

JOHN DOOLEY BELLINGER

THE WATUMULL FOUNDATION ORAL HISTORY PROJECT

JOHN BELLINGER

(1923 -)

John Bellinger, who joined First Hawaiian Bank in 1942, describes his career from his beginning days as a teller at Fort Shafter to his roles as president, chairman and chief executive officer of First Hawaiian Inc., a multibillion dollar institution.

Mr. Bellinger discusses the vast changes in the banking profession, including his pioneer work in automation, and the variety of financial services now offered. He also shares anecdotes of his childhood and teenage years, of his kamaaina family life, and of his lifetime interest in sports, particularly football and golf.

His strong sense of community responsibility and his continuing efforts to strengthen the economic structure of Hawaii have been acknowledged at the local, national and international level. Mr. Bellinger has served on the boards of several local businesses, community and military organizations, and is the recipient of numerous awards in recognition of these activities.

© 1987 The Watumull Foundation, Oral History Project
2051 Young Street, Honolulu, Hawaii 96826

All rights reserved. This transcript, or any part thereof, may not be reproduced in any form without the permission of the Watumull Foundation.

INTERVIEW WITH JOHN DOOLEY BELLINGER

In his eighteenth floor office of First Hawaiian Bank, 165 South King Street, Honolulu, Hawaii

January 20, 1986

B: John D. Bellinger

S: Alice Sinesky, Interviewer

S: Well, I think everybody knows that you were Hawaii born and bred and if there's anything in particular that you remember about your childhood, about your family, about your schooling?

B: Well, I know I didn't go to kindergarten. I used to spend the time with my mother and she took care of my grandmother who was quite along in years and we'd go down to her place on Piikoi Street. We'd go down first thing in the morning and come back in the afternoon when some of my mother's brothers and sisters would come home.

I had a big yard to play in at my grandmother's and I learned a lot about fruit trees, I'll tell you, because they had all kinds of fruit trees in the yard--different types of mangoes, and rose apples, "wai vee" [the wi tree]--you name it, they had it. One of the things I remember there very vividly was that my uncle used to come home for lunch and he had a model T Ford and he'd come running up the driveway and turn on to the grass lawn and jump out of the car and the car would still be running--and it would automatically stop itself, but I couldn't understand when I was a little kid how that car would stop. But it was going uphill and it wouldn't reverse coming down.

It was a childhood which I enjoyed. When I got a little older and went to school--I went to Aliiolani School in Kaimuki--a public school which was about twelve blocks away from where I lived. I walked to school and ran home every day because I used to like to play football with the kids in the block and we'd play out on the street and get skinned up. We'd get football or baseball or something in every day.

Along that line I think that one of the things I remember was that my dad worked at Pearl Harbor--he was the master electrician out there--and he was a very strict man. He used to get home from work every day at five o'clock and

when he got home at five o'clock that was when he was going to have his dinner. And you had to have your face washed and your hands washed and you had dinner at five o'clock. Well, you could always go out and play afterwards, but you had to be available then. And you'd better be.

Well, one day my dad said to me, "I want you to get a haircut tomorrow." He gave me the money. So the next day he came home and at dinner he said, "You didn't get your hair cut. How come?" I said, "Oh, I was playing football and forgot about it." He said, "If you don't get your hair cut tomorrow, I'm going to cut you baldheaded." Well, the next day I was playing football and I got to the table and he said, "How come you didn't get your hair cut?" I said, "I forgot it--I was playing football." So he marched me right down to the garage and cut me baldheaded. So I always remembered to get a haircut after that. (laughs)

S: Oh, I'll bet you did. Did you have brothers and sisters, too?

B: I was the youngest. I have a brother who's eleven years older and two sisters in between. I was the youngest. My mother died when I was eleven years old. Then I lived part-time with my brother, part-time with my father--my father remarried--so I lived part-time with both of them because my father had moved out to Pearl Harbor to live right on the base and I was going to Roosevelt High School. At times it got a little inconvenient to commute because I was very active in athletics and sometimes football season you didn't get through until after dark--seven or seven-thirty--and by the time you got home it was--out at Pearl Harbor--it was quite late. But looking back it wasn't that bad--we muddled through it.

S: And what about Roosevelt High School and the football?

B: Well, I enjoyed sports and I played football at Roosevelt for a couple of years and ran track there and did all right. We got some honors and I enjoyed it.

S: And somewhere along the line, of course, you took up golf.

B: Well, golf I didn't take up until--oh, I guess I was about thirty-five before I took up golf. This was after I had come back from Kauai and the Oahu Country Club was looking for members and Wai'alae was looking for members at the time. In fact I think at that time the initiation fee was only about a hundred bucks--at both places. I went in to Oahu first and then I played there and then some of my friends said, "Why don't you join Wai'alae, too, because it doesn't rain as much out there." So I did.

I haven't been playing too much lately. I keep active in golf--I play about nine holes every two weeks, but I just haven't taken the time--I've just been too busy. I should get back and play more. In fact, I haven't been playing well enough to play in the Hawaiian Open, so I've let some other people play for me. Unfortunately, I've had a bad leg, but it seems to be healing, so maybe I'll get back to playing more. I'd like to play at least twice a week anyway.

S: I think I read somewhere that you were going to start at the University of Hawaii, but the war came along.

B: That's right. I was at the University of Hawaii--in fact, I was a freshman there--and December 6th [1941] I was playing football for the University of Hawaii and we played Willamette that Saturday night in the Shriners' benefit football game and I was recovering the next morning when we heard the sirens and the bombs.

They closed the university because quite a few of the teachers and professors left for the mainland--so they closed the university down. And in addition to that we went over to being governed by a military governor and they needed all the able-bodied people they could have to take jobs of one form or another. Originally we were all in the ROTC and we went out and did some work the first week--stabilizing some of the community and taking the place of police officers and military by guarding utility installations.

Then I got out of that and went to work at Pearl Harbor in an accounting office. They were assessing the damage on the ships. Well, I stayed there about a month, but it was the most boring job that I ever had because they just didn't give you anything to do. I worked for about three weeks there and I had about two days' work so I said, "This is not for me." So I resigned that before they froze you into the job.

At that time firemen here in the city worked one day and you were off one day, worked one day, and I thought, "Well, they're going to open up the university eventually and I can be a fireman and I can go to the university and do both." Well, before I could even climb any ladders my father heard about it and, boy, there was--no way was I going to be a fireman. So he said, "Eventually you've got to go into the Army so why don't you go down and see if they can get a job down at the bank for you and then when they call you to go into the Army, you'll just have to go."

