

Club property.' So I went with him and signed the lease. Then Roy said to me, 'You are going to help furnish the hotel, operate the hotel, and finance the hotel.'

"Later he said, 'You are going to be president of the Outrigger. I remained president for about three years.

"There was no one like Roy Kelley to forecast the future. On the way back from signing the Outrigger lease, he said to me, 'You know, Bob, we will put the lobby upstairs and shops and restaurants on the street level. The downstairs floor will pay for the lease rent and the taxes.' He was talking about \$250,000 a year.

"Today, those shops pay the land rent and the taxes three times over."

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Outside the immediate periphery of Roy and Estelle's most active professional years in Hawaii was a host of acquaintances, partners, and short-term employees. People who were not necessarily in the middle of the maelstrom, or not long in the middle.

One such was Bob Herkes, a veteran Big Island legislator, Big Island county councilman, hotel operator, and entrepreneur.

"I learned more from Roy Kelley in a year than I ever learned from one man in my lifetime.

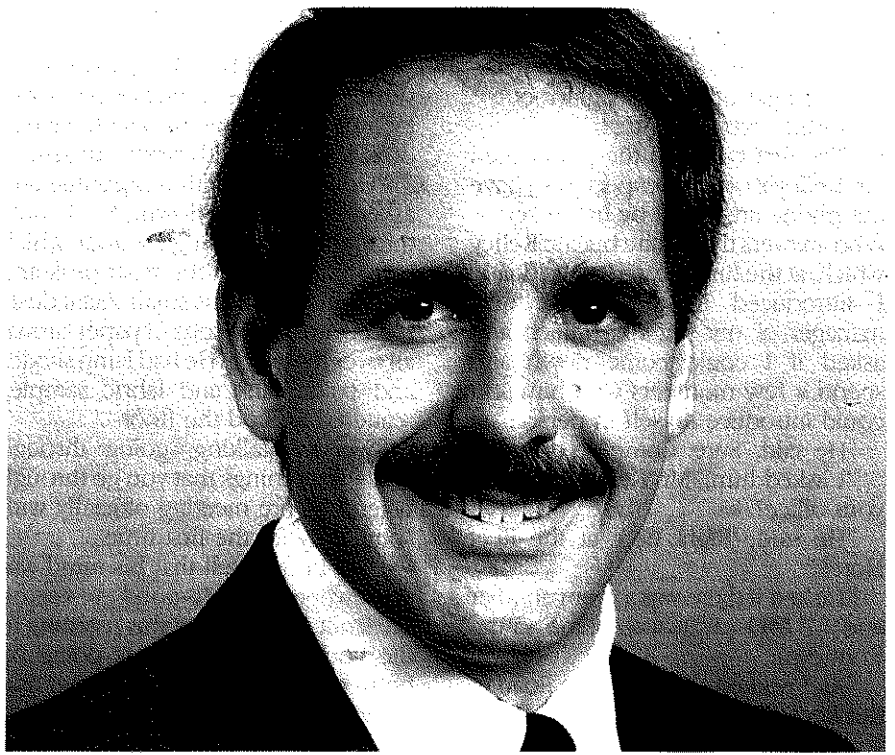
"My first job was as a lifeguard at the Edgewater Hotel swimming pool. Roy Kelley let me earn some extra money during off-duty hours while I was still in the Army.

"Then when I got out of the Army, I went to work for him full time. I did everything. I was a desk clerk, a night clerk; you name it, I did it. I would even get a call in the middle of the night from Mr. Kelley saying that the night auditor had a heart problem, come down and do the night audit. I didn't mind. I was flattered.

"Everything with Roy Kelley was simple and direct.

"I remember at the Reef there was a cigar box behind the desk and when you wanted change you lowered the cigar box through a hole in the floor to the bookkeeper down below who would put the money you required in the box, and you would haul it back up.

"When Mr. Kelley finished the second building of the Edgewater, he told me that we were going to change all the room numbers in the two



PRESIDENT CAREY: "OUR COMPANY HAS HISTORICALLY BEEN OPPORTUNISTIC."

buildings so they would be compatible.

"I said, 'Okay, Mr. Kelley. I'll inform the switchboard operators and the front desk clerks and the housekeepers so they will be ready when you want to renumber the rooms.'

"'No, no no,' Mr. Kelley said, 'you don't understand. We are going to do it *now*. In two days the whole thing will straighten itself out.'

"So we did. We got metal numbers and went around and renumbered all the rooms. The result, for the first two days, was chaos. People didn't know where their rooms were. Telephone operators couldn't find the guests. People kept getting the wrong keys to the wrong rooms. It was an outrageous situation.

"Three days later it was all settled down, just as Mr. Kelley predicted. Today, I am probably the only person in the world who remembers there was any problem.

"Roy Kelley taught me that when something has to be done, just go ahead and do it. No conferences, no consultants, no plans on paper. Just go ahead and do it.

"We took reservations for the second building of the Edgewater

while it was still being finished. I'd take guests up to the room and there wouldn't be a door on the room or it wouldn't have a shower curtain, but I'd tell them that it would all be in place when they came back from the beach that afternoon. And, of course, it would be.

"Roy Kelley was a brilliant man. He could remember everything there was in each of his buildings, the construction, the type of plumbing, the amount of wiring, the number of feet of poured concrete. Everything. Phenomenal memory."

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The Waikiki Banker

Larry Johnson, son of a popular dermatologist, Dr. Howard "Skin" Johnson, became president of the Bank of Hawaii in 1989.

"I was named manager of our Waikiki Branch in 1968. At that time I was twenty-seven years old and had been in the bank full time for only five years.

"When I was made manager, Cliff Terry, the president, made it very clear: 'Your big responsibility is to make sure you keep Roy Kelley happy.'

"I asked, 'What do you mean?'