

'Now, look, there is \$12.50 that we have that we wouldn't have had if you had let that fellow walk out of here. These young fellows just want a place to sleep. They don't care what kind of room they are getting. Sure, we have the rooms under renovation BUT-THE-WORKERS-DON'T-WORK-AT-NIGHT. You have to use your imagination.'

"Roy came back to the desk and said, 'Larry, I hope you learned a lesson. If these guys who worked for me owned the hotel, they would think the way I do.'

"That was my introduction to Roy Kelley.

"He was a great negotiator, not only on loans, but on CDs (Certificates of Deposit). He was also a tough negotiator. I remember one time talking to him on the phone and getting rather philosophical about interest rates: how we structure rates, how we can only pay a certain rate, and why we had to charge him a certain rate.

"In the course of my talk I used the term 'Prime Rate.'

"Roy said, 'Larry, don't talk Prime Rate to me. Prime Rate has no meaning. The only rate I'm interested in is

the Roy Kelley Rate.'

"After Cinerama bought the Reef—about a month or so after the takeover of the property—the manager told me an unbelievable story.

"He said that before the end of the first week he was getting calls from guests complaining about smoke in their rooms, rooms that had kitchenettes in them. The guests said that they just couldn't get smoke from the kitchenette out of the rooms.

"Finally, the manager goes up to the rooms to find out what was going on and finds there are hoods and fans in the kitchens. He turns on fans and they work but the smoke doesn't go out.

"The manager calls Roy Kelley and says, 'Mr. Kelley, I have been getting lots of complaints about smoke in the rooms with the kitchenettes. The fan works but the smoke stays in the room.'

"Roy says to him, 'Just tell the guests to open their doors.'

"The manager says he understands that idea but there should be some other way to get the smoke out.

"Roy responds by saying, 'Young man, yes, we have a hood and we have a fan but that doesn't necessarily mean

we have pipes from the fan to take the smoke out of the room. When we built those kitchenette rooms, the building inspector said we had to have the hoods and fans, but he didn't say we had to have vents.'

"The manager went back up to one of the rooms and put his hand up behind the vent. It was solid concrete!

"Roy Kelley was a bear on construction costs.

"Once I ran into Roy at Lewers and Kalia Road by the Edgewater.

"At the other corner, a Mainland developer was building a new high-rise hotel called The Imperial. It was under construction and Roy grabs me and says, 'Larry, I want to tell you something. See this hotel that is being built? Well, let me tell you the man is crazy. There is no way he can make this hotel pay. Do you know it is costing him \$18,000 a room to build this thing? Let me tell you something. If anybody comes to you and wants to borrow money to build a hotel and they say that it is going to cost more than \$10,000 a room, you just say, 'No!''

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The advertisement features three rectangular signs hanging from the top, each displaying the Hawaiian Cement logo (a stylized 'H' inside a square) and the text 'HAWAIIAN CEMENT'. A large, stylized version of the logo is positioned at the bottom left, with a dotted line suggesting a beam of light or a path leading towards the hanging signs.

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