So that's what I did. I came down here. I had known--my brother had worked here--he had already been gone--he was in the National Guard and they got called up the year before the war actually started. So he wasn't here but I knew a lot of people here and so I came down and they said, "Sure." So I

came to work at a hundred bucks a month here as a teller and I stayed here--oh, until I got drafted. And, surprisingly, the one that drafted me was my brother. My brother by that time had become a Colonel and he was in charge of Selective Service here.

So he drafted me and I went in the Army and it was the tail end of the war and they put me in basic training here. I had been running a bank up at Shafter for our bank and when they said they were going to draft me, the bank said, "We don't have any manpower to maintain this. We're going to close it down." So they closed it down. And after basic training I went right into that office as a cashier in the Army. So I spent my military service right at Fort Shafter. I went home every night so that was kind of nice.

S: You were doing pretty much what you had been doing.

B: Yes. In fact I was waiting on the same people. The officers used to come in and they'd see the Major and they'd say, "Major, why don't you give him some stripes?" And he said, "I give them to him, but he doesn't put them on." I said, "You don't give me enough."

So finally when they were going to discharge me, I put on the sergeant's stripes because I didn't want to pick up cigarette butts at Schofield. When they were discharging you the process took about three days, and all you'd do was pick up cigarette butts if you didn't have sergeant's stripes--so that's when I put them on.

Right now I'm the civilian aide to the Secretary of the Army. I work very closely with the commanding general here and as the local civilian aide--I'm the head of the Civilian Advisory group here--that's another job, but it just happens to be I'm in both of them.

They're very nice people, generally, and we've worked out a lot of good programs which give the civilians a better idea of what's happening with the military. We just put in a program this last year with the military. We bring in the military people--oh, groups of ten, maybe fifteen--and they come in to our bank and I may have lunch with them, have somebody show them all around to see what banking's all about. George Chaplin's had a group over at the Advertiser; we have Chief Gibb from the Police Department has some; the Telephone Company has had some.

Numerous companies here have had some. We're taking our second phase--it's amazing how well the military enjoy it. It's a "Know Your Neighbor" program.

S: It's a liaison, an information program.

B: Yes, it's trying to get them to know something about the community. We know what they're doing, but they don't know what we're doing. And they go back and they speak to their peers and they have their companies or whatever it is, and they tell them what they saw and what they learned. It's steamrolling a bit.

S: Did that work lead to the endorsement of the military ads that you ran here that we thought were pretty successful?

B: Yes, we're trying to do as much as possible and those kinds of things do boost the morale a great deal with the military and it's something that we thought of. It's like telling your wife you love her--you don't say it often enough. And this again is recognition that you don't say it often enough--we appreciate your being here and all we do is bitch when we see a military truck blocking traffic or something. They're a good part of the community and they want to be good neighbors.

S: I worked out at Hickam for five years at the library so I got to know that phase of it, too. And what you're saying is absolutely right.

B: Yes, they shouldn't be divorced or separated--we're all part of this same community. You know, we associate with a lot of the top officers and we get along fine. But you have to get this at the lower level going--it's very important to do that.

S: Because unfortunately at the lower level is where we've had the bulk of the problems and if we can filter it down and get across to them....

B: That's what this Civilian Advisory group that we have --we've taken them on trips to the military installations. There are about fifty of us--all different cross sections of the community and business. Well, this year's program--I think it's next week that we go to Waianae. As you recall, we had a lot of trouble with the civilians and the military in Waianae ten years ago. Now it's peaceful. We even had a shooting down there at the military camp.

But you know, you just have to find out the problems and work with it. Here we had a beautiful beach for the military--with a fence here and a fence here. Outside you have Hawaiian kids playing, but they can't come in here. And they can see a military man buying a hamburger for twenty-five cents. They couldn't buy a hamburger for twenty-five cents. There's a case of your "haves" and your "have nots" and the military had something that they didn't. Well, we

broke those barriers down. That same kid can come in and have a hamburger with the military. Before long--they all love each other.

Now we're going out there and have a meeting. I will entertain the group at our recreation center which is very--those lower pictures there where the helicopters have landed --(on the wall to his left) and we'll take them out there and have lunch. After lunch, those that can will go and play golf with the military and the people from that community. And it's been peaceful. Makua Valley, right next door to this, was very controversial. Now it's all quiet and peaceful. Those are the things we try to do.

Now, we'll have a meeting with Admiral Hays' staff to show them the military doings all throughout the Pacific. Later on this year--it's the first time we've done this--if transportation can be arranged, we'll take the whole bunch down to Johnston Island where chemical warfare is stored. They'll be able to talk to other people in the community on what the military is doing. So we do this about every two months, something, to get them aware of what's happening in the military. I go back to Washington once a year to meet with the rest of the civilian aides throughout the country and to exchange ideas and it's good.

S: It's particularly important here in Hawaii where the military play such a large role in our lives.

B: Absolutely. It's very, very important. You know, you get the good and you get the bad. And sometimes you have to mark time a little bit, but on the whole it's good and we get along pretty well. That takes up part of my time.

We're looking forward to the Hawaiian Open coming up; we talked about golf a little while ago. I was one of the founders of the tournament. In fact, there were three of us --Francis Brown invited us for lunch--we knew something was up--the three of us used to play golf together--Frank Wight, Kenny Brown and myself. Frank Wight has passed away now. But we went to this meeting and talked about having this tournament, and they looked at us--there were other people in the room--but we looked at each other and the looks said, "It looks like we're stuck. If the old man wants this, we'd better put it on."

Kenny separated from the group, Frank moved to the mainland and I was the only one that stayed on. Now Kenny's back in with us and--the Brown name has been associated with golf for so long that we had to make sure he came back. But I don't do too much now because it's all organized pretty well. I sit on the executive committee and we'll have a meeting either the end of this week--I'll have a luncheon in here for them and we'll go over the last minute details and

everything will be rolling. It's very well organized now. I don't have to do too much work.

S: It has grown remarkably. Did you ever expect when you started that it would ever reach this proportion?

B: Well, we had hoped to shoot for the television--that's one of the things that I have tried to stress in my own way --to try to push for visitor industry coverage. We have the Hawaiian Open, we have the Pro Bowl, we have the Hula Bowl and those are excellent means of bringing in advertising for the state. Now you have the Kemper which is going to be up on Kauai and which is great.

