the southwest has grown so wonderfully well. But because it's grown so wonderfully well that put the river in danger.

A. Well, yeah I could believe that. I mean the same thing happens along the coast line. They say well everyone likes the coast line so that's why everybody moves there. Yeah, there's a natural attraction and that causes a reaction from people moving here. But I don't think there's an answer to that. You just deal with what you can.

Q. While we're taking about New Mexico's water resources and issues, what do you think is the most critical right now, today?

A. I don't know that I have an answer to that question. They're all critical. On the Rio Grande, they're having terrific problems with water shortages. They're fighting the battle of the silvery minnow and there are possibilities, real possibilities, of downstream users particularly down around Las Cruces being

totally deprived of water for irrigation. That can be a big major problem but I'm not familiar with it enough to really comment on it.

Q. How do water issues facing the southwest region impact New Mexico's water resources?

A. It's a basin by basin conflict. So everybody has their own problem. You know down towards the southeast there was a conflict with Texas over water and New Mexico ended up losing a great deal of water and funds from that. Drilling, water drilling for water wells along the eastern side of New Mexico is a contentious issue because the aquifer there is eventually going to run out and they're all going to be dry. So how do you fill it back up? I don't know how you do that. But West Texas and Eastern New Mexico, years down the line they're going to be in real trouble. They're going to be dry.

Q. What about the rural areas around New Mexico, especially around like Farmington, there's so many rural people? Are they being taken care of?

A. Well, they have their own associations and they have their own allocation of water out of the river. If they have it properly had it adjudicated, they're probably alright. If they've not got their proper paperwork done along the line somewhere, they're probably eventually going to end up losing it. All this rural land will eventually be encompassed into the cities. Cities actually use less water than the rural folks, so you end up having a surplus of water coming from that. But it means the farms will be gone and to a great extent that's probably going to happen twenty-five, thirty, forty years down.

Q. What do you anticipate the state's future challenges with water?

A. Just protecting it from the downstream users probably because you could go to the Phoenix area and your look at Roosevelt Lake and say that's a nice big lake, but if this town, or city, doubles in population where are they going to get water from? I don't know and I don't think they know either and potentially that can very much be the case.

Q. Do you find that the people like we've had a lot of rain last year, we had a lot of rain this year and everything else that people kind of get complacent and go we don't have to worry so much anymore. It's always going to come down.

A. I think that's the natural thing that people do but yes, they have to worry. I'm glad that we're in the northwest corner where we have a little better water supply than the rest of the state but it's not superabundant and someday we're going to have the same problems.

Q. What about other challenges other than water when you think of this state?

A. Keeping up with infrastructure. Like everywhere else you know, you say gee that's a nice new road and then suddenly its twenty years later and its not so nice anymore. You have to rebuild it and redo it. I think New Mexico's done fairly good on that basis of doing that but Gallup for instance is going to be running out of water and they've got a major problem. Is that going to be taken care of? What happens with the additional power plant that looks like it's going to be built here south of Farmington? Is that going to have any negative impacts? I think it's probably going to be positive but it has to be looked at very carefully. The oil and gas business for which I've been involved with someday we'll run dry and that's going to be a major thing. Although when I moved here in '76, they said in twenty years it's going to be all gone. Well there's more oil and gas being

developed now then there ever was. Someday that'll be a self-fulfilling prophecy. It will be gone and you have to have something else.

Q. In spite of how hard it was in the last twenty or thirty years, do foresee it's going to be very difficult to handle water issues from here forward as compared to the problems you had?

A. No, I think maybe different problems but a set of problems will be there and it will be just as difficult, maybe even more difficult than it is today.

Q. Are there going to be any better solutions do you think?

A. Not that I know of.

Q. Do you have any advice for the people who are operating New Mexico's water resources today? Do you have any advice for them?

A. Be very vigilant. Watch for things that are occurring. Look down the line and just do the best to protect our interests.

Q. I want to go a little bit more into detail on setting up the San Jan Water Commission because it sounds like a very important thing. Did you guys run into problems when you were trying to set it up as far as opposition or did everybody say yeah that's the solution, why didn't we think of that?

A. No, there was always opposition because they knew what it was being set up for and that was primarily, it was set up primarily to forward the Animas-La Plata

Project. As a part of that, it also dealt with other water issues. And consequently, there was opposition in setting it up but it seems like the right thing to do and the cities and the county all signed off on it as I remember. In Farmington, it was unanimous at the time. After that, it wasn't so unanimous. I don't know about the other cities but I think they were pretty much the same. They had a vision that this was the way to go. Today some of them might object to ways of daily operations. They might have questions about it but they have that about their own city governments. So that's really nothing unusual. It went rather smoothly once we decided that we made it all encompassing, that is was the cities, the county, and the rural water users.

