By 1993 there was a growing dissatisfaction with the performance of Farr Company's CEO, Charles Wofford. In April, Linda and Richard Farr asked for a meeting with Spencer and David to discuss Charles Wofford's failure to take the company where it needed to go. As a vice president, Richard had seen a lot of situations mishandled, emotional outbursts and failure to provide leadership in keeping company employees happy and motivated. Richard had been approached several times by employees asking for his help to change the situation. Wofford took away $100,000 in promised sales bonuses and offended many of the top distributors. He did not appear to recognize the importance of taking good care of the sales people. One long time employee, Cecil Goulding, told David that Wofford didn't fit into the company culture. A banker, who monitored the company's loan account, heard an earful from employees about their discomfort as he tracked the company's financial abilities. David talked to one of the leading men in marketing, Tom Vidmar, who kept him in the hall for several minutes, covering grievances. Charles was apparently too emotional and inconsistent in his approach. Spencer was quite concerned, as he liked Charles. David expressed his feeling at this meeting that the Farr family owed an allegiance to the employees, stockholders and customers, above loyalty to any one individual.



Linda continued to lead a Farr Company coup against Charles as more employees expressed dissatisfaction with his leadership. Linda feared that Farr Company would begin to lose key employees and salesmen to other companies. Both Linda and David talked to Jack Meany about this problem. He empathized with them, but was limited in what he could do. David told him in one conversation that he thought Jack should run Farr Company.

Later that year Herbie Locke, whom Charles Wofford had appointed over manufacturing, was heard cursing at employees using the 'F' word.

In October of 1993 there was more unhappiness at Farr Company which was adding to Spencer's stress. There was a flurry of controversy, letters and conversations with Farr Company Board members, as more stories came in from distributors and employees about the belligerent and demeaning attitude of Herbie Locke (over Manufacturing). Charles Wofford had his share of stories come in concerning this ill treatment of others. Linda Farr Imper bundled up a number of letters and other information voicing the concerns of employees and sent them to the board. She got back a letter indicating that the board was fully behind Charles and that employees were only upset because Charles

was setting tougher standards. Yet, all the criticisms seemed to come in the form of how people were being treated and not tougher standards.

In November David met Charles for dinner. Charles complained bitterly of his treatment by the family and was especially upset at the secret meeting they had as a family with Spencer, the complaints from employees and Linda's letter to the board. He said those who did this *'are traitors and should be shot'*. David was stunned at his attitude and told him so. David said Charles couldn't be successful with that attitude. Texas Instruments, where he and Herbie Locke had come from, had a reputation as a military type organization, which David felt helped reinforce the kind of behavior seen in Charles and Herbie. Much later David learned that Charles had verbally dressed down Spencer for his meeting them, in front of the board, telling him not to have any more meetings behind his back. David wished he had been there at the time, to rebuke this affront to a founder of the company. Charles was driving nails into his own coffin. (Later, at Spencer's funeral, Jack Meany would refer to this affront and remark at how mildly and without anger, Spencer had taken this insult.)



Spencer and Thalis in their Farr Family shirts - Flathead Lake

In April of 1994, even Spencer had reached his limit with Wofford. Wofford was competent in many areas with Texas Instruments, but turned out a disaster in managing the Farr Company. He had taken over at a time when Farr Company was weakened by debt brought on by acquiring another company and a big computer system. Thalis urged Spencer to take action. She saw him suffer sleepless nights worrying about the deteriorating condition of the company. She told him, *"The children are right about Charles not being able to handle The Farr Company. You need to fire Charles so you can feel at ease."* So simple, so direct. Spencer had been set to play golf that day, but Thalis talked him out of it saying, *"Your game wouldn't be any good with all this trouble on your mind."* She encouraged him in making the right decision. The old saying occurred to David, 'the hand that rocks the cradle rules the world." Convinced Wofford would have to go, Spencer asked Jack Meany to represent the board and fire Charles. Jack agreed. The stock had fallen to as low as $4.00

a share and the family was very concerned that the Company would have to be sold or taken into bankruptcy by creditors. After he was let go, Charles went around as if nothing had happened - stunned would be the word. In fairness to Charles, he inherited a company mired in debt, and saddled with past decisions that made progress difficult.

All the family, especially Linda who had led the charge against Wofford, were pleased. It was the family and company good fortune to have Jack Meany take over the leadership at Farr Company, at Spencer's request. Jack, at age 71, took over the Farr Company in 1994 and in four years completely eliminated the $30 Million of long term debt, cut costs and restructured the organization. The delivery time for Farr products was greatly reduced and company morale rose under the wise leadership of the team Jack assembled. The board meeting that May 1994, was a relieved one as Jack confidently assumed command. The Farr Company took an upward path of growth. The stock climbed to $20 per share, was split 3 for 2 in February 1997, went back up to $20 and split again 3 for 2 in May of 1998. The employees were very happy. One sales manager said, *"Now I can get away from all the paper work I had to do under Wofford and go see more customers."* The Farr family had a luncheon afterwards and presented Linda with a bouquet of flowers and a card for her part in this difficult struggle.