We were talking about a Seniors' Tournament on the island of Hawaii, but we don't want it to conflict with any of these others. The more exposure we can get on TV, especially during the winter months, is very, very helpful for the Islands, and we keep trying to push that as much as possible. In fact, we tried to put through a Seniors' Tournament a while back, over a year ago and, oh, it would have worked except that they wanted us to pay for TV coverage and--nuts with that.

I think they can get enough out of advertising--this is what we put in our time for--we don't get anything personally out of this--but this is what we're offering to the state and the state's got too much to offer. We don't have to pay for it.

S: But there's nothing like that TV exposure. I had notes in Christmas cards this year, envious notes, saying, "We saw the Perry Como Christmas special." And no matter what it is, especially in the winter months, as you say, they're eager.

B: That Kemper on Kauai should be good. You know Hanalei--Hanalei can rain--and it can rain for several days. And yet you can stand there on that golf course and you've never seen beauty like that and you've got--you can have rain on the mountains ahead of you, the blue ocean, and the sunshine. And again, fortunately, they can take a lot of that when the sun is shining, but again you're going to have to play in it. But it should be--cross your fingers--we've had rain out at Waialae where we've had to postpone a day and I think Kauai will sometime get it, but let's hope not on the first anyway.

S: But no matter, as they say--the people from Minneapolis --"It beats what we have here." (laughter)

B: Yeah. Well, that's another thing, you know, with this golf--we're going to have a lot more golf courses here, fortunately. We should have four more on the other side of

the island, about four more on this side, so that will help a great deal. Whatever we can do we're trying to encourage it--there will be more on the outer Islands--but right now those seem to be on the drawing boards--moving ahead pretty well. It's a great sport. But, unfortunately, land costs are up so the cost of golf is not that cheap. I think at Wailea it's eighty dollars a round and that's a lot of money, but people are there to pay it.

S: Right. And to get away from some of that mainland weather for a couple of weeks and to come over here, it's worth it to them.

B: Well, I'm very fortunate. I've a lot of places to play golf and if I could find the time, I'd enjoy more of them so....

S: Well, you'll have to work on that for 1986.

B: Yeah, gotta work on that.

S: Well, as I mentioned somewhere along the line, it's unusual for anybody in this day and age to stay with one organization from the first.

B: Yeah, you asked about that. Well, you know, the thing that upsets me is that I like loyalty and I like working for our bank. I like the people and I'm getting to the stage rapidly where I am "the old man." Before, when I took over managing, I was quite young and, you know, they always call you "the old man" but I'm really tying into that now.

I don't know how it happened; I do plan ahead; I do see positions that come open, but I've always felt that I like loyalty and I like the people who work around me to have the same feeling. And yet that isn't--the government doesn't encourage that--that seems so strange to me. Because we've all been trained to loyalty, to stick with what you're doing and accomplish something and to save money--be frugal and save money--and the government--our government has changed all of that.

For example, our Secretary of State Shultz made a speech five or six months ago, asking the Japanese people in Japan who are the greatest savers in the world, "Don't save your money--spend it--spend it." Now that is so stupid to me because we weren't trained that way. We were always trained to save, to make sure you have a nest egg and yet here our Secretary of State is telling people of another country to spend this money. Now that is wrong.

Yet you take your retirements today. I stay and I work in this one organization. When you started they told you--actually it wasn't when I started--the retirement plan came

out after I was in here, but they based it on the fact--your longevity, the number of years that you worked, your salary and you worked out a formula. The longer you worked the more money you got in your retirement. Not any more--the government says, "You can only receive this amount of money," and over that that's just too bad.

Well, that doesn't encourage you to stay in one place. What that says to you is, "You can only work here so long," and then go to work in another job. And I think it's terrible that we've taken this sort of attitude, but that's exactly the way the law reads. In fact, even to the extent that years ago when you worked and you got beyond fifty-five and if you were going to work for a competing outfit, you had to get permission from the one who was paying your retirement. Not any more--you earned that--it's yours--and the heck with your company.

Now that is so wrong in my opinion. But I don't write the laws. The laws are written because of unions and labor and this to me is so wrong. As far as my company and staying with First Hawaiian, I've always felt that when I got into the management level that I would try to do as much as I could to make our employees feel comfortable and recognized and take care of them as much as possible. Naturally you have to take care of your investors, which I think we do very well.

But you can't in this type of business, which is a service business; unless your people are happy you're not going to keep the customers happy and you're not going to get the business. So we try to take care of our employees. Now, you know--that picture up there--those two pictures of our rec center--now that has a big meeting room, a big baseball field, a swimming pool, two tennis courts, seven cottages and it's on fifty-eight acres of land.

When I bought the land and started building this, oh, there were a number of people around town--and I'm not going to mention names, but corporate heads--who said, "What's that stupid guy doing now?" In fact I can--there was one public official who said, "What is that? Everybody else is getting away from that." Well, that's my employees' country club, and I'll tell you--on weekends when you get 250 or 300 people out there that can just go anytime that they wish.... The cottages, naturally, they have to be reserved but they're in use every weekend. We even have people who say, "If somebody can't make it, call me up." And we've got a list of those people.

And they use that facility all year long. And we don't --as far as management--Saturdays and Sundays we stay away from it. If we're going to have anything or inviting some of the outside public, it'll have to be during the week when our

employees aren't there. But that is something that's one of the many benefits that we give our employees and our employees are--with their fringe benefits--are well taken care of. And I'm very proud of it, because they like it and they like that somebody cares.

It's not known around town that I buy a Christmas present for my employees every year. Now I have over 2,000 employees, but I do my shopping in the spring and I will buy for my directors and also for my employees Christmas gifts. Now this last year I gave them all a radio, a solar radio that never needs batteries.

S: This is for each and every employee?

B: Each and every employee, yes, and the year before that I think I gave them wristwatches that have our logo on them--not this one (indicating the one he's wearing), but has our logo on it. I've been doing this for the last ten years.

S: Well, do you have any tangible results? Do you have any statistics that say, "Hey, our turnover is much lower than other companies?"

B: Well, our turnover here is way down. When banks, in comparison with mainland banks, they're shocked when they hear this. Of course, we've got a little advantage. With outer islands, we have very little turnover there. So that helps to bring it down. We're about at the level where we can--it runs between eight and eleven percent--and that's mainly in one category--machine operators and tellers--girls--there's more turnover there because of--one thing--marriages and having children--well, a lot of them come back--but then the military, too. They bring down their wives and they serve a hitch here and they go back. So that's where our movement is.