Q. You were saying that every now and then you'd be under the gun from the press or whatever. Did you have more controversy as the City Manager or as being on the water commission?

A. No, as City Manager I was sort of out of the fire for that type of thing. Everybody knew where I stood. In fact when I got on the water commission, there were a couple of council people who opposed it knew where I stood and still voted for me to put me on there. The water commission itself is a place where more of the action occurs I guess.

Q. Is there anything I didn't ask you about water issues or about your involvement and everything else that you thought I was going to ask?

A. I can't honestly say no. I mean I can honestly say no. I don't think so.

Q. Anything at all in your past experience that somebody ought to know about that we didn't ask you about? Anybody you want to flame (sic)?

A. I don't want to . . . .

Q. Did you have any involvement with the Navajo Dam?

A. Well I did. Navajo Dam, of course was there, and when I was City Manager at the City of Farmington, we decided that Navajo Dam would be a natural place to get a power plant built. And we got to looking around and one day, a gentleman came in and said you know what I've got the money and we can build a power plant up there and I just want you to turn your rights over to that. And I'll build the power plant and we'll share the wealth. The council looked at one another and said why would he want to share the wealth? So they applied for their permit which at that time was being pushed by the federal government. All the water courses in the United States were being pushed as power supplies. Well, we made the proper application. It had a deadline. As I remember, it was sent off by Fed Ex who had a plane here in Albuquerque and it didn't get there on time. The federal government had to forgive the City of Farmington because Fed Ex wrote them a letter and said it was their fault. It wasn't ours. So we got the permit to build the plant. So there was one time on this plant up there, we had an English company . . . well, let me back up a minute. The Bureau had tried to build an Electrical Generating Plant up there themselves. And they didn't have official jurisdiction to build it but they'd already bought equipment, put foundations in place. They had the turbines that they had purchased. They came from England. We put bids out for generating equipment and a bid came in from China. So we ended up sending our equipment up to Yangtze to be mounted together with the equipment that we already had from the Bureau. They're putting those two things together and that was about the time they were having huge fires along the Yangtze, and all we could think of was our boat sinking somewhere and we'll never see that again. But it came back and there was an English company, Chinese people. There were East Indian people up

there. They were all working on different projects and it looked like a United Nations concept up there. But it became a very good asset for the City of Farmington until the Squawfish came along. And now they control the outlet of water so much that it's probably lost fifty percent of its efficiency. It's still worth while but it was a lot better when they could run it full power.

Q. What stopped it? The Squawfish was that an environmental thing?

A. They controlled the water flows. They're up and then they're down. And a power plant runs on something steady. In the early years that's the way the water flowed out of the Navajo Dam was more or less of a steady stream. So it's been reduced in efficiency. But it was interesting to go through all the ramifications to get this thing built. And the power plant still exists up there and it's still doing a pretty good job for the city.

I was also involved in a lot of the acquisition talks with the Public Service Company of New Mexico when Farmington bought a portion of Unit Four out here at the San Juan Power Plant. And that was a big acquisition, that and in addition to their turbines they recently built two of them is the power supply for the county basically.

Q. When we're talking about challenges that you faced in your career, were they all just challenges of states issues? Were there personal challenges for you to try and get a particular thing done or through that you really thought was needed?

A. I have to think about that. Sometimes it's a case of convincing people. I'm trying to remember specifics it's very difficult at this time. It was too many years ago. But it was a case of . . . you had to convince people once and awhile that that was the course of action they ought to take. It was an interesting career. The

City of Farmington through bonding the two large power plants out here, Pollution Control Bonds, issued primarily during the time I was either Assistant or City Manager. We have something like two and a half billion dollars worth of bonds outstanding. The City of Farmington does at this time but they're not debts of the city. They're debts of Public Service Company or Southern California Edison, or others, Arizona Public Service, through these power plants.

So it was an involvement that I had. I guess in a sense it sort of has a connection with water because both of those plants need a lot of water out there. They couldn't operate it without it.

Q. It sounds like you had more successes than failures though.

A. I hope so . . . to sign bonds for these people. And it was an interesting experience except I was in a building right adjacent to the World Trade Center where they were doing all the signing. That building disappeared totally. But it's not bonds anymore, it's all electronics. It's stored in somebody's magnetic thing. I don't even think you can buy a paper bond anymore. So it went from gee that was a great trip to nothing.

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