In November 1993 Spencer planned a hunting trip with Alan and Jerry to Montana. Jerry decided not to go at the last minute, so Jim went with them. They had a wonderful time, but Spencer said it was the last trip he was going to take to Montana because the hunting wasn't that great. It ended up being the last hunting trip Alan and Jim took with Spencer.



May 1994, Thalis's sister Erma's 90th birthday was celebrated at the Westwood Ward Chapel. It was a wonderful dinner, with over 200 in attendance, including 120 Jackson relatives. Jan Hunt had spearheaded the event with a number of Jackson relative's participating in the entertainment. Spencer was the master of ceremonies, using his humor and charm to good advantage. Different families were asked to make comments about Erma. Jan had written a 'rap' script for Thalis and her other sister Jerri to give. It was about their life with Erma and had a good beat and cadence to it. Thalis did an excellent job in expressing herself and acting out her part. She was up there in full command. David was really proud of her because she didn't let her past experience with stuttering keep her from being out there and being social.



Erma Treu with nephew, Jeff Matsen at 90th Birthday Party



The Farrs in Las Vegas
L to R: Alison, Spencer, Carol, Mitch, Sasha, Thalis, Alan and Evan

In June 1995 Carol and Alan met Spencer, Thalis, and Alison and her family in Las Vegas. Alison had seen the show "Cirque du Soliel" in Los Angeles and had enjoyed the show so much that she arranged for everyone to meet in Vegas to see it being performed there. They took Spencer and Thalis to dinner and Alison took them to the show as an anniversary gift. She wasn't sure how they would like the performance as it was very unusual. But as they watched, everyone from 1½-year-old Evan to 85-year-old Spence was quite enthralled. Afterwards, Spence told Alison that he wasn't a big enthusiast of live performances, but this was by far his favorite one he had ever seen.

In June of 1995 David and Spence went fishing to the Teton Valley Lodge again. David was somewhat reluctant to go, as he was very busy, but glad he did as this would be their last fishing trip together. They arrived in the beautiful setting of the Wyoming mountains surrounding Jackson Hole. The Teton Valley Lodge was over the mountain in Eastern, Idaho. They fished on the upper Henry's Fork of the Snake River. Their guide, Scott, helped them hook some very nice sized cutthroat. One was 19 inches. They were going through class 3 rapids (5 being the most challenging) and so had quite a ride. Spence sat down in the back, flicking his fly on one side of the boat and then the other. David hadn't seen many better fly fishermen than his dad and was very proud that at 85 he could still hook the big ones.



Farr Cousins
L to R: Mary Anne and Jack Farr; Ciera Boyd, Kaitlyn Farr, Stephanie, Jenna and Brianna Boyd; Alison, Alex and Evan Brisker

On the annual trip to Flathead, Montana, Spencer and David went fishing with the Fendersons and were able to bring home some large lake trout to share with the rest of the guests. Of course, they had their annual 'blood meeting,' with in-laws and grandchildren wondering when it would ever end.

Over the years, David worked with Spencer and Thalis, on their estate planning, to save on estate taxes and make the transition of passing their property to their heirs easier when it came time for them to die. The year 1995 was to prove pivotal in planning, as David had found the best estate planning attorney he had met in his career. Jerry Larson's firm was devoted to doing estate planning for the wealthy, minimizing taxes through a well directed system that takes much of the burden from their clients. The local director of the Internal Revenue Service had called the Larson firm 'public enemy number one', due to their effectiveness in removing assets from the hands of the taxing authorities at death.

David met Spence and Thalis at Larson's office. He had drafted a number of trusts designed to avoid estate taxes. One was the Farr Irrevocable Trust 1, designed to place the Holiday Park properties into a trust, removing it from Spencer's taxable estate. David calculated that if they lived six more years and gifted each year, they could save about a $1,000,000 in estate taxes.

In November that same year, Spencer went hunting with his good friend, Bruce Strathern and while hunting suffered a heart attack. Following is a quote from David's journal in giving the chain of events that would lead to Spencer's death on January 26, 1996.