In this bank, we try to have a limited number of people report to me, but personnel reports directly to me. That's unusual, but it has been--ever since I got into a responsible position I wanted personnel to report directly to me. The individuals from all different departments and so forth--if they've got a problem they go to personnel--but personnel will keep me informed and let me know what's going on. And it works out quite well. Someday I'll get rid of that but not until I'm very satisfied that somebody's going to be taking care of it.

You'd be surprised at the letters you get from employees. We pay them a bonus, they've got profit sharing, they get days before Christmas, their salaries are reviewed--some once a year, some twice a year--the executives--even my cook gets a bonus--I personally see that he gets it. Because I've got a cook downstairs there that--he just cooks all the

foods that the local kids like--and they just love it. We subsidize the kitchen, but morale wise, he's tops so I make sure that he gets a bonus just like the executives next door here get a bonus. But I'm very personnel conscious and very concerned about how the employees feel and I think it pays off. You walk around here and I think you'll see some pretty happy people.

S: So you have nothing that really constitutes a morale problem?

B: I don't think so. If we find anything in here, we have some people that we can communicate with in different areas --we send out people from personnel just to sit with them to see if there's something coming out--sometimes you can get a sour grape in there--let's find out what their problem is--see if we can solve it for them.

S: So you solve minor problems before they become major.

B: You'd better believe it. That's the only way you can do it. Because when they become major then they're hard to clean up. But when you hear things that are going on--let's find out what it is.

And I have--well, one of my women downstairs has worked with me ever since I was a teller, Mrs. Straus (Rose Straus). She's sixty-nine now and she says, "When are you going to let me retire?" And I tell her, "You'll retire when I tell you to." Well, her husband died seven or eight years ago. He was a captain in the police department and when he retired--he stayed. He was the best instructor that they had in the police department for recruits--he did it free--he loved it and he was one of the best.

And I said, "What are you going to do? Are you going to sit in your apartment?" They have grown children. She takes care of the rec center for me, and she takes care of the dining rooms. She goes out and visits these branches for a week, and just sits with them and they know that they can talk to her like they'd talk to their mothers.

S: So they don't feel pressured.

B: They say when she walks in, "How come you've been away so long?" And they'll sit and talk--and there's little things--like, if we're going up to Maui and she's going up with me on the plane, we'll go and pick up some manapua from Chinatown and make sure the kids--they don't get that on the outer islands and if they do, it's not as good as Honolulu's. So things like that--it's little things, but they appreciate it--it means a lot. It means that you care anyway. So we try to keep this up.

Getting back to those Christmas presents. I do the selecting. I ask people for ideas and they never come up with good ideas. So I've been doing this for....

S: So where do you get your inspirations? From catalogs?

B: I look at catalogs. I go to Japan usually two or three times a year and they've got a lot of things. One year I gave them those plastic glasses with our logo--you know those that don't sweat--I got those from someplace on the east coast--they did a good job. But there are all kinds of things.

S: Well, there's no doubt in my mind that this does pay off, and I don't mean monetarily either.

B: My son has opened a little business here and, well, he did it from the first day he opened. I said, "I think it would be a good idea if you gave them a Christmas present," and he has. And they look forward to it. These kids ask my kids--kids in the bank--"You know what your dad's going to give us--what is it?" They say they don't know and they don't; I don't tell them.

S: Wonderful! Another thing I had mentioned--you had explained your loyalty and your philosophy on that as far as the company goes, but I can't help but think--having seen so many people from Hawaii--"Hey, the mainland's the only place to go. That's where the opportunity is; that's where the money is." And that seems to be their prime consideration. Some of them come back....

B: That's never interested me. You know I was born here and my brother and sisters were born here, but now my brother and my two sisters all live on the mainland--one for health reasons, the other two just chose to.

I like what Hawaii has to offer: I like the climate, I have a lot of friends here and as far as the opportunities--I think the opportunities are there. You know, whether it's banking or it's any other business, you've got to work with people and if you work with people, and they work with you, you've got a lot of people accomplishing your goal and it gets done. And I think that's actually how I've been successful--if you can say that--I actually ended up with a high school education because when the war came I never did go back to school. But using some common sense and getting people to work with you, and you working with them enables you to accomplish a little bit. All the community activities that we participate in--it's no individual doing it, it's everybody pitching in and working together and that's how you get it done.

And we in the bank here--community activities--we encourage our people to get involved in whatever you think is going to be good for the bank and you and the community.

S: Because there are plenty of areas, whatever your interests. There's some place you can help out around here.

B: That's it. "Look, if you're going to get into it, we don't expect you to be just one of the soldiers. You get in there and you move up the ladder and you get to the top." That's fine, because it's going to mean more time away from your work, but that's okay. We don't want you to all get in there just to be part of the crowd--that doesn't help you--it doesn't help them to lead. I don't know how many of them we've had--presidents of junior chamber and other organizations. We encourage them furthering their education, too--if they find courses at the university or courses at any of the schools here--well, we pick up the tab as long as they finish it. And we send off kids to school--there's about fifteen of them going every year--to Pacific Coast Banking School, different types of banking school. They may go up for a week or two weeks' course, come back and do correspondence work and then go back again. Maybe three years of that. And we have fifteen of them gone each year. We think it's great. It gets them to participate.

S: Well, I'm with you a hundred percent about the Hawaii thing and I think there are a lot of opportunities here and maybe these young people don't know how to approach it. I don't know what the answer is.

B: I don't know what the answer is either, but it's here--they've got to find it, and you know, you can't just push them in that direction because you never know if it's going to work or not.

S: It doesn't work when you try to push--they have to learn it themselves. Well, you have seen in the world of banking a complete transformation from the time you started.

B: Yes. You know when I was transferred to Kauai, I was running a branch and there wasn't enough work. The branch more or less ran itself and I had to get involved in community activities, but you had time to see how to make changes machinery-wise and I kept fooling with changes and, fortunately, I had a good boss in Honolulu who approved of what I was doing. And we made some changes with machinery and it looked pretty good.

I have to tell this story on myself. I had been up there on Kauai for about two, two and a half years....

END OF TAPE 1/SIDE 1

B: The chairman of the board would come up to Kauai to make his annual visit with branch managers and their wives, and he'd bring his wife and we'd have cocktails and dinner. Well, at that time it was the Yacht Club. So, I had had a few drinks, and we'd just gone through a period where we thought we were going to make a few changes and one of the mainland men that we brought down had a nervous breakdown and so he hurriedly left and we were back to square one again. Nothing was going to get moving.

So after a few drinks I told the boss how to run the bank. I told him that I thought he ought to pick one of the local fellows, somebody who had experience in operation, and send him to the mainland and work in the banks on the West Coast there for about three or four months and pick up all the new ideas he could and come back and--let's get started and get something done.

So that night went on--and as I said, I'd had a few drinks so I told him all this. The next day I told my wife, "Geez, I'm not sure whether I'm going to have a job this next week." So he came down to our house--the whole crew came down the next night for dinner. And I didn't even have a drink--I served drinks but I was a little afraid of what I'd said. So the evening passed.

About three weeks later I got a call one afternoon to be in Honolulu the next morning at eight o'clock. I asked my boss what it was all about and he said, "I don't know. The chairman wants to see you. You've got to come down." So I couldn't sleep all night. The next morning I came down and I saw my boss first and I said, "Come on, what's it all about?" "I don't know. All I'm supposed to do is take you down there."

So I went into his office and sat down and he said, "Three weeks ago you and I had a talk on Kauai." And I thought, "Well, here it comes--I talked too much." So he said, "I agree with you and I'd like you to take the job." And I said, "Well, you know, I think it's great that I told you, but....," I said, "you know...."

There was only one job in here at that time as a cashier--he was in charge of operations--but there was an elderly man in here--he was elderly at the time in my feeling--he was about sixty-three and he was going to retire in a couple of years--but really a smart man. And I said, "Mr. Hanson, I think you ought to make Mr. Mowat the cashier. So why don't I go ahead and do this work and I'll come back and work for him." And he said, "I don't want Mr. Mowat. I want you as cashier. Do you want the job?" And I said, "Sure do."

He said, "How soon can you leave for the mainland?" I said, "This Friday." And my wife had to move back from Kauai and I was headed for the mainland. And from that point on--I came back and I took over--personnel was under me--the woman who was in charge of personnel retired. She never could understand me anyway because she never knew where I was--they kept moving me around and nobody would tell her where I was.

So when I came back we had to start from scratch. We had adding machines, the tellers--everything was done by hand--adding machines--didn't have a computer in here. I was a one-man operations department. Mr. Pingree, [Mr. Hugh R. Pingree] who's the vice chairman now--he was the first one I got. Then I took a teller, who has since died, and the present cashier--I hired him from the mainland--but we started from scratch.

And that computer decision and how we did it and worked at it--in those days it was brand new and you had to change all your checks and put your magnetic ink on them.

S: Was that about the mid-fifties or the late fifties?

B: No, that was the late fifties. I came back here in '54. Late fifties--early sixties. Because you had to get it in stages. And the checks were one of the things--you had to train printers around town--they didn't know how to do it. So that you had to get that started and.... But we did it. It took a hell of a lot of work and since that time--well, I built this building--remodelled that other one. That one was first. Old Lewers and Cooke used to be here. I've either built or remodelled nearly every branch we've got.

S: And, of course, not only the automation but the change in the services that banks offer now. So you've had both of those to contend with.

B: Yes. Oh, we've made mistakes. We try to keep them to a minimum, but one of the mistakes that I remember that I had to take the blame for because I did it.... When we were numbering the accounts, you know--we never had numbers on accounts--savings accounts we did--and I tried to stick to the name--I didn't want to get to a number because I didn't want to be called a number and I didn't think that the customer did. So I made our guys go over to an alphanumeric system which kept the accounts in an alphabetical system, but you left gaps so that when you got new customers you could fill them in. And so you started printing your checks and you got all of that out--it didn't work. You'd be surprised how those gaps closed. And it got screwed up and you just had to stick to a numerical system as much as we wanted to.... And that cost us about another \$50,000 or \$75,000

but to me it was a major mistake and I never should have done it.

Again, I was thinking of people because I'm very conscious of people. I think we've been very successful sometimes in our marketing program because I have Mr. Dods, [Mr. Walter A. Dods, Jr.] who's president now, who came up through marketing and I work very well with him in that we are very, very conscious of people and their feelings and when we're working and trying to help people--you'd be surprised how much it comes back better than putting an ad in the paper saying how good you are.

Many years ago--I don't know if you were here--the Police Department couldn't recruit policemen. We stumbled on the idea and figured out, "Well, why don't we help them?" So we put a series of ads in papers--oh, they were strong ads--pictures of policemen and "You pig" and so forth. And it went on--I'll tell you they got recruits in that Police Department--and they have never been short since then. And it was one of the most successful ads--banks on the mainland picked it up. But it was people.

You know we work so closely with the Police Department. In fact, the Chief of Police [Douglas Gibb] right now is my godson. I knew him ever since he was so high. But that isn't the reason--we've always worked with the Police Department and there again, people. We're concerned with people and so we wrote some good ads and the public just ate it up. We're still working with the police. They're wonderful people and they've learned a lot and he's a good chief.

Well, I don't know--you asked about the awards that I received--well, I've received a great many in athletics, in civic....

S: Yes, I have a whole list and I was just curious if there was something that was really special to you.

B: There are a couple of them that I feel very strongly about. That Order of the Rising Sun from the Emperor of Japan means a lot to me because I have worked with the Japanese people and getting to know them and understanding how they think is really something. In fact I feel like Ambassador Mansfield--he's one of the men that I really admire--he was just in town the other day--the Governor asked us for dinner, but we had another dinner engagement, because he knows that I know Mansfield.

Mansfield doesn't buy this that it's the Japanese's fault--and I don't buy it either. They have developed and worked hard and are continually working hard to produce to sell. All right, why aren't we doing it? We're sitting on

our butts because we've been spoiled by the unions and we'd better get in and build new products to sell--build better products than they do.

If you've got a good product in the United States, believe me it has no trouble selling in Japan. Just think of the right thing and the use of it and it will sell there. And they'll buy all you can get and there's nobody going to stop them. I'll give you a good example of that--these baby diapers, the disposable diapers--they don't manufacture those there. Those will sell like hot cakes and it's a hell of a market there because it's something they don't have--it's something new--it's something they can use--they're having babies all the time. So why not think of something and do it--those people aren't complaining. It's just that you've gotta get off your duff and do something and build something that they want.

S: I had read a story that some auto executives were determined to sell some American cars in Japan so they shipped these American cars over to Japan to sell without taking into consideration the fact that the Japanese drove on the other side of the road. They didn't study the market--they just went ahead.