'Mother called me last night to tell me Dad had chest pains while hunting quail. His hunting partner, Bruce Strathern, brought him to UCLA hospital for treatment. They discovered that one of the arteries which had been engrafted 10 years ago had become blocked, causing the pain. They performed an angioplasty (inserting a balloon up the groin and opening the artery) which caused a bit of cholesterol to break away, which went to the brain, causing a stroke. I came up and spent 6 hours at the hospital with Mom. Dad can't speak, as the left side of his brain was affected. He also has a hard time understanding speech. His right side is somewhat paralyzed. He showed some signs of improvement, moving his limbs and trying to talk. . . My son-in-law, Jamey told me a few months ago that he didn't feel grandpa would be around much longer and that patriarchal duties would fall to me. I hope he is wrong and we can get Dad to the point of being in a rehabilitation clinic for stroke.



Thalis and Spencer at Holiday Park

That week we ended up with four family members in the hospital: Dad for his heart, Teresa for a hysterectomy, Mike for nerves and Aunt Franny Burke for back pain. Trials seem to pile one on another. One of Dad's doctors asked him to look at him on the right side of the bed. He didn't, he just kept looking at the pretty nurse he had. I told the doctor 'sorry but Dad thinks the nurse is better looking than you!'

All the family flew in to see Spencer and to be with Thalis. Alan, Jerry, Jim, Stephanie, Jamey, Alisa and Stuart all arrived, and Alison returned from a trip out of town. Stephanie was very taken back at his condition - not being unable to speak and to understand much. . . Alisa was also very upset at his situation. It was very hard to see him in this condition after 85 years of active participation in life's activities. . . Stephanie in her thoughtful and creative abilities, brought in a painting of Holiday Park.



Spence and Thalis at Flathead with great grandchildren: Evan Brisker, Kaitlyn Farr, Ciera Boyd and Brianna Boyd

Her grandfather felt the painting with his hand and tears came to his eyes.

On one of Alison's visits to the hospital, she was holding her grandfather's hand and talking to him and he started to cry. While she was there the nurse attempted to change Spencer's I.V. She watched as the nurse poked around unsuccessfully trying to locate the vein. Alison started feeling queasy, when the nurse said, "You're going to feel some pressure now." The next thing she knew she was lying on the floor, with the entire ICU staff standing over her. After this experience, she was glad she had decided not to become a nurse.

Jana suggested that everyone stay in town and that their families come to see Spencer and spend Thanksgiving with Thalis. After Thanksgiving dinner, prepared by Jana and others, Thalis expressed her love and appreciation for all of her family showing up to support her and Spencer. She said she thought she had a good family and this proved it. She said she was proud of her family because they have good principles and are good Americans. David told the family about the fact that at the hospital, at three different times, two nurses and a doctor asked him if he was Spencer's brother. David attributed it to the fact that Spencer looked and acted so young.

During Spencer's decline, the support, concern and love, shown by both family members and friends who called and came by to see Spencer was very impressive. Jane Jackson, Thalis's niece, came by to give Spence massages on occasion, to try and relieve muscle pain. Don and Arlene Alder came to see him. They were long time friends, dating back to their days in the Westchester Ward. Arlene held Spence's hand and kidded him about them flirting as friends. It was a very frustrating period of time, especially since Spencer couldn't communicate. He had always been such a good and interesting conversationalist, that it was especially difficult for him and his friends and family, not to be able to communicate. He received much attention and rehab from medical assistants to try and get his speech back, all to no avail.

In December, Thalis had an interesting experience. She was at the L.A. Country Club, where she and Spence had spent much time golfing and enjoying their social life. A woman attendant came up

to her and asked her not to go until she had prayed for her and Spencer. When Thalis was ready to leave, the woman came to her and they prayed together. The woman rubbed some oil on her, held her hand and offered an endearing prayer for Spencer's recovery.

Teresa was worried that David was going to put both parents in a nursing home. She had misunderstood some communication and was quite concerned. David had to laugh over that, as there was no way their mother was ready for a nursing home.

On Thursday, January 25th, 1996, David got a call at 5:00 a.m., that Spencer's heart had stopped and that the hospital staff had revived him by emergency procedure. He was very ill and on a breathing machine in the critical care unit of the hospital. It looked like this was it. David wept at the prospect of his father dying. He was also upset that they had revived him, for it was Spencer's wish they take no unusual procedures to keep him alive. The family had failed to recently communicate this wish to the doctor, so he had been revived. David arrived at Daniel Freeman Hospital in Inglewood at 8:30 a.m. His mother and Carmelita (her housekeeper) were already there. He stood by his father's bed as he clung to life with his eyes open but not comprehending. Spencer's face had lost much color and it was apparent that the end was near. At 9:00 a.m. Dr Patel, his pulmonary physician, came in and the family agreed to shut off the breathing machine. Just as the nurse, Lucy, was ready to give him a pain killing shot and before Dr. Patel could shut down the machine, Spencer's heart stopped. The heart monitor, which had shown the line of a steady beat, now went flat and Spencer's life on earth ended. There were more tears, but also relief that he would no longer have to suffer. Dr. Patel said that he would not have talked or walked again. He complimented the family on their decision to let him go. Teresa and John arrived a half hour later. Teresa kissed her father and wept. Thalis cried as well. When David was asked how his mother was doing, he replied that she was doing better than him, emotionally speaking.