B: Well, they did buy bigger cars when we made them--big Lincolns and so forth because it was prestige. They'd have a Mercedes or they'd have a Buick when they were big. But now that you've got them all small--I have an office out there and I use a Japanese car--a Nissan President--which is Nissan Motors--it's one of the best cars I've ever ridden in. It's excellent.

But you've got to have a product to sell. They buy our 747's and the 767's because it's a good product. They know a good product. They'll buy it. Go ahead and produce something good. Don't say that--gee, they're flooding your market--that's all wrong. I'll admit that they use deceiving ways of saying "our market is open." The market can be open but they have other ways of twisting you around. But again the price is determining it. They're just giving you a runaround to do these things.

I like Ambassador Mansfield--I don't know how we're ever going to replace a good man like that--he is so aware, and rightly so, of what's going on and they love him. They really love him. So that kind of sticks in my mind as one of the awards that I really cherish. Of course, that other one there--the Hawaiian Businessman of the Year--that o'o--I don't think I deserve it as much, but I love the award because of my Hawaiian heritage and the award itself. But all of them I do appreciate--some you earn and some you don't.

S: I think when they were given they knew what they were doing.

B: Sometimes they have to give something to somebody that particular year, and so....

S: But this strong social--community responsibility that you feel which is quite evident--you've had this all along--this was something that was innate?

B: I've always felt that. I was active in high school--I was president of my senior class, and my wife was vice-president. We were always active in something. I was Colonel in the ROTC. So I've been active in all kinds of things. And I like it. You know you have to take your turn at it. I've been president of the Waiialae Country Club--you have a one-year term just like anybody else--you don't think that you're God--because you're just like the rest of them--you take your turn.

I am not a "yes" man. There are organizations in this town that aren't very happy when I speak up, but I'm going to speak my piece and I'm going to say what I think. In fact they're coming in to interview me sometime this week for the Chamber of Commerce. They're having a survey. Well, I haven't been active in the Chamber of Commerce because I don't like the way they're run, I don't like a lot of things they do, so I won't have anything to do with them. But now they want to find out from people what's wrong with them.

S: I bet you'll be glad to tell them.

B: I don't mind telling them. They're having other people fill out questionnaires, but there are a few that they're going to have come and talk to you. I'll tell them how I feel. You know when you've had a lot of these big business men in town that say, "We're going to have a meeting. Come on down." I'm going to say, "What's the meeting for?" "Oh, come down. We'll tell you." No--I want to know what it's for.

One day we got a call from Castle & Cooke. They said, "We're going to meet--everybody's going to put up \$30,000 because we want this program to tell people how businesses are good people--and the morale--so they'll know that people are good...." I said, "I don't need that. You need it. I don't need it." So nine of them went along with it--I didn't go along with it. The hell with that noise. I don't buy that kind of thing. It's got to be something that I think is really needed and good for the community--otherwise I'm not going to go. I'm kind of a maverick, but I don't care. It's all right.

Even this JOBS [Joined Organizations for a Better State] program--you know, that's very controversial--I'm not in on that.

S: So what you go into you feel strongly about, and you're there because....

B: I feel strongly about and I'm going to participate. But nobody's going to use me or push me around. But there are other reasons why I'm not with that group for the jobs program, but we won't get into that.

But I feel very strongly about things and I'll go all out and push things, and we've been successful in a number of fund drives which, you know, you've got to have a feel for--just to go and ask people for money--I don't like doing that. But we've done Palama Settlement, which I think is a really valuable thing for those kids down there; we did the Blood Bank, which I think is very, very important; we did the Kawaiahao Church to preserve that, and even when we were through, I don't think Akaka knew what we were doing because he wanted to use the money and I said, "No, the \$2,000,000 goes into an endowment and that's to take care of that building."

S: There has to be some real substance to it before....

B: You'd better believe it. And when it does--it makes sense--then okay--people will put up money because it makes sense. If it doesn't make sense, I'm not going to go for it. I get requests in here at least once a week to head up a drive and I'll help some of them to learn how to go out and get money, but I'm not going to be knocking on people's doors every day. They get tired seeing you.

S: And there are ways to approach these problems that are far superior to some of theirs.

END OF TAPE 1/SIDE 2

May 6, 1986

S: In our first interview you had indicated your strong support for the military and the tourist industry. As an individual who has worked to strengthen the economic base of Hawaii, do you see any new or additional alternatives in the foreseeable future?

B: Well, the military and tourism have been around for quite a while now and our agriculture goes in cycles. It's kind of going downhill because the price of sugar is one thing. In the meantime maybe some other agricultural finds will be made. We've got macadamia nuts coming in, but you know, there are other places planting macadamia nuts,

too. Even in California. So you can't count on that to replace sugar or pineapple. Pineapple has gone to Taipei and Hawaiian Pine gets a lot of their pine from there. I don't think they're going to fold up here, but there will be agricultural products which will have some effect--not to replace sugar entirely but they're experimenting. And I think a lot of activity with the oceanography and biotech and all this stuff is just beginning.

If you go up to the Kona coast you'll see where they planned OTEC [Ocean Thermal Energy Conversion]--right at Keahole airport--they tried that OTEC and they're still working on it but some of the by-products of the experiment--you see you're bringing up cold water from the ocean bottom--it drops off there a great deal. And they've found several things that they didn't realize. One thing they've found is that you can raise kelp with that water. The kelp has about twenty-five to thirty percent protein; the kelp in California has about five to eight percent protein. So it's got a lot more nutrients and protein in there. Well, the thing that eats kelp is abalone. So they have an abalone farm there now. They raise kelp with that cold water; the abalone eat the kelp and the abalone grow faster and they're even serving them at the Mauna Kea hotel.

That same water that they bring up--they're raising algae. The algae is transformed into a powder form which they say is good to help people with cholesterol. So here are just two products which they've gotten in the last few years. They've also found that when you bring up that cold water it's not only cold, but it's pure. It's salt, but it's pure salt water. Well, normally, if you take an aluminum paddle or anything and put it in that salt water, it pits. You put it in this salt water and it doesn't pit. What is the reason? Is it pure and clean? Or is it the cold water that it doesn't pit? So they have to find out what the difference is.

There are so many things that we just don't know about that are in our backyard. This is one of the reasons we're trying to get this PICHTR [Pacific International Center for High Technology Research] going--I'm chairman of that. We're trying to get the high tech only in relationship to our environment here in Hawaii: astronomy up on the top of Mauna Kea; the ocean off of Keahole or things of that nature--things that we can work with. Get some scientists down here. Train young engineers out of the University of Hawaii which will take care of their employment and it would be a very healthy thing for us to have more think tanks around here and find out what's going on.

The astronomy bunch could work very closely with the Star Wars group. And the Japanese--we've just gotten word--we hope that they're coming in for at least a million dollars

a year to help us with that OTEC project. The President was going to talk to them out there. They want to come in and we have a person from Japan on our board, our PICHTR board, but he's quite old now and looks like he might not stay on. We want to put another person on. Then someone from Taiwan, Taipei, they want to put somebody into it. That will take time, but we will be developing that and try to get some industry going which is here locally and maybe in a different field to help replace some of the things we may be losing.

But in the meantime tourism is not even anywhere near its peak. It's got so much growth left in it that there'll be time to get some of these other things going. I think that tourism will be fine as long as we keep it controlled a little better than what happened in Waikiki. Waikiki and Kona itself are good examples of what you shouldn't do. You should have more planned development which I think you're getting in outer island developments and which I think is good.

S: What about the shift of the tourists from the hotels to the condos? There seems to be so much of that. How does the hotel industry adjust to that?

B: The hotel occupancy hasn't been bad. Take the tourists from Japan--you don't get them into a condo because they aren't here that long. I think the condominiums are used mainly for people that are going to be here for three or four weeks. The hotels take the five or six days and they're moving them around. I think they just take care of the overflow and I don't think it makes much difference. I think it's going to be good for them because they've been taking the overflow and I don't think we're going to be able to build fast enough in the next few years. If we get that one at Waikoloa going, that's about 2,200 rooms I think.

S: But you don't think Oahu itself has at this point enough hotel rooms or do you see further expansion even on Oahu?

B: Well, they're going to develop some down at West Beach. West Beach will probably take six or seven down there and it will take it out of Waikiki, but there'll be three golf courses out there. I don't know--there's some talk of north--out at Kahuku of expanding that hotel. I'm not too familiar with that plan, but I think they're going to put additional rooms out there. West Beach will be a development.

S: Well, how do you go about educating that hard core resistant group who still can't accept tourism?

B: Well, we're always going to have that. We did tangle with them on Waikoloa. But you know, we didn't run into as much trouble there as we did with the EPA because what we did

was get the Hawaiian groups, have a meeting, a dinner with them up in Kamuela before we even announced the plans. Went over the whole thing with them. They were our strongest backers; they backed us on everything and you eliminated the grass roots people.

Like on Molokai you had two factions: you had one group that didn't want to touch anything and the other that wanted employment. Now it took them a couple of months but they finally got that all resolved. In that case there if you went to the grass roots, the grass roots people were for you. They wanted employment, but there was some of them that knew the law and knew where they could block you.

And I think we've got too many of those around--even in the case of H-3. Now that damn thing is costing you and me a hell of a lot of money. If it's needed, it's needed. By the delay of a few people--half of it's in--that money's just all wasted. We're going to need more highways between here and the other side of the island. Whether it was right or wrong--they've changed it so many times just using legal technicalities, but you and I are going to pay for that. I think that's so wrong. All those people who protest that thing--I wish they'd ride back and forth from Kailua in that heavy traffic in the morning and night and see how they feel about it. It's bound to help in some way. I used to live there before the tunnels were built and, boy, it was a mess. Everybody's growing and anybody who takes the attitude that we're going to sit and don't do anything, well, that doesn't make sense.

S: Well, that's it. We're growing whether you like it or not.

B: Sure you can have controlled growth, but the technicality they're hanging on now is--they made sure that this thing went around this park, but in the law it says that so many feet or yards from a park it's illegal. That's for the birds. It's safer if it's elevated or whatever it is. It's not hurting that park, but they use this as a technicality.

Sure we had this with Waikoloa. We had this--the Sierra Club still has a suit in--but if you saw those ponds up there, if everybody saw them, they would laugh and say, "What are we trying to save this for?" It's just so stupid. Little shrimp this big. If the pond was as big as this table (five feet in length) and I covered that pond up and I dug over there a pond the same size, within a week to two weeks time the same shrimp would be in that pond. What are we trying to save? It's really a joke.

The U. S. Engineers--we fought that thing all the way through--but it's just individuals who do this and they just

sit around and wait. I don't know what they think they're doing because the whole thing that they're going to build there is so much prettier and going to be used so much by more people--so why the hell protest the thing? But you do have that and this is still a free country but I think it's costing each and every one of us too damn much money for those individuals who want to show their individuality. They can't show it any place else and they'll do it there. It's a crying shame.

S: And I can't help but wonder, ten years ago were they really interested in these ponds?

B: Not at all. There isn't even a commercial or cultural value to those damn ponds. That's why as soon as the permit came through we destroyed the damn things--left the ones that we said we would. It's terrible. These kids that get involved and they're not all kids--they're grown-ups. I've got a daughter who's damn near forty, thirty-eight, thank God she's co-chairman of this "Just Say No" program. I'm glad she's not in any of these environmental things, that's for sure. I'm proud of her involvement in this program.

S: You haven't said too much about your children. Are they all here?

B: Yeah, I have three kids here. The oldest one that I was just talking about, Dona, is a real estate broker. She was married, but divorced, no children. The second one is Jan. She works here in the bank in our trust department. And then ten years later we had my son who has an alarm business--security and alarms--and he has all the big--our bank, American Security, Honolulu Fed, all of the savings and loans, Liberty House, Sears, all of these places. So he and a partner--his partner is on the mainland--are trying to get into alarms throughout the country, but he runs it here. He dropped out of college after one year and he and his partner started this up and he's learned a hell of a lot in the four or five years.

S: Did they go to school on the mainland or spend much time there?

B: The oldest went to Colorado State University; my son went to Denver and the middle one was up in Chico [California] for a couple of years. None of them has finished college, but they've more or less lived here all their lives.

S: And like their dad, they saw no reason to stay on the mainland. This is home.

B: No, this is home. So they're trying to make the best of it, I guess.

S: Any grandchildren?

B: No, none of them are married right now. My wife would like to have some grandchildren, but you have to wait and see I guess.

S: That's not within our power.

I don't know if you want to put this in this particular history, but somebody else had mentioned it and I had read about it and I thought it was kind of interesting--the episode that your parents had regarding the Massie case.