Spence at Flathead Lake 1994

They went to the house to make arrangements for the memorial service. David confirmed with the family that Spencer did want to be cremated and have his ashes scattered on the Fish Lake Trail, at

the first crossing of Dry Creek. Bishop Lynn Poulson said the Church no longer had a policy on not cremating as so many foreign countries required it due to a lack of burial space. Family and friends were notified of the service set for Tuesday. It was decided that David, Jack Meany and Stephanie should talk. The opportunity to speak was also offered to Spencer's other children and grandchildren, but they declined, fearing that they would be too emotional. Stephanie and David feared the same.

David held a special remembrance for his father at his home with his children and their extended families. Everyone expressed their special feelings about their relationship with him. All had something special and unique to say. Jamey's comments were perhaps the most touching, as he humbly recounted the story of his seeing Spencer at Flathead Lake Lodge the previous summer, approaching the dinner table with the light shining through the windows on him. Jamey felt strongly that Spence would not be there next summer and that David would have to assume the patriarchal reign in the family. The feeling was so strong that Jamey spent special time with Spencer to talk about their relationship and how much Montana had meant to the family. Before Jamey and Stephanie left for home, Jamey suggested Stephanie say goodbye to her grandfather as he didn't feel they would see him again. Just as everyone finished speaking, David's assistant, Claudine, arrived with the programs. She had sketched a wonderful picture of Spencer on the front cover, and on the inside of the program was a beautiful sketch of Yellow Lake with Spencer on a horse in the foreground and his favorite poem about death, that he had sent to several in their time of bereavement. On the back cover was a great statement by Victor Hugo, that death was not a dead-end but a thoroughfare. Jason read a beautiful poem he had written called <u>The Cycle of the Tree</u>.

Thoughts on the Immortality of the Soul
by Victor Hugo . . . .

"I feel in myself the future life. I am like a forest once cut down; the new shoots are stronger and livelier than ever. I am rising. I know, toward the sky.....heaven lights me with the reflection of unknown worlds.....my soul is more luminous when my bodily powers begin to fail...Winter is on my head, but eternal Spring is in my heart.....

When I go down to the grave I can say like many others, 'I have finished my day's work', but I cannot say, 'I have finished my life.' My day's work will begin again the next morning. The tomb is not a blind alley, it is a thoroughfare. It closes on twilight, it opens on the dawn."

While driving up the freeway to Jerry Larson's office in Costa Mesa, David saw a large flight of geese, flying in formation overhead. It reminded him that his uncle Dick once said that when Spence was at Holiday Park, the geese would fly in perfect formation overhead, referring to Spence's habit of perfection in dealing with life's details.

The funeral service was held at the Westwood Ward behind the Los Angeles Temple. There



were some 300 in attendance from church, business, service clubs, relatives and friends. David felt cheerful and not solemn, as he greeted many people he had not seen in a long time including their long time neighbors, the Baileys. They held a prayer meeting with Bishop Lynn Poulson and a family prayer, with Jeff Matsen being voice, and then filed up to the stand in order of their speeches - Jack Meany first, Stephanie and Jason, second, David third and Jamey and Stuart last as they were offering prayers. A sister played a medley of Spencer's favorite tunes, including *Greensleeves* and *My Heart Goes Where The Wild Goose Goes*. Jack gave a very interesting talk about Spencer's business life and the fact that all considered him a real gentleman. He said, "There was none better. They don't make them like that anymore." Stephanie followed with a warm tribute to her grandfather and a few humorous stories that allowed her to get through without too much emotion. She shed tears and displayed her warm personality, but had fine delivery. She called on Jason to read his poem about 'The Cycle of The Tree.' David felt his poem could have come from a well known poet, like Byron or Wordsworth. Jason sobbed as he sat down. David's talk was interwoven with humor, tribute and personal stories about his father. He mentioned his mother often and her support of Spencer in his difficult decisions. Afterwards, all the speakers received warm praise. Some said it was the best service they had been to. One person said they didn't see how David could have done better in paying tribute to Spencer and his life. Stephanie received praise for her fine delivery and Jason also received compliments for his poem. Thalis felt very good about the service. Afterwards, there was a reception at the Los Angeles Country Club for everyone to visit.

Time can never dim the memories that you cherish in your heart