B: Well, I was just a kid then. My mother had very bad asthma. In fact she died when I was twelve years old from asthma, but she would get very congested so my dad after dinner quite often would take her for a ride so that she would get some fresh air. So she and some people who lived across the street--the four of them went riding. In those days there really wasn't a road along the Ala Moana; there was a road there but it wasn't paved. It was more or less coral filled. They used to have a Kewalo Inn where Ward Warehouse is now and somewhere in that vicinity they came across Mrs. Massie and picked her up and took her to Manoa, I think, where she lived and that was it. That was the extent of their participation. They just picked her up and took her back to her home.

S: They weren't aware of the circumstances at that time?

B: Well, not at that time. I remember when I was a kid it all brewed from there. You had the groups--you know, the Hawaiian group--the Navy groups and the local group were quite aroused. I don't remember all the details on it because I was just a kid. I remember them picking them up but that was all there was to it. And, of course, I think when the trial came up my dad or mother had to go and testify just that they picked her up. But that's the extent of it as far as we were concerned.

S: But being on the fringes of it was interesting.

Did you have any thing else you wanted to cover?

B: Well, I don't know of anything we haven't covered.

S: Oh, I know what I wanted to ask you. I have no idea if there's a mandatory retirement age around here or not or are you planning on being around here for a number of years or how's that going?

B: Well, the good Lord's the only one who knows that. We used to have a retirement age of sixty-five quite a few years ago. I kind of eliminated that. It's still something to shoot for for some people and most of them go out at sixty-five.

S: Legally though now you can't really force them, can you?

B: No, and we don't. What we do is if a person--if their salary is up to a certain level, you can. But what we do is if they're in good health and they aren't interfering with somebody coming up and they want to stay, okay, every year we take it up and so we have some people here at seventy-one or seventy-two, older than that--seventy-four, but it's up to the individual. If they want to stay, okay. Most of them want to go at, oh, sixty-three or sixty-five.

I'm going to be sixty-three this month and they've asked me to stay on another five years. "Well," I said, "let's put it this way. I'll stay on but if in that period of time I figure that I want to get out, I'm going to go. You're not tying me down." So I can stay on until I'm sixty-eight or beyond, but it depends on whether you're doing the job or whether you're holding things up. Sometimes older people--sometimes there may be a bottleneck the way things are flowing and they'd be better off if you'd get out.

S: And it's over forty years now right?

B: It's forty-four. Well, I've been around a little while and I'm really the old man here.

S: Forty-four good ones and I want to wish you many, many more years here.

B: Well, only the good Lord knows how long you'll be around. If you're healthy and this is what you like doing, fine. But if you're not and you can't do your job, you'd better.... There's somebody that has to be very active here. There's not much time for just sitting around.

S: But from what I've learned from talking to much more elderly people, being active is the key to the whole thing.

B: That's right, it is. If I retired, I'd have to be doing something--playing golf. But mentally you have to be doing something. You can't play golf every day in the week.

S: The physical isn't enough. You have to keep the brain active, too.

B: But you know a lot of the things that I'm active in which is with the--not only with the bank, but community and

military activities--unless you're in a spot where they can get you. Like if I said, "Well, I'm going to retire to Kamuela," and they can't get to you so you lose all that activity. So sometime you have to cut it all off I guess. But the things that I'm working in--I guess I'd get into something else.

S: No, I can't see you just retiring to the golf course ever.

B: No, I don't think I could and there isn't that much yard to clean.

END OF TAPE 2/SIDE 1

SUBJECT INDEX

- 1 Early childhood: grandmother's home on Piikoi
Elementary education: Aliiolani School
Early interest in sports
- 2 Early family life: father's discipline
Siblings: one brother and two sisters
Roosevelt High School
Football and golf
- 3 Freshman year at University of Hawaii
Recollections of December 7, 1941
Employment at Pearl Harbor
- 4 Employment at First Hawaiian Bank
Military service with Army at Fort Shafter
- 4-5 Civilian Advisory Group: relations between
military and locals
- 6 Origination of Hawaiian Open: Francis Brown, Kenny
Brown, Frank Wight
- 7 Television exposure: Hawaiian Open, Hula Bowl, Pro
Bowl
- 8 Development of golf courses on Oahu
Length of employment with First Hawaiian Bank
Secretary of State George Shultz: advice to
Japanese
- 9 Employee relations: retirement, benefits
- 10 Employee relations: recreation facility, Christmas
presents, personnel
- 11 Employee relations: salary review, problem
solving, personal awareness
- 12 Decision to remain in Hawaii
- 13 First Hawaiian Bank: community activities,
educational opportunities, Kauai Branch
- 14 Move from Kauai Branch to Honolulu
- 15 Training on mainland: automation, Mr. Hugh
Pingree, late 1950s
Changes in bank services

- 16 Cooperation with Police Department
Awards: Order of the Rising Sun, Emperor of Japan
- 17 Ambassador Mansfield: attitudes toward Japan
Awards: O'o, Hawaiian Businessman of the Year
- 18 Community activities
- 19: Community activities: Palama Settlement, Blood
Bank, Kawaiahao Church
Military and tourism
- 20 Agriculture: sugar, pineapple, macadamia nuts
OTEC, Ocean Thermal Energy Conversion
PICHTR, Pacific International Center for High
Technology Research
- 21 Tourism: Outer Islands, West Beach, Oahu
- 22 Environmentalists: Waikoloa, EPA, H-3 Freeway,
Sierra Club
- 23 Bellinger children: Dona, Jan, Neal
- 24 Massie case
- 25-26 Retirement

THE WATUMULL FOUNDATION ORAL HISTORY PROJECT

The Watumull Foundation Oral History Project began in June of 1971. During the following seventeen months eighty-eight people were taped. These tapes were transcribed but had not been put in final form when the project was suspended at the end of 1972.

In 1979 the project was reactivated and the long process of proofing, final typing and binding began. On the fortieth anniversary of the Watumull Foundation in 1982 the completed histories were delivered to the three repositories.

As the value of these interviews was realized, it was decided to add to the collection. In November of 1985 Alice Sinesky was engaged to interview and edit thirty-three histories that have been recorded to mark the forty-fifth anniversary of the Foundation.

The subjects for the interviews are chosen from all walks of life and are people who are part of and have contributed to the history of Hawaii.

The final transcripts, on acid-free Permalife bond paper and individually Velo-bound, are deposited and are available to scholars and historians at the Hawaii State Archives, the Hamilton Library at the University of Hawaii and the Cooke Library at Punahou School. The tapes are sealed and are not available.

August